SPORT ENGLAND BOARD - MINUTES
1 November 2018
Sport England, Rooms 11-13, Lower Ground Floor, 21 Bloomsbury Street, London, WC1B 3HF

Chairman: Nick Bitel

Members: Natalie Ceeney (NC)
Ian Cumming (IC)
Mohamed Elsarky (ME)
Chris Grant (CG)
Sue James (SJ)
Andy Long (AL)
Karen Pickering (KP)

Attendees: Jennie Price (JP)
Mike Diaper (MD)
Charles Johnston (CJ)
Lisa O’Keefe (LOK)
Chris Perks (CP)
Nick Pontefract (NP)
Phil Smith (PS)
Nico Heslop (NH)
Erin Stephens (ES)
Dave Newton (DN)
Helen Bibby (HB)
Jenny Betteridge (JB)
Caroline Fraser (CF)
Joel Brookfield (JBrook)
Allison Savich (AS)
Stuart Armstrong (SA)

Observing: Tim Hollingsworth (TH)

Secretariat: Tanya van Niekerk (TvN)

WELCOME

1. The Chair welcomed ME to his first official Board meeting since the commencement of his appointment to the Sport England Board (ME had observed a previous meeting). The Chair noted that NH would be arriving at midday.
2. Apologies were noted for Board members Kate Bosomworth, Rashmi Becker and Wasim Khan. Members had provided the Chair with commentary on items of business which he would reflect at the appropriate points during the meeting.

3. Debbie Jevans was currently on sabbatical from her role at Sport England. Kate Bosomworth would be stepping down from her role at Sport England in February 2019. The process for renewal of terms for those members whose terms were due to come to an end in 2019, and the recruitment of new members, would commence early in the new year.

4. The Chair declared an interest in item 2.1 — update on the potential sale of Wembley National Stadium by way of his position as a former Trustee of the Wembley National Stadium Trust. ME declared an interest in item 2.3 — Investment into British Equestrian Federation (BEF) by way of his position as Chair of the BEF. ME would step out of the meeting for discussion of this item.

5. The minutes of the Board meeting held on 25 September 2018 were APPROVED as a correct record, subject to a minor amendment to the wording of paragraph 101.

6. The Board NOTED the Matters Arising from the Board meeting on 25 September 2018 and earlier meetings, all of which had been completed, carried forward or dealt with elsewhere on the Board’s agenda.

7. NP updated the Board on latest timings in relation to the Comprehensive Spending Review.

8. The Chairman (NB) updated the Board on a current issue which had arisen since the last Board meeting in relation to accusations in the media of a conflict of interest in the ongoing British Athletics matter. The use by NB of a non-Sport England email address for conducting Sport England business had led to an accusation of a conflict of interest. NB had written to the England Athletics Chair, Myra Nimmo, in relation to the position of UK Athletics (UKA) Chairman, Richard Bowker, on the UKA Board. NB provided the Board with context and background to the matter and how it was being handled, noting that DCMS guidance recognised that Independent Board Members may use more than one email account, as long as the capacity in which they were writing was clear. This was clearly the case in respect of this matter, and furthermore, all email correspondence about the matter had been shared with the Sport England CEO. NB advised that involved parties were moving to mediation in relation to resolving the governance issues within British Athletics, and thanked Mel Young, Chair of Sportscotland Board, for his strong support in that process.

**CEO REPORT**

**Wembley National Stadium**

9. JP updated the Board following Shahid Khan’s recent withdrawal of the offer to buy Wembley National Stadium from the Football Association (FA). The Board discussed the resultant loss...
of opportunity to address one of the biggest issues facing grassroots football, that of the building and maintenance of pitches. The Board was assured there would be no costs to the public purse in relation to the negotiations - the FA were required to and had met all costs throughout the process.

**Update on Legal Matters**

10. ES updated the Board on two significant legal issues that had arisen over the last 12 months. The Sport England Audit, Risk & Governance Committee had been made aware of both matters, and AL, in his capacity as Chair of the Committee, had been briefed in full throughout the handling of both.

11. (Illegible text)

12. (Illegible text)

13. (Illegible text)

*ES left the meeting.*

**Investment into British Equestrian Federation (BEF)**

*MH stepped out of the meeting for discussion of this item.*

14. PS presented the item.

15. At its 13 December 2017 meeting, the Board approved the BEF’s core market delivery plan and agreed a one year holding award of £600,000. A further £1,400,000 of funding was ringfenced for delivery of the plan between January 2019 – March 2021, but not released due to risks to the BEF’s compliance with the Code, and an independent review into the BEF’s governance structures. PS said the subsequent work conducted jointly by the BEF, UK Sport and Sport England had led to a number of actions being completed since December 2017 to address these issues.
16. The Board APPROVED the remaining ring-fenced £1,400,000 of award funding to the BEF for the period January 2019 to March 2021 to support their delivery plan. This was subject to the BEF continuing to work with UK Sport and Sport England to embed good governance culture, measured through the following conditions:
   a. The BEF is to continue to monitor and embed the agreed actions from the Independent Report Action Plan to the satisfaction of UK Sport and Sport England.
   b. The BEF will be subject to an audit in Q4 of 2018-19 to ensure continued and satisfactory progress on the embedding and sustainability of the Independent Report Action Plan and the Code for Sports Governance.

MH returned to the meeting.

Accounting Officer (AO) Responsibilities

17. JP set out arrangements for the AO responsibilities for the period between her departure from Sport England (2 November) and the new CEO TH’s start date (19 November). JP would delegate her authority as AO to Charles Johnston as Interim CEO. This was in line with the process followed when JP had been on annual leave, where she remained AO but delegated her responsibilities to another member of the Executive Team. This allowed decisions up to the CEO’s delegated limits to be made.

18. The Board NOTED these arrangements.

VW joined the meeting.

Six-Monthly Internal Equality Report

19. VW presented the item. The report provided an update on internal equality activity since December 2017, and progress towards completing Sport England’s Diversity Action Plan. VW updated the Board on the results of the recently completed Gender Pay Gap and Equal Pay reports.

20. It was requested the workforce demographic in relation to Ethnicity be broken-down further to show the percentage of ethnicity characteristics within the BAME group. This information would be included in future Internal Equality reports.

21. NP said the Internal Equality Group had agreed Sport England would aim to continually improve its workforce demographic in relation to ethnicity towards parity with general population statistics on ethnicity, as well as taking account of the specific ethnicity of the geographical areas in which the organisation worked, for example the Local Delivery Pilot places.

22. A concern was expressed about the workforce demographic in relation to Age, with the statistics not having shown much movement towards increasing the younger workforce in the past five years. VW assured the Board this issue was being addressed - of Sport England’s new starters over the last year, 26% were under the age of 30.
23. It was noted the uptake of the shared parental leave scheme remained lower than that of paternity leave; more would be done to raise staff awareness of this scheme.

24. The Government Equalities Office (GEO) was currently consulting on the Gender Recognition Act. Sport England was contributing to this consultation. This was a complex issue and a brief update on the work would be provided to the Board at its December meeting.


*VW left the meeting.*

**Update on Partnership with Mencap**

26. MD presented the item.

27. In June 2018, the Investment Committee agreed to grant £1 million to Mencap for delivery of the ‘Round the World Challenge’ (RTWC) project over four years. Additionally, Mencap will contribute £700,000 to the project. The proposed collaborative relationship was designed to give an opportunity to develop a greater strategic partnership with Mencap, reflecting the size and scope of the learning disability audience in England.

28. Funding from Sport England to Mencap would also be released on a monthly basis.

29. The Board NOTED the update.

**Promoting the Code for Sports Governance**

30. Promoting Sport England’s expertise on areas of the Code is one of the tactics identified under Sport England’s ‘enhanced governance and leadership’ strategic priority. Corruption in sport is one of the areas identified by the G20 leaders under their Anti-Corruption agenda and the current G20 Presidency (Argentina) had arranged an event on this topic, which Lynsey Tweddle, Head of Corporate Governance, had attended.

31. The Board NOTED the update.

*DN joined the meeting.*

**This Girl Can**

32. DN screened the recent This Girl Can Campaign film and launch reel of media interviews, including the interview on BBC Breakfast with JP, and with LOK.
33. DN updated the Board on how the campaign had been received, providing statistics on social media (paid and organic) activity, the number of times the 30 second and 60 second videos had been viewed, and over 3 million news feeds. The primary focus for the campaign going forward would be building the distribution channels and activation; and reach to the key female audiences for the campaign - BAME, Lower Socio Economic and younger women.

34. It was noted that building commercial partnerships had been a challenge prior to the new creative being available. The creative had been well received by Intersport. Activity would include in-store activation, the provision of local advice, experts helping women find details about ways to get active in their area, and TGC merchandise. Sport England was continuing to develop several other commercial partnerships, including a number of locally based partnerships.

35. The Board considered how Sport England would judge the success of the campaign and how effective it was (i.e. increase in number of women in the target groups active relative to the investment). It was agreed this should be considered by the Investment Committee at the appropriate point.

36. It was recognised the reach of the campaign would have to be judged in a different way to that of the previous TGC campaign given there was no high profile above-the-line advertising; albeit reach through the slot on BBC Breakfast was over 6 million viewers. This campaign would be about how to reach the target audience in a multi-faceted way; reach would have to be aggregated and both quantitative and qualitative research undertaken to evaluate impact on the specific target groups. The Board asked for sight of the media plan.

37. The Board NOTED the update.

DN left the meeting. HB joined the meeting.

ACTIVE LIVES SURVEY

38. LOK presented the item.

39. LOK summarised the headline results from the most recent Active Lives Adult Survey, identifying key movements and trends.

40. The results, published on 11 October 2018, covered the period May 2017 – May 2018 and showed an increase of 297,000 (just below the level required to be statistically significant) in the number of adults reaching 150 minutes of sport and physical activity. The biggest increase had come from the largest single contributor to activity - walking. The percentage of the population walking for leisure (at moderate intensity) had grown from 41% to 43% which represented an increase of 739,000 adults. This set of results demonstrated the extent to which changes in walking can influence progress towards targets, and Sport England would be working hard with colleagues in Public Health England (PHE) and other relevant partners to better understand what was driving this behaviour change. Gym and fitness continued to see growth, with the emergence of specialist gym fitness provision and home gym.
41. The proportion of adults volunteering at least twice in the past year to support sport had decreased by a statistically significant 1%, or 400,000 adults; albeit the metric used may be volatile and Sport England had only been capturing data on volunteering for a period of two years.

42. A question was raised about how rigorous Sport England could be about how it attributes positive outcomes to its investment into walking versus other influences/‘would have happened anyway’. LOK said Sport England had included questions in the Survey to address this point. Whilst it was difficult to show absolute cause and effect, the evaluation of other investments that included walking, for example, the Get Healthy Get Active pilots and some of the core cities work, provided some learnings. Feedback from doctors and nurses participating in the Moving Healthcare Professionals programme was that the simplest physical activity they were recommending to patients was a brisk walk as it is easy to work this into their health care advice, and is easily understood and achievable for patients.

43. The Board considered whether there was a simple message about the benefits of walking that Sport England could develop (similar to the NHS’ 10,000 steps a day message). This is a live discussion with PHE. The challenge will be developing and communicating a simple and appropriate message.

44. A question was raised about the data in relation to the overall shift in inactivity and whether, if looked at by individual sport, it would be statistically significant. The movement required within individual sports to state that a ‘significant’ change has occurred is very much dependent upon the size of the sport. The data tables make clear where significant changes have occurred.

45. Although still significant contributors to overall activity levels, cycling, swimming and team sports continued to find it difficult to maintain levels of engagement.

46. The Board discussed that achieving an increase in the level of activity to just below the level required to be statistically significant, set against the collective decline in activity levels in three major traditional sports, presented some significant questions for Sport England in terms of its future investment strategy. Members agreed they would like an insight-led debate at a future meeting based on more qualitative research, to explore the trends, preferences and barriers and what Sport England’s investments do and do not achieve in greater depth. Sport England Officers could draw on a number of sources of information to inform the debate. A session in spring 2019 would allow Officers to take account of the results of the Active Lives Children’s & Young People Survey (due December 2018), exploring the key themes and trends from both Surveys. A rich depth of qualitative understanding about how local communities feel about the supply of activities and what is available in their communities was emerging through the Local Delivery Pilots; a further example of insight that could be used to inform the session.

47. The Board reflected on the level of press coverage about the results.

48. The Board **DISCUSSED** the key movements and trends, as outlined in the report.
HB left the meeting. CF and JB joined the meeting. NH arrived.

**VOLUNTEERING STRATEGY**

49. JB presented the item.

50. The Volunteering team had been working closely with the Sport England Workforce Committee to develop a robust approach to setting targets and measures for the Volunteering priority. JB set out the approach and progress to meeting the Workforce Committee’s three ‘tests’ - define what success looks like and identify appropriate measures; develop a model for growth that is mapped to our tactics for 2021, looking ahead to 2025; and frame our ambition’ into a numerical target for 2021.

51. A question was raised about whether Sport England was measuring the ‘right’ thing, for example, should quality of experience also be measured, including feedback from people who volunteers are supporting, and whether measuring only twice a year (through the Active Lives Survey) provided a strong enough quality measure.

52. It was noted the Active Lives ‘volunteering twice in the last 12 months measure’ was set by DCMS and was intended to capture the broadest type of volunteering i.e. not limited to those who volunteered on a regular weekly/monthly basis.

53. The Board encouraged the Workforce Committee to consider what other measure(s) could supplement the ‘twice in 12 months’ measure. Whist the Board did not discount the value of the current measure, and recognised the significant social benefits to volunteering twice a year, more regular volunteering also needed to be looked at. For example, two thirds of coaches are volunteers (falling into the weekly/monthly volunteer cohort) and further to earlier discussion about the 1% fall in volunteering numbers, it was important to understand from which group (regular or less regular) this decline came.

54. Both *Sporting Future* and *Towards an Active Nation* emphasized the societal/wellbeing benefits of volunteering. Capturing the benefits of volunteering from both the sporting and social perspective through the current metrics was challenging, and NH said DCMS would be willing to look at additional metrics that better support the outcomes.

55. There was some reflection on the ease of the process of becoming a volunteer and whether there was an opportunity for Sport England to do more work with National Governing Bodies to prioritise volunteering in their sport as part of their strategies (as one mechanism for addressing this issue).

56. The Board discussed the approach to volunteering needed a more creative focus if it was to deliver a real step-change. Opportunities to engage and get the ‘call to action’ out to a far broader range of people was needed, for example, by considering the role of digital/mobile and looking at other organisations/sectors that were having success in this area. CF said the Volunteering Priority Group had started to look at this. It was suggested that as part of that process, creatives and other Board members be brought into that conversation.
57. The Board **NOTED** the update.

   *CF & JB left the meeting. JBrookfield joined the meeting.*

**LOCAL DELIVERY PILOTS**

58. CP presented the item.

59. The Local Delivery Pilots (LDPs) have emerged as one of Sport England’s most important and potentially powerful interventions. CP set out the thinking on the approach to and the role of investing in the pilot places, summarising the further progress the pilots had made since the last update to Board, with all pilots having further developed their proposals, identifying shorter-term and longer-term (in some cases generational) outcomes.

60. It was important that Sport England’s approach to the next stage of investment incentivised the right sort of behaviours in its partners and signalled Sport England’s ongoing commitment to the programme. This required Sport England to balance its responsibilities as a public funder with the style and approach of what it is trying to achieve, and furthermore, taking into account that the pilots are at different stages in the development process.

61. JBrookfield described the two-stage approach to investment, which comprised an Allocation of Pathfinder Fund (of up to £3 million per pilot), which helped give confidence locally and sent a strong indication of Sport England’s commitment to working in a different way, and an Accelerator Fund for pilots where there was evidence of proof of concept/additional need. The Local Delivery team would work closely with the Sport England Investment Committee regarding the process of managing the funds.

62. NC reflected on her recent visit to the Greater Manchester Pilot, and the importance of giving a strong indication of Sport England’s commitment to changing its investment model and being willing to work in a new way across the LDP programme. The proposed two-step approach to funding was sensible; and awarding smaller amounts of money to the pilot places through a staged, well-managed process would help ensure Sport England did not inadvertently curtail development of the proposals by placing a finite investment amount at the outset.

63. The Board considered the importance of Sport England demonstrating momentum and a genuine commitment to working in a new way, which the proposed model of investment supported. It would be important to articulate to the pilots the expectation that, with the new approach to investment, Sport England would expect every pilot to develop proposals that were clearly aligned to specific outcomes and to see some movement towards these outcomes quite quickly. CP assured the Board the ‘theories of change’ work was well underway; each pilot had worked with a national evaluator to develop an outcome framework that identified the impact expected and the rigorous evaluation needed, with the starting point being locally transformative outcomes.

64. The Board discussed the need for pace and flexibility, noting that the latter was partly about recognising that not every intervention was going to be successful. As a public body
accountable for how it manages public money, having in place a robust process and funding hypothesis which tested at the right levels and gave the right level of transparency was vital. There was some consideration of how wider funding resources, for example the Government’s Active Travel funding, could be incorporated into funding the pilots.

65. The Board discussed communication about the approach to funding and the importance of articulating the purpose of the Pathfinder Fund, such that it was clear to the pilots that further funding would be available through the Accelerator fund.

66. The Board agreed it would like to see an example of a pilot which considered the outcomes framework, theory of change and funding hypothesis, and how these combined elements informed the proposed level of investment.

67. The Board APPROVED the approach to investing the remaining £89.5 million in the local pilots.

*Brookfield left the meeting. DN and AS joined the meeting.*

**DIGITAL TRANSFORMATION**

68. DN introduced the item.

69. At its meeting on 16 October 2018, the Investment Committee noted how the £5 million placeholder budget for the Digital Transformation tactic within the Increasing Activity Strategic Priority would be used and approved a recommendation to the Board to approve an award of up to £1,500,140 to the Open Data Institute (ODI) to deliver OpenActive up to March 2021.

70. The Investment Committee had challenged Sport England Officers to change the approach to this work from a ‘let’s try and change the sector and incumbents’ approach to creating bottom up disruption/change, with OpenActive as the lever versus the catalyst for change. The Committee had spoken at length about the role of the ODI in delivering this work.

The Committee had challenged Officers to explore what Sport England can do with ‘disruptors’ and Officers said they would be holding a workshop in a few weeks’ time with people who are already active in this space to help inform thinking.

71. 

72. There was some reflection on the need to communicate better with the sector about digital transformation. UK Sport had done some work on common data and NH suggested there
may be opportunities to get Ministers engaged; perhaps developing a script/lines for Ministers to use.

73. AS said that more work was needed to collaborate with partners to achieve the shared ambition and the aim of the next phase of the programme was to create a sustainable exit strategy for Sport England, with a sustainable commercial model for OpenActive.

74. A question was raised as to why the ODI had until January 2020 to agree the approach for developing a sustainability plan. AS clarified the plan would be developed more quickly than that, with the intention being it would be in action by 2020. The Board said it was important to be clear on this point and to have in place the ODI’s agreement that the plan would be in action by that date.

75. There was a general observation about the content of the paper and the importance of including information about what had worked well, as well as what hadn’t, and why.

76. The Board NOTED the latest thinking on Tactic IA7 (Digital Transformation) and Sport England’s role in developing and sustaining an effective digital ecosystem for the sport and physical activity sector that meets consumer demand and removes friction points.

77. The Board APPROVED, as part of the £5 million envelope for IA7, a variation to the existing Lottery Funding Agreement to the Open Data Institute of up to an additional £1,500,140 to cover Phase 3 of OpenActive (January 2019 to March 2021), representing an allocation of core capability costs of up to £946,120 and an allocation of delivery costs of up to £554,020, with delivery costs to be agreed in alignment with the critical path of deliverables.

_DN and AS left the meeting. CF and SA joined the meeting._

**COUNTY SPORTS PARTNERSHIPS**

78. SA presented the item.

79. The investment plan presented to the Board at its meeting of 25 September 2018 included an allocation of £7.98 million into County Sports Partnership (CSP) Workforce Development, of which £3.92 million had been committed to date for the 2017-21 period. SA described the proposed strategy for the investment of the remaining £4.06 million into CSPs to support local workforce development between 2019-21.

80. As investment was no longer solely focused on coaching, the Board asked if this meant that each CSP could define workforce differently i.e. volunteering, club development, professional workforce etc. Sport England had given guidance on the investment criteria and what was meant by workforce and the Board was assured the emerging themes and priorities were aligned across the CSPs. However, the intention of the investment approach was to create locally driven workforce development infrastructure which was broader than just coaching and which could flex and adapt to the needs of people in different locations and communities. It was therefore to be expected there would be some differences to how workforce was defined across the CSP group.
81. The Board asked at what point the CSP’s plans would be evaluated. A new performance management system was in place and Sport England would begin to receive data in six-months’ time, allowing the fast-tracking of any interventions that were working well. It was anticipated an evaluation of the plans could be undertaken at Year 1 and these would be presented to the Investment Committee for consideration.

82. The Board APPROVED the approach to workforce development by CSPs and a further funding envelope of up to £4.06 million (being the balance remaining of the total £7.98 million allocation) investment into CSPs for Workforce Development for the period 2019-21. The individual award decisions would be made in accordance with the Delegated Authorities Policy.

*CF and SA left the meeting.*

**MINUTES OF COMMITTEE MEETINGS**

83. The Board NOTED the minutes from Committee and subsidiary company meetings.

84. CG updated the Board on discussions regarding a project aimed at achieving talent pathways and national squads across all sports which are representative of the whole population in terms of ethnicity, socio-economic background etc. An initial meeting had taken place in September involving other Home Nations Sports Councils and UK Sport. Sport England had recruited a Head of Talent Inclusion and was developing its work in this area. A project description was being pulled together which would focus on the short-term need to establish reliable baseline data, to define blockers and drivers of greater inclusion, and to identify examples of good practice.

85. Emphasising the importance of representation, CG quoted a speech given by 12-year old Jemima Agbepa, a member of Football Beyond Borders, who had been inspired to speak out at an event to celebrate the life of Emma Clarke, the first black female professional footballer, after attending a recent senior women’s football international match in which there were no black women in England’s starting line-up.

**AOB**

86. The Chairman thanked JP thanked for her extraordinary service to Sport England over the last 11 years, recognising the remarkable journey Sport England had been on and thanking her for her support to the successive boards and chairs of the organisation.

87. There were no further areas of business.

The meeting closed at 1:15pm.

**PRIVATE SESSION**

88. A private session for the Board members, CEO and incoming-CEO was held.