

# Sport England Main Board

## MINUTES

### Fourth Meeting 2005

Held on Monday 4 July 2005 at 12.30 pm at Victoria House,  
Bloomsbury Square, London WC1B 4SE



SEMB(05)  
Fourth Meeting

## PRESENT

### CHAIRMAN

Lord Carter of Coles

### MEMBERS

Ms Karren Brady  
Mr Michael Farrar  
Sir Andrew Foster  
Mr David Geldart  
Mr David Ross

### REGIONAL SPORTS BOARD CHAIRS

Mr Tim Cantle Jones (North East Regional Sports Board Chair)  
Mr Philip Lewis (London Regional Sports Board Chair)  
Mrs Mary McAnally (South East Regional Sports Board Chair)  
Mr Andy Worthington (North West Regional Sports Board Chair)

### CHIEF EXECUTIVE

Mr Roger Draper

### DIRECTORS

Mr Stephen Baddeley – Director of Sport  
Mr Ian Fytche – Director of Strategy and Performance  
Mr Clive Heaphy – Director of Finance  
Mrs Joanna Robinson – Director of Regions  
Ms Kate Wallace – Director of Communications  
Mr Paul Clipson – Head of Human Resources

### OBSERVER

Mr Howard Wells – Chairman, CCPR

### OFFICERS

Ms Christine Blah – taking minutes

## 1 APOLOGIES AND DECLARATIONS OF INTEREST

Patrick Carter welcomed everyone to the meeting, and in particular Howard Wells, who was attending as the CCPR observer. He referred to London's Olympic Bid, with the announcement of the 2012 host city on Wednesday 6 July, and thanked Michael Farrar for attending the recent meeting on the Olympics with the Secretary of State and representatives of other Lottery distributors (see item 9.1). Members and RSB Chairs were thanked for their continued work on behalf of Sport England.

There were no apologies for absence. David Ross declared an interest in Wembley National Stadium.

## 2 MINUTES OF THE LAST MEETING

The minutes of the meeting held on Monday 6 June were agreed as an accurate record. The fourth paragraph of item 4 would be amended to read JSLA, not GSLA. With regard to item 4, paragraph six, Andy Worthington stated that he was referring to the need for a pathway for continuity for volunteers and coaches through CSLAs and JSLAs.

## 3 CHIEF EXECUTIVE'S UPDATE AND REPORT

The SEMB received paper SEMB(05)4.1, Chief Executive's report July 2005. Roger Draper reported that DCMS had now signed off Sport England's Delivery Plan. Momentum continued to develop in the regions, with links in place to measure and monitor performance between the centre and regions. With regard to the 2012 Olympic Bid, the need to keep Government focussed on a strategy for sport following the announcement of the winning bid was noted. Funding issues for the Commonwealth Games Council of England relating to the Melbourne 2006 Commonwealth Games, including a kit sponsor, were being addressed. With regard to the Manchester Commonwealth Games in 2002, the Board was pleased to note that as a result of the legacy and the sale of Maine Road, approximately £8 million would be returned to Sport England over a period of time. The modernisation of NGBs continued, and progress was being made with regard to the 'big 4' signing their Whole Sport Plan contracts. At Wembley there were issues to be addressed and resolved between Wembley National Stadium Limited and Multiplex, to ensure that the stadium was completed for the 2006 FA Cup Final. Proposals for the National Centres would be presented to the Sport England Main Board and RSB Chairs' away day to be held at the end of September. Proposals for the future of Bisham Abbey were being explored, and Wasps RFC had signed a one-year agreement to use the Centre as a training facility. Sport England was actively engaged with Big Lottery Fund to look at linking to their policy directions, and issues relating to Awards for All and multi-fraud applications were noted. Finally, the Board received an update on Sport England's relationship with the Football Foundation.

## 4 SPORT ENGLAND'S DELIVERY PLAN 2005-08

### 4.1 FAIRNESS AND INCLUSION

Paul Clipson gave a presentation on fairness and inclusion at Sport England, giving a breakdown of ethnicity, gender and disability, as well as age, grade and salary profiles. He provided an update on current grievances and related issues, and emphasised Sport England's desire to be a fair employer as the organisation continued to change and evolve. He highlighted the things that Sport England did well as an employer, such as being compliant with all legislation and having an innovative e-learning programme on fairness and inclusion, as well as having a

diverse workforce. However, this all needed to be underpinned by a robust performance management system that was not seen to be unfair by colleagues. Remedies were proposed to address these issues, including cancelling performance related pay for one year, up-skilling managers in performance reviewing, redesigning the process, and providing refresher training skills. In addition, the pay and grading structure was out of date, the grades were wide, with people getting different pay for the same size job, and there was no clear competency framework. A 'stop, check, move forward' review would be undertaken, which would seek to ensure that the organisation was clear about what jobs were needed and the skills required for each job, as well as considering the market rate for these skills.

The SEMB considered the need for general policy that then became an achievable target. Michael Farrar felt that Sport England should set targets in the overall context of being a good employer, however the impact of policies on equity and inclusion was a key consideration. Philip Lewis stressed the important of having the right people in place, and Karren Brady supported this, saying that performance pay should be set as a target for the future if the organisation wanted to retain good people. It was agreed that this issue should be revisited at the September Away Day.

Patrick Carter thanked Paul Clipson for an informative presentation.

#### 4.2 CAMPAIGNING

Kate Wallace gave a presentation on the strategy for the national rollout of the Every Day Sport campaign, continuing in the North East and taking in the South East and London. Investment was being made in the campaign as a tool to delivering Sport England's objectives, and this included the continued use of visual materials and advertising, and the introduction of a radio campaign. Referring to the pilot campaign in the North East, Tim Cattle-Jones stated that alignment of partners was key to the success of the campaign. It was important to keep the campaign simple whilst seeking to achieve the 'tabloid test', ie getting front-page coverage of the campaign on a tabloid newspaper.

Howard Wells referred to the need to get the health sector to sign up to the campaign, with strong, powerful messages backed up by research.

Philip Lewis asked how results were being measured, and Kate Wallace confirmed that 10% of the campaign budget had been earmarked for research and measurement.

Michael Farrar stressed the importance of getting 'bangs for bucks' by getting accreditation for the key messages, and then getting these messages to the key target groups. The target and focus of the campaign had to be right in order to address issues such as post school drop-off.

David Geldart asked what the cost of the campaign would be post 2006. Kate Wallace confirmed that this was projected to be £20-30 million for 20 years, which was a small amount compared to the health budget. David Geldart suggested that there should be a range of activity options to take forward in order to build on the campaigning.

Andy Worthington asked about the role of the other regions in the campaign rollout. Kate Wallace reported that the focus was on paid-for media in the regions highlighted, but that all regions were involved, and each one had a merchandising toolkit. Andy Worthington suggested that the campaign had to be delivered on a massive scale if it was to work, and the SEMB should think about the long-term investment that was required. The Single System for Sport provided a great opportunity to delivery the Everyday Sport campaign in future.

Mary McAnally suggested that the CCPR was a good partner to engage in the Everyday Sport Campaign.

Patrick Carter thanked Kate Wallace for updating the SEMB on the Everyday Sport Campaign.

## 5 YEAR END 2004/05

### 5.1 LETTER OF REPRESENTATION FROM THE AUDIT COMMITTEE

Sir Andrew Foster reported that the Executive Group had presented the statements of internal control to the Audit Committee that morning. Bentley Jennison would support next steps in terms of internal audit by taking forward process work following the Capita review. The most important issue to be addressed moving forward was behaviours relating to grants management and procurement, however Sir Andrew Foster stated that, as Chair of the Audit Committee, he could give a reasonable degree of assurance on these issues. It was suggested that a mid-year review should be undertaken on progress, with Bentley Jennison providing a report in September or October, and Clive Heaphy agreed to take forward this action.

Sir Andrew Foster reported that the NAO was reviewing ex gratia payments of £70,000 and over, which contravened Treasury guidance on contractual obligations. This could result in Sport England's accounts, and those of 11 other NDPBs, being qualified, and he suggested that DCMS and Treasury should be pushed to come to an administrative settlement.

### 5.2 SPORT ENGLAND ACCOUNTS/LOTTERY ACCOUNTS

Clive Heaphy presented the Sport England Accounts 2004/05 (SEMB(05)4.3) and the Lottery Accounts 2004/05 (SEMB(05)4.4), which had been laid before Parliament. The Chair and Chief Executive would give delegated approval of the accounts. Karren Brady highlighted the low interest return on lottery funding. Clive Heaphy reported that the National Lottery Distribution Fund dictated this, but he agreed to seek legal advice on this issue.

## 6 MANAGEMENT ACCOUNTS

The Board received paper SEMB(05)4.5, Management Accounts April 2005, and noted that the positive trends were continuing.

## 7 GRANT AWARDS

The SEMB agreed grant awards, as set out in paper SEMB(05)4.6. Patrick Carter asked that in future, performance measures should be shown in grant awards papers, and Clive Heaphy agreed to take forward this action.

## 8 DIRECTORS' REPORTS

### 8.1 SPORT

The SEMB received and noted paper SEMB(05)4.7, report of the Director of Sport. Stephen Baddeley reported that 28 of the 32 Whole Sport Plans had been signed and were in place. However at this time the 'big 4' NGBs had not signed their contracts as they felt they were long and bureaucratic, and instead wanted a two-page letter of agreement. They had drawn up their own contract, based on the Sport England format, and whilst there were some areas for discussion, it was hoped that agreement would be reached in the next 14 days. Michael Farrar asked if there was scope for refreshing Sport England's position, as there seemed to be a low trust environment. He asked if there could be a more incentive-based framework for Whole Sport Plans, and an alternative way to achieve buy-in by the 'big 4'.

### 8.2 REGIONS

The SEMB received paper SEMB(05)4.8, report of the Director Regions. Joanna Robinson reported that wording on clawback for County Sports Partnerships would be circulated to Board members and RSB Chairs for agreement.

### 8.3 OPERATIONS AND PERFORMANCE

The SEMB received and noted paper SEMB(05)4.9, report of the Director of Operations and Performance. Ian Fytche reported that the CPA process was now live, and the National Cultural Survey would start the following week. Andy Worthington congratulated Sport England on all it had achieved with regard to the CPA.

### 8.4 COMMUNICATIONS

The SEMB received and noted paper SEMB(05)4.10, report of the Director of Communications.

### 8.5 FINANCE

The SEMB received and noted paper SEMB(05)4.11, report of the Director of Finance.

## 9 ANY OTHER BUSINESS

### 9.1 LONDON 2012

Michael Farrar reported on the meeting he had attended recently, on behalf of Lord Carter, with Chairs of Lottery distributors and the Secretary of State, to consider relationships if the London Olympic Bid was successful. The meeting had received a presentation from London 2012, and it had been agreed that alignment between the distributing bodies needed to be stronger, in order to present programmes, particularly on health and well-being, and neighbourhood renewal, in a joined up manner to DCMS. Another meeting would be held in six months' time, and the Lottery distributors would work together moving forward.

Roger Draper highlighted the Olympic Bid win and lose scenario messages attached as an appendix to paper SEMB(05)4.1, and issues relating to proposals for a possible Olympic Lottery distributor body. It was noted that an extra £1 million would be given to the Talented Athlete Scholarship Scheme following the Olympic Bid announcement, and Sport England would be working with DCMS and looking at cashflows in order to route the funding through Whole Sport Plans.

10 DATE OF NEXT MEETING

The date of the next meeting was confirmed as Monday 5 September 2005 at 12.30 pm at Victoria House.

C Blah  
July 2005