

SPORT NORTHERN IRELAND

MINUTES

CONFIDENTIAL

Minutes of Meeting held on 15 August 2012 in the House of Sport, Malone Road, Belfast BT9 5LA.

PRESENT

In the Chair: D Walsh

Members: G Campbell
M Cowan (by conference call)
P Cummings
J D'Arcy
B Delaney
B Macaulay
R Mallon
J O'Neill
P Turnbull

Acting Chief Executive: N Harkness

Staff in Attendance: S Ogle
A Sloan
A Campbell
T Smyth
C McCartan
E Bailey

In Attendance as Observer C Watson, DCAL

1 **DECLARATION OF INTERESTS**

The Chairman asked everyone present if they had an interest to declare.
R Mallon declared an interest in Paper SNI/12/109 - Section 75 Update.

2 **APOLOGIES**

Apologies were received from Mr S McCullough and Mr D O'Connor.

3 **CHAIRMAN'S BUSINESS**

- 3.1 Chairman referred to two agenda items – Staffing Committee and Audit and Risk Management Committee – and informed Members that verbal reports would be made to them without staff being present.
- 3.2 The Chairman informed Members that Hilary McGrady had resigned her membership of Council owing to her new working role and her inability to be in Belfast for Council meetings. The Chairman recorded thanks to Mrs McGrady for her commitment and contribution to SNI during her membership.
- 3.3 The Chairman thanked Mr Marc Scott for his helpful athlete updates during the Olympics.

3.4 The Chairman reported on his experience at the Olympic Games. He complimented LOCOG on the organisation which had been superb. The reception the general public received on entering Olympic Park venues had been extremely professional and warm and had created a very favourable impression of London throughout the world.

The Chairman had been present at medal ceremonies for Northern Ireland and Team Ireland athletes. He commended Team GB and the Olympic Council of Ireland for their excellent hosting of events surrounding the Games. He and the Acting Chief Executive had spent time with officials from both teams. He did mention the only negative aspect which had been the empty seats that could not be used by the public.

Members asked for a formal report to be made to Council which should include lessons for Sport Northern Ireland (SNI) in generating future Olympic Medals. They also referred to the hope that the name of Team GB could in future include Northern Ireland (NI) and the Chairman thought that this could possibly change to Team UK in the due course but would require political agreement.

Members noted the massive learning opportunity for the athletes of NI from the high performance system within Team GB which is now recognised as being world-class.

Members also asked that a review be carried out on the legacy for NI for consideration at a future Council meeting. It was agreed that a workshop be arranged within the next four to six weeks where this and other matters could be discussed. Members also noted that UK Sport would be shortly doing a review of performance at the Olympic Games.

Action 1: Performance Director to organise a workshop for Members within four to six weeks and prepare a Paper to define legacy and how legacy from 2012 Olympic and Paralympic Games will be realised.

3.5 The Chairman referred to a letter from the Permanent Secretary of the Department of Culture Arts and Leisure (DCAL) raising concern that DCAL had not been provided with the draft Annual Report and Accounts for 2011/12 prior to them being signed off by the Northern Ireland Audit Office. The Acting Chief Executive responded to say that SNI had provided DCAL with the draft Annual Report and Accounts. The Permanent Secretary subsequently acknowledged this in a letter which noted that SNI had not recorded in correspondence that they were for review.

3.6 The Chairman informed Members that Mr Turlough Gorman, Human Resources Manager, had tendered his resignation from Sport Northern Ireland.

4 **MINUTES**

The Minutes of the Meetings held on 4 July and 31 July 2012, having been previously circulated, were approved and signed.

The Minutes of the Meeting held on 18 May 2012, having been previously circulated, were approved and signed subject to the following amendments:

G Campbell being shown as an apology and R Carr being shown as in attendance.

Members agreed that Item 3 should be changed to read “the process would be led by the Staffing Committee supported by the Head of Human Resources”.

5 **MATTERS ARISING**

Members noted the action points attached to the Minutes and progress made. The Director of Performance reported on action 15 that a total of 39 governing body technical officers had attended the Games.

6 **CORRESPONDENCE**

- 6.1 Members noted with regret a letter dated 14 July 2012 from Hilary McGrady tendering her resignation from SNI owing to work pressures.
- 6.2 Members noted letter dated 31 July 2012 from the Captain of Royal Portrush Golf Club thanking the Chairman for his complimentary letter following the Irish Open.
- 6.3 Members noted letter dated 1 August 2012 from Athletics Northern Ireland thanking SNI for helping to fund the recent Athletics pre-Olympic Training Camp and the associated Antrim International Athletics Meeting.

7 **ACTING CHIEF EXECUTIVE’S REPORT**

Members noted Paper SNI/12/111 which had been provided to provide a composite paper with the aim of reducing the number of Information Papers to Council. The Acting Chief Executive referred to sections of the paper.

World Police and Fire Games (WPFG) – Members noted the planned return of a SNI Capital Manager to SNI to work on the Boxing programme and his replacement with a marketing officer. A SNI secondee to WPFG had requested that his secondment end within three weeks under the terms of the secondment agreement. He will be allocated to a priority area of work in SNI on his return. A third secondee had requested a career break. The Acting Chief Executive would be meeting with the Chief Executive of World Police and Fire Games to discuss how SNI can continue to support the delivery of the games.

50-M Pool - Members sought confirmation that SNI’s level of involvement with North Down Borough Council and the 50-M Pool will remain through to completion of the project. The Acting Chief Executive confirmed that it would.

Cliftonville Football Club – SNI has not yet heard back from Cliftonville Football Club in response to its request for addition information dated 31 July 2012. C Watson confirmed that the Minister had received correspondence from the Chair of Cliftonville Football Club.

Human Resources Update – Members heard that DCAL had been written to concerning the staff vacancies. They noted that actions were being taken to fill the post of Acting Director of Participation and Facilities.

Pre-Games Training Camps – Members noted the great success of the Pre-Games Training Camps and Events and were advised that Post Project Evaluations would be carried out on each of the Camps and Events.

Issues Log - The Acting Chief Executive asked Members if they would be prepared to act on a small working group to test the Issues Log and further refine the information provided in it. P Cummings, J D'Arcy and P Turnbull agreed to act in that capacity.

Action 2: The Director of Sports Management Services to arrange a meeting of the Issues Log Working Group.

8

SPORTS MATTERS IMPLEMENTATION

Members considered Paper SNI/12/93 and noted the work undertaken by SNI over the period May–July 2012 relating to the implementation of Sport Matters: The Northern Ireland Strategy for Sport and Physical Recreation 2009-19.

Members queried dates for SMIG meetings. And it was agreed that Chairs of Committees would be consulted on dates and time of planned meetings. Notification of arrangements would be issued to Members. The Acting Chief Executive undertook to circulate an existing detailed paper on progress against Sport Matters targets to Members.

Action 3: The Director of Sports Management Services to consult with chairs of SMIGs on dates and times of meetings and arrange for notification of arrangements to members.

Action 4: Policy Planning and Research Officer to circulate an existing detailed paper on sport matters targets to Members.

9

CORPORATE PLANNING AND BUDGET PRIORITISATION 2012-2015

Members considered Paper SNI/12/94 which sought approval of the Draft SNI Corporate Plan 2012-15; the Draft SNI Business Plan 2012/13; and the proposed Business Planning process for 2013-15.

Members discussed and questioned at length aspects of Olympic legacy. Colin Watson advised that DCAL is currently looking at the legacy of the Olympic Games and would be writing to SNI on this.

Members requested that the Olympic legacy issue be considered by Council at a workshop.

Members asked that any changes to the Corporate Plan and Business Plan be highlighted when they go on the SNI website with reasons for the change.

Members agreed that the foreword in the Corporate Plan should be signed by the Chairman and that the Business Plan foreword should be signed by the Chief Executive.

The Director of Sports Management Services explained that the Business Plan is based on a full complement of staff and as this is not the current situation there will be an element of underachievement of targets and underspend of resources.

Members raised a number of points regarding physical literacy, targets and figures with reference to coaches and participation numbers.

Members discussed the proposed business planning process for 2013/14 and noted that the timeline was dependant on DCAL approving the business case for the review into the future funding of the SINI project

Members approved the Corporate and Business Plans and the proposed business planning process for 2013/14 and 2014/15.

Action 5: The Director of Sports Management Services to ensure that changes to the Corporate Plan and Business Plan should be highlighted when they go on the SNI website together with the reason for the changes.

10 **AUDIT AND RISK MANAGEMENT COMMITTEE**

At this point the Chairman asked staff and C Watson to leave the room.

The Council then met in a private session to receive an update from the Chair of the Audit and Risk Management Committee on the current progress of the Governance Review. This provided an opportunity for the Council to satisfy itself that the Audit and Risk Management Committee was pursuing the mandated plan of action. The appointment of CIPFA as the agents for the task was acknowledged as having had a very positive impact thus far. The exercise is targeted to complete by the end of September.

11 **STAFFING COMMITTEE**

The Council met in a private session to receive an update from the Chair of the Staffing Committee. He welcomed the inclusion of this report on the agenda and updated Members on a range of matters on which the Staffing Committee is working with the HR Manager. This included matters around the management of the Chief Executive's absence; staffing numbers and responses to issues raised by DCAL. The Chair of Staffing Committee assured the Council Chairman that any governance-related matters arising from the review of issues raised by DCAL would be referred to the on-going Governance Review being undertaken by CIPFA. Members discussed and approved the content of a business case relating to a staffing matter.

Staff and C Watson returned to the room.

12 **BUSINESS PLAN 2012/13 QUARTER 1 REVIEW**

Members considered Paper SNI/12/95 and noted SNI's Business Plan Quarterly Review which highlighted SNI's progress against 57 key performance indicators for the first quarter (April-June) of 2012/13.

Members discussed the Business Plan and raised a number of questions regarding staff shortages, targets and risks and noted that the Awards for Sport Programme is at risk due to staff shortages.

Members expressed concerns about staff shortages. They referred to the issue of staff shortages resulting in heavy workloads which could lead to errors, the potential for staff challenge to the organisation and the potential for reputational damage if areas of work are not delivered.

The Acting Chief Executive reported that SNI has a very motivated, capable and

knowledgeable staff but because of shortages there is a concern that some areas of work that cannot be fulfilled and some that will be delayed.

Members requested that the Risk Register should be reviewed in light of this.

Members also for an update regarding expenditure on the 50-M Pool.

Members asked why the expenditure recorded in the Quarter 1 Business Plan review in relation to the 50-M Pool Project is £2.192m while in Management Accounts to August 2012 it is recorded as £4.448m. The Director of Sport Management Services said that he would report back to Council on this.

Action 6: The Director of Sports Management Services to provide an update on expenditure on the 50-M Pool.

13

MANAGEMENT ACCOUNTS

Members considered Paper SNI/12/96 which sought approval for the SNI's Exchequer and Lottery Management Accounts to 31 July 2012.

Members noted that there was a projected £408k underspend which had arisen largely due to salaries under spend. It was therefore proposed to declare an easement of circa £400k to DCAL. Members agreed that this should be done as soon as possible in accordance with good governance.

Members approved the Management Accounts to 31 July 2012.

Action 7: The Director of Sports Management Services to declare an easement in the October monitoring period.

14

VALUE FOR MONEY REVIEW OF SPORT NORTHERN IRELAND

Members considered Paper SNI/12/97 which sought approval of the Business Case and Terms of Reference for a Value for Money Review of SNI

Members queried the proposed costs for the assignment at £10,000 and it was agreed that this should be amended to around £15k. Members also provided some further comments on the Terms of Reference and it was agreed to include these in the final document.

Subject to the above; Members approved the Business Case and Terms of Reference for Value for Money Review.

Action 8: The Director of Sports Management Services to ensure amendments made to Terms of Reference for the Value for Money Review of SNI

15

UPDATE OF BANK MANDATE

Members considered Paper SNI/12/98 which sought approval for an amendment to the bank mandate.

Members noted that this was not outwith the Management Statement and Financial Memorandum and approved the amendment to the bank mandate.

SPORT NORTHERN IRELAND – RISK REGISTER

Members considered Paper SNI/12/99 which sought approval of the Corporate Risk Register and planned actions by management to mitigate identified risks.

Members noted that Risk 1: Lack of appropriate governance structures, should be Amber rather than Red.

Members queried the inclusion of the risk; Legal action by staff, and noted that it was in relation to Stadium staff transferred to DCAL under TUPE. After discussion, Members agreed that this was not a significant risk and should be removed from the corporate risk register.

Members noted that the risk; Absence of the Chief Executive, should be combined with the risk arising from shortages of staff (discussed earlier). Members also agreed that youth Sport Omagh should remain on the risk register at this time.

Members referred to non-significant risk – areas requiring special attention. The Community Capital Manager reported that all capital projects are monitored and that those listed were considered to be sufficient risk for the Members to be aware of them.

Members noted the inclusion of NIAO priority one recommendations and asked that the completion dates for the actions be included.

After discussion Members approved the Corporate risk Register and the planned actions by management to mitigate identified risks.

Action 9: The Director of Sports Management Services to update the Risk Register.

REVISIONS TO RISK REGISTER

Members considered and approved Paper SNI/12/100 which provided an update on SNI's risk management framework and advised of the work undertaken to date to address the findings from the ALB Stage 1 Review in this regard.

Members noted that DCAL Officials had advised that the format of the risk register should not be changed at this stage.

QUARTERLY ASSURANCE STATEMENT

Members considered Paper SNI/12/101 and reviewed the Quality Assurance Statement (QAS).

Members referred to various sections of the QAS and made a number of suggestions which would strengthen the statement

Members suggested that in relation to the 50-M Pool Project and the insolvency of one of the contractors that this should have been reflected in the QAS but the Acting Chief Executive explained that the insolvency of the contractor had taken place post the submission of the QAS.

After discussion Members approved the QAS for the period April-June 2012.

Action 10: Acting Chief Executive to incorporate Members suggestions in the next QAS.

Mr G Campbell left the meeting.

19 **SNI STAKEHOLDER PERCEPTIONS SURVEY 2012/13**

Members considered Paper SNI/12/102 which sought approval for the draft Terms of Reference for the commissioning of a Stakeholder Survey in 2012/13 and delegated responsibility to the Senior Management Team for project management of this research.

Members agreed to defer this survey until the Value for Money Review was completed.

Members asked when the last Public Attitudes Survey was carried out and the Director of Performance reported that this was done in 2007. The Acting Chief Executive agreed to have the Policy Planning and Research Manager update Members in this area.

Action 11: The Director of Sports Management Services to arrange for an update on the past surveys to be provided to Members.

20 **DELEGATED DECISIONS – CONTRACTS**

Members considered Paper SNI/12/103 and noted delegated decisions taken in respect of contracts for goods and services in accordance with Council's Delegated Decisions Policy.

21 **DELEGATED DECISIONS – PARTICIPATION**

Members considered Paper SNI/12/104 and noted delegated decisions taken in respect of Participation and Community Capital Programme in accordance with Council's Delegated Decisions Policy.

22 **DELEGATED DECISIONS – PERFORMANCE**

Members considered Paper SNI/12/105 and noted delegated decisions taken in respect of Performance in accordance with Council's Delegated Decisions Policy.

23 **COMMUNITY CAPITAL YEAR 3 FUNDING: STATE OF READINESS**

Members considered Paper SNI/12/106 which updated them about the outcome of the state of readiness assessments on capital projects, pertaining to the provisional allocation of Comprehensive Spending Review year three funding to the Sports Matters Community Capital Programme.

The Community Capital Manager presented the paper and Members were asked, as a result of the state of readiness submissions, to make decisions on one change of award request by Ballyholme Yacht Club; and also to approve three amendments to Project Assessment Reports as shown in paragraph 4 of the paper.

Members discussed this at length, in particular the request from Ballyholme Yacht Club to change their application. Members noted that SNI had some discretion to accept or reject the changes requested. But in doing so SNI must take into account relevant factors and apply each factor to the proposed change in a reasonable and proportionate manner.

Members noted that the Paper contained no recommendation because staff should not direct the Council's decision.

Members agreed that a re-scoring exercise would be required and that a competitive grant scheme could not be managed in this way. It would not be equitable to re-run a process for some and not allow others to do so. They noted that the applicant had started the project, which was a breach of condition. The rules state that a project must not be started until a letter of offer is received.

Members appreciated the difficulty of the situation but made the decision not to allow a change in the application.

Members approved the three amendments requested in the Paper.

24 **MOURNE HERITAGE TRUST**

Members considered Paper SNI/12/112 and considered an alternative security of tenure arrangement for Mourne Heritage Trust and their countryside access project.

Members noted the legal advice, considered the letter from NI Water and agreed that the legally binding letter was sufficient security of tenure for this project in the high Mourne area to progress to the next stage of the programme requirements.

25 **COMMUNITY USE OF SCHOOLS SPORTS ESTATES**

Members considered Paper SNI/12/107 which presented the latest draft of SNI's 'Community Use of School Sports Facilities – Advocacy Document' and sought approval for its publication.

Members approved the recommendation.

26 **TOLLYMORE NATIONAL OUTDOOR CENTRE PRICING STRUCTURE**

Members considered Paper SNI/1/108 which sought approval for changes to the Tollymore National Outdoor Centre (TNOC) pricing structure. The Paper was presented by the TNOC Manager who set out the background and current issues regarding the pricing policy.

After discussion Members agreed that while the Paper set out the principles of the pricing policy and contained useful ideas, they needed more financial information to facilitate their decision-making.

Accordingly it was agreed that a further Paper would be provided at a future Council Meeting for Members discussion.

Action 12: TNOC Manager to provide a further Paper with financial

27 **information for the next Council Meeting.**
SECTION 75 UPDATE

R Mallon left the room.

Members considered Paper SNI/12/109.

Members approved SNI's Section 75 Annual Report for the period 2011-12 for submission to the Equality Commission; the SNI's Equality Scheme and Corporate Plan Equality Impact Assessment 2012-15 which will subsequently go out for a two-month consultation period; and noted SNI's three month Section 75 Screening update.

R Mallon returned to the room.

28 **INVESTMENT IN CHILDREN'S SAFEGUARDING IN SPORT SERVICE 2012-2016**

Members considered Paper SNI/12/110 which sought approval for the contracting of child safeguarding services over the period 2013-16.

Members heard that this was a valuable service and that it was helpful in building capacity in clubs.

Members asked if an evaluation had been done of the previous work of the NSPCC and heard that that is completed and will be brought to a future Council Meeting. In addition they requested further detail to be added in relation to the type and scale of services to be provided under this contract and more detail regarding the specific options.

Members approved the recommendation.

Action 13: The Director of Sports Management Services is to provide more information to the Council Meeting on 10 September 2012.

29 **ANY OTHER BUSINESS**

Members requested that their training needs should be identified and a suitable training programme put in place.

Action 14: The Director of Sports Management Services and HR Manager to put in place a training programme for council members.

30 **DATE OF NEXT MEETING**

Monday 10 September 2012 at 5 pm. Members suggested SINI as a venue but this subsequently proved not to be suitable so the meeting will place in the House of Sport.

Signed: _____

Dated: _____

House of Sport
Upper Malone Road, Belfast

