



**MINUTES OF THE MEETING & WORKSHOP OF THE SPORT NI BOARD HELD
ON 30TH JUNE 2020 AT 5.15PM – ZOOM MEETING**

Present: Board members: George Lucas Jay Colville Jackie Bryson Wilma Erskine Kyle Ferguson Kieran Harding Catherine O'Mullan Darryl Petticrew	In attendance: Sport NI Officials Antoinette McKeown, CEO John News, Interim Director of Participation and Facilities Peter McCabe, Interim Director of Performance Adrian Doherty, Director of Finance & Governance Ali Campbell, Executive Unit Manager Gillian Gilliland, Board Secretary For Item 3: Richard Archibald, Acting Head of Performance Programmes Alan Curran, Performance Systems Manager
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Agenda Item	Record of main discussion
Apologies	Apologies were noted from Richard Bullick.
	BOARD MEETING
	<p>The Chair expressed thanks to everyone for work in preparing the papers and getting them out to members on time. The Chair advised the 18/19 accounts have been certified. The Chair reported on a meeting yesterday with DfC regarding progress on NIAO Report recommendations and discussions on a new framework agreement.</p> <p>There were no new declarations to note.</p>
1. Q4 Business Plan Review 2019-20 SNI 20 31	<p>Members received paper SNI 20 31 and noted the Q4 Business Plan Review had been revised following comments and queries from the Board and DfC.</p> <p>Members agreed this was an excellent paper which provided a lot of clarity and further agreed the achieved/not achieved column was useful. The Chair stated it was good to see the comments had been taken on board and there had been cross peer review to revise the document.</p> <p>Members approved the paper.</p>
2. Business Plan 2020-21	Members received paper SNI 20 32 for approval.

<p>SNI 20 32</p>	<p>Members were advised a small amendment would be made to R1.2 to reflect 4 business cases, not letters of offer.</p> <p>Members advised it they would like to have a better understanding of table 4 on page 11 regarding investment over the next year in terms of strategic objectives., looking for more clarity on the different headings and the link with the Build, Back Better programme. Members heard that if members approve the Business Case a re-profiled NLDF paper would be brought to the August board meeting and added to the budget for this financial year.</p> <p>Members queried whether the new targets included the additional money or would the targets increase to take account of the £5m. Members heard the targets were inclusive of the spend for this financial year and expenditure planned. It was advised the Business Plan excluded any new monies that tied into the NLDF budget and it was reiterated that a re-profiled NLDF paper would be brought to the August board meeting and added to the budget for this financial year.</p> <p>Members were advised targets have not been set for BBB activities because we do not have a baseline to work from given the unprecedented context of the programme; targets are set for all other programmes. Members heard rather than including targets for BBB there would be monitoring and evaluation for this programme. Members expressed caution on a £5m fund which is not being taken account of in this Business Plan and queried the impact of this. Members heard that the Programme was in the Business Plan with a target set under R1.5 but that in terms of the activities emanating from spend, by the time grant award decisions are made and funding commenced there would be no material difference to targets in the Business Plan for this financial year.</p> <p>Members queried what the £5m for the BBB programme be spent on; this is set out in a detailed business case and included and proposed funding would be used to impact on an array of organisations to come out of Covid-19 as stronger and more effective organisations.</p> <p>Members stated we need to ensure this money is spent the right way in terms of our investment decisions and queried the metrics around objectives; members further advised they needed assurances on BBB within the Business Plan.</p> <p>Members discussed the impacts of Covid-19 on the Business Plan and potentially others issues such as Brexit, a recession, new infrastructure investment and all in uncharted territory. Members suggested there could be encouragement of consolidation of sports clubs to work more collaboratively; the sporting system could collapse and we should try to identify those important areas to support clubs and governing bodies. Members stated they would like background detail somewhere linking objectives on learning opportunities, possibly increasing these. Members heard there have been a considerable amount of learning opportunities during Covid and we are committed to capturing this.</p> <p>The Chair queried whether members were content to approve the Business Plan tonight but this would continue to be addressed.</p>
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	<p>Members noted this is a fluid process and they would be kept updated on progress; members heard the department would be content if we approve this albeit with a level of uncertainty, everything could change dramatically dependent on Covid-19.</p> <p>Members approved the Business Plan and the associated budget for 2020-21.</p>
<p>3. Business Case for new funding programme – Build Back Better SNI 20 33</p>	<p><i>Richard Archibald and Alan Curran joined the meeting at 5.40pm.</i></p> <p>Members received paper SNI 20 33 for approval.</p> <p>The CEO expressed thanks to Angharad Bunt, Richard Archibald, Alan Curran and Peter McCabe as members of the Project Team for the commitment and sheer amount of time and skill put into getting this business case ready for the Board.</p> <p>Members heard SNI are putting into action the key principles from our Corporate Plan to bring added value. From consultation we know there is a huge need for health and safety advice and a massive impact on children and young people. Sport NI will also be utilising our own resources around capability and capacity building. We are looking at regional partners to build knowledge and skills in terms of learning and development. Members heard this programme was not about building participation, there was a whole range of issues. Members further heard we need innovation in the sector to target specific problems. Members were advised there would be monitoring and evaluation on an ongoing basis to capture best practice and flexibility was absolutely key on this.</p> <p>Members queried the reference to other business plans. Members noted this is the transition fund for GB support programme and an extension to Sporting Clubs, which included opportunities for GBs not in receipt of funding currently; this is within the £5m spend anticipated but further detail on extension of SC would be brought back to the Board in a further business case as some further scoping out is required by Officers and approval of the business case for BBB is needed first.</p> <p>Members queried whether ET was content from a governance point of view and this was confirmed; the Investment Assurance Manager has reviewed this and is content.</p> <p>Members advised we need to ensure that if we continue with survival support, this is only provided to clubs or bodies where it is in their best interest. Members agreed we are in unknown times and raised the department' views on targets in this programme. Member heard that targets will be set as we get more feedback from consultation and we start to design the programme's application process; targets will also be set for projects and in the interim, we need to have an idea of what we can support before the metrics will become more defined. Members were also advised that this was Lottery funding and not Exchequer funding but that full due regard to spending public monies is being followed.</p> <p>It was highlighted to members this as this is lottery funding and not year-end sensitive, it provided a certain amount of additional flexibility. Members were further advised this was the detailed Business Case for the programme, the Business Case for Sporting Clubs element of the programme would follow.</p>

	<p>A member stated this was one of the best papers produced by a Project Team and clearly sets out the need for this on page 7, insight and data we have, great paper. Numbers at back, option 4 to maximise across 4 variables, don't think we can be criticised on this. The paper supports the insight we have been looking at over the past 6 months.</p> <p>Members agreed co-design and feedback was great but queried when the metrics would be available to bring back to Board. Members noted consultation is ongoing at the minute and once we get approval on BBB Business Case we will get into design of application and build metrics, we are not tying this down to be prescriptive and rule out innovation, there is a real demand for this. To do this now we might miss innovative ideas from consultation and creativity within the sector. Metrics and success measures will be put in place to support good governance once we have better clarity.</p> <p>Members agreed this helped the understanding of an agile and fluid process and provided confidence from the discussion. Members requested updates at every board meeting.</p> <p>Members approved the Business Case.</p> <p>The Chair expressed thanks to everyone on the Project Team for this paper and Business Case; which is a credit to everyone involved in terms of timescale, explanation and clarity.</p> <p><i>Richard Archibald and Alan Currant left the meeting at 6.18pm.</i></p>
4. CEO Update Report SNI 20 34	<p>Members received paper SNI 20 34 which contained a range of developments of strategic importance.</p> <p>The CEO expressed thanks to J Bryson for the conversation earlier today to clarify challenges on the papers.</p> <p>The CEO highlighted she had received information at 5pm today on an announcement made this afternoon of an additional £2m for sports; Sport NI had not been aware of this fund prior to the announcement. Members noted DfC have not allocated the £2m yet and SNI would have discussions with them about how best this can be used to complement the National Lottery fund.</p> <p>A member highlighted Sport NI were an organisation going through change with staff currently working from home, dealing with unknown times and queried what areas of work Sport NI was going to re-prioritise to look after the health and wellbeing of staff and the need for the Board to accept that Sport NI may need to actually stop doing some work. Members were advised that this was discussed weekly at ET meetings and staff have been moved around to assist those who are under pressure. The CEO stated she was humbled by the commitment of staff during a time which had not been easy and advised ET were totally committed to the duty of care to staff. The CEO acknowledged that ET members and other staff were working consistently long hours and at weekends and advised that work and deadlines are constantly being reprioritised. The CEO requested support from the Board in recognising that some deadlines on business</p>

	as usual or non-urgent work will not always be met and that requested that members do not ask for papers on issues that are current not urgent or relevant right now; this was agreed
	BOARD WORKSHOP
5. Draft Board Effectiveness Review V3 SNI 20 35	<p>The Chair stated this had been a good review and requested the Board to review each recommendation within the Action Plan to ensure the Board where content.</p> <p>Action 1 – Members heard DfC asked SNI to review the Corporate Plan in light of Covid and this has not gone to the Minister yet; there is a stakeholder engagement plan in place to support this. Members heard the Board would be fully involved in the Corporate Plan public consultation.</p> <p>Members queried if the Board stakeholder engagement (outside of the public consultation for the Corporate Plan) could be broadened.</p> <p>Members heard in terms of public consultation there would be 6/8 events across the province and Board members will be invited. In terms of more detailed consultation with stakeholder groups this is clustered and analysed, the Board have a role in this and also on SMIG groups. However, it was confirmed if the Board have an appetite beyond this we can look at this.</p> <p>Members heard there was wider engagement with stakeholders, there is a standard and robust Stakeholder Engagement Strategy as an operational document whereas the remit of the BER was to focus on the Board. There is detailed stakeholder analysis beyond this. Members noted public consultation is stakeholder engagement, SNI's stakeholder list is very vast. Members noted when the public stakeholder engagement commenced was dependent on when the Minister signs off on the Corporate Plan.</p> <p>The Board are due to lead the public consultation on the Corporate Plan (supported by staff), kick-starting a Board stakeholder engagement strategy, delayed as set out above. Board members will receive training in advance of public consultation meetings.</p> <p>Board involvement in stakeholder engagement in line with CP engagement will be expanded and integrated in the plan and knowledge of stakeholders improved through Board training.</p> <p>Action 2 – Members noted this work would be carried out in conjunction with DfC.</p> <p>Action 3 – Members content this action is complete.</p> <p>Action 4 – Members content this action is complete.</p> <p>Action 5 – Members content this action is complete.</p> <p>Action 6 – Board members comments to be inserted to complete the action: the recent Board Members' standard of induction was excellent, nearly too much</p>

	<p>training. However, the previous tranche of members' induction was not so good. Therefore, there had been a significant improvement.</p> <p>Action 7 – The Vice-Chair advised this had been his suggestion and he would like to influence the Board to agree to 360 degree appraisals; this would be indicative of a Board willing to take on feedback and move to be more effective with performance.</p> <p>Members agreed this needs to be considered including how this was followed up on but there was potential for positive results. Members agreed this would require training and it may be possible to do this in Q4.</p> <p>Action 8 – Members noted this was produced for this year and we will continue to do this each year, therefore the action is complete.</p> <p>Members queried on an operational point in terms of maintaining good governance as things ease out and move forward depending on external circumstances is it acceptable for people to be still on zoom or online, this has worked well. The way of working going forward – can we consider this? This can be added in.</p> <p>Action 9 – Members noted the DfC Minister had confirmed the Board re-appointments on 25 June, therefore this action is complete.</p> <p>Action 10 – Members heard at an operational level there were HR and Finance & Governance Committees in place. The Chair advised maintaining the two existing committees (ARAC and Remuneration) with the current number of members was a challenge, therefore it would be his proposal to retain the current Board and Committee structure with the possibility of ad hoc committees in the future if required. Members agreed to this proposal, which will complete this action.</p> <p>Members highlighted an error on the BER page 5 of the SWOT analysis – generally appears at the beginning of the first bullet and should also appear in second bullet to tie in with the questionnaire results.</p> <p>Members agreed with the amendments and additions requested they were content with the BER and Action Plan.</p>
6. Draft Board Training & Development Plan 2020-21 SNI 20 36	<p>Members received paper SNI 20 36 which detailed the draft Board Training & Development Plan 2020-21 for approval.</p> <p>Members queried was there the potential within the training development plan for members to undertake external engagement with other bodies (eg Sport Ireland or other HCSCs) to reflect on strategic knowledge as per action 10. It was advised improving strategic knowledge is currently carried out via workshops with the ET and may be better considered under engagement than learning and development.</p> <p>The CEO advised discussions had taken place in the past with Sport Ireland regarding the possibility of joint meetings with a small number of Board</p>

	<p>members from each Board nominated, especially where the organisations are strategically aligned. This could be considered in the future.</p> <p>Members approved the paper.</p>
AOB	<p>The Vice-Chair updated members on the McBride Judgment. DfC had provided a brief on how Sport NI should deal with this in the future which provided much more comfort. Members noted Lottery falls outside the McBride Judgement as there are express powers within the Lottery Act. In terms of decisions within Exchequer we will provide the DSO solicitor with findings of the Board's concerns in terms of day to day activities. Members noted this wouldn't change the McBride decision but Sport NI's procedures would be checked by the DSO solicitor to ensure we aren't working outside our powers.</p> <p>The Chair highlighted it had been great to hear from other Managers this evening and encouraged this practice to continue when appropriate feedback would be sought from Richard and Alan to ascertain if they had found this useful. Members agreed there had been a good discussion around a complex subject in a changing situation; this had involved a lot of good work from everybody involved in the Project Team.</p> <p>There was no further business to discuss and the meeting finished at 6.55pm.</p>
CLOSE	<p>Dates of next meetings:</p> <ul style="list-style-type: none"> • Tuesday 7 July @ 5.30pm • Wednesday 19 August @ 11.30am

George Lucas.

Approved by:
Sport NI Chair

Date: 16 September 2020