



Dear colleagues

It has been a couple of weeks since I last wrote to you, so I have to start by referencing the stunning success of Team GB in Rio and congratulating all the athletes, support teams and organisations involved. While we always talk about improvements that can be made in sport, and will continue to do so, it's worth pausing to reflect that we must be getting a lot of things right! Although the Paralympics has just started of course, the early signs for GB are already good. Best of luck to all those now in Rio, for the next two weeks.

Where talent and performance sport are concerned, therefore, we will be aiming to build on a successful system in the next four years and I hope our scoping conversations about talent investments have reflected that. Please note this is not always 'more of the same'! We have managed to protect the talent budget to maintain 2013-17 levels, but there are more commitments to make from it, so we will be putting pressure on you to be more efficient in this area of work, as we will in the rest of the 'core market' investment. I hope in your scoping conversations you are hearing that too.

Rio aside, the scoping process with NGBs has been progressing well in recent weeks. A number of consistent questions have arisen which are covered below:

Investment ranges

Our approach to calculating investment ranges is based on the information that NGBs are providing to us through the scoping process. This information includes the scale of your sport, the influence you have over it and the make-up of your participation base, as referenced in the assessment criteria of the investment guide.

In order to make the investment range total meet the restrictions of the budget, we need enough information from across the NGB portfolio to ensure that the individual decisions we make are fair, consistent and objective. As individual NGBs are progressing through scope at different speeds, we would ask those who are further ahead in the process to be patient, please.

For those who are more advanced, what we need next from you is an indicative 'cost of delivery', based on the areas of work that we have agreed through this scoping process. We will work with you to fully understand these costs, as along with the information about scale and nature of your playing base, it is the key information to determine value for money. Your Relationship Manager will be in touch with you to progress this.

Business plan submission template

Whilst we are in the process of calculating investment ranges, we are keen that those NGBs ready to develop their submissions can get started. We will shortly be providing you with a submission template, which will set out the key questions that we need each NGB to answer in its submission. The absence of an investment range should not stop you from starting to develop your submission - the advice we have provided through the scoping process should guide the development of your detailed plans. Please also refer to our assessment criteria in the NGB Investment Guide, as final applications will be assessed against these criteria.

Timescales

All final investment decisions will be taken by the Sport England Board, which will meet to make decisions on 1 November, 14 December and 2 February. An appropriate timescale will be agreed with each NGB individually, including a submission date for you, and a period for us then to assess your submission. The approach to the scoping stage and the business plan template have both been designed to make this process more straightforward and less time-consuming for you than the previous cycle, but you will realise that our challenge of assessing 46 business plans remains the same!

Efficiencies

Two consistent themes of *Towards an Active Nation* are that we want to change the balance of our investment away from the 'core market', and reduce the level of financial dependency in some organisations on public money. The method to do this is by any combination of:

- Diversifying sources of income
- Reducing high costs in the delivery system
- Change programmes
- Reducing the role or ambition of the NGB in the sport
- Reducing back office costs

We do have examples of how any or all these could be applied to your business, but you are best positioned to explain how it can work for you. If your Board is not currently actively considering a range of financial models, then I would encourage you to discuss this with your NGB Relationship Manager ahead of concluding the scoping process. Efficiencies will be an expectation of final award decisions, and it covers both talent and participation systems.

Professional Development

In recent years we have run two successful professional development programmes; the Management and Leadership Programme for Development Directors in association with Cranfield University, and the Leading Edge programme for CEOs in partnership with UK Sport. Both programmes have delivered high quality training and learning support to those who have attended. As we are developing the implementation of our new strategy, we have put these programmes on hold this year and will not, therefore, be inviting new applications. We are currently evaluating both programmes, and how and where we deploy them in the future to best

meet our outcomes, in the context of a new workforce strategy as referenced in *Towards an Active Nation*. In the meantime, we are talking with the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) about its ambition to lead the industry's work on professional development, and how we might help them achieve it.

Annual Leadership Audit

The link to the annual Leadership Audit will be sent to you on 19 September 2016 and the closing date for responses is 17 October. The data collected provides us and our partners (UK Sport, Sporting Equals, EFDS and Women in Sport) with data on diversity on boards and in senior leadership positions, and informs future strategies. For ease of reference, the survey can be found [here](#) and is live now. Many thanks in anticipation of its completion.

Dates for your diary

12 September	End of Q2 finance window
3-9 October	Women's Sport Week
1 November	Sport England Board meeting
7 December	APS pre-release
8 December	APS release
14 December	Sport England Board meeting
2 February	Sport England Board meeting

Best wishes

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