



**MINUTES OF THE MEETING OF THE SPORT NI BOARD HELD ON 11<sup>TH</sup>  
SEPTEMBER 2019 AT 5PM IN THE HOUSE OF SPORT**

<p><b>Present: Board members:</b> George Lucas Jay Colville Jackie Bryson Richard Bullick Wilma Erskine Kyle Ferguson Kieran Harding Catherine O'Mullan Darryl Petticrew</p>	<p><b>In attendance: Sport NI Officials</b> Antoinette McKeown, CEO John News, Director of Participation and Facilities Peter McCabe, Director of Performance Adrian Doherty, Director of Finance &amp; Governance Ali Campbell, Executive Unit Manager Caolan Ward, Policy, Strategy &amp; Insights Manager Gillian Gilliland, Secretariat Officer</p>
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<b>Agenda Item</b>	<b>Record of main discussion</b>
<b>1. Apologies</b>	There were no apologies.
<b>2. Register of Member's Declaration of Interest</b>	There were no new declarations or conflicts of interest to declare.
<b>3. Minutes of meeting on 19<sup>th</sup> June and Workshop on 16<sup>th</sup> August 2019</b>	Members approved the minutes of the meeting on 19 <sup>th</sup> June and the Workshop on 16 <sup>th</sup> August 2019.
<b>3.3. Action Points</b>	Action points of 19 <sup>th</sup> June 2019 were circulated to members and officers prior to the meeting.
<b>4. Chair's remarks</b>	I want to acknowledge the significant progress by everyone involved with the programme agreed at ARAC for outstanding accounts in order to return to business as usual by March 2020.
<b>4.1</b>	The SNI Strategy formulation process continued in August with a Board and Executive Team Workshop attended by Dame Katherine Grainger, Chair of UK Sport. Significant progress is being made and this will be further advanced through engagement at the SNI Game Changer Conference on 30 September and 1 October 2019. Updates will be integrated in DfC Strategy formulation process to agree alignment with DfC and the Programme for Government.

4.2	<p>I have requested support from DfC in respect of planning to extend those Board Members' tenure which expire on 31 December 2019. This is important to optimise board expertise and experience to underpin all efforts to transform the organisation.</p>
5. CEO report (SNI/19/18)	<p>Members received the CEO report which focused on emerging issues.</p> <p>Members noted Quarter 1 Business Plan Review which was making significant progress with 86% of actions on target. Members noted the red action related to the systems requirement for HR and Finance which are not fit for purpose and there was a need to procure an integrated system. Members noted guidance on the business case had been received and it had been indicated the revised business case would be agreed.</p> <p>Members highlighted the amber output on page 11 referred to "The 2014-15 and 2016-17 Lottery and Exchequer sets of annual reports and accounts were approved by the NIAO" but this should read 2014-15 and 2015-16.</p> <p>The ARAC Chair advised the Committee were starting to note capacity issues and how this was affecting staff in terms of time consuming and outdated systems. The Board agreed and expressed concerns about the delay on the systems and business case; the Board agreed this was a critical area that needed progress to ensure this was moved on.</p> <p>Members received an update on the Route Map and noted this was the internal strategy to enable the organisation to deliver on the draft Strategy. Members noted a PAR Recommendation was to develop a Route Map towards a Highly Performing Team and the organisation continues to use the 6 pillars from the Transformation Programme.</p> <p>Members noted progress was being made on all areas of this, some more quickly than others. The work on culture was prioritised and is a major feature of the Strategy. Members noted the HR Specialist would be responsible for restructuring and it was hoped to make an appointment in early October.</p> <p>Members heard one of the PAR recommendations related to reviewing SNI and DfC relationships; recent engagement with stakeholders included queries relating to the function and remit of the two organisations. SNI and DfC agreed to review the MSFM and relationship against new DoF Good Practice Guidance. Members noted relationships at a personal level were much more positive. Members agreed there was an urgent need to review organisational relationship and queried why this had not been done. The CEO assured the Board that Sport NI had sought this review process with DfC and agreed to follow up again.</p> <p>Members also agreed it was important for the DoF sponsored Code of Practice on Partnership between government departments and ALBs should be applied to the review to enable it to benchmark good practice.</p> <p>Members requested updates on issues – appointment of HR specialist, follow up on relationship issues and systems update – as and when they happen and as they are reported to the Board and ARAC support will be provided if necessary to move these issues forward to completion.</p>

<p><b>T6. Final 2016/17 Accounts for signing</b></p>	<p>The Board approved the 2016/17 Exchequer accounts for signing.</p> <p>The Chair congratulated and thanked everyone involved in getting to this stage.</p>
<p><b>7. Sporting Clubs Programme: end of year 2018/19 Update Paper (SNI/19/19)</b></p>	<p>Members noted the paper and the favourable benefits received from the investment. It was also noted the learning from the programme had been captured and would inform the current draft Strategy.</p> <p>Members heard the majority of targets within the programme were on track with the exception of club accreditation which was being reviewed as to how this would be dealt with going forward. It was advised club membership in terms of retention and leakage was not what it could be.</p> <p>Members queried were there any success stories which could be shared across sports; it was noted there was a massive variation on how GBs collect data about clubs and initiatives on the ground and going forward there would be a requirement for those who are better at data management to help those who are weaker in this area.</p> <p>Members queried the transition points between clubs and winners and any learning from this; members heard that there were better connections that could be made in district councils and how we manage this would be looked at in the Strategy.</p>
<p><b>8. Active Clubs Programme: end of year report (SNI/19/20)</b></p>	<p>Members noted the paper which provided an end of year 5 and end of programme update showing all targets being met. Members heard the Active Clubs survey feedback showed very positive experiences of those participating in the programme and learning has been captured to inform the Strategy.</p> <p>Members queried at what point we know our investment was value for money to help make better investment decisions and it was advised there was a methodology to measure the value of sport across a number of interventions but this was in its infancy.</p> <p>Members also queried the capacity of sports clubs and highlighted if the infrastructure and staff aren't there the capacity would be limited. Members noted there were issues around sports clubs capacity and workforce capacity and return on investment and currently we don't have all the answers however if it was possible to identify what good looks like we can invest in expertise.</p>
<p><b>9. Everybody Active 2020: Programme Update (SNI/19/21)</b></p>	<p>Members noted the paper and the report card for year 3 which shows clearly the impact of the investment, especially for women and girls.</p> <p>Members queried targeting of social need and sought information on how we are tackling this issue; it was advised this target was in red due to how the targets were set. Members also heard there was a perception and feeling in high social need areas this has been overdone and there was a need for a joined up approach. Members agreed the work in this area on social deprivation is an area we need to work in collaboration with other bodies to ensure our resources are properly targeted.</p>

**10. Draft Strategy 2020-25: Consultation Document (SNI/19/22)**

Members heard the draft Strategy brings together all decisions banked to date on Strategy 2025, though Board workshops and meetings and co-designed with the views of the Board and through pre-consultation with our stakeholders; this would be formally published at the Game Changer Conference to aid wider engagement.

Members heard DfC have been briefed on the Strategy and the feedback received from DfC is that Sport NI cannot launch a formal consultation document in the absence of policy direction from the Department, therefore we will be going to wider engagement on proposals.

Members noted SMIG meetings were being organised for October to progress thinking on the Strategy; it was advised a transition framework from Sport Matters to Strategy 2020 was being considered and SNI were currently working with DfC on this.

Members received a presentation on a walkthrough of the Draft Strategy based on what the board had provided to date in terms of thinking. We have been consistent about having a values led strategy and our mission statement for 2025 ties into the PFG outcomes. Members noted SNI's DNA has been redesigned with language changed to reflect the discussions from the Board workshop in August; this strengthens our culture, values and behaviours. Members noted there was currently one area in red – passionate/infectious and it was advised the Culture Club and staff agreed they wanted to retain "infectious" within the wording. Following discussion the Board agreed to this wording.

Members noted the Strategy presented tonight was as a result of teamwork but the presentation had been developed by Ali and Caolan and the CEO expressed thanks to them.

Members heard in terms of strategic context everything presented was based within a context of economic uncertainty and the only way to combat that was to promote the value of sport and embrace the challenges.

Members queried the term growing participation as opposed to sustaining and it was advised this had been discussed at the last workshop in terms of recruitment and retention. It was advised this definition had been agreed at previous workshops and it was agreed the definitions of outcome 1 and 2 would be included to allow people to see these clearly.

Members queried in terms of unstructured sport whether this was an area we were moving towards; it was advised in terms of unstructured sport people are intrinsically involved in sport and this was a vehicle for getting people involved in sport. There was a continuum however we would not be investing in sport as a development tool but would collaborate with partners. We need to focus on getting the sporting system right to get the investment right for the next 5 years.

Members discussed our role in terms of governance of all sport and queried would the department assume we need to be involved in all areas. Members were advised that work is ongoing on this in terms of roles of responsible bodies.



<b>10.1 Game Changer Conference: Briefing</b>	<p>Members received a presentation on the Game Changer Conference and noted the themes, key speakers, workshops and key messages being delivered. Members noted they would receive a briefing on their roles at the conference in respect of engagement on the draft Strategy.</p> <p>The Chair on behalf of the Board congratulated everyone within the team for the organisation to date.</p>
<b>11. Audit Risk and Assurance Committee Report</b>	<p>The ARAC Chair reported the September meeting had been good, however the draft minutes of the 3<sup>rd</sup> June meeting had proved contentious and the NIAO challenged the minutes. Members noted that ARAC had expressed concern about the current position however there was now an agreed timeline with NIAO in respect of the accounts. Members noted an update would be sought from the NIAO on 30 September to ascertain how much work was required for the audit of 17/18 accounts and these accounts along with the 18/19 accounts would be presented to ARAC in December.</p> <p>Members noted the 14/15 and 15/16 had been laid in the Assembly. The Lottery accounts were currently with NAO for consideration.</p> <p>Members noted ARAC had received a presentation from staff on Procurement and Contract Management. Members noted the next presentation to ARAC would be on GDPR gap analysis. The Chair reported RSM had given an overall satisfactory opinion on the Annual Internal Audit.</p> <p>The ARAC Chair advised the Risk Management framework had been mapped to DfC's Proforma and this was adopted by ARAC.</p> <p>Members noted a discussion on restructure had taken place at ARAC but following discussions at tonight's meeting the issues have been addressed.</p>
<b>12. Finance and Governance Report (SNI/19/23)</b>	<p>Members noted the paper and approved the new framework requested by DfC for the Risk Register.</p> <p>Members were updated on discussions at Management Team which highlighted the need for Sport NI to have a hunger for excellence in organisational governance and administration as a highly performing team.</p> <p>Members noted the BIASS which had already been discussed at ARAC; the Chair signed the BIASS for submission to DfC.</p> <p>Members noted the amended version of the Gifts &amp; Hospitality Register which included entries up to end of August. The Chair queried if anything was missing from the Register; members requested a couple of additions. Following these amendments the Register would be published on the SNI website.</p>
<b>13. Update on Sport NI Bank Mandate (SNI/19/24)</b>	<p>Members noted and approved the new Sport NI Bank Mandate showing the revised signatories.</p>
<b>14. AOB</b>	<p>There was no other business to discuss.</p>

<b>15. Date of next meetings</b>	<ul style="list-style-type: none"> <li>• 16 October – Board Workshop at 9am</li> <li>• 16 October – Remuneration Committee (after Board Workshop)</li> <li>• 11 December – Members agreed to amend the start time of the meeting to 4pm</li> </ul> <p>Members noted the Schedule of 2020 dates of Board Meetings, Board Workshops, ARAC Meetings and Remuneration Committee Meetings.</p>
	<p>The Chair thanked everyone for attending today stating there had been a great degree of professionalism and progress across a wide range of areas. The Board expressed thanks to the CEO, Executive Team and all staff and requested this be communicated at the next staff briefing.</p>
	<p>The meeting closed at 7.50pm.</p>

Approved by: George Lucas  
Sport NI Chair

Date: 11/12/19