



BOARD MEETING
Wednesday 8th March 2023
House of Sport, Belfast at 9.30am

BOARD MINUTE

Present

George Lucas
 Jay Colville
 Kieran Harding
 Gavin Boyd
 Wendy Elliott
 Alison Nicholl
 Richard Bullick
 Denise Burns
 Kyle Ferguson

In Attendance

Antoinette McKeown, Chief Executive
 Rebecca Morgan, Chief Operating Officer
 Richard Archibald, Director of Sport
 Orlagh Watters, Head of Sports Systems
 Laura Carland, Board Secretariat

	ITEM	STATUS
1	Apologies Apologies were received from John Hart, Head of Policy and Innovation	
2	Declaration of Interest There were no declarations of interest to note.	
3	Minutes of the Previous Meeting 15th February 2023 The minutes of the previous meeting (15 th February 2023) were accepted and approved. Approval: The minutes of the previous meeting (15th February 2023) were approved.	Approval: The minutes of the previous meeting (15th February 2023) were approved.
4	Matters Arising Nothing by exception	
5	Chair's Agenda The Chair welcomed everyone to the meeting; remarking that 8 th March marks International Women's Day. The Chair stated that one of the recommendations from the HeadsTogether Report referred to Board Members engaging with staff to clarify the role of the Board. Members noted that following ongoing meetings with the Staff Engagement Working Group, a Board & Staff 'Meet and Greet' had been arranged to follow the Board Meeting, to allow staff an opportunity to informally meet with Board Members over tea and coffee. The Chair commented that the discussion on the Business Plan 2023-24, scheduled for the meeting today, was of fundamental importance and that the ongoing engagement with the ELT and Board in relation to its context, and how aspects are framed, is a justifiable use of time. The Chair stated that in order to obtain Board approval, there needs to be a constructive and respectful challenge in the context of the Board's oversight role. The Chair stated that Members have relevant experience in this area and believed that the collective views of the Board can help ensure that the organisation ends up with the best possible Business Plan; one which reflects the values and aspirations of Sport NI and one which has clear measures and targets by which progress and delivery can be demonstrated.	

<p>6</p>	<p>CEO Report</p> <p>The CEO Report was tabled as read.</p> <p>The CEO provided an update on the recent Health and Safety Review across all three Sport NI sites and the forthcoming report from the review consultants, Mabbett. The CEO advised that over-all a positive assessment is anticipated and that the Board will be updated in full during the April Board Meeting, once all information is received from Mabbett.</p> <p>Members raised why circulation of staff decision making process on easements was not circulated to the Board as had previously been requested. It was noted that this would be actioned and made available at a future Board meeting.</p> <p>The CEO advised that a number of initiatives are running to mark International Women's Day including the appointment of a new Chair to the Women in Sport panel, issuing media promotions across Social Media sites focusing on women in sport and female Sport NI staff members and a platform piece by the CEO featured in Belfast Live.</p> <p>The COO provided an update on ongoing work in collaboration with NIAO and NAO on the outstanding Lottery Accounts. The COO provided an overview of proposals and next steps, following engagement with NIAO. The COO advised that the organisation has provided rationale for next steps to NIAO and NAO in respect of reconciling balances and adjustments and the outstanding Lottery information from the 2012-13 to 2015-16 accounts that the organisation can stand over. Members noted that the organisation is still working towards the indicative 2026 timeline until further notice.</p> <p>Members noted that ARAC will be provided an update on this work during the next ARAC meeting on 24th April 2023.</p> <p>Members were reminded that an Exceptional Board Meeting has been arranged for 23rd March via Zoom to review and approve the Sports Investment paper and the Business Plan 2023/24.</p>	
<p>7</p>	<p>ELT Items By Exception</p>	
<p>7.1</p>	<p>Environment and Change Policy</p> <p>The Environment and Change Policy papers were tabled as read. In JH's absence, the COO spoke to the paper. Members discussed the paper and queried the impact of this policy on funding applications, internal operational plans across all three Sport NI sites and associated risks.</p> <p>After further discussion, Members were content to approve the Environment and Change Policy paper.</p> <p>Approval: Members approved the Environment and Change Policy paper.</p>	<p>Approval: Members approved the Environment and Change Policy paper.</p>
<p>7.2</p>	<p>Commonwealth Games Policy</p> <p>The Commonwealth Games Policy papers were tabled as read.</p> <p>The Interim Head of Sport Systems spoke briefly to the paper; with Members commenting that this was a robust and informative paper to consider. Members discussed the paper and clarified the proposed role of the Performance Manager, the overall delivery of medals, how the Commonwealth Games team operates and how the input of the organisation is measured. Members raised the issue of monitoring performance, and the Interim Head of Sports Systems gave an assurance that when targets are agreed for Commonwealth Games 2026, they will be included in future performance reporting.</p> <p>After further discussion, Members were content to approve the Commonwealth Games Policy</p> <p>Approval: Members approved the Commonwealth Games Policy paper</p>	<p>Approval: Members approved the Commonwealth Games Policy paper</p>
<p>8.</p>	<p>Business Plan 2023-24</p> <p>The current draft of the Business Plan 2023-24 was presented.</p>	<p>Action: The ELT to revisit and review the</p>

	<p>The CEO spoke to the Business Plan draft; thanking Members for their comments and input to date. The CEO advised that the Business Plan is aligned with the Corporate Plan ‘The Power of Sport’ and the DfC ‘Active Living’ strategy and is structured around an outcomes based accountability framework for the objectives contained within, where possible. The CEO reiterated the focus of the Business Plan on the required data/information and baselines.</p> <p>Members noted that the current draft of the Business Plan has been submitted to DfC for review.</p> <p>The Chair invited Members to raise any queries on the current Business Plan draft. Members discussed the current draft.</p> <p>Members queried the current proposed levels of investment for data and insight capture, in respect of querying if this was a high enough level of expenditure for the scope of the need. Members queried how ‘success’ against objectives will be measured, how information gaps will be addressed, performance measures, the need for accountability and the need for more tangible measurements. Members suggested more alignment between the Business Plan goals and Sporting System Investment programme. Members requested more numerical measurements including BAU performance measures. The Chair asked for the National Lottery outstanding accounts to be included in the Business Plan. The COO advised that the Governance Action Plan is reflected within in the Business Plan, and this refers to BAU actions, including National Lottery. The COO reiterated that the NAO and NIAO have not revised the 2026 timeline for closing out outstanding Lottery accounts.</p> <p>There was a detailed discussion on what changes were required by the Board in order to approve a revised draft of the Business Plan. Extensive discussion focused on whether the draft Business Plan had clearly embedded outcomes based accountability. Members highlighted the need to focus on the performance level of outcomes based accountability to demonstrate the contribution of Sport NI’s work. Members outlined that this performance level should include specific measurable indicators aligned to clear baselines based on a clear purpose. Members also noted that the draft Business Plan should align key documents such as the outcomes presented within the investment plan. Members noted the ELTs explanation that not all data was available and questioned whether additional funding was required to establish clear baselines. Members also asked for clarification regarding previous ELT assurances which noted relevant data was available within SPNI. The CEO gave a summary overview of discussions at the December 2022 and February 2023 Board meetings and the recognition of the challenges of baseline data availability discussed at the January workshop. The Director of Sport advised members of the work at both population and performance levels that the OBA approach required and that DfC expected Sport NI to engage with (hence discussions with Health, Education and local councils).</p> <p>The Director of Sport sought confirmation from the Board that the goals discussed were acceptable were agreed. The Chair confirmed that the Board were content with the direction of travel, however, they needed to see clear performance measures and targets by which progress and delivery can be communicated and demonstrated. During further discussion, Members proposed that key goals and SMART Targets be included in the revised Business Plan. It was agreed that the ELT would review the draft Business Plan with the aim of integrating objectives and targets where possible and submit the revised draft Business Plan 2023-24 to Board for review.</p> <p>Action: The ELT to revisit and review the Business Plan 2023-24 with the aim of integrating objectives and targets where possible in advance of the next Board Meeting (Exceptional Board 23rd March)</p> <p>The Chair thanked the Board and ELT for their input and whilst Members did not approve the Business Plan, the discussions should enable required changes to be made.</p>	<p>Business Plan 2023-24 with the aim of integrating objectives and targets where possible in advance of the next Board Meeting (Exceptional Board 23rd March)</p>
<p>9</p>	<p>AOB</p> <p>Nothing by exception</p> <p>The Chair asked if those in attendance felt this had been a productive meeting. The Chair thanked the Board and ELT for their time and continued efforts.</p>	

10	Date of the Next Meeting(s)	
	Members noted that an exceptional Board Meeting is scheduled to take place on 23 rd March 2023 at 5pm via Zoom and the next Board Meeting is scheduled to take place on 5 th April 2023 at 9.30am in House of Sport, Belfast.	

Signed by Sport NI Chair: *George Lucas*

Date: 17th May 2023