

Meeting	20/03/12 The Stadium/Terraces, Sport England, London WC1B 4SE
Chair Person	Richard Lewis (RL)
Members	Clare Connor (CC), Mike Farrar (MF), Hanif Malik (HM), Sadie Mason (SM), Peter Rowley (PR), Mich Stevenson (MS), Peter Stybelski (PS), Martin Thomas (MT)
Chief Executive	Jennie Price (JP)
Officers	Rona Chester (RC), Mike Diaper (MD), Charles Johnston (CJ), Laura Graham (min no.2), Tanya Joseph (TJ), Lisa O'Keefe (LOK), Emry Roberts (min no.7)Phil Smith (Phil S),
Secretariat	Michelle Vassall (MV)

	Item	Action
1.	<p>Welcome</p> <p>a. Apologies</p> <p>Apologies had been received from Jill Ainscough (JA), James Stewart (JS) and Nick Bitel (NB). TJ would leave the meeting at 2pm.</p> <p>b. Declarations of Interest</p> <p>PR declared his interest in the sports coach UK: 2012 – 13 Funding recommendation (minute no. 7 refers) in light of him being on the board of Coachwise Ltd. RL confirmed that irrespective of this appointment, the nature of the matter would not require PR to leave the meeting.</p> <p>c. Minutes of the previous Meeting and Matters arising</p> <p>The minutes of the Meetings on 21 February 2012 were APPROVED as a correct record. However, it was suggested that in future it would be helpful if the minutes were more detailed, particularly where any concerns or issues are raised.</p> <p>The Board NOTED the Matters Arising from the Board Meeting held on 21st February 2012.</p>	
2.	<p>Chief Executive's Report</p> <p>JP presented her CEO Update, as circulated with the papers for the meeting. The following was highlighted, in particular:</p>	

Update on Strategy Implementation and Resourcing

JP delivered a presentation on the discussions and actions taken by the Executive to ensure Sport England had the correct resources to deliver the new strategy. The Board noted the following:

- A task force approach had been adopted for key work areas, which had been integrated into the new structure where additional resources were required.
- the Youth and Communities directorate would be renamed the Community Sport Directorate and would continue to be led by MD;
- two ‘head of’ roles would be created for HE and FE, as well as one senior manager role;
- a project manager would be appointed in HE; this role would be swapped with the ‘head of’ role in FE in 2014;
- two Strategic Leads would be recruited for the NGB and Sport directorate, to lead Clubs and Workforce, as well as two senior managers;
- a Strategic Lead would be appointed to lead the School Facilities Access Team; the Advocacy role within this area is likely to be outsourced to an expert in this field.

Discussions took place regarding headcount. It was noted that the maximum headcount would increase to 248 with the addition of the new roles, but it was not anticipated that the actual number would be slightly less, and would decrease over time,, due to natural wastage. JP advised that the Executive were confident that Sport England would have sufficient personnel to achieve its targets throughout the duration of the strategy, once each particular model had been trialled and those that were successful rolled out. Following further discussion, it was suggested that although the Board were confident that Sport England would achieve its objectives, it would be useful for the Board to be provided with information relating to staff perceptions on the delivery of the strategy and staff morale.

JP reported that geography and mapping the progress of programmes posed the biggest challenge. Appropriate use of staff resource and working closely with County Sports Partnerships (CSPs) could overcome this. Sport England would also undertake more geographical mapping across the country to monitor delivery and there would be further discussions concerning geography once the NGB Whole Sport Plans (WSPs) for 13-17 had been received. It was noted that even during a payfreeze, the strategy appeared to offer significant opportunities for employees and was also encouraging from a CSP perspective.

MD

Measurement

Sport England would continue to measure participation on a 1 x 30 basis for sports during the 2013-17 NGB investment period, with a focus on the 14 – 25 year old age group. In order to achieve its objectives, the measurement system would need to cover roughly 80% of our investment in NGBs (the top 30 sports) and local participation, because quality local data motivates local authorities to invest and disinvest and attracts significantly larger funds than the Sport England investment. JP explained that there were currently two surveys measuring participation – Taking Part (a cross cultural face to face survey run by DCMS) and the Active People Survey (APS) (a telephone survey run by Sport England). Since January 2012, Sport England had been working with DCMS to combine the two surveys, and to take a mixed mode approach to collecting the data. In addition, Sport England intends to commission a longitudinal survey to follow a group of young people, aged between 14

and 25, to gain a better understanding and insight into how and why young people make choices about participating in sport. In order to manage costs, Sport England would be looking for a contribution to the costs from sponsorship or a research grant, or use of existing national databases.

There were some concerns regarding the sample and the method of measurement, as the Board were keen to avoid the problems of perception previously experienced with the APS. JP advised that consultations were taking place with the sports to discuss investment and targets and the sports would also be included as part of the consultation into the methodology to be adopted. It was particularly important to show value for money through benchmarking and other measurement indicators. A number of suggestions were made regarding the approach to the longitudinal study, funding and income that might be acquired. In response to a query regarding whether there was a correlation between the 4,000 new clubs that would be established as part of the new strategy and the APS age range, JP advised that there was an expectation that the work to be undertaken under the new strategy would increase overall participation, but that it was important to not only focus on those playing sport within new clubs, but also those in existing clubs. In response to a query regarding publication of the measurement data, JP advised that the APS data was now published on a half yearly basis, rather than quarterly.

Business Partnerships

JP advised the Board that she had no further update to that circulated with the papers for the meeting.

The Board **NOTED** the update on strategy implementation and resourcing, the sports participation measurement and research budget and the Business Partnerships Update.

3. Chief Operating Officer's Report

RC presented her COO Report, as circulated with the papers for the meeting. The following was highlighted, in particular:

2012/13 Financial Budgets and Corporate Plan

The Corporate Plan detailed the vision and key priorities for the 2012/13 financial year and how Sport England would measure its performance. The main KPIs were highlighted and it was noted that these were aligned to DCMS's business plan and was the mechanism through which DCMS would measure Sport England's performance. RC advised that Sport England was preparing to conduct a review of the 2011/12 Corporate Plan and 'RAG' rate its performance against objectives. The funding agreement with DCMS, which is based on the corporate plan, (and the KPIs contained therein) would be approved by JP and the Minister in due course.

RC provided an overview of the 2012/13 financial budgets and the income derived from exchequer and lottery funding. RC pointed out that the budget was an extension of the work already reviewed by the Board at their last meeting under the medium term plan and that most of the changes to the 2012/13 budget related to operating/administration and sport development costs. RC also pointed out that once the budget had been approved by the Board, approval would be sought from the DCMS to switch £2.6m grant in aid from revenue resource to capital to meet

	<p>Sport England's budget requirements. RC took the Board through the main areas of expenditure highlighting particular variances from forecast expenditure for 2011/12 and drawing the Board's attention to the two areas of increased expenditure covered earlier at the Board meeting (minute no. 2 on measuring and resourcing refers).</p> <p>It was noted that the WSP lottery award budget assumed that the 4 years' WSP monies were committed in full during the first year (£224m, compared to £4.5m the previous year). RC advised that exchequer administration funds were below the current target and, although this did not give cause for immediate concern and despite administration costs decreasing, the target would be more difficult to achieve at the end of the 4 year CSR period. Nevertheless, current projections were still within the administration target</p> <p>The 5% lottery operating cost target had almost been achieved but sport development costs, which were directly applicable to awards, were operating at 2-3% above target. The amount over 8% gross costs lottery target is attributable to services contracts relating to Places, People Play awards which have been used rather than grant agreements to ensure that the relevant programmes will deliver the desired outcomes.</p> <p>Following further discussion, regarding the data in the Corporate Plan, it was AGREED that a one page dashboard style balance score card to highlight any risks would be produced quarterly for review at each meeting.</p> <p><u>Project Committee Minutes</u></p> <p>The Board NOTED the de-commitment of £589,954 of EIS Lottery Funding from Birmingham City Council (BCC), agreed at the Project Committee on 20 February 2012.</p> <p>CJ reported that the sports hall that had been built at Anderton Park School, Birmingham, with a grant from Sport England was now being used as class rooms, and thus in breach of the funding agreement as no sporting outcomes were being achieved. Discussions were on-going with BCC regarding this matter.</p> <p>The Board NOTED the Chief Operating Officers Report and in particular, the 2012/13 Financial Budgets and Corporate Plan and the Project Committee Minutes dated 20 February 2012.</p>	
4.	<p>Major Funding Decisions</p> <p><u>Dame Kelly Holmes Legacy Trust 'Get on Track' Programme</u></p> <p>MD reported that the award to the Dame Kelly Holmes Legacy Trust (the 'Trust') would be the first major lottery award of the new strategy (£6,995,660 over four years). It was proposed that the Board approve a full Lottery award of £1,079,549 for the first year, with 'in-principle' awards for following years, the conversion of the 'in-principle' to full awards would be delegated to the Project Committee. It was noted that the Get on Track Programme (Get on Track) was not the only initiative of this kind which would receive funding from Sport England and, for example, the StreetGames proposal would be tabled at a future Board Meeting and others working in this field could apply to our open funding streams.</p> <p>In response to a query from a Board Member, MD advised that the Trust's 2010/11</p>	

	<p>accounts indicated that 40% of its total funding had been received via donations from other trusts and personal income, 30% from commercial sponsorship and 30% from public funding. Revenue in 2010/11 was just below £1m, increasing to £1.5m in 2011/12 and which would increase to c. £3m should Sport England grant this award. He also advised that the Trust had a strong management team in place, but additional resources would be required to scale up the Get on Track programme. It was not envisaged that Get on Track would impact similar schemes that had been running in local communities and those schemes operating on a smaller scale would not be precluded from applying for funding.</p> <p>It was AGREED that the first year's funding should be put in place in two stages, with the Board monitoring progress at the end of the first stage. The Board AGREED to delegate to JP how the first year's funding should be divided between the two stages.</p> <p><u>Ecorys School Games Award</u></p> <p>MD advised that Ecorys was funding 450 School Games Organisers (SGOs) who were driving forward intra and inter levels of the School Games. Ecorys was contracted by Sport England to pay the 450 grants to the SGO hosts and this award would simply transfer the grant funds to Ecorys. Following discussion, the Board APPROVED the award of £10,710,000 to Ecorys UK Limited for the payment of 450 individual exchequer grants of £23,800 for 2012-13 to the organisations who host and employ School Games Organisers.</p> <p><u>Iconic Facilities Lottery Award</u></p> <p>CJ provided the Board with an overview of the proposed award of £3m to Derby City Council to create two iconic community sports hubs, as discussed at the Project Committee meeting held the previous day (19 March 2012). Following a brief discussion, the Board APPROVED the award of £3m capital funding (lottery) for the creation of two iconic community sports hubs in Derby.</p>	
6.	<p>Strategic Approach to Sport England's Profile during the Olympics and Paralympics</p> <p>TJ advised that in addition to the core script and practical guidance on the management of invitations and hospitality, the Board would be provided with information regarding measurement and the APS, once that data was available. TJ reminded the Board of the requirement to log all invitations to Olympic and Paralympic events via the Board Secretary and that JP would have oversight of this process to ensure that Sport England's attendance at events was appropriate and proportionate. It was noted that members of the Business Partnerships Directorate would be available throughout the Olympics and Paralympics to provide additional support to Board Members and, following a suggestion by the Board, it was agreed that consideration would be given to increasing the capacity of the Directorate during the period around the Games.</p> <p>Discussions were also taking place with the communication teams within the NGBs about what they will be doing/saying during the Olympics and Paralympics. Following a suggestion by the Board, TJ undertook to include five key facts about Sport England in the core script to ensure a consistent message was delivered to the press. Members of the Communications team were also in the process of briefing journalists reporting on the Games and would also spend time with the BBC producers and commentary teams to ensure that they conveyed the correct</p>	JP/TJ TJ

	<p>message. TJ advised that Sport England's 53 torchbearers and its Games Makers would help to promote Sport England's Olympic messages. She also confirmed that Sport England would review the torch relay route to identify which schemes funded by Sport England would be along the route and discuss with them opportunities to promote Sport England's work during the torch relay. In response to a further query from the Board, TJ informed the Board that there was currently significant activity underway to raise Sport England's profile.</p> <p>The Board NOTED the update on the strategic approach to Sport England's profile during the Olympics and Paralympics.</p>	
7.	<h2>NGB and Sport</h2> <p><u>sports coach UK</u></p> <p>Emyr Roberts attended the meeting for this item. The Board were requested to consider the conversion of an 'in-principle' award of £2.8m to sports coach UK (scUK) for 2012/13. ER advised that scUK had responded positively and professionally to Sport England's 34% funding cut from the previous cycle, and to operational feedback, and had made a number of improvements. ER provided an overview of the organisations operations. He advised that Sport England staff were working very closely with the teams at scUK and would visit the organisation during weeks commencing 19 and 26 March 2012 to review performance. The Board APPROVED the conversion of an 'in-principle' award of £2.8m to scUK for 2012/13.</p> <p><u>De-commitments</u></p> <ul style="list-style-type: none"> • Lawn Tennis Association (LTA) – Phil S provided the Board with the reasons for the proposed de-commitment of the 'Grow' investment from the LTA. The 30 month review conducted in November 2011 highlighted that the LTA's original growth plan had been over ambitious and far fewer people were now playing tennis than at the October 2008 baseline. SE had met with the Minister and the LTA Chief Executive to discuss the performance of the LTA, during which the Minister had advised of the consequences of failure and although the LTA had a recovery plan, there were still concerns regarding their performance. Having considered the information presented to the meeting, the Board AGREED to de-commit £530k from the remaining LTA award for the years 2012-13 (made up of £371k Exchequer Capital and £159k Lottery Revenue). The Board also AGREED to a new April 2013 APS target for tennis of 407,260 regular (once a week) participants. • British Judo Association (BJA) – although there had been a decline in Judo participation, Phil S informed the Board that the BJA was now taking action to improve their participation figures. In particular, two new non-executive directors had been appointed to the board, and a new COO with a strong track record recruited. Phil S advised that Sport England had proposed a de-commitment of £400k; however, taking into account the BJAs 'plea in mitigation' regarding the need to invest in a data management system, it was agreed to reduce this to £353k. Following further discussion, the Board AGREED that the BJA investment be reduced to £353k during the final year of the 2009-13 Whole Sport Plan award by way of a de-commitment of its lottery funding and AGREED a revised April 2013 APS target for the BJA of 27,738 regular (once a week) participants. 	

Re-allocation of Funds

Phil S advised that in addition to those sports who had been reallocated funds during the latter part of 2011, a further nine NGBs had been identified to receive additional funding, as follows:

	Requested Reinvestment	Status
Table Tennis	£288,000	Agreed under delegated authority
Exercise Movement and Dance	£61,515	Agreed under delegated authority
Handball	£48,456	Agreed under delegated authority
Wheelchair Basketball	£20,000	Agreed under delegated authority
Mountaineering	£72,380	Agreed under delegated authority
Baseball / Softball	£91,000	Application under review
Taekwondo	£88,998	Application under review
Archery	£120,000	Application under review
Boxing	£169,500	Rejected under delegated authority

It was noted that Boxing's submission for additional funding had been rejected and rather than spend time on the detail of that rejection, Sport England would assist the ABAE to develop a better 2013-17 plan. In response to a query regarding whether de-committed funds would automatically be awarded to well performing sports, Phil S advised that where NGBs were underperforming, consideration would be given to awarding funds to alternative providers in those particular sports where there was potential for growth and alternative routes to the market were available. In response to a suggestion that NGBs be provided with a criteria for de-commitment, JP advised that NGBs were aware of why Sport England would de-commit funds, but agreed that it might be useful in the next cycle to present principles for de-commitment and contestability to NGBs, particularly as Sport England moved towards payment by results. The Board **NOTED** the status of the additional awards.

LOK

Door Step clubs and StreetGames Investment

LOK advised the Board that the paper had been submitted for information and that she would revert to the Board with a funding recommendation at the meeting on 20 June 2012. In response to queries from the Board regarding the peer review process to be conducted prior to a recommendation being made to the Board, LOK advised that once bids were received, they were assessed internally by two experienced assessors and then scrutinized and challenged and assessed by the NGB and Sport Management Team, including both Directors of Sport; where appropriate, external experts were used to advise on particular topics. In terms of the connection between Door Step Clubs and Get on Track (minute no. 2 regarding major funding decisions refers), LOK advised that the NGB and Sport Directorate were scrutinising the submission and Door Step clubs appeared to be a viable exit route for individuals who had been through Get on Track. The Board **NOTED** the update on Door Step Clubs and the proposed investment into the charity StreetGames.

8.	<p>NGB Funding 13-17</p> <p>LOK and Phil S provided an update on this item. It was reported that a two page synopses had been requested from each NGB to give SE an understanding of their vision, aspired outcomes and the costs associated with their WSPs for the 2013-17 funding. The Board was taken through a 'SWOT' analysis of the synopses, where the general themes included:</p> <ul style="list-style-type: none"> • Much improved thinking and market analysis on 2009-13, but a prevalence of 'more of the same' interventions, which will need to change. • Desire to drive efficiencies, such as sports working together, but there had not been much evidence of this in the summaries received and it was likely that SE would need to take an active role in facilitating this. • Not enough review of 2009-13 performance and lessons learned. <p>LOK undertook to provide the Board with the figures submitted by the NGBs, when available, and the range of investment being considered for each NGB.</p> <p>JP confirmed that the Governance Strategy was a core requirement of the consultation with NGBs and that SE, UKS and DCMS had drafted additional governance provisions, which had been circulated to NGBs, although discussions were on-going regarding the definition of 'independence' which, it was anticipated, would be resolved shortly.</p> <p>Following further discussion about individual sports and their progress, it was agreed that SE had to be very clear about the triggers in contracts, to ensure that NGBs were aware of what was required to reach individual targets and the basis on which funds would be de-committed or reduced.</p> <p>The Board NOTED the NGB Funding 13-17 Update.</p>	LOK
9.	<p>Any Other Business</p> <p><u>Pensions update</u> RC advised that she had no further update from the previous Board Meeting, at which Sport England had been approved by the Board to invest £6.5m. A response was awaited from DCMS as to whether the full amount could be paid over. [POST MEETING NOTE: DCMS approval received on 22 March 2012].</p> <p><u>ALB Review</u> RL advised that Jonathan Stephens would attend the Board Meeting on 20 June 2012.</p> <p><u>Board Meeting – 13 September 2012</u> Following a suggestion made by RL, the Board AGREED that the Board Meeting on 13 September 2012 be held at British Cycling's Headquarters in Manchester.</p>	MV
	<p>The Meeting Finished at 14.39pm</p>	