

## **Minutes of the Sport England Board meeting of 14 December 2021 (held remotely by Teams video-conference)**

Members	Chris Boardman (Chair) Azeem Akhtar Rashmi Becker Natalie Ceeney Ian Cumming Chris Grant Andy Long David Mahoney (items 1-11 and 12-16) Tove Okunniwa Karen Pickering (items 11-16)
Officers	Joel Brookfield – Strategic Lead, local delivery (item 13) Mike Diaper – ED, Children, Young People and Tackling Inactivity Jon Fox – Strategic Lead, Investment Design (items 9-14) John Harrison – Head of Partner Performance (item 12) Tim Hollingsworth – Chief Executive Officer Dan Johnson – Interim ED, Digital, Marketing and Communications Charles Johnston – ED, property Richard Mabbitt – Board Secretary Simon Macqueen – Director, Strategy Rachel Musson – Interim Director of finance Lisa O’Keefe – ED, Insight Chris Perks – ED, Local Delivery Nick Pontefract – Chief Operating Officer Sarah Ruane – Strategic Lead, Health (item 14) Naomi Shearon – Strategic lead – Strategy Ed Sandham – Strategic Lead, Active Partnerships (item 12) Phil Smith – ED, Sport Al Strang – Director, Strategic Marketing (item 14) Viveen Taylor – Director, Equality, Diversity and Inclusion
Guests	Adam Conant – Head of Sport, DCMS (items 1-14)

### **1. Welcome**

- 1.1 Chris Boardman welcomed attendees to the meeting, held remotely in response to current government COVID-19 guidance. He thanked attendees for their flexibility.

- .2 He noted as milestones since the last meeting the publication of the Code for Sports Governance, the launch of the *Uniting the Movement* Implementation plan for 2022-25, and the latest *Active Lives* survey results. He noted that work continued to intensify on the Sport Survival Package (to be discussed at [item 11](#)) and that the testimony of Azeem Rafiq had further highlighted the problems of racism and race inequality in sport (to be discussed at [item 10](#)).

## **2. Apologies for absence**

- 2.1 All members would be in attendance (Karen Pickering joining the latter part of the meeting only).

## **3. Declarations of interest**

- 3.1 No declarations of interest were made additional to those already registered.
- 3.2 Chris Boardman noted David Mahoney's recusal from discussion at [item 12](#) as the England and Wales Cricket Board was one of the Key Partners under discussion.
- 3.3 Tim Hollingsworth would not play an active role in discussions at [item 15](#).

## **4. Minutes of previous meeting**

- 4.1 Minutes of the meeting of 28 October 2021 ([MB21-89](#)) were agreed by the Board.

## **5. Matters arising**

- 5.1 The Board reviewed the log of actions and decisions ([MB21-90](#)) and were content with progress as reported.

## **6. CEO Update**

- 6.1 Tim Hollingworth provided a report on key operational and other matters ([MB21-91](#)).
- 6.2 Board members noted updates on the Sport England restructure, ways of working and office accommodation:
- a) At present all premises remained open under COVID-19 safety measures for those who needed to use them. Staff continued to work effectively

under the hybrid working trial. This, along with staff surveys and comparison with peer bodies (including those who had opted to mandate on-site attendance), would inform decisions about future accommodation and working arrangements. Officers continued to monitor the situation regarding the COVID-19 Omicron variant.

- b) The new organisational structure had been finalised and shared with staff. The process to operationalise the new structure by April 2022 was now under way.
- c) With the support of DCMS, discussions with Historic England and with the British Council continued regarding the possibility of sub-leasing space in their respective Cannon Street and Stratford offices in London. Additionally, office space at Bisham Abbey was being extended and the current Loughborough premises would become the registered Sport England head office.

- 6.3 The Board recognised that some staff would be feeling under additional pressure in the face of the emergent COVID-19 Omicron variant. It felt that the organisation's overall approach to staff health, safety and wellbeing was correct at this time, but asked for consideration also of the longer-term effects on individual, team, and whole-organisation effectiveness of sustained remote working, and the efficacy of support and mitigating actions. Organisational effectiveness (a vital element of which was wellbeing and work/life balance) had to be the primary objective rather than seeking to match individuals' differing working preferences. The Board supported the overall approach being taken to identify alternative London office space and recognised the uncertainties around the potential Historic England solution. They noted the human resource and contractual implications (including travel support) that would need to be addressed in tandem with the accommodation and ways of working arrangements.

**Action: Charles Johnston** to progress arrangements, having in mind Board Members' feedback, and keep the Board aware of developments.

- 6.4 Members noted that subject to the Board approval by correspondence (current paper [MB21-88](#) refers), officers would progress arrangements for recruiting independent members to Sport England's Audit, Risk and Governance and Investment Committees, and members to the Boards of the English Sports Development Trust Ltd, and Sports Council Trust Company.
- 6.5 The Board welcomed the positive reaction from stakeholders and partners to the 2022-25 *Uniting the Movement* Implementation Plan.
- 6.6 The Board noted that officers had made a substantial early submission to

the National Audit Office Value for Money Study on Sport Participation. Members welcomed the ongoing dialogue between Sport England, DCMS and the National Audit Office to ensure the terms and scope of the review were focused and formative **Action: Simon Macqueen** to circulate to Board final scope of NAO review for information.

## **7. EDI report**

- 7.1 Rashmi Becker as Board diversity champion and Viveen Taylor summarised key points from the EDI report (MB21-92).
- 7.2 The Board endorsed the need for the Sport England Diversity and Inclusion Action Plan to generate change rather than process, and it supported the dashboard approach being developed. The Board was encouraged by initial staff survey results on EDI issues and looked forward to further analysis, including exploration through focus groups of responses on diversity-related barriers. The Board asked for updated internal diversity profile statistics for information (**Action: Nick Pontefract**) alongside the fuller staff survey results once processed.
- 7.3 The Board noted updates on disability (including the next phase of *Moving Social Work* and positive meetings with Department for Work and Pensions Ministers on the alignment between *Uniting the Movement* and the Government's National Disability Strategy); Equality, Diversity and Inclusion Group activity; and the work of staff networks.
- 7.4 The Board was pleased to note that Tim Hollingsworth had been appointed as a Government Disability Access Ambassador (for Sport and Activity), and noted the opportunities arising from that to embed and more widely disseminate *Uniting the Movement*.

## **8. Finance update**

- 8.1 Rachel Musson reported that Sport England's Annual report and accounts were expected to be signed off by the Comptroller and Auditor General and sent to DCMS for laying in Parliament on 15 December 2021.

## **9. COVID 19 response report**

- 9.1 The Board reviewed and was content with progress reported in paper MB21-93. It noted that the future impacts of the COVID-19 Omicron variant remained unclear at this time. However, officers with DCMS officials were

actively monitoring the situation, and making preparations for any further lockdowns or other government restrictions in January or beyond, including re-introducing emergency funding if required. Additionally, proposals to increase Sector Renewal Funding in the face of delayed sectoral recovery would be brought to the Board early in the new year.

- 9.2 The Board was pleased that in the meantime, officers were working with DCMS officials on clarifying guidance for sports bodies. Board members noted the need for specificity about the nature of how infections grew and spread in given sporting populations. They flagged the particular challenges and complexities for instructors and other freelancers in the sport and physical activity sector.
- 9.3 The Board supported an increasingly active role for Sport England in: amplifying government messaging on vaccinations to partners and stakeholders; supporting the flexible and creative use of sports facilities as vaccination centres; and encouraging volunteering. use. The Board noted that all DCMS bodies had been asked to solicit voluntary logistical support from their staff for the ramped-up vaccination programme, with National Sport Centre staff at Bisham and Lilleshall having operated vaccination centres previously and again volunteering to assist.
- 9.4 **Action: Phil Smith** to feed back to officers and progress accordingly.

## **10. Tackling racism and race inequalities in sport: Extended discussion**

- 10.1 Board members welcomed the opportunity for an extended open discussion about tackling racism and racial inequalities in sport in the light of Azeem Rafiq's recent testimony about his own and others experiences within cricket. They agreed that the ongoing publicity and debate around this – constructive and otherwise – had reinforced the need to address racism and racist behaviours in sport root-and-branch at a societal level. Members' discussion was informed by papers [MB21-92](#) detailing progress and next steps on the TRARIIS programme, and [MB21-93](#) exploring the regulatory context and opportunities.
- 10.2 Board members
- a) praised the courage and integrity of Azeem Rafiq in bringing these problems into the open and exposing the lack of will and inadequate mechanisms in the sector to address them effectively. The overt and direct nature of the racism he had reported was particularly troubling.

- The Board agreed that it was incumbent on Sport England to take advantage of the opportunities he had opened up;
- b) felt that these experiences, and similar stories highlighted in the *Tell your Story* project that formed part of the TRARIIS programme, underlined the imperative for sports bodies to live up to the inclusive aspirations of *Uniting the movement* and the consequent obligation to be actively anti-racist. Sport England was in a position of influence and leadership and with increasingly close and mature relationships with key partners had the opportunity to make significant positive differences here.;
  - c) acknowledged that racism in sport was not solely a problem for individual clubs or sports, or even a 'sport issue' but was symptomatic of deeper racism that was structural, systemic and ingrained in wider society. In seeking to address it, Board members therefore noted the particular importance of: engaging children and young people in an inclusive way in sport and physical activity; an inclusive interpretation of 'levelling up' and how it was put into practice; the intersection of racism with other types of discrimination; and the role of safeguarding and wider good governance in sport.

10.3 The following themes arose in discussion.

10.4 **Self-reflection:** The Board felt that Sport England could profitably take a long view of its trajectory so far in addressing racism in sport, and critically assess how things could be done better in the future under *Uniting the Movement*.

10.5 **Independent regulation of cross cutting sports issues** The Board agreed that Sport England should be clear about the limits to its own powers, while remaining fully engaged in discussions around potential greater sports regulation.

10.4 **Dispute resolution and investigation** The Board agreed that Sport England should seek actively to share its insight with government and be supportive of its consideration of a Regulator. Sport Ombudsman or similar body. The Board agreed that a working group meeting including Natalie Ceeney, David Mahoney and Rashmi Becker should be convened in January to advise officers on their early advice to Government here.: **Action: Phil Smith** to take forward.

10.5 **Leveraging change through investment:** The Board suggested that Sport England should: (i) emphasise even further in its funding arrangements and in relationship management with partners and other funding recipients the

requirement that sport and physical activity should be *genuinely* open to and appealing to all parts of society; and (ii) ensure that funded partners had a responsibility to work creatively with others towards achieve systemic improvements to make this happen.

- 10.6 **Equity and levelling up** The Board looked forward to continued insight-informed place-based engagement by Sport England and partners.
- 10.7 **Narratives and positioning** The Board felt there was a role for Sport England (with its partners) to be a respected and consistent voice; and a facilitator of 'difficult but necessary' conversations between those seeking to make progress towards inclusive approaches and those suffering from a lack of them.
- 10.9 **Governance Diversity and Leadership** The Board welcomed continued promotion of the Code and in particular the integration of its Diversity and Inclusion Action Plan requirements into System Partners success indicators.
- 10.10 **'Supply and demand'** Board members noted that tackling racism and racial inequality in sport could not be solely a top-down exercise. There were also opportunities to intervene on the consumer side (education; advocacy, communications initiatives), and Sport England should explore these further going forward.
- 10.11 Board members reflected on the specific challenges in cricket and the role of the ECB. The Board was pleased that the ECB, alongside other leading cricket bodies, had now publicly committed to a comprehensive action plan to tackle racism and promote inclusion and diversity at all levels of the game. They acknowledged that action plans would not of themselves rapidly deliver the required cultural change within the game. ECB faced a number of challenges ranging from improving 'dressing room culture' in the professional game, to addressing the changing demographics of grass roots volunteering. Specificity and insight-driven actions and support for change would be critical.
- 10.12 The Chair thanked discussants for their contributions and asked for the Board's views to be fed into ongoing Sport England work on tackling racism and racial inequality in sport across the range of its activities. **Action: Tim Hollingsworth; Phil Smith; Viveen Taylor.**

## 11. **Sport Survival Package (SSP) update**

- 11.1 Lizzie Hughes joined the meeting and provided an oral update on the SSP. Natalie Ceeney and Tim Hollingsworth, as members of the SSP Independent Board provided supplementary commentary.
- 11.2 The Board recognised the continuing efforts of the SSP Independent Board and the role of the Sport England-led team for its ability to deliver effectively under pressure in managing the SSP to date. The Board noted that the programme management of the SSP was predominantly servicing the complex and volatile portfolio of loans. It was concerned that that the significant SSP -related risks previously discussed and relayed to DCMS were now coming to pass. The SSP Board meeting later in the week was likely to further elucidate these emerging challenges, although it was noted that the role and responsibilities of DCMS in the portfolio management was critical.
- 11.3 The Board noted:
- a) the inherent instability of the loan book, due to the pre-existing financial vulnerability of many recipients; the challenges of live monitoring; the direct and indirect implications of potential defaults; and the complex and evolving financing arrangements for some recipients. Much of this remained unfamiliar territory for Sport England, and effective administration relied on substantial external capacity. The Board reiterated its view that effective loan book management required strong financial management skills augmented by sectoral expertise. Sport England had, and was constituted to provide, the latter only;
  - b) the challenges of providing business continuity in Sport England and third-party staffing of the SSP administration function, arrangements for which required clarity about ongoing roles and responsibilities between for longer term loan management. The Board remained concerned about the level of certainty regarding the transition period to longer terms arrangements. It was keen that there should be no presumption that managing the transition and the impacts on Sport England staffing could be handled under ‘business as usual’. Further there was a significant risk now of a ‘cliff-edge’ to the resourcing of the administration of the programme caused by current funding only being in place until 31 March 2022 – leading to some concern about the stability of both internal secondment roles and external suppliers;
  - c) the added uncertainty of potential further restriction to the activities of SSP beneficiaries in response to Omicron strain COVID-19 risks. The Board noted that that contingency planning was in place to cover the eventuality of an uplift in COVID-19 restrictions over the winter months.



- 11.4 The Board welcomed the additional clarity on roles and accountabilities provided by DCMS and the additional short term advisory capacity provided. It was keen for progression of an assurance framework around decision-making processes for investments and loans. The Board noted that while ARGC could assess those administrative processes that sat within Sport England, it could not be responsible for providing assurance on processes that lay outside the organisation.
- 11.5 The Board asked for further assurances from DCMS about the role of any future Investment Sub-committee within DCMS and the remit of Sport England as the 'loan agent' and the extent to which this implied ongoing loan management defined in the sense that concerned the Board. It also requested confirmation of the opportunity to receive funding beyond 31 March 2022 for ongoing management and administration costs. **Action Adam Conant; Lizzie Hughes**

## 12. Investment in key partners

- 12.1 Jon Fox and Nick Pontefract introduced papers [MB21-96](#), [MB21-97](#) and [MB21-98](#).

### Principles; Evaluation and Learning

- 12.2 The Board **SUPPORTED** the approach set out in paper [MB21-96](#) for measurement, evaluation and learning across the system partner portfolio. It endorsed the use of management and performance information dashboards for partner organisations based on negotiated measures of performance (generic and specific), with the option of 'deep dives', comparative studies and other evaluations over time. Assessment of progress against Diversity and Inclusion Action Plans would be included in performance indicators. Board members reiterated the importance of ongoing and formative evaluation, of achieving a balance of quantitative and qualitative measures, and the sharing of learning around the system partner community to the success and integrity of the portfolio. The Board asked the cross-directorate team working on the evaluation and learning for system partners to continue to share detail of the approach with Board as it develops. **Action: Jon Fox**

### Partners treated outside the standard 'staged' system partner process

- 12.3 The Board **AGREED** the approaches proposed in the papers for taking forward work with the following bodies.

- a) Special Olympics GB: a shorter-term investment and support outside the system partner framework with a view to building confidence in the organisation's ability to fulfil a system partner role.
- b) Short Track GB and Pentathlon UK: both short-term, small scale, talent focused investments rather than being treated as system partners.
- c) The Canal and River Trust and Forestry England: both were important strategic partners in the current and future *Uniting the Movement* agenda but had distinct roles and characteristics. These relationships (and associated investment) were best developed outside – but closely aligned to – the system partnership portfolio.
- d) Taekwondo Organisation Limited and Swim England: deferral of funding recommendations pending more dialogue and consideration of issues highlighted in Phase One.
- e) England and Wales Cricket Board: Having completed Phase One, it was felt that progress here would depend about the ability of the game as a whole to acknowledge its problems of racism and racial inequality and for the ECB as National Governing Body to show the necessary commitment and leadership in bringing that change about. The ECB's recently published 12 point plan was a welcome start, but it was clear that addressing deep-rooted and persistent unfairness within the game would be a challenging journey. Specifically, a proposal to solicit an application from ECB would be presented to Board in the new year pending demonstrable progress in three areas (data, leadership and learning).

12.4 The Board **AGREED** proposals set out in the paper to consolidate £6m of continued exchequer investment in The Football Association for the Coaching Workforce into the system partner solicitation process, based on post CSR confirmation of continued exchequer funds being available.

12.5 The Board **AGREED** that having completed Phase One with UK Athletics as part of Track 3, England Athletics should be invited to apply for up to £3.9m in Talent investment over the next three years that would previously have been routed via UK Athletics (as set out in paper MB21-97).

### **Track 3 Solicitations**

12.6 Board members reviewed recommendations in paper MB21-97 to solicit applications for investment from 23 Track Three partners.

12.7 The Board **APPROVED** the solicitation of funding applications totaling up to

£86,464,599 for a third group of 23 System Partners, as set out in the paper.

**Action: Jon Fox** to co-ordinate progression of solicitations and reversion to Board

- 12.8 Further to budgetary information already considered, Board members noted that this represented a maximum potential commitment valued at around 15% of the ringfenced System Partners budget. Not all awards were expected to be at the maximum value indicated.

### **Track 1 Award recommendations**

- 12.9 Board members reviewed paper MB21-98 recommending making awards to 43 partners invited to apply for System Partners funding.

- 12.10 The Board remained content with the rigour and collaborative nature of the processes underlying these recommendations and **AGREED** the award of £193,284,002. to 43 System Partners, as set out in the paper **Action: Jon Fox** to progress accordingly

- 12.11 The Board noted that:

- a) This track included long-standing strong partners and were pleased that the system partner process had scrutinised their commitment to the strategic objectives set out in Uniting the Movement (notably commitments to tackle inequalities) rather than their status as 'established' organisations.
- c) The review panel had paid particularly close attention to the proposed award to the Rugby Football League, given the significant broader investment in this NGB and the sport generally. This would be managed closely if the recommendation to award was agreed.

- 12.12 The Board also:

- a) **AGREED** the recommendations to defer a decision on an award for Active Suffolk, pending resubmission of further Stage 2 information; and
- b) noted the extended application and assessment window for two bodies (Sport for Development Coalition and British Fencing) that were originally in Track One, but had opted to delay submissions until Track 2 recommendations in the new year.

**Action: Jon Fox** to progress with colleagues accordingly.

- 12.13. The Board thanked officers across the organisation for their collaborative efforts with partners to develop these recommendations, and for the robustness of the assessment of proposals against *Uniting the Movement* principles. It looked forward to further recommendations in the new year to complete the portfolio, subject to new system partner relationships being developed in the implementation of *Uniting the Movement*.

### **13. Place-based approaches**

- 13.1 Chris Perks and Joel Brookfield introduced paper MB21-99 which set out for Board approval a Stage 1 strategic outline to frame the more detailed work on Expanding our Place partnerships' strand of the Uniting the Movement 02022-25 Implementation Plan
- 13.2 Board members noted prior discussion by Investment Committee (paper IC 21-46 refers) of the impact, value and learning from Sport England's Local Delivery Pilot programme and other experimental place-based work. LDP methodologies were having significant positive impacts on inactivity, including in a COVID-19 recovery context. *Uniting the movement* itself had been informed by past place-based learning. Board also noted that Sport England would be bringing facilities, planning and local delivery work into a single directorate, the better to develop a single, joined-up approach to its place-based work.
- 13.3 The Board supported the broad cross-organisational approach set out in the paper to developing detailed options in discussion with both existing and potential places and other place-focused partners. It supported the aim of both expanding the number of places and enabling a wider scale of change by influencing and mobilising the sector. The Board noted that while it was right for Sport England to take a high-level view at this stage, the language used in the paper was conceptual and system focussed. As plans developed it looked forward to more illustration and exemplification of artefacts and outcomes to bring the work to life, and demonstrate the positive impacts that the approach could bring.
- 13.4 The Board broadly supported the initial work areas identified for the Uniting the Movement 2022-25 implementation plan period:
- a) Significantly expanding the number of places to be targeted with a bespoke offer;
  - b) Creating a new universal offer;
  - c) Scaling up learning from existing LDPs;

d) Building on existing work in other significant places;

along with the high-level success criteria (for both new and existing places of partnership) and help and support for partners, all as set out in the paper.

- 13.1 The Board noted the internal and external interdependencies of the proposals; the assessment of risks, analysis of affordability; and the broad approach to stakeholder engagement. Overall, the Board was content with the proposals set out in the paper and **AGREED** that they be developed into a Stage 2 business case for Board discussion and approval, with support from Investment Committee. The work needed to achieve this and timelines will be fully scoped within the business planning exercise for the Implementation Plan. **Action: Chris Perks**

#### **14. We are Undefeatable investment recommendation**

- 14.1 Sarah Ruane and Al Strang introduced paper MB21-100 seeking parallel Board approval of funding for *We Are Undefeatable* (the high-profile multi-charity physical activity campaign for those living with long-term health conditions) and an award increase Age UK to deliver the campaign until March 2025.
- 14.2 Board members noted that the campaign was currently delivered through a grant award to Age UK on behalf of 16 health charities, with Sport England providing supportive expertise and insight. *We Are Undefeatable* had demonstrated good impacts and generated significant insight in the last two-years. The *Uniting the Movement 2022-25* implementation plan had committed to a new campaign phase with refreshed assets and resources. The proposed award would support continued delivery from February 2021 and a repositioning of *We are Undefeatable* to a co-created 'activation platform' offering advice and practical tools for people with Long term, health conditions.
- 14.3 The Board discussed activation of the project and the leading role of Age UK. Board members were pleased that despite the challenges of COVID-19, Age UK's leadership here remained strong and participant charities remained fully engaged. The Board agreed that a three-year commitment would provide the stability to embed actions further. Board members suggested that in repositioning *We are undefeatable* there was potential for some focussed delivery work in the short term to kick start the new engagement model and links the prior campaign and future activity.

- 14.4 The Board discussed the importance of join-up in Sport England campaigns work, and for integration of Sport England's campaigns and wider work, including that delivered through system partners. Board members noted
- a) the *Uniting the Movement* 2022-25 implementation plan commitment to build on existing campaign-related activity and the potential for a portfolio approach informed by insight on *Uniting the Movement*'s 'big issues';
  - b) the extended role of the former *This Girl Can* project group to a cross cutting campaigns remit, and of the English Sport Development Trust in overseeing this.
  - c) the importance of engaging further with Government and connectivity with other organisations as *We are undefeatable* progressed including with regard to social prescribing. Board members noted discussions were in train with the office for health improvement and disparities, DFT, and (on green social prescribing) Defra.
- 14.5 Board members reflected on the intersection of long-term health conditions and disabilities, and the importance of addressing mental as well as physical health. It noted the engagement of MIND and Rethink Mental Illness as project partners. The role of *We are Undefeatable* as a means of starting conversations to connect elements of the health and social care systems was noted. Members noted the need for carefully considered impact measures given the characteristics of the populations *We Are undefeatable* engaged with, and the importance of audience-specific insight on the barriers encountered when people tried to become more active. Insurance issues were cited, here and members noted officers' early discussions with CIMSPA on this.
- 14.6 Members noted the implications of lottery legislation on the ownership of intellectual property associated with *We are Undefeatable* and remained content with Age UK as a trusted partner owning this IP.
- 14.7 The Board therefore **AGREED** the proposals to allocate £11,400,000 of Lottery funding for *We Are Undefeatable* and to approve an award increase of £11,400,000 to Age UK to deliver the campaign until March 2025. **Action Sarah Ruane and Al Strang** to progress with colleagues.

## 15. Football Foundation

- 15.1 The Board **APPROVED** the extension to Tim Hollingsworth's term as Sport England's representative on The Football Foundation Board for a further

term of three years as set out in paper MB21-101 and. **Action: Pat Brosnan** to take forward with the Foundation.

**16. Any other business**

- 16.1 Chris Boardman thanked those members who had responded to the decision by correspondence request relating to Committee and Subsidiary recruitment (paper MB21-88). He also flagged further decisions by correspondence that were expected in early January on funding for England netball; and on an extension to the budget associated with the Sector Renewal Fund.
- 16.2 The Board noted the wide-ranging report produced by the House of Lords Committee on a National Plan for Sport and Recreation. This was currently under consideration by the Secretary of State for Digital, Culture, Media and Sport.
- 16.3 No comments were raised in relation to the papers circulated for information only: MB21-103 (Draft minutes of Audit, Risk and Governance Committee meeting of 25 November 2021); MB21-104 (Draft minutes of English Sports Development Trust Ltd Board meeting of 18 November 2021); MB21-105 (summary of Sports Council Trust Company Board meeting of 7 December 2021); and MB21-106 (Schedule of corporate meetings for 2022). Paper MB21-102 (Draft minutes of the Investment Committee meeting of 1 December 2021) had not been completed in time for circulation and would be shared shortly after the meeting for members' information (**Action: Richard Mabbitt**)
- 16.4 With no further items of business being raised, Chris Boardman thanked attendees and closed the meeting. A short debrief session for members and CEO would follow. The Board was next scheduled to meet formally on 28 March 2022. A further date of 2 February 2022 was in members' diaries for contact time plus any outstanding formal business decisions.

**These minutes were agreed by the Sport England Board at its meeting of 28 March 2022**