



**MINUTES OF THE MEETING OF THE SPORT NI BOARD HELD ON 19<sup>TH</sup> JUNE  
2019 AT 5PM IN ROYAL PORTRUSH GOLF CLUB**

**DRAFT**

<p><b>Present: Board members:</b> George Lucas Jay Colville Jackie Bryson Richard Bullick Wilma Erskine Kyle Ferguson 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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The Chair welcomed everyone to the meeting. The Chair thanked Wilma for hosting The Board meeting at Royal Portrush and congratulated her on her leadership for bringing The Open to Royal Portrush.

<b>Agenda Item</b>	<b>Record of main discussion</b>
<b>1. Apologies</b>	Kieran Harding
<b>2. Register of Member's Declaration of Interest and Gifts and Hospitality</b>	Members approved the Declarations of Interest and the Gifts and Hospitality Register. There were no new declarations to declare.
<b>3. Minutes of meeting on 13<sup>th</sup> March, Board Development Day on 25<sup>th</sup> March and Workshop on 17<sup>th</sup> April 2019</b>	Members approved the minutes of the meeting on 13 <sup>th</sup> March, the Board Development day on 25 <sup>th</sup> March and the workshop on 17 <sup>th</sup> April 2019.
<b>3.2. Action Points</b>	Action points were circulated to members and officers prior to the meeting.
<b>4. Chair's remarks</b>	The Chair advised there is the need to formally record at a Board meeting that the Board are content that Sport NI is a going concern. Members noted this item was brought forward on 25 <sup>th</sup> March, but the Board was not quorate on the day. Members were asked to formally approve Sport NI as a going concern and this was formally approved.

	<p>The Chair referred to the record of the Development Day which was facilitated by Eileen Mullan and the agreement that the Board agenda was too operational and it was noted that going forward emerging issues and risk would be dealt with under the CEO report.</p> <p>The Chair acknowledged the amount of work involved in producing papers for today's meeting in line with deadlines and members also acknowledged this.</p> <p>The Chair advised he had received communication from Siobhan Weir informing of her intention to resign from the Board due to work commitments. The Chair formally recorded the Board's thanks to Siobhan. Members requested a letter of thanks be sent to Siobhan. The Chair advised a review of the Board's skill matrix and had been completed and it was not intended to replace Siobhan at this time as there was sufficient skills across the existing Board membership.</p> <p>The Chair highlighted the importance of the outstanding accounts as detailed in the CEO's Report. This records context and lessons learned in relation to the outstanding accounts 14-18 and the programme agreed with NIAO at the ARAC meeting on 3<sup>rd</sup> June 2019: 14/15 and 15/16 Exchequer accounts certified by end of June, 16/17 and 17/18 audits completed by September and 18/19 submitted to NIAO at the end of November 2019. The Chair advised this was a top priority for everyone involved, to support the CEO and ensure that the programme is achieved, the accounts are brought back on track and that the lessons learned are embedded within SNI. Members approved the re-signing of the 14-15 and 15-16 Exchequer accounts following the Board meeting.</p> <p>Members requested an update on when the 14-15 and 15-16 Lottery accounts would be signed off and it was confirmed we were awaiting approval from the NAO but there was no timeframe for this. Members noted the NIAO had produced a report on the accounts delay which ARAC members had sight of at the June meeting. The CEO advised a response would be issued to the NIAO regarding some factual inaccuracies.</p> <p>The Chair advised the incoming year would be a challenging one with the Corporate Plan development to commence in April 2020, Strategy 2020 working with DfC and other stakeholders to draft the new 10 year Sport and Physical Activity strategy, further progression on the Route Map for Change including leadership and cultural challenges, restructuring of the organisation, ensuring relationship with governing bodies continue to be developed to optimise benefit and adopting and embedding the lessons learned from the NIAO report when published later this year.</p> <p>The Chair requested Board support for the CEO, Executive Team and staff as appropriate and requested and stated the Board had a key role in terms of oversight.</p>
<p><b>5. CEO report (SNI/19/11)</b></p>	<p>The CEO presented SNI/19/11 for noting.</p> <p>The CEO advised this would be the standard report on emerging issues going forward.</p>

The Chair highlighted two important future events for Members. The next Board strategic workshop will be held on Friday 16th August and it was the intention is to include insight from Sport England through their Chair, Nick Bitel. The Chair encouraged full attendance if possible.

The Chair also advised Sport NI was planning to run a two day conference in the autumn to further develop engagement with National Governing Bodies and other stakeholders. Dates were being finalised with options being 23/24 or 24/25 September or 30 September and 1st October, further information will be provided when available.

Members heard an invitation had been extended to the Sport England CEO to attend the August Workshop but unfortunately he was not available however he hoped to attend the Conference in September.

The CEO referred to the recent meeting with Tourism NI which she attended with Wilma and the tone of the meeting was that Tourism NI did not want involvement with Sport NI and there was no appetite for joint bidding for events. Members agreed there was a need to continue to push for partnership working with Tourism NI.

Members heard work was ongoing regarding procurement of the conference. The Conference would be used to showcase Sport NI's ongoing work as well as using it as a platform for the Lottery's 25<sup>th</sup> Birthday and formally launching consultation on the new Corporate Plan and the themes contained within. Members queried were we seeking the opinions of governing bodies as our customers and it was confirmed governing bodies were our key consultees and pre-consultation was underway. The Conference would provide information to the sporting sector as well as other partners. Members noted the Conference agenda was currently being developed and this would be shared with members as soon as it was available.

Members noted SNI/19/05.

**6. Route Map for Change (SNI/19/12)**

The CEO presented SNI/19/12 for noting.

Members heard the Route Map for Change was the product emerging from the PAR report which is now closed. It encompasses all seven recommendations made within the PAR report, is ambitious on sports strategy, sets clear expectations on management and aims to ensure a culture reflective of the organisation's role.

Members queried the timescale for the restructuring and appointment of the HR Specialist and were advised a business case was being developed for the procurement of the restructuring HR professional and advice was being sought from CPD. Members noted CPD would provide the timescale for procurement bearing in mind we are coming into the summer months. The CEO advised it was hoped to have the HR specialist appointed in September with the leadership team completed by March 2020. Members queried was the HR specialist a single individual and it was advised this was dependant on CPD recommendation; this would be a managed service.

	<p>Members noted SNI/19/12.</p>
<p><b>7. Sporting Winners Programme: end of year 2018/19 Update Paper (SNI/19/13)</b></p>	<p>The Interim Director of Performance presented SNI/19/13 for information.</p> <p>The Chair highlighted over the next two Board meetings updates would be provided on a number of the substantial investment programmes that are running in the current cycle. At the September Board meeting there will be update papers on two programmes – the Sporting Clubs Programme and the Everybody Active Programme. There is a longer period required post end of year to gather and analyse the data in these programmes, hence the September report date.</p> <p>The Interim Director of Performance advised this was the halfway point in the four year programme and in terms of delivery on benefits the programme was well on track. It was noted organisations have over-delivered and others were on track. There were also positive signs that less money has been invested than previously planned and the de-commitment levels was lower ensuring better value for money invested. Members noted during year three some negotiation is ongoing with sports and we are working with four under-performing sports to challenge this; one sport received additional investment as they delivered more than previously planned.</p> <p>Members queried was there any additional support available for emerging sports and it was confirmed for any athletes who come onto the radar with real potential it was possible to provide an athlete award.</p> <p>Members agreed this was a great report showing the work achieved, especially in lower de-commitments and queried was there any learning from previous targets and stretch targets. The Interim Director of Performance confirmed there was a better sense on this and some sports were getting better at setting targets. If sport have not achieved targets the lessons learned are based on external data we can access; sports are learning they should not include something they are unable to deliver. Members also noted the team have a better understanding of whether a target is achievable before engaging with sports.</p> <p>Members queried was anything happening to the talent systems beyond Sport NI that would impact on our talent system and it was advised work was ongoing with Sport Ireland and UK Sport looking at podium and podium potential athletes to manage this.</p> <p>Members asked were Sport NI aware of any concerns about achievements in relation to athlete welfare; it was confirmed there were no issues or concerns regarding athlete welfare in any of the sports invested in.</p> <p>Members queried whether the information in the paper would be shared with sports and it was advised an evening was planned with sports which would show data in a way that the sports knew where they sat without being too detailed as this was a competitive programme.</p> <p>The Director of Performance advised in terms of lessons learned there would be a session planning for the next programme and workshops were also planned before programme would be launched.</p>

	<p>The Board requested congratulations be extended to the Sporting Winners team for an excellent job to date. The Board agreed they were looking forward to hearing from the Participation Team on the Everybody Active programme in September.</p>
<p><b>8. Strategy 2025: Emerging themes for Corporate Plan (SNI/19/14)</b></p>	<p>The Policy, Strategy and Insights Manager presented SNI/19/14 for approval.</p> <p>The Chair advised this paper would supplement ongoing work associated with the new Corporate Plan – Strategy 2025 and would explore Sport NI's relationship with other government departments in light of emerging themes.</p> <p>Members heard in term of the relationships Sport NI has with other departments there was a process ongoing to clarify our role and function and there were clear overlaps identified with the Departments of Education, Health and naturally Communities. It was recognised that other departments would have competing objectives but Sport NI would be clear about its core objectives and where it can contribute to others.</p> <p>Members heard in terms of outcomes-based accountability for NI purposes the benefits were to be collected into a plan with other ALBs but this has not been developed to the same extent as Scotland which is an example of where this has worked well. Sport NI are engaging currently in an advocacy programme with partners in order to increase our investment and unlock the benefits for sport. These discussions are ongoing with DfC. The next step is to get to the stage of what we want to prioritise and discussions with the Board and the consultation will draw this out. A lot of work is being done with DfC on this now to positively portray the image of sport; historically we have created expectations of a wider remit and we need to change this in the light of limited budgets.</p> <p>Members noted in terms of consultation Sport NI were currently in listening mode and at the conference we will launch formal consultation; delegates will hear the messages they are giving us now. The workshops that follow will cement this; the sequencing of communication is crucial at this stage.</p> <p>Members agreed this was a good starting document setting out parameters and we need to ensure the language we use will get what we need and there is a need to look at what we can leverage. Members agreed there was an opportunity for us to work with DfC to shape the new strategy while recognising their ownership and ensuring the evidence was available to back up our arguments; the consultation will further inform the work that is underway.</p> <p>Members approved SNI/19/14 and noted further discussions would take place at the August workshop.</p>
<p><b>9. Audit and Risk Assurance Committee Report (SNI/19/16)</b></p>	<p>The ARAC Chair presented SNI/19/16 for information.</p> <p>Members heard the June ARAC was a good meeting overall. The ARAC Chair advised on the intention to develop ARAC into a more risk orientated committee with the agenda split into three sections focused on risk, internal and external audit and a deep dive risk related topic area; however Members also requested a further section for finance and governance to ensure accounts were completed</p>

	<p>up to the end of 2020. Members heard the first deep dive topic would be Risk 4 "Failure to Modernise".</p> <p>Members heard the internal audit had highlighted Gifts and Hospitality as limited assurance and the Director of Finance and Governance had already written to staff to rectify this issue. Members noted following completion of two final areas RSM would complete the Annual Assurance Report.</p> <p>Members heard in terms of the outstanding accounts there had been great debate on the accounts and timelines which are detailed in the draft ARAC minutes and the 14/15 and 15/16 Exchequer accounts would be re-signed tonight. Members noted the NIAO had indicated verbally the accounts would not be qualified, members agreed it would be good to have this in writing.</p> <p>Members noted the date of the next ARAC meeting was 2<sup>nd</sup> September. The Board thanked ARAC for their work.</p>
<p><b>10. Remuneration Committee</b></p>	<p>The Remuneration Committee Secretary provided members with a verbal report of the meeting which took place prior to the Board meeting.</p> <p>Members noted the CEO's appraisal was completed in April 2019 and the 2019-20 key objectives were established and agreed with the CEO. The Directors' appraisals were completed by the CEO and all were satisfactory.</p> <p>Members noted the Remuneration Committee were content with this.</p>
<p><b>11. Finance &amp; Governance Report</b> <b>(SNI/19/15)</b></p>	<p>The Director of Finance &amp; Governance presented SNI/19/15 for noting.</p> <p>The Chair requested members to consider the report and associated appendices and satisfy themselves as the level of assurances provided.</p> <p>The Director of Finance and Governance advised the report had previously been discussed at the ARAC meeting but he wished to highlight the underspend of £51k and expressed his thanks to the Finance Team for their work on this.</p> <p>Members heard the 2019-20 Business Plan had been amended following consultation with DfC. The Small Grants Programme of £250k had been reduced but after discussion at Executive Team some of this budget had been restored to allow targets in terms of number of participants to be achieved. Member noted the Business Plan included tracked changes to enable ease of reading. Members heard there was a reporting change from the previous business plan as salaries were now included and this was comparable to the budget allocation letter. Members approved the 2019-20 Business Plan for submission to DfC.</p> <p>Members noted SNI/19/15.</p>
<p><b>12. Board Effectiveness Review – Progress Update</b></p>	<p>The Board Secretariat presented SNI/19/17 for noting.</p> <p>The Board Secretariat advised there were no major concerns in completing the Board Effectiveness, this was a checklist process and was almost complete.</p>

<b>(SNI/19/17)</b>	Members noted when finalised and further to Chair and CEO review, would be sent to members by email for approval before issuing to DfC. Members noted that as previously agreed the review would be undertaken externally next year; this work would commence towards the end of the year in order to have it finalised by the end of March 2020.
<b>13. AOB</b>	<p>No other business.</p> <p>The Chair expressed thanks to the Communications Team for the excellent work as highlighted in the report; this was covering a lot of bases to get this information out.</p>
	The meeting closed at 6.55pm.
<b>Date of next meetings</b>	<ul style="list-style-type: none"> <li>• 16 August – Board Workshop – 9am-2pm @ HOS</li> <li>• 11 September – Board Meeting – 5pm @ HOS</li> </ul>

Approved by:  
Sport NI Chair

*George Lucas*

Date:

*11/9/19.*

