

Co-Design Group Information and Terms of Reference

About Leading the Movement

Leading the Movement, funded by The National Lottery, is a Sport England programme with a **vision** to create a diverse, thriving, community of leaders who are supported, empowered, skilled and united in the movement to tackle inequalities in sport and physical activity.

We're on a **mission** to support sector leaders so they can confidently and successfully drive the change needed to tackle inequalities in sport and physical activity and achieve the ambitions of Uniting the Movement.

Leading the Movement **aims** to:

- develop a deeper understanding of the challenges faced by sector leaders working to tackle inequalities,
- explore solutions to these challenges through engagement, training, coaching, mentoring and content development,
- better connect leaders and encourage collaboration to enable the exchange of information, ideas and learning,
- provide targeted support to diverse leaders and leaders who work with underserved communities; and
- provide and signpost to universally accessible information, guidance and opportunities that inspire, support, enable and empower leaders to tackle inequalities and drive long term, systemic change.

There are several different aspects to the Leading the Movement offer, some are deliberately targeted at officers and board members working within specific organisations, and others for everyone. Further information is available on the [Leading the Movement website](#).

About the Co-Design Group

Leading the Movement has been designed for leaders, with leaders.

We've already engaged existing leaders to help us shape the programme and its offer and we'll continue to do this in a few different ways.

We are looking to add up to 5 members to our existing [Co-Design Group](#), a group made up of a diverse range of passionate sector leaders with different skills and experiences, who are engaged in supporting the programme's ongoing development and offering continuous check and challenge.

We also regularly seek feedback from the leaders who engage in the programme and look to find out more from those who don't, to understand why and what would encourage them to engage.

Role and duties of the Co-Design Group

The Co-Design Group, will be made up of no more than 12 people, who volunteer to support the programme, offering their time to:

- bring their knowledge, experience, and expertise to ensure the voice and needs of a diverse range of sector leaders remain at the heart of the programme,
- collaborate and co-design with Sport England and its suppliers through curious questioning, sharing good practice, openly exploring ideas and creating solutions that support sector leaders to tackle inequalities through long-term systemic change,
- influence decision making about the programme's service delivery by drawing on their own experience and insight and the programme evaluation findings; and
- act as advocates, promote the programme's benefits, and encourage other leaders and stakeholders to engage in it.

The group is convened, administrated and facilitated by the Leading the Movement Team at Continuum Sport and Leisure Ltd. Colleagues from Sport England and supplier organisations will join group sessions along the way. The group will decide how they'd like their meetings to be run.

Benefits of joining the Co-Design Group

We're committed to ensuring that group members benefit from their experience as much as we do. Being part of the group would offer you:

- networking opportunities with other leaders,
- a learn-by-doing immersive experience of co-designing a national leadership programme which can help inform your own and others' practices around participatory design,
- the opportunity to expand your skills and experience in different areas of work; and
- the ability to make a real difference to existing and emerging leaders who are united in the movement to tackle inequalities.

What it'll feel to be a member of the Co-Design Group

We're committed to supporting group members and ensuring they have a positive experience. The group is a safe, experimental space for testing and challenging, embracing uncertainty, and learning from successes and failures.

The culture of the group is driven by openness, curiosity, innovation, inclusion, kindness and positivity. Members will be able to see first-hand the impact they're having on the Leading the Movement programme. Being part of the group is a continuous learning journey for everyone involved.

Who we're looking for

We've already recruited seven leaders to the group and are looking to add up to five more. We're looking for leaders who are actively engaged in making a difference, creating change and opening-up opportunities for everyone to live active lives. You don't need to have prior Board or co-design experience to join the group. We're looking for people with a diverse range of skills, characteristics, and leadership experience, including those:

- with experience of working;
 - for a local authority,
 - in an allied sector (for example health and wellbeing),
 - in senior leadership roles (from Director level upwards) within the sport and physical activity sector,

- as a Senior Independent Director or Chair of a Board,
- who are aspiring sector leaders, including younger individuals (under 23),
- from groups currently under-represented in sector leadership or who have experience of supporting leaders from these groups,
- responsible for Equality Diversity and Inclusion, and/or workforce development,
- experienced in systems-change, including those new to the sector or working in a complementary sector; and
- with experience of engaging in co-design processes to support content creation, training and networking opportunities.

We do not expect any individual to have all these attributes. These are suggestions of the type of mix we are looking for across the combined group.

We'll continue to review the Co-Design Group on a regular basis.

The ask of group members

- **Term** – We're looking for people to volunteer for an initial term of 12 months. During this time, we'll be asking the group to reflect and recommend how it can or should evolve. The programme will run until the end of March 2029 and will be reviewed thereafter.
- **Accessibility** – There'll be opportunities for discussion with Sport England and the Leading the Movement Team to understand how we can meet any accessibility needs of the group members, such as using supportive technologies and different meeting formats.
- **Frequency, timings and duration of meetings** – The group currently meet every two months, for up to two hours. The frequency and duration of the meetings will be reviewed on a regular basis. The meetings will be held during working hours on weekdays.
- **Preparation** – Members will review and contribute to agendas and undertake any required associated pre-reading/preparation work. Group members take turns to chair and co-chair the group.
- **Location of meetings** – Meetings will usually take place on Microsoft Teams, except for two meetings per year which will be held face to face in a location convenient for group members.
- **Remuneration** – This will be a voluntary role. Reasonable travel expenses will be reimbursed at the discretion of Sport England. Sport England is committed to making this opportunity as accessible as possible.
- **Organisational support** – As there is a time commitment associated with this role, please ensure you've got the support of your employer or organisation to apply.

How to express an interest

If you're interested in getting involved, we'd love to hear from you. You can [express your interest through our form](#). You'll be guided through a series of questions designed to help us find out more about you, what you can bring to the group and what you hope to get out of the experience.

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Please speak to your line manager to ensure you have their support before applying.
If you have any questions, please contact us on leadingthemovement@sportengland.org.

Next steps

You can express an interest in being involved in the next 12 months of the Co-Design Group until 12pm on Monday 1st December 2025.

We'll review all expressions of interest and email you to let you know the outcome.
We're anticipating that we'll receive lots of expressions of interest so unfortunately, we'll be unable to provide individual feedback.

We'll be looking to speak to potential members during the week of 8th December 2025 to help us decide who's the best fit for the group. We are hoping that final decisions will be made, in accordance with the attached criteria, by the 19th December 2025.

Selected individuals will be asked to attend the Co-Design Group in January 2026 which will be held on Thursday 29th or Friday 30th of January (final date and time to be advised).

If we have your permission, we'll stay in touch and let you know about any future opportunities to get involved in Leading the Movement, including and beyond the Co-Design Group.

Our privacy statement can be found here: [Privacy statement | Sport England](#).

The Co-Design Group, as part of Leading the Movement programme, is managed by Continuum Sport and Leisure Ltd, with whom the information on this form will be shared. Continuum's privacy statement can be found here [Privacy | Continuum](#).

Co-Design Group criteria

Member criteria

The following criteria and weightings will be applied in assessing EOIs.

Criteria	Weighting %
The EOI articulates a clear passion and commitment to making a difference and working to open up opportunities for everyone to live active lives.	15
The EOI demonstrates relevant leadership experience (at a community or strategic level) working to tackle inequalities in the sport, physical activity or another allied sector.	20
The EOI showcases relevant lived experience and a leadership journey that will add value to the Co-Design Group and the programme.	25
The EOI evidences a clear rationale for wanting to join the Co-Design Group and highlights that being part of the group will be of benefit to their leadership journey.	10
The EOI articulates an excellent understanding of the opportunities and challenges the programme is likely to face.	10
The EOI indicates a willingness and understanding of what's involved in acting as an advocate and promoting the programme.	10
The EOI highlights relevant experience in one or more of the following; • local authority • allied sector (for example health and wellbeing) • senior leadership role (Director or above) with in the physical activity and sport sector • a Board role (as a Senior Independent Director or Chair) • place-based working • systems-change • workforce development • co-design Or the EOI is from an emerging sector leader aged 23 or under.	10

Group criteria

To ensure the Co-Design Group comprises a diverse range of people with different skills, leadership experiences and backgrounds, where possible, the group aims to select a mix of people:

- with different durations of leadership experience,
- from groups that are under-represented as leaders in our sector,
- of different ages,
- with different durations of working within the sport and physical activity sector,
- who work outside the sector in a complimentary role,
- with co-design experience,

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- with and without experience of working on a board,
- with and without experience in systems change and place-based working; and
- working within different types of organisations.