

Minutes of the Sport England Board meeting of 12 December 2022

(by videoconference)

Members Chris Boardman, Chair
Rashmi Becker
Ian Cumming
Andy Long
David Mahoney
Tove Okunniwa
Karen Pickering

Officers Jeanette Bain-Burnett – ED, Policy and Integrity
James Buller – Strategic Lead, Investment management (item 15)
Liz Clarke – Head of GIS (item 13)
Ali Donnelly – ED, Digital, Marketing and Communications
Lisa Dodd-Mayne – ED, Place
Nick Evans – Head of Planning (item 13)
Steve Garrett – Strategic Lead, Data (item 10)
Darcy Hare Strategic Lead, Evaluation (item 12)
Tim Hollingsworth – Chief Executive Officer
Jo Lea – Research and Evaluation lead, programmes (item 12)
Warren Leigh – Strategic Lead, London (item 14)
Richard Mabbitt – Board Secretary
Simon Macqueen – Director, Strategy
Rachel Musson – Interim Chief Financial Officer
Ian Parr – Head of Investment Management (item 15)
Nick Pontefract – Chief Strategy Officer
Ed Sandham – Strategic Lead, Partnerships (item 11)
Phil Smith – ED, Partnerships
Viveen Taylor – Director, Equality, Diversity and Inclusion
Vicky White – Head of Human Resources and Development (item 7)

Guests Adam Conant – Head of Sport, DCMS (Items 1-17)

1. Chair's Welcome

- 1.1 Chris Boardman welcomed members and attendees to the meeting, held remotely due to travel disruptions.
- 1.2 He reported that new members had not been appointed in time to join the meeting, but it was expected that they would be in place from 1 January

2023. He thanked Ian Cumming, Andy Long and Karen Pickering for their continued contributions under their extended second terms. Appointment matters would be picked up at Item 16 and in the post-meeting members' and CEO's discussion.

2. Apologies for absence

- 2.1 All members were in attendance.

3. Declarations of Interest

- 3.1 No new interests had been declared by members since the last meeting. However, the Board noted that:
- a) Andy Long had declared a commercial interest in Swim England and would not contribute to the discussion or decision making at item 11. The Board was content that Karen Pickering and Ian Cummings' declared interests related to swimming were not substantive or current enough to warrant withdrawal from discussion.
 - b) David Mahoney had declared an interest as a senior officer of the ECB in the update on grass pitch funding at item 6 and would not participate in related discussion or decision-making (should that be necessary);
 - c) Tove Okunniwa's past role at London Sport was now sufficiently distant for her interest here no longer to represent a conflict in terms of the Young People Collaborative Fund, London (item 14).
- 3.2 Chris Boardman reminded members to declare any further interests that become apparent during the course of the meeting.

4. Minutes of the meeting of 27 September 2022

- 4.1 The Board **AGREED** the minutes of the meeting of 27 September 2022 (Paper MB22-77) as a true record of discussions.

5. Matters arising

- 5.1 The Board reviewed the actions log (paper MB22-78) and was content with progress there reported.

6. CEO Report

- 6.1 Tim Hollingsworth spoke to paper MB21-79. It had been another extremely

challenging year for the sector and for Sport England, but staff had responded well: Sport England's work continued to make positive differences and to be widely recognised as doing so.

- 6.2 The Board discussed measurement and accountability. Tove Okunniwa reported constructive Investment Committee discussion of this (paper MB22-97 refers) and that David Mahoney had agreed to provide additional advice to officers.
- 6.3 The Board discussed the Whyte Review. Board noted both the recent publication of British Gymnastics' (BG) Action Plan ('Reform 25') and the planned formal report by both Sport England and UK Sport on their collective 'systemic' response to the Review early in the new year. Officers reported that BG's new leadership was addressing past concerns and improving systems and cultures going forward. System Partner investment to BG was supporting coaching culture and workforce development, and a policy review on governance, safeguarding and integrity (designed for wider sectoral applicability). The Board suggested a briefing session from BG in the new year (**Action: Phil Smith** to follow up with BG CEO). The Board also suggested a wider group or Board discussion might be timely following the publication of the Governments Sports Strategy in the New Year, and the ongoing profile of sports regulation. This discussion could consolidate learning from working with key partners (especially BG and the ECB) around realistic and achievable standards for sport, including developing the competences of the volunteer workforce (**Action: Jeanette Bain-Burnett** to consider further).
- 6.4 The Board noted the summary of work around the impacts of rising living costs on the sport and physical activity, including publication of *The Future of Public Leisure* on 6 December 2022.
- 6.5 The Board welcomed the increased clarity around ongoing Sport Survival Package loan book management arrangements, but noted the continued heavy work load and the challenging context of increasing operating costs. Sport England 'rapid reaction' capability here and across the piece would be of continuing significance.
- 6.6 The Board welcomed the reported Chair and CEO stakeholder engagements as a good way of intelligence gathering and demonstrating Sport England interest and engagement with partners.
- 6.7 The Board noted the updates on the Investment Management System; the DCMS-Sport England management framework; Active Lives (on which Board members had received the latest Children and Young People Survey

report on 8 December 2022); and Grass Pitch Improvement Funding (football/ multi-sport commitment) all with no further comments. The Board was content to see a revised Investment Recommendation report on the latter in due course.

7. EDI report

- 7.1 Rashmi Becker and Viveen Taylor spoke to paper MB22-80.
- 7.2 The Board welcomed the detailed annexes on Sport England recruitment and workforce and progress against its Diversity and Inclusion Action Plan (**Action: Tove Okunniwa and Rashmi Becker** would discuss offline how this information might be presented as management information for Board purposes going forward and feedback to officers). The Board suggested further exploration and exposition of the set of prospective new joiners, and how the characteristics of that set changed as the recruitment process progressed. The Board acknowledged the current wider challenges to recruitment, and the limited scope for pay-related incentives under the current Government Pay remit. It noted the wider industrial action voted for by the PCS union, representing some Sport England staff.
- 7.3 Notwithstanding these challenges it remained important from an EDI perspective that the Sport England's 'brand' was seen as attractive to a diverse range of applicants in respect of all role types across the organisation. Board noted that the internal EDI group would be looking at possible options for targets for recruitment from culturally diverse groups, and potentially other characteristics in light of newly published census data. Approaches explored under TRARIIS might be deployed to help ownership and leadership and embedding inclusion across the organisation. The longer-term aim remained a workforce that was broadly representative of the population as a whole.
- 7.4 The Board noted the difficult balance between supporting staff retention through offering progression from within and recruiting new talent from outside. It was therefore pleased that the very high level of staff turnover earlier in the year had slowed to a more normal rate of churn, which supported an appropriate balance here. The staff engagement survey in January offered a good opportunity for calibrating Sport England's progress here, and the ongoing Transformation work offered opportunities to deploy and develop new and current staff more effectively and developmentally.
- 7.5 The Board was content with progress reported in the disability update; the update on promoting and supporting Diversity Inclusion Action Plans, and

Tackling Racism and Racial Inequality in Sport work.

8. Finance matters

8.1 Rachel Musson introduced paper MB22-81. The Board noted:

- a) the forecast Exchequer underspend of £882k;
- b) that Lottery income continued to perform well into 2022-23, with a projected full year income of £227m (£7m above budget);
- c) the Lottery cost target forecast stood at 7.31% , versus budgeted 7.42%;
- d) that £71m of the £176m Lottery award forecast for this year had been awarded to date. This was behind the budgeted commitment rate: further delays to commitments would affect future Lottery bank balance projections;
- e) Sport Development spend stood at 18% of the forecast. A large proportion of these costs were to support scoping of the 'Now Commitments'. Revised estimates were being provided by lead teams to help manage impacts on the Grant-in-Aid programme allocation.

8.2 The Board felt that the balance between rigour in investment consideration and the need to maximise returns remained an area of challenge. Although officers anticipated that in the long term the Transformation programme would help a more efficient and effective throughput of lottery funds, the Board felt that any shorter-term disruption to business of the kind typically associated with a major transformation programme could exacerbate these challenges.

8.3 The Board was pleased that Sport England (and other lottery distributors) were engaging with Allwyn as the new National Lottery operator. It agreed that this engagement was important in shaping a robust budget for the year ahead. The transition to the new operator appeared to be going smoothly, with transfer of staff from Camelot to Allwyn offering useful continuity. The Board was pleased that Lottery income projections remained very positive.

9. Annual Report and Accounts

9.1 The Board reviewed paper MB22-82 and Annexes, and papers MB22A and MB22B, collectively presenting the English Sports Council (Sport England) 2021-22 Annual Report and Accounts (ARA). Rachel Musson and Andy Long (as Chair of ARGC) provided commentary.

- 9.2 The Board noted that the timetable for the preparation of the ARA had been complicated and prolonged. The audit had been delivered by the NAO rather than, as previously, contracted to KPMG. Dual systems, unplanned staff absences and shortages at both Sport England and the NAO, together with large volumes of payments and other work in the run-up to the year-end had provided additional challenge. Moreover, as in previous years, Ministerial approval, certification and laying of the ARA had been further delayed due to finalisation of the auditing of disclosures.
- 9.3 Nonetheless, the Board commended the hard work of officers in the Finance Team and across Sport England in seeing the ARA through to completion and thanked Audit Risk and Governance Committee (ARGC) for its oversight. The Board noted and was content with:
- a) The ARA document itself (Appendix 1 of the paper), subject to light revisions of the narrative part of the document to acknowledge post-period changes to Sport England and the context in which it operated. It was content for agreement of any changes to be delegated to the Chair and CEO;
 - b) the Analytical Review (Appendix 2);
 - c) the Letter of Representation (Appendix 3);
 - d) the audit completion reports and updated audit certificates (Appendices 4-6);
 - e) the status of the Annual Report and Accounts for Sport England's two subsidiaries (the Sports Council Trust Company and the English Sport Development Trust Limited) as set out in the paper and Appendices 7-14;
 - f) The SIRO report (paper MB22-82A) and ARGC Chairs report (Paper MB22-82B) seen previously at the Boards meeting of 20 June.
- 9.4 On these bases, and given the prior scrutiny by ARGC at its meetings of 16 June 2022 and 6 December 2022, the Board **APPROVED** the presented ARA for 2021-22 and **AGREED** that the CEO and the Chair sign-off any minor changes to the narrative as above; as well as incorporation of additional minor disclosure issues and other non-material amendments to the ARA, should they be required between the date of Board approval and the laying of the ARA before parliament. **Action Rachel Musson (with Tim Hollingsworth and Chris Boardman)** to progress, keeping the Board aware of developments.
- 9.5 The Board noted DCMS aspirations for the 2022-23 ARA timetable, including pre-summer recess ministerial approval and laying. It felt that this

aspiration might be stretching given NAO's proposed new audit methodology. Moreover, the timing of completion had in recent years been consistently affected by the need for a separate Local Government Fund Pensions audit which lay outside of Sport England's control. DCMS might therefore need to take a view on whether an earlier submission with the pensions element qualified was a more desirable outcome than a later but unqualified submission. An early DCMS steer on this would be helpful.

10. Transformation programme

10.1 Nick Pontefract and Steve Garrett spoke to paper MB22-83 and its annexed slide pack which set out Sport England's internal transformation programme. This sought to operationalise the 'evolution of the what / revolution of the how' aspiration of *Uniting the Movement* and the 'Be the Change' programme of work in the *Uniting the Movement 2022-25* implementation plan. At this stage, Board consideration and advice only was requested.

10.2 The Board noted the three broad strands of the transformation programme.

- a) Transforming operations. Supported by consultants Public Digital, Sport England was taking forward a digital transformation programme, that would progressively and iteratively transition Sport England's many activities to a small number of clear 'service lines'. The aim was thereby to further focus on core priorities, more effectively deploy limited resources, and be clearer on desired outcomes and measurement. Multi-disciplinary teams, would focus on a defined service, rather than individuals being deployed across many priorities.
- b) Transforming Our People. Building on the well-established Sport England values, an ambitious Diversity and Inclusion Action Plan, and the newly constituted Executive Leadership Team (ELT), the focus was now on structures below the ELT tier. This included a new framework of grades, roles and responsibilities; actions on pay challenges and a new leadership framework to support this new approach.
- c) Transforming Our Delivery (in parallel to ongoing delivery of vital services). The foci for change at this stage were the two substantial investment areas that were not yet live: (i) a new approach to 'open' funding and rolling out the next stage of investments now in place, (ii) the expansion of place-based work building on recent Local Delivery Pilots experience. In both areas, methodology developed under 'Transforming Operations' was being followed, characterised by 'starting

small / testing in practice / refinement / building up' and a stronger focus on services to be delivered, rather than the programme being run.

- 10.3 Overall the Board was supportive of the programme to date. Although much of the work was still in its early stages, it was pleased that there were places where important change to Sport England's delivery mindset was beginning to be seen. The Board:
- a) acknowledged that prioritisation and refocussing of resources would generate complexities and hard choices that would be unsettling and demoralising for some staff;
 - b) recognised that the degree of certainty about what change would look and feel like in practice, and the degree of agency for change would be a learning process, and vary by work area and role;
 - c) agreed that clear ownership by the leadership team, and advocacy by those who were well-engaged in the process (including honesty about what was not going so well) was crucial in securing buy in across the organisation, and moving stagewise to the new way of working.
- 10.4 Board members asked to be kept aware of progress and were happy to continue providing a sounding board for officers. It felt that future discussion on expanding place-based work would provide a useful setting to explore and provide suggestions on how the transformation process was working in practice. **Action: Steve Garret and Nick Pontefract** to take on board members' feedback.

11. System Partners

British Rowing; Pentathlon GB; British Taekwondo Council/British Taekwondo

- 11.1 Ed Sandham introduced paper MB22-84.
- 11.2 The Board discussed proposals in respect of system partnership with British Rowing. Officers reported that engagement around system partnership had supported positive change in terms of alignment with *Uniting the Movement*. British Rowing, as NGB of a very 'traditional' sport was adjudged to have responded well to feedback and challenge.
- 11.3 The Board noted that the recommended award level reflected a consolidation of circumstances; a reduction in UK Sport funding, better integrated rowing pathway across community and talent, with a new focus

on diverse audiences through regional hubs; under a new senior team with a clear commitment to tackling inequalities. The Board felt that system partnership offered significant opportunities to open out rowing to wider audiences but remained cautious about the significant cultural shifts in the sport required to do so.

- 11.4 The Board therefore **APPROVED** an award totalling £7,589,562 to British Rowing for System Partnership, over 4 years as set out in the paper. However, given the substantial size of the award and progress to date on diversifying the sports participant base, the Board asked that the conditionality of ongoing funding be made very clear to British Rowing: this was not an award simply to strengthen the sport as it stood.
- 11.5 The Board discussed proposals set out in the paper in respect of system partnership with Pentathlon GB. An NGB for a 'traditional' sport with a narrow participant base, in the last year its engagement with Sport England had become closer and its aims more aligned to *Uniting the Movement*. With a new CEO in place and a commitment to increasing the inclusiveness and accessibility of the sport (including a shift from the equestrian element to obstacle course racing) the Board acknowledged the potential for the relationship to evolve into a meaningful system partnership.
- 11.6 The Board discussed proposals set out in the paper in respect of system partnership with the British Taekwondo Council (BTC). The Board noted the ongoing governance development in the organisation (including the relationship with British Taekwondo), and that BTC had actively and openly engaged in the system partner process. The Board was pleased at this collaborative approach and felt this augured well for a future system partner relationship.
- 11.7 The Board therefore **APPROVED** the solicitation of funding applications totaling up to £1,698,845 for Pentathlon GB (over 2 years), and for British Taekwondo and British Taekwondo Council (over 4 years). The Board **DELEGATED** the final decision to approve individual awards to the Chief Executive Officer.
- 11.8 The Board also **APPROVED** the amendment in Sport England's funding policy on the requirement for affiliation to a recognised NGB, to allow the two Taekwondo NGBs to be funded and for affiliated organisations to access lottery funding.
- 11.9 The Board;

- a) acknowledged the calculated risks in supporting these bodies but felt that the learning and evidence derived from their journeys would be valuable. The Board felt the counterfactual argument (smaller or more restrictive bodies should not, by being unfunded, desist from inclusion) was persuasive;
- b) reflected more broadly on the bringing along vs leaving behind arguments for supporting (or otherwise) bodies or sports that were perceived as exclusive, weakly led or governed, or otherwise problematic. The type of support – not necessarily funding – that might be offered; the conditionality applied to that support; and the success measurements attached to that conditionality were critical here;
- c) noted the value of corporate exemplification in driving change: ‘if this organisation can change its culture: what’s stopping yours?’

Swim England

- 11.10 Phil Smith introduced paper MB22-85. The Board noted that the two reviews relating to Swim England flagged at the last meeting* had now been received. Both reviews had highlighted serious shortcomings and recommended immediate improvement to complaints, safeguarding and welfare, and disciplinary arrangements. They had also raised questions about leadership and wider culture within the sport of swimming.

* (i) a Sport England-commissioned review conducted by Sport Resolutions UK (SRUK) into 3 specific complaints, and (ii) the Child Protection in Sport Unit (CPSU) annual review of compliance against standards for safeguarding children in sport)

- 11.11 The Board noted that Swim England had been making good progress in many areas, including around tackling inequalities, and the relationship with Sport England was collaborative and at a strategic level well aligned to *Uniting the Movement*. The Board was pleased that Swim England’s Board had set up a formal sub-committee on Safeguarding and had identified an experienced non-executive safeguarding lead to oversee and take responsibility for Swim England’s approach. The proposed safeguarding action plan being developed with Sport England support was also to be welcomed.
- 11.12 However, the Board was sufficiently concerned about the success thus far of Swim England’s leadership to effectively drive and embed cultural change, and about the significance of the particular issues raised in the reviews, that it felt unable to commit to providing funding as envisaged under options 1 and 2 set out in the paper. The Board therefore opted to **FURTHER DEFER A DECISION** on system partner funding pending Swim

England's response to the SRUK and CPSU reviews. The Board asked that it be made clear to Swim England that this was not a deferred agreement to fund. Rather, it would retain the option to reduce or withdraw funding altogether until appropriate and clearly defined conditions, including those related to leadership and cultural change, were met.

12. Evaluation and learning for System Partners

12.1 Jo Lea and Darcy Hare joined the meeting to speak to paper MB22-86 which summarised the Business Case for the procurement of an Evaluation and Learning Partner.

12.2 Board members:

- a) noted and supported the System Partner Impact and Learning Model set out in the paper (Better Organisations; Better Connected Systems, Better Community Impact). The duality of some indicators (e.g. Positive experience for young people) as both outcomes and waypoints was noted;
- b) noted that the proposals would support Government asks around evaluating the impacts of investment in System partners, and improve understanding about baselines and about responses and alternative approaches where success was not forthcoming in the ways expected;
- c) asked for further clarity on how outputs could be seen and used by Board, with a view to periodic cross-portfolio status reporting on performance and management information. It was important that Board's attention could be focussed on the themes of interest (whether successes or challenges) as well as individual partners or programmes;
- d) welcomed partners' engagement in the development of the proposals. The Board emphasised that collaboration should not necessarily translate to evaluation by consensus, given that system partnership was a means to deliver change rather than maintenance of a status quo. A degree of pushback from partners to new or different processes was to be expected, but reasonable challenge and stretch needed to be built in. If done right it should feel slightly uncomfortable, but ultimately more insightful for all parties.

12.2 The Board acknowledged the size of the procurement but felt it was proportionate to the scale and strategic importance of the System Partner programme. Given the complexity of the procurement, the Board was content with the timescales set out in the paper, with procurement to be complete by May. The Board therefore **APPROVED** the procurement of an Evaluation and Learning Partner for the System Partner Evaluation and

Learning of a contract up to £3,731,000 as set out in the paper. **Action: Darcy Hare** to progress procurement accordingly.

13. Active Places and GIS Managed Service (for decision)

- 13.1 Liz Clarke and Nick Evans introduced Paper MB22-87 setting out a proposed two-part procurement of Active Places (The national sports facility database and associated websites) and the related Geographical Information System (GIS) Managed Service.
- 13.2 The Board recognised the importance of these services. It accepted the need explained in the paper to extend the contract of the existing supplier to maintain continuity while the new service was procured and rolled out. It therefore **AGREED** to a contract extension worth £100,000 to Landmark Information Group, the existing solution provider, for a period of 1 year.
- 13.3 The Board noted that the proposed new solution made advantage of commercial-off-the-shelf products and agreed that this was likely to reduce delivery risks and future development costs and ensure the solution delivered was sustainable and cost-effective. The use of pan-government data products and licences was also likely to reduce ongoing data costs and allow better engagement with the underpinning spatial data and infrastructure. The Board was content with the procurement process followed, including the level of competition. It therefore **AGREED** a contract valued at £1,126,831 to Atkins Limited for the redevelopment of Active Places and the GIS Managed Service for an initial 2-year period, with years 3 and 4 of the project to be procured under a new contract.
- 13.4 **Action: Liz Clarke and Nick Evans** to progress the procurement accordingly.

14. Sport and Physical Activity for Young People: Collaborative Fund (London)

- 14.1 Warren Leigh introduced paper MB22-88 which set out proposals for a fund targeted at under-served young people in London, to be jointly developed and funded by the Greater London Authority, alongside London Sport, London Marathon Charitable Trust, and London Marathon Events.
- 14.2 The Board:
- a) felt that the proposal was well aligned to *Uniting the Movement* aims: it sought to transform the lives of young Londoners through sport and physical activity but would also strengthen and diversify London's sport

- and physical activity sector and tackle social and economic inequalities.
- b) noted the anticipated partnership and relationship-building benefits for Sport England with key organisations in the capital;
- c) was content with the governance and funding arrangements for the fund, which had been the subject of prior discussion at the Investment Committee meeting of 30 November 2022.

14.3 The Board therefore **APPROVED** the award of £7.5m for a five-year period from 2022-27, to deliver the proposal as set out in the Paper. Given the scrutiny this project had received, the advanced nature of the proposals, and the legal and other timescales for launching the fund in February 2023, the Board **AGREED** to expedite the final stage of approval by correspondence. **Action Warren Leigh** to progress.

15. Small Grants programme extension

15.1 James Buller and Ian Parr spoke to paper MB22-89 which proposed new arrangements for Sport England's small grants programme. The Board noted that longer term options for Sport England's future 'open' funding offers were currently being scoped for presentation to Board in early 2023. The present proposals sought to ensure that sport England remained open to small grant applications and also reflected the recent Government's commission for actions to mark the Coronation in May 2023.

15.2 The Board:

- a) recognised the significance to *Uniting the Movement* of a vibrant, relevant and accessible small grants offer;
- b) noted that for calendar year 2022 the small grants programme had been successfully re-badged as the "Queen's Platinum Jubilee Activity Fund" with additional focus on supporting projects that bring a community together and opportunities for less physically active people. This programme would close on 31 December. The Board was pleased that this re-presentation had prompted a more diverse range of applicants, and was keen to build on this;
- c) supported renaming the fund "the King Charles III Community Fund" with additional focus on environmental sustainability. It suggested that there were opportunities to capitalise on these changes to further extend the reach of the fund and the diversity of successful applicants.
- d) agreed that it was timely to reconsider the programme criteria. Noting increased costs of inflation, energy prices and cost-of-living, the Board felt that increasing the upper limit of the programme (from £10k to £15k)

was appropriate.

- 15.3 The Board therefore **AGREED** an increase to the small grants budget by £4m (£5m to £9m) to ensure the programme can remain open through to 30 June 2023. The Board also **AGREED** proposed changes to the programme criteria (i) an increase to the upper limit of the programme (from £10k to £15k) to reflect increased costs of inflation, energy prices and cost-of-living; (ii) renaming of the fund to the *King Charles III Community Fund* (subject to required approvals) and (iii) additional focus on environmental sustainability **Action: James Buller** to progress.

16. Committee memberships, and Terms of Reference updates

- 16.1 The Board reviewed and **AGREED** routine amendments to the terms of reference of the Board; the Audit Risk and Governance Committee; Investment Committee and the Chairs and Remuneration Committee, all as presented at paper MB22-90. **Action: Richard Mabbitt** to adopt amendments, and share with Board and Committee members, including as part of new member inductions.
- 16.2 Chris Boardman reported that four new Board members were now close to being formally appointed with a start date of 1 January 2023. He would discuss further with committee Chairs the deployment of members to committees. Current Board members offered to act as informal buddies to new arrivals during their onboarding. Andy Long had agreed to attend a further ARGC meeting and provide additional support to the incoming ARGC chair.
- 16.3 Subject to these appointments, the 1 February 2023 date currently held in Members' diaries for an informal board meeting would be an induction and welcoming session for new members, and it was hoped that an informal dinner could be arranged in association with this. Chris Boardman was keen that recently departed members were part of the day.

17. Any Other Business

- 17.1 No further comments were made in respect of the minutes of Committee and subsidiary meetings circulated for information only (MB22-91 to MB22-96)
- 17.2 In addition to the proposed investment recommendation report (from item 14) Chris Boardman flagged a Paddleboarding NGB Recognition decision by correspondence to come after the Board meeting. The Board should also expect decisions-by-correspondence in the new year on the new Sports

Council Trust Company membership and on new independent members of ARGC. He thanked members for supporting the expeditious processing of these routine but nonetheless important items.

- 17.3 Chris Boardman noted that this was now very likely to have been the final formal meeting for Ian Cumming and Karen Pickering (stepping down as Board members on 27 January 2023) and for Andy Long (stepping down as a Board member 30 December 2022). He thanked them for all their contributions, both from their own fields of expertise, and as team players on the Board. They had been a key part of overseeing the development of *Uniting the Movement*; steering Sport England through the challenges of COVID-19; and ensuring that the organisation was well placed to tackle the further challenges and opportunities that lay ahead. Tim Hollingsworth added thanks and appreciation on behalf of staff members.
- 17.4 With no additional items of business raised, Chris Boardman closed the meeting, and asked for a short wash-up session for members and CEO only. Subject to new appointments, the Board's next formal meeting would be on 28 March 2023, with an informal induction meeting on 1 February 2023. A further briefing session for members on expanding place-based work was also anticipated for mid-late February.

Minutes agreed by the Board at its meeting of 28 March 2023