



14 April 2016

Dear Colleagues

It's been a few weeks since the consultation events during which we've been making good progress on developing the new Sport England strategy. This update is an attempt to give you a summary of the crucial information. Given there is a lot to cover and it's developing rapidly, the intention for the next few weeks at least is to issue a weekly update. I hope that's not too much to read but figured you would prefer to be kept informed as much as possible.

New Sport England Strategy

The Sport England Board this week reviewed the progress made in recent weeks since the consultation events, and has now agreed a strategy framework, a budget and the launch date of 17 May.

Between now and the launch, there is still plenty of work to do, including sign off by ministers, and therefore it's too early to give you the detail here. However, it was agreed by the SE Board this week that the national governing body investment guide, aimed at NGB partners whose existing award agreement comes to an end in March 2017, will also be published in the week of 17 May. This is the point that our investment principles and priorities will be shared with you.

The investment process for NGBs will then start with an 'expression of interest' stage, during which Sport England will be keen to understand each national governing body's own strategy, and the contribution that it can potentially make to Sport England's success, as defined in the new strategy. This will be a dialogue - we want to understand from you what type of relationship you are seeking with Sport England over the coming 4 to 8 years, and how you see this evolving during that time. Some may wish to continue to pursue participation growth with particular audiences, while others may wish to return solely to their core business of membership, competition and talent development. All of our investments will be rooted in seeking behavioural change.

Our intention is to complete the EOI stage with a bespoke approach for every one of our existing funded NGBs, which will be a combination of what the organisation aspires to

contribute, with what its track record suggests it can deliver. Only once that stage is complete, in the early summer, will we start to discuss funding ranges and targets. The likely deadline for full funding submissions is in September, following which our assessment will culminate in decisions being made by the December 2016 Sport England Board meeting.

I hope this is helpful for you to start planning the year ahead. We will be back in touch with confirmed timelines, an investment guide and engagement plan once the Sport England Board has completed its deliberations at the end of April and when the new Sport England strategy is formally launched in May. In the meantime, your relationship manager will be happy to discuss progress as much as they can over the next few weeks.

2016 to 17: A Year of Transition

The challenges posed by 'Sporting Future' have made the creation of a new Sport England strategy a sizeable task, and it was clear even before the consultation that there will be some new and different areas of work and approaches needed. 2016-17 will therefore be a year of transition from existing to new strategy, a transition which we intend to manage proactively and well.

Although the approach to funding is about to change from 2017, there is still an investment of approximately £100 million being made to or around NGBs this year, and we have to make sure that it is well spent, accounted for and achieves our joint aims. In that respect it will be 'business as usual' with our awards and their performance management.

Given the transition year, we have decided to repurpose our remaining 'Reward and Incentive' to support NGB transition to the new approach. Support will include the discussions from May onwards referenced above in the EOI stage, but also we are talking with a number of NGBs about how they can be more efficient, potentially sharing services or generating new sources of income. We also have the High Performing NGB programme which is ready for NGBs to use and will support the further understanding of your biggest opportunities and challenges.

Governance

Also part of the transition is the creation of a new Sports Governance Code, which is a joint project with UK Sport and has started well. NGB CEOs and Chairs will have received a letter from Jennie Price and Liz Nicholl with more news, and CEOs should have already received a letter from me with our current assessment of your governance position, which you can discuss with your relationship manager to ensure we have a jointly-shared opinion.

Active Lives Survey

You will be aware that Active Lives is our new survey replacing Active People for our new strategy, and data collection has already started. It draws huge benefits from its increased sample size, which is close to 200,000. It is a randomised survey which will be weighted for demographic accuracy and has the same kind of geographic spread as Active People, so we will be able to tell what is going on at local authority level. Respondents have the choice to

complete the Active Lives survey online (on any device) or on paper, returning it by post. Initial indications are that it takes around 13 minutes to complete, which is significantly shorter than Active People, which means we are seeing low levels of dropout.

The early indications give us great confidence that not only have we addressed many of the criticisms of a APS, but also that we will have a robust and rich picture of sport and physical activity in England when we do start to publish the Active Lives data. We will continue to brief you on the new survey as data collection continues, but please speak with your relationship manager if you want to understand more in the meantime. For your information, the final set of Active People results will be published in December 2016, coinciding with the end of the 2013-17 Whole Sport Plan award agreements.

Best wishes

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