



**MINUTES OF THE MEETING OF THE SPORT NI BOARD HELD ON 11TH
DECEMBER 2019 AT 4.45PM IN THE HOUSE OF SPORT**

<p>Present: Board members: George Lucas Jay Colville Jackie Bryson Richard Bullick Wilma Erskine Kieran Harding Catherine O'Mullan</p>	<p>In attendance: Sport NI Officials Antoinette McKeown, CEO John News, Director of Participation and Facilities Peter McCabe, Director of Performance Adrian Doherty, Director of Finance & Governance Ali Campbell, Executive Unit Manager Caolan Ward, Policy, Strategy & Insights Manager Gillian Gilliland, Secretariat Officer</p> <p>Alan Curran (For item 9.2) Des Jennings (For item 9.2) Simon Toole (For item 9.2) Nicola Algie (For item 9.2)</p> <p>Observer: Kathryn Hill, Department for Communities</p>
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Agenda Item	Record of main discussion
1. Apologies	Apologies were received from K Ferguson and D Petticrew. The Board sent congratulations to Kyle on the birth of his son Logan and to Darryl on the birth of his son Parker.
2. Register of Member's Declaration of Interest	Jackie Bryson declared an interest as a non-executive director of StreetGames (a charity active across England, Scotland and Wales).
3. Minutes of meeting on 11 September 2019, Workshop on 16 October 2019 and meeting on 13 November 2019	Members approved the minutes of the meeting held on 11 September 2019, the Workshop on 16 October 2019 and the meeting on 13 November 2019.

3.3. Action Points	Action points of 11 September 2019 were circulated to members and officers prior to the meeting.
4. Chair's remarks	The Chair welcomed Kathryn Hill to tonight's meeting.
4.1	<p><u>UK Sport Board</u> The Chair advised that good progress had been made regarding his attendance at UK Sport Board meetings on behalf of the Sport NI Board. This was stalled due to the elections but it was hoped this would be resolved after tomorrow.</p> <p>The Chair confirmed he attended the Home Countries' Chairs' meeting at UK Sport on 3 December 2019.</p>
4.2	<p><u>McBride Judgment</u> The Board previously considered the Executive Team's paper on 13 November and agreed to proceed at risk until the appeal was heard in February 2020. On request of the Board, ARAC considered this further at their meeting last week. ARAC had queried how other ALBs in the same position were dealing with this. The Arts Council Board had been presented with a similar paper and they are similarly preparing a risk assessment. However, their main grant programme is AFP (annual funding) and the Board approves these grants, therefore this is compliant with the McBride judgment.</p> <p>Members also noted the National Museums NI Board plays a key role in approving strategies and they don't award grants therefore there was no significant impact on them.</p> <p>Members noted a paper had been submitted to DfC on the implications for Sport NI which was based around the Board paper. Members heard the situation will be continually monitored and assessed and the Board will be updated as soon as the appeal is heard. The Chair asked if DfC have any further information and K Hill confirmed there was no other updates.</p>
5. CEO report SNI/19/26	<p>The CEO presented paper SNI/19/26 for noting by the Board; members noted the paper provides more detail than usual in light of the McBride judgment.</p> <p>Members commented on the long term absence levels which had gone down considerably, however it was noted the short term absence has increased significantly in 2019/20 and queried was there any reason for this and also queried how this was managed. It was confirmed absence was monitored on a monthly basis and was discussed at the HR Committee; there were also policies in place for return to work meetings.</p> <p>Members queried what work was being carried out with sports pre or post Tokyo in terms of participation; it was confirmed that the current focus was on preparing athletes and coaches but closer to the Games the wider participation sphere would be looked at.</p> <p>Members also queried the framework for Elite Training Centres in terms of developing a high performance centre for NI; it was advised that Sport NI were looking at the possibility of developing a regional centre in the next corporate plan phase and discussions had taken place with some sports about a partnership involvement. SINI currently was based at UUJ and as UUJ would be moving this involved a high degree of uncertainty which is a risk. The current</p>

	<p>agreement runs until 2026 but we need to think beyond this and the CEO and Director of Performance have been engaged with UUU for some time now on this.</p> <p>Members also acknowledged the excellent work ongoing within the Comms Team.</p> <p>Members noted the contents of the paper.</p>
<p>5.1 Q2 Business Plan Review 1 July-30 September 2019</p>	<p>Members received the Q2 Business Plan Review 1 July-30 September 2019.</p> <p>Members highlighted the only red target with the business plan regarding internal processes for finance, HR and management systems and queried the timescales for the new system of 10 months; it was confirmed this was the timescale advised by CPD.</p> <p>Members discussed the target around participants from areas of greatest need and stated we shouldn't lose sight of the action to work in collaboration with other bodies.</p> <p>Members discussed the Active Fit and Sporty Programme and the issue of female elite sport not being as visible as male elite sport. It was agreed a lot more work needs to be done in terms of the 5 elements of the 2020 campaign. The cornerstones the Board have agreed in terms of changing sporting culture for under-represented groups is highly visible in the draft corporate plan going forward.</p>
<p>6. Anti-Doping Update SNI/19/27</p>	<p>Members received paper SNI/19/27 which set out work to date in relation to anti-doping and work planned for the period ahead.</p> <p>Members noted there was less capacity in this area during the last year due to re-deployment elsewhere in the organisation and as a result there had been some reprioritisation of sports in terms of educational strategies and targets were on track. Members noted that 600+ athletes and athlete support personnel had attended Pure Winner workshops and it was confirmed all athletes competing in Tokyo would have extensive anti-doping education before they travelled.</p> <p>Members queried was the organisation well advanced in this area in comparison with other home countries and it was confirmed that given the small resource within Sport NI this was the case.</p> <p>Members raised the issue of the increased use of recreational drugs within sport acknowledging while this was not our responsibility queried what message was being delivered. Members were advised these messages were delivered as part of the Pure Winner education programme. Members also noted in terms of mental health and wellbeing work was ongoing with sporting organisations.</p> <p>Members noted the contents of the paper.</p>
<p>7. Draft Corporate Plan 2020-25 –</p>	<p>Members received paper SNI/19/28 which set out the refined approach to key principles and concepts provided by the Board throughout the year.</p>

Finalising key concepts and outcomes SNI/19/28

Members noted work had commenced early in 2019 involving Sport Scotland, UK Sport, consultation and benchmarking with home countries and consultation with key partners. The Board have looked at values of the organisation and banked these as well as looking at issues of the sporting system to ascertain what could be changed to sustain participation. This required connectivity with partners at a high level and positive feedback had been received. SNI have been mindful of issues raised throughout and we are analysing these to ensure everyone is on board. Two issues were raised; one by an umbrella body which turned out to be a misunderstanding and they are now on board with strategy and opportunity to look at inclusivity. The other issue was raised by the department and we met and discussed these in detail to ensure we understood and responded to them.

Members noted the points outlined within the paper and it was highlighted the booklet continued to be used purely as an engagement tool at this stage. Members noted that for public consultation there will be a simpler document which the department will have sight of in advance. In terms of the Continuous Household Survey we understand the disparities within the various groups and we are looking at the system and trying to find solutions for fallout and progression. We are looking at barriers to participation and interventions to get people involved and active, this is critical for the Programme for Government. Inclusion is fundamental and implicit to our sporting system and moves throughout the whole system.

Members heard the sporting system was being refined to make it more effective; this includes councils and looking how we can interact with existing partners, such as health. This is reflected within our legislation which references sport and recreation and our requirement to meet statutory and ministerial objectives. We are looking to drive a strategy to get the best return on investment.

Members noted the requirements for EQIA and the need for public consultation, including the ongoing engagement with partners.

The Chair invited K Hill to attend the Board Workshop in January and queried was there anything missing in the document. K Hill advised the departments' fundamental issue was the language within the document and this would be reviewed as it had only been received today. K Hill asked for the document to be submitted to the department formally following tonight's meeting. K Hill stated the department appreciated this was a concept document and looked forward to receiving the document which would be used for public consultation. It was further advised this would be reviewed by Sports Branch and also required approval by the Permanent Secretary before the public consultation could take place.

Members noted the engagement booklet was an internal document and following approval staff would move forward with a corporate plan. We recognise we have an educational role, believe the public want this and the inclusivity of that. We are aiming to commence drafting of a corporate plan to be given to DfC along with the business plan before 31 December and before the next meeting of the board on 15 January.

	<p>Members agreed the sequencing of steps, clarity around timescales and acknowledging the need for confirmation from the department needs a bit of work. All present noted that the department would need to review the consultation document before public consultation commences. It was agreed the department would review the current engagement document and SNI would commence work on the public consultation document for the Board to review on 15 January.</p> <p>Members noted that given the timescales discussed around the consultation document and subsequent public consultation it may not be possible to produce a final corporate plan for 31 March as previously agreed and it was agreed the timelines would be reviewed.</p> <p>The Chair stated that great progress had been made tonight and requested Board members to reflect on the discussions and feedback anything they would like addressed.</p> <p>Members queried the power of sport vision as the cultural drive of the organisation and requested that this not be changed. Members heard as a concept this had been accepted and everything was around the narrative and how we are explaining this. We will take direction of the Board to ensure we are deep seated on the power of sport. We just need to ensure we stay connected and in terms of language the balance is important to ensure everyone understands and not open to misinterpretation; there was a need for simplicity and clarity.</p> <p>C Ward left the meeting at 6.20pm.</p>
<p>8. Business Plan 2020-21 SNI/19/29</p>	<p>Members considered the draft business plan and it was agreed a similar approach would be taken on the business plan to reflect changes in the corporate document. Members were requested to feedback any issues on the current document and this would be discussed again on 15 January</p>
<p>9. Route Map for Change SNI/19/32</p>	<p>Members received and noted paper SNI/19/32 which provided a detailed update on Route Map work at the critical stage of transformation with a convergence of culture, strategy and structure work. Members thanked staff for the extensive work in organisational development.</p> <p>D Jennings, A Curran, S Toole and N Algie joined the meeting at 6.30pm.</p> <p>Members received a presentation by the Culture Club on Sport NI's DNA highlighting its fit within the three major pieces of work ongoing in terms of structure, strategy and culture. This is critical in taking people on a journey within the organisation. Throughout the process we have discovered there was not a bad culture within the organisation but a need to push for an excellent sporting culture.</p> <p>Members noted the journey so far over the last year including the various workshops, meetings and team camps and what had been discussed at these. We are looking at the mindset and how we translate this to the power of sport in terms of the organisation. Key part of the team camps was ensuring that staff work together and understand the pressures and deadlines of other parts of the</p>

	<p>organisation. During the team camps staff were provided with a Toolkit containing a range of resources including profile wheels for self-reflection and staff were paired across the organisation to discuss these in further detail to continue the process.</p> <p>Members noted there was still work to continue in the new year in terms of challenging staff and the organisation and further work would be undertaken with the Board in January.</p> <p>The Board thanked the Culture Club for the work to date and assured them of the Board's full support. The team received an applause for its presentation.</p> <p>D Jennings, A Curran, S Toole and N Algie left the meeting at 7.05pm.</p> <p>The Chair advised in terms of the Route Map for Change the NIAO report would be published in January 2020 and a plan for updating the lessons learned would be discussed at the next Board meeting. In the short term the Comms team in conjunction with DfC would agree lines to take to have these in place in advance. The Board agreed.</p>
<p>10. Economic Value of Outdoor Sport SNI/19/30</p>	<p>Members received paper SNI/19/30 which provided an overview of an SNI-led research project completed in 2018/19 and presented a positive story for the value of outdoor sports.</p> <p>Members noted the paper and publication.</p>
<p>11. Every Body Active Strand 1: Opportunities Year 5 Business Case (Addendum) SNI/19/34</p>	<p>Members received paper SNI/19/34 and noted the previous decision to extend the EBA funding for a further year to enable alignment with other Sport NI investments.</p> <p>Members were asked to approve the business case addendum for investment in EBA 2020 for a one year extension.</p> <p>Members approved the paper.</p>
<p>12. Audit Risk and Assurance Committee Report</p>	<p>Members received a verbal update from the ARAC Chair regarding the ARAC meeting which took place on 3 December 2019.</p> <p>Members discussed the 17-18 Exchequer Accounts and approved the Chair and CEO signing the accounts subject to minor matters being resolved.</p> <p>Members discussed the 18-19 Lottery and Exchequer accounts. The ARAC Chair advised the NIAO had explained they would not be in a position to audit the 18-19 accounts within the previously agreed timeframes. Members agreed the ARAC Chair should write to the NIAO to request the potential to complete the audit in an earlier timeframe, possibly moving ahead of the outstanding lottery accounts, if necessary.</p> <p>Members noted the 19-20 accounts should return to the normal schedule.</p> <p>The ARAC Chair advised the deep dives at ARAC are working well; members had received a GDPR presentation as well as a follow up on procurement.</p>

	Members noted the Risk Register would be re-worked by the Executive Team following feedback from DfC and this would be reviewed by ARAC on 3 March 2020.
13. Finance and Governance Report SNI/19/31	<p>Members received paper SNI/19/31 and noted its contents which had previously been discussed at ARAC.</p> <p>The Chair brought to members' attention the Partnership Agreement Template on Proportionate Autonomy which had previously been circulated to the Board. Members noted work would be undertaken with DfC and updates would be provided to the March Board meeting. K Hill advised some case studies would also be made available.</p>
14. Sport NI Going Concern SNI/19/33	<p>Members received paper SNI/19/33 and noted there was a requirement on an annual basis for the Board to consider this and a statement would be placed within the accounts along these lines.</p> <p>Members approved the paper.</p>
15. AOB	There was no other business to discuss.
16. Dates of next meetings	<ul style="list-style-type: none"> • 15 January 2020 – Board Workshop @ 9.00am-5.00pm • SportMaker Awards at Titanic on 24 February 2019 @ 6.30pm • 11 March 2020 – Board Meeting @ 5.00pm
	<p>The Chair acknowledged the amount of work that goes into putting together papers for the Board and requested thanks be expressed to all staff involved.</p> <p>The Chair asked if everyone thought this had been a good meeting with good progress; members agreed and further agreed it had been useful for K Hill to be in attendance. The Chair thanked K Hill for attending and stated her attendance at the January Board workshop would be welcomed.</p> <p>The Chair wished everyone a Happy Christmas.</p> <p>The meeting closed at 7.35pm.</p>

George Lucas.

Approved by:
Sport NI Chair

Date: 11 March 2020