



BOARD MEETING
Thursday 23rd March 2023
House of Sport, Belfast at 5pm

BOARD MINUTE

Present

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

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
 John Hart, Head of Policy & Innovation

	ITEM	STATUS
1	Apologies None	
2	Declaration of Interest There were no declarations of interest to note. The Chair referred to the processes for Members declaring their individual declarations of interest; within the context of the variety of sport being covered within the investment paper. The Chair stated that the Board should declare their respective interests accordingly in advance of the approval of funding.	
3	Minutes of the Previous Meeting 23rd March 2023 Members were referred to the minutes of the previous meeting, held on 8 th March 2023. The minutes of the previous meeting were discussed. Members discussed a range of issues in relation to the sequencing, accuracy and disproportionate detail applied to Section 8 of the draft minute of the 8 th of March 2023 Board meeting. The CEO advised that there had been a discussion with the Chair and Vice Chair relating to the minutes at the most recent Chair/CEO briefing as she had expressed some discomfort with revisions made. Further to advice from a Member, it was agreed that whilst the current draft minutes would stand as a record of those presented to the 23 rd of March meeting, the Board would not approve them, and a further set of draft minutes will be prepared for approval at the Board meeting on 5 April 2023. Decision: The Board did not approve the draft minutes of the meeting of 8 March 2023 Action: A revised set of draft minutes for the 8 March meeting will be presented to the Board on 5 April for Board approval. An extensive discussion was held in respect of the format and content of Board Minutes and, the format, content and timeline for the process of publishing Board Minutes on the Sport NI website. The CEO asked for clarification on the level of detail or the format of Board Minutes that Members would like to see moving forward be that erring towards brevity and	Decision: The Board did not approve the draft minutes of the meeting of 8 March 2023 Action: A revised set of draft minutes for the 8 March meeting will be presented to the Board on 5 April for Board approval. Decision: Approved Board Minutes to be uploaded to the Sport NI website within a 3 month period. Decision: Minutes of future Board minutes would lean towards brevity, with an emphasis on reflecting a summary of the discussion and ensuring that all actions and decisions are

	<p>summary of discussions or a preference towards verbatim minutes. The CEO advised that the organisation is committed to transparency, and that consideration should be made as to the content and detail contained within public minutes in respect of providing time for decisions to be progressed and to respect the need for Members to have robust discussions that enable informed decision making.</p> <p>It was noted that an action is in place to provide an Action/Approval/Decision Log with each set of draft Board minutes moving forward to ensure consistency. Members were advised that minutes of the previous Board Meeting are usually brought to scheduled Board Meetings rather than to Exceptional Board Meetings, however, the Chair requested that the 8th of March Draft Minutes be brought to the Exceptional Board Meeting this evening for consideration and approval.</p> <p>Clarity was sought on how the meeting in progress should be treated, given that the session was an 'Exceptional' Board meeting, with two single item, sensitive policy related areas tabled for discussion. Members were asked to consider if the exceptional meeting should be treated as a 'closed' Board session.</p> <p>Members recognised the need for minutes to consistently reflect the flow of conversation, the will of the Board and individual outcomes. Members were advised that the Board Secretariat has drafted a Board Procedures document to provide secretariat guidance and processes, which has been discussed during recent CEO and Chair Meetings, with the COO and Vice Chair.</p> <p>After discussion, Members agreed that minutes should err towards brevity within minutes, with emphasis on ensuring that actions and approvals are documented in detail and reflected within the Action/Approval/Decision log. In addition, Members agreed that, once approved by Members, Minutes would be uploaded to the Sport NI website within a 3 month period.</p> <p>Decision: Approved Board Minutes to be uploaded to the Sport NI website within a 3 month period.</p> <p>Decision: Minutes of future Board minutes would lean towards brevity, with an emphasis on reflecting a summary of the discussion and ensuring that all actions and decisions are documented on the Action/Approval/Decision log.</p>	<p>documented on the Action/Approval/Decision log.</p>
<p>4</p>	<p>Matters Arising</p>	
	<p>Nothing by exception</p>	
<p>5</p>	<p>Chair's Briefing</p>	
	<p>The Chair welcomed everyone to the meeting and thanked the ELT and Members for their continued time and commitment.</p> <p>The Chair stated that, as a Board, the NI Audit Office Board Effectiveness Good Practice Guide should continue to be reviewed, through its collective efforts to improve. The Chair referred to the importance of the Board Secretariat role, Board Minutes and an Actions/Decisions Log appendix for tracking purposes which will be supported by review, recording and agreement after each agenda item. Members noted that this log would be updated as an Appendix to draft minutes with Board Papers in advance of every meeting.</p> <p>The Chair advised that, as requested by Deputy Permanent Secretary, Moira Doherty, the Chair will be engaged in the Deloitte Review of ECG in DfC. The ECG Forum will be attended by CEO's and Chairs and the CEO has replied to MD, Deputy Permanent Secretary on 10th February 2023 following requests for Agenda topics. The Chair advised that the DfC Chair's ALB Forum is scheduled for 18/04/23 in House of Sport, Belfast and topics will include any learning points from the Independent Report on Invest NI and any other suggestions for discussion. Members were invited to submit any proposals for agenda items for discussion to the Chair.</p>	

<p>6</p>	<p>National Lottery Distribution Fund (NLDF) Paper</p> <p>The Chair referred Members to the NLDF paper submitted with the Board Minutes. RA, DOS, spoke to the paper, which builds on a previous paper submitted to the Board in May 2022 and is a document which has been subject to recent updating. RA provided an overview of the 5 Year programme period with approx. £17.9m in funding.</p> <p>Member, KF (attending via Zoom) left the meeting.</p> <p>Members discussed the paper and clarified on the programme level commitment. RA provided an overview of the intentions behind the programme and the aim to build on lessons learned from historical programmes to develop a more agile, responsive programme aligned to the strategic direction of travel for the organisation, to ensure better value and more sustainability from said investment. It was noted that any strategic emerging issues that arise throughout the lifecycle of the programme would be brought to the Board for consideration. A query was raised relating to whether commitments already made under NLDF were included in the £17m figure. COO and Director of Sport confirmed that further information would be provided. Members and the ELT discussed the proposed pace of the programme, the annual reporting time-scale and the relationship of the programme between Lottery and Exchequer funding.</p> <p>After discussion, Members were content to approve the National Lottery Distribution Fund (NLDF) paper.</p> <p>Approval: Members approved the National Lottery Distribution Fund (NLDF) paper Action: ELT to provide additional information on NLDF figures provided</p>	<p>Approval: Members approved the National Lottery Distribution Fund (NLDF) paper</p> <p>Action: ELT to provide additional information on NLDF figures provided</p>
<p>7</p>	<p>Sports System Investment for Governing Bodies</p> <p>The Chair referred Members to the Sports System Investment for Governing Bodies paper and invited OW, Interim HOSS, to speak to the information.</p> <p>OW thanked the Board for agreeing to the Exceptional Board Meeting and recognised the significant work undertaken by staff to get to this approval stage.</p> <p>Members discussed the Sports System Investment paper, which presented approx. £8.1m in Lottery funding; commenting very positively on the comprehensive and detailed paper presented.</p> <p>Members referred to the overall ambition of the programme, specifically in regard to targets on membership levels. A 'stretch target' of 500,000 approx. sports club members, as a result of investment, was requested. OW advised that as the system matures and greater strength in data is obtained, performance measurements will also develop and mature, to allow specific targets throughout the life of the programme, both quantity and quality. OW advised that the next paper to the Board will include work during the summer to set meaningful SMART indicators of performance.</p> <p>Members referred to the investment level on 'Data and Insights', suggesting that this proposed level is insufficient. Members were advised that this Lottery funding will be complemented by investment with DfC and Exchequer funding relative to Active Living Strategy. Members were also advised that the organisation views data and insights as critical for delivery, but it is intended that throughout the process of collecting and collating data, knowledge and investment gaps will be identified so as to target funding more appropriately and effectively.</p> <p>Members and the ELT discussed the overall factors and influences on the participation levels of women in sport and other underrepresented groups.</p> <p>Members also discussed setting targets now for a range of indicators, including lifelong participation, membership and access by under-represented groups. The ELT and Members discussed the dynamic between historical and the current proposed funding and how 'success' is determined. The ELT provided an overview of the financial implications of the programme for targeting under-represented or 'hard to reach' groups and the impact of the nature of investment having a 'knock on' effect on investment in other areas of the sector.</p>	<p>Decision: The Sports System Investment paper was not approved.</p> <p>Action: ELT to review the pages 44-46 within the paper – to populate with targets in advance of Board approval by correspondence before 30th March.</p>

Member, JC, left the meeting.

Members referred to the use of specific SMART targets within the paper and requested that measurable targets be integrated into the paper and replicated into the Business Plan 2023-24 accordingly.

The CEO advised the paper concerned Lottery funding proposal only and stated the organisation aims to reach further than solely participation statistics to address the quality of the sporting environment for all demographics; reflective of the Outcomes Based Accountability (OBA) performance measurement approach adopted by NI government. Members again indicated the desire to see specific targets within the paper with measurable objectives and percentage increases. The ELT stated that the intention of the programme is to set measurable indicators once the data and information is made available to determine the appropriate baselines from which to measure (summer period 2023). The ELT advised caution that setting targets at this early stage could provide an inaccurate foundation from which to measure progress.

Members reiterated the need for specific measurable targets to be populated within the documentation to demonstrate value for public money. In particular, Members indicated that a membership 'stretch target' of 500,000 sports club members should be committed to now.

The CEO asked for clarification from the Board in relation to the paper; stating that the ELT intend on setting outcomes once the baseline data is available but at this stage, in some cases, there are not baselines available. The CEO stated that the ELT will set indicators now as requested by the Board, with the caveat that some baselines aren't available, and data will not be as meaningful as it would be with a little more time. Members advised they would not approve the investment in the absence of targets.

The CEO asked for clarification on the use of Outcomes Based Accountability (OBA) approach which provides a different framework than setting targets.

Board Members requested that the ELT set measurable targets against objectives within the Sports System Investment Paper.

RA provided an overview of lessons learned from historical programmes such as Sporting Clubs and Winners, which were determined by information provided by the sports sector. RA advised that based on the information currently available, without an up to date forecast from Governing Bodies this may not be enough for the ELT to determine the appropriate objective figures.

Members discussed postponing the discussions on the paper, and Business Plan 2023-24, to a later date.

The CEO and Director of Sport advised that the organisation had made a consistent public commitment to the sporting sector to issuing funding through the Sports System Investment paper on 1st April 2023, therefore, delaying or postponing the approval process would place the stability and staffing of the sector at unacceptable risk and create catastrophic reputational, political and financial risk and implications for Sport NI. The CEO advised that the request of the Board to see specific measurable targets does not detract from the proposed Lottery funding being released on 1st April and sought direction from the Board as to what would enable the Board to approve the paper to support sports from 1st of April 2023.

It was recognised that both Members and the ELT held differing views on the fimest timeframe for the consideration and development of measurable targets. The Board confirmed that it wished to see measurable targets in advance of approving the investment rather than waiting until Summer 2023.

After extensive discussion, it was agreed that the ELT would review the Sports System Investment Paper. The CEO sought clarification and it was agreed that indicators currently within pages 44-46 within the paper would be populated using the best evidence possible and the information currently available. It was agreed that the Board

	<p>would review and approve the paper by correspondence before 30th March. Members noted that all targets would be subject to change.</p> <p>Decision: The Sports System Investment paper was not approved.</p> <p>Action: ELT to review the pages 44-46 within the paper – to populate with targets in advance of Board approval by correspondence before 30th March.</p>	
8	Business Plan 2023-24	
	<p>The Chair advised that due to time restrictions from the current meeting, the Business Plan 2023-24 and associated documents would be considered at the next Board Meeting on 5th of April.</p> <p>The CEO sought Board direction on the Business Plan, citing significant changes since the February meeting. The CEO also advised that following discussions at the Board Meeting, Sport NI will now not meet the DfC submission deadline of 31st March 2023. The Chair proposed that the Business Plan 2023-24 should be amended to reflect the discussion and any potential amendments to the Sports System Investment Paper. The CEO confirmed that the Sports Investment Programme related to a small portion of the Business Plan as it is Lottery funding only and that the investment indicators were set over five years, however, ELT would endeavour to include them.</p> <p>Action: Business Plan 2023-24, and associated papers, to be postponed and discussed at the next Board Meeting on 5th April 2023.</p>	<p>Action: Business Plan 2023-24, and associated papers, to be postponed and discussed at the next Board Meeting on 5th April 2023.</p>
9	AOB	
	<p>The COO advised members that Sport NI IT had no 'open' issues pertaining to Board members IT or email accounts. Members were reminded to raise any emerging IT issues through existing channels.</p>	
10	Date of the Next Meeting(s)	
	<p>The next Board Meeting is scheduled to take place on 5th April 2023 at 9.30am in House of Sport, Belfast.</p>	

Signed by Sport NI Chair: *George Lucas*

Date: 17th May 2023