

SPORT NORTHERN IRELAND

MINUTES

Minutes of the board Meeting held on Tuesday 15 December 2015 in the House of Sport, Upper Malone Road, Belfast, BT9 5LA

PRESENT:

In the Chair: B Henning

Vice Chair: I McAvoy

Members: R Bullick
B Delaney

Co-opted Members: M Glass
K Godfrey
D Malcolm

Interim Chief Executive Officer: A Scott

Staff in Attendance: N Harkness, Director of Participation and Places
A Sloan, Director of Sports Management Services
S Ogle, Director of Performance
L Beattie, Minute Secretary
P Donnelly (for item 7.1)
L Brown (for items 8.1 and 8.2)
A Palmer (for item 9.1)
R McCormick (for items 9.1 and 9.2)

1 APOLOGIES

A Bingham

2 DECLARATIONS OF INTEREST

There were no conflicts of interest declared.

3 MINUTES

The Minutes of the meeting held on 20 October 2015 which had been previously circulated were approved.

4 MATTERS ARISING

4.1 Decision List

A decision list of the actions from the previous meeting had been circulated outlining progress in relation to each item. The following comments were made:

4.1.1 Boxing Investment Programme

Members noted that despite correspondence the withdrawal of indicative offers of funding to 4 amateur boxing clubs who have not affiliated to an internationally recognised governing body appears unavoidable. A further letter seeking evidence of affiliation by a certain deadline will be issued. In the absence of a positive response the funding will be withdrawn.

ACTION 1. The Director of Performance will issue a further letter seeking evidence of affiliation with a deadline. In the absence of a positive response, indicative funding will be withdrawn.

4.1.2 All Hours Worked Allowance

The Interim Chief Executive Officer advised that agreed actions to address the outstanding priority 1 audit recommendation for the All Hours Worked Allowance are being progressed.

ACTION 2. The Chief Executive Officer to update Members at Board Meeting in February 2016

4.1.3 Internal Audit Service

The Director of Sports Management Services advised that the Management Team of Libraries NI had decided not to provide an internal audit service to Sport Northern Ireland next year as they felt it may put at risk their own internal audit function. Libraries NI did say that they would consider it again for future years.

The Director of Sport Management Services further advised that he has already engaged with CPD for the procurement of the internal audit service.

5 CHAIRMAN'S BUSINESS

5.1 Board Recruitment

The Chair advised that the recruitment process for new Board Members has now been completed with the Minister making offers to five people. The Chair further advised that the Minister would probably make an announcement before the end of December with the new Members taking up post at the beginning of January 2016.

The Chair invited the co-opted Members to remain with the organisation to assist with the Board's work during 2016, and attend Board meetings as observers.

5.2 Budget Planning

The Chair advised that he and the Vice Chair had met with the Executive Team for a business planning exercise. Members noted that they had worked on 2 scenarios: a 10% budget cut and 5% budget cut. The Chair and Vice Chair said that this had been an

informative session as each budget line was considered in detail and that a zero based budgeting approach had been adopted. The Chair advised that this was a very detailed piece of work that had given himself and the Vice Chair a lot of confidence.

5.3 UK Sport Board meeting

The Chair provided Members with an update from the recent UK Sport Board Meeting. Members noted that UK Sport had also undergone a Governance Review and a Board Effectiveness Review recently. He advised that the 29% Exchequer budget uplift was balanced by a reduction in UK Sports Lottery reserves.

The Chair advised if Members had any queries with regard to UK Sport to contact him directly.

6 ORGANISATIONAL PERFORMANCE

6.1 Executive Updates

Members received Paper SNI/15/71 providing them with an update on key activities and actions that have been undertaken by the Executive Team since the last meeting.

6.1.1 Boxing Investment Programme

The Interim Chief Executive Officer advised that there are 26 projects at various stages in the investment process with 8 projects completed and 6 on site. Members noted Sport Northern Ireland is working with 6 projects, all of whom have made insufficient progress in order to deliver a viable project. It was noted that there has been no change regarding the 4 clubs who have chosen not to affiliate with the IABA and they are currently ineligible for receipt of investment. The timeline for completion of the programme has been pushed out to December 2016 owing to capacity issues with clubs.

Political representatives working on behalf of the NIBA have asked Sport Northern Ireland to release its legal opinion and the CAL Committee asked for questions asked of our Senior Counsel in the matter of recognition of governing bodies. These requests have been declined on the basis of legal privilege.

The Interim Chief Executive Officer advised that an audit and financial health check of the IABA by Sport Northern Ireland is due to be finalised on 18 December 2015. The IABA management and Board will then be asked to respond to the audit by the end of January 2016.

6.1.2 Sport Northern Ireland Sports Facility Fund

Members noted that there were 153 applications with 21 being shortlisted to proceed to the next stage.

6.1.3 Community Planning

The Interim Chief Executive Officer advised Members that the 11 Community Plans will need approval by the Board with the Everybody active 2020 opportunities investment placing sport and physical recreation at the heart of community planning.

Sports Facilities Strategy

6.1.4

Members noted that 11 District Council reports are still under development for completion by March 2016.

TBUC

6.1.5

Members noted that the business case has been approved and that the budget of £175k is ring fenced from DCAL. It was further noted that sports bags and community relations training will be delivered by Sport Northern Ireland.

Coaching Awards 2015

6.1.6

The Interim Chief Executive Officer advised that 3 recipients of NI coaching awards went on to be finalists in the UK Coaching Awards with 2 winning in the categories of Performance Development Coach of the year and Coaching Intervention of the year.

Governance and Culture

6.1.7

The Interim Chief Executive Officer updated Members on a seminar hosted by Sport Northern Ireland with NICVA and Business in the Community examining opportunities in which income to organisations could be diversified.

Crowd Funding

6.1.8

The Interim Chief Executive Officer advised that Sport Northern Ireland is planning to bring a paper to the next Board meeting regarding 'Crowd Funding' and looking at the possibility of having a meeting / presentation prior to the Board meeting with other stakeholders.

ACTION 3. The Director of Participation and Places to arrange attendance of representative to present on Crowd Funding prior to the Board meeting on 16 February 2016 along with Stakeholders and provision of a paper for the meeting.

Members noted the Executive Updates

6.2

Management Accounts for eight months to 30 November 2015

Members received Paper SNI/15/72 providing them with the Management Accounts in respect of Exchequer and Lottery Accounts for the 8 months to 30 November 2015.

The Director of Sport Management Services presented the management accounts in detail highlighting the variances, the reasons they have arisen and details of any actions that are been taken by the Executive Team.

The Director of Sports Management Services highlighted that at the last meeting of the Board they had considered how in year budget savings of £320,000 could be achieved. In November 2015 the Minister wrote to advise Sport Northern Ireland that the £320,000 cut was now not required but due to the passage of time it was not possible to reinstate all the budgets originally cut. A summary of how the £320,000 reinstated would be allocated was outlined and Members noted that the original cut to the Athlete Investment Programme had been reinstated plus an additional £23,000.

Members noted that the Exchequer Accounts has a forecast underspend of £29,000 and the Director of Sports Management Services advised that the Executive Team are looking at areas where this could be utilised.

The Director of Sports Management Services advised that in the Lottery Accounts the forecast overspend is £363,000 and this is not expected to significantly change before the year end.

The Management Accounts for the 8 months to 30 November 2015 were approved.

6.3 NLDF Cash Management Policy

Members received Paper SNI/15/83 providing them with the Policy on the Cash Management of the National Lottery Distribution Fund (NLDF)

The Director of Sport Management Services advised that this paper sets out the cash flow forecasts for the NLDF over the next six and half years and is based on our knowledge of existing and expected commitments at this time. The purpose of the paper is to provide an assurance to DCMS that there is a plan in place to fully utilise Lottery funds in a timely manner.

Members noted in the previous forecast (presented to the Board in February 2013) that the balance at 31 March 2016 was projected to be £4.5m and it is now projected to be £13.3m. Members noted the reasons for this variance and said that this needs to be highlighted earlier to the Board, possibly through the risk register. It was agreed that an annual report of spend against target in relation the NLDF would provide assurance to Members that it was on track.

ACTION 4. Director of Sport Management Services to produce an annual report of cash spend from the NLDF

Members approve the Policy and the Cash Management of the National Lottery Distribution Fund.

7 POLICY AND STRATEGY

7.1 Draft Budget and Business Plan 2016 / 17

The Policy, Planning and Research Manager joined the meeting

Members received Paper SNI/15/73 inviting Members to consider and approve Sport Northern Ireland's draft budget and Business Plan for 2016-2017.

Draft Budget

The Director of Sports Management Services provided Members with a presentation on draft budget – which had previously been discussed with the Chair and Vice Chair at their recent business planning session. He highlighted that the budget had been prepared based on a planning assumption that there would be a 10% cut to the Exchequer revenue baseline and that a zero based budgeting approach had been adopted.

Members noted Table 1 in the paper which identifies where there have been savings/transfers out and pressures/transfers in.

Members noted that the IT infrastructure is a risk as the system is unsupported. The Director of Sports Management Services advised that there is a Business case being developed to identify, cost and evaluate options and that this has now been included on the corporate risk register.

Members also noted that Sport Northern Ireland has submitted a Business Case for the VES scheme in 2016/17 but that targets in the business plan would need to be scaled back if more people leave on the VES scheme.

The Director of Sports Management Services outlined that Table 2 identifies where additional money would be spent if there is not a 10% cut.

Business Plan

The Policy, Planning and Research Manager advised Members that there is further work to be done on baseline data, targets and budgets for the plan.

Members noted that there has been a Task and Finish group established to address the gaps within the plan. The Policy, Planning and Research Manager confirmed that the draft Business Plan follows the same structure as the previous plan.

Members advised that they felt there should be more in the plan regarding the organisational structure along with the sort of organisation Sport Northern Ireland is and wants to be, and how it operates in line with DCAL objectives and priorities. Members also advised that they would like to see the inclusion of a fourth objective which set out aspirations for the type of organisation Sport Northern Ireland aspires to be and that reflects the valuable contribution of support staff.

The Policy, Planning and Research Manager advised Members that although the draft Business Plan has to be submitted to DCAL by 31 December 2015 they will have a further opportunity to consider the budget and Business Plan once confirmation of the budget and comments on the draft Business Plan have been received from DCAL.

The draft budget and Business Plan was approved taking account of comments made by the Members.

ACTION 5. The Policy, Planning and Research Manger to review the Business Plan taking account of comments made by Members.

The Policy, Planning and Research Manager left the meeting

7.2 Sporting Winners - Action Plan for Athlete Investment Programme 2016/17

Members received paper SNI/15/74 which provides an update in relation to proposals to resource the Athlete Investment Programme (AIP) from Lottery budget and to introduce a new model for the allocation of resources in 2016/17.

Following discussion and review of the timeline Members approved the proposal to resource AIP through Lottery funding from April 2016 along with the proposed

amendment to the timeline for the introduction of the new model for the allocation of athlete investment starting April 2017.

7.3 Sporting Winners - Future Investment Streams into Governing Bodies post March 2017

The Director of Performance provided Members with a presentation reinforcing what Sporting Winners is designed to achieve.

The presentation showed how Sport Northern Ireland will support its partners building on work currently underway through Performance Focus – key tactics.

It also set out a critical pathway over the next fifteen months to arrive at Sporting Winners Investment stream and indicated how the process will be managed.

The Director of Performance circulated a hard copy of the presentation for information to Board Members.

Members approved the broad direction of travel indicated in the presentation.

7.4 Everybody Active 2020 (Strand 4 – Capacity Building, Outreach & Small Grants) Business Case

Members received paper SNI/15/75 inviting them to consider and approve the preferred Option identified within the Business Case and approve the proposed budget from exchequer funds.

The Director of Participation and Places advised that there has been a long history of investment in small grants (with awards up to £10,000) for many years. However he pointed out to Members that this proposal not only awards but will also include capacity building and outreach.

Members noted that resourcing this programme from Lottery has advantages in that it would be more stable, provides longer term planning, and the programme could be opened on a number of occasions during the year. Should the programme be resourced from Exchequer the programme would only be open once and awards would need to be made early in year.

Members asked if there are any strong views from Councils via the consultation about delegating the programme and noted that there were not. The Director of Participation and Places advised that Councils undertake their own small grants but these would be much smaller amounts.

It was noted that the quantum of grant or programme delivery costs per annum will be subject to the availability of Exchequer funds provided by the Department for Communities with effect from May 2016.

It was noted that the business case will also require DCAL approval.

Following discussions Members approved the Business case objectives (Section 4.2) and the preferred option for implementation (Section 9.2).

Members also approved a revenue budget of £2.8m from Exchequer funds to enable

implementation of Strand 4 to April 2020 and a programme delivery budget (ex-staff costs) of £135.000 profiled over the period 1 April 2016-31 March 2020.

8 **GOVERNANCE & RISK**

The Governance Manager, joined the meeting

8.1 **CIPFA Governance Review and 'On Board' Board Effectiveness Review Action Plans update**

Members received Paper SNI/15/76 providing an update on progress towards implementation of the recommendations from the CIPFA Governance Review and the 'On Board' Board Effectiveness Review.

Members noted that there had been a CIPFA Governance Review in June 2015 and a Board Effectiveness workshop with David Nicholl in September 2014.

The Governance Manager advised that 46 recommendations came out of both reviews and advised that to date 23 have been implemented with the remaining 23 in progress or being planned to be progressed at a future date.

Members queried how Sport Northern Ireland had identified which recommendations were to be completed first and noted that the recommendations had been prioritised.

Members discussed the fact that with 5 new Members being appointed the importance of a comprehensive Induction pack being provided as the new Members would need to be up to speed for the Board meeting in February 2016. The Director of Sports Management Services advised that the plan is to provide a joint induction process along with the Department of Culture Arts and Leisure which could provide basic knowledge, background information on the organisation and pressing challenges along with On Board training.

Members noted progress and action being taken to implement the outstanding recommendations.

8.2 **Corporate Risk Register**

Members received Paper SNI/15/77 inviting them to consider and approve the Corporate Risk Register and satisfy themselves that risks are being managed within the appetite and tolerances defined by the Board.

The Governance Manager advised Members that 1 risk had been added to the Register being adequacy of the information system infrastructure.

The Director of Sports Management Services advised that the Executive Team had reviewed the register the previous day ensuring that the actions were on track for completion. He advised that in relation to risk 11, Information Management (Statutory Compliance), that a more detailed action plan was required for the disposal of the data.

Members queried the situation regarding assurances in respect of the Safety at Sports Grounds risk and noted that there is an action plan in place but that there is no way to retrospectively address the number of grounds visited.

The start date of safety inspections was queried as Members felt there may be games prior to the end of January 2016 which should be attended. The Director of Participation and Places advised that early games in the McKenna Cup would be likely to have lower attendances and that once the fixture list is available they will adjust the date accordingly to have attendance at significant fixtures.

Members noted that there had been some queries from Councils recently as the PAR report had caused uncertainty surrounding 3 issues. The Director of Participation and Places advised that this issue has been raised with DCAL who have advised that technical advice should be taken from the red guide.

There were questions raised with regard to the complement of staff able to undertake the inspections and the available resilience in case of further staff reductions. It was agreed that Sport Northern Ireland would investigate further to ascertain whether there is any capacity available within SGSA or other bodies to assist Sport Northern Ireland.

Members agreed that the risk should be updated on the register to show the concerns of the Board regarding this area and that the issue should also become an item for the next Board meeting in February 2016.

Members advised that they would also like assurance that significant fixtures will be covered from January onwards.

ACTION 6. Director of Participation and Places to speak to SGSA and other bodies to ascertain the possibility of obtaining further assistance.

ACTION 7. Safety at Sports Grounds to become an issue on Agenda for February Board meeting.

ACTION 8. Corporate Risk Register to be amended to highlight Members' concerns.

Members approved the Corporate Risk Register

The Governance Manager left the meeting

8.3 Whistle Blowing Policy and Procedures

Members received Paper SNI/15/78 inviting them to consider and approve Sport Northern Ireland's whistle blowing policy and procedures.

The Director of Sport Management Services advised that the policy had been reviewed and extensively revised in June 2015. However, further guidance from DCAL and comments from CIPFA led to further minor enhancements focusing on how to raise concerns.

Following discussions Members advised that they felt there may need to be further amendments to the policy as follows:

- 1.4. Should read allegations of malpractice and not just malpractice;
- 2.15 Should read not appropriate rather than – not in anyone's interest;
- 2.13 Should be changed to alleged malpractice;

- 3.11 The last sentence could be removed;
- 3.24 The word 'public' should be changed to possibly 'official' or a similar wording as Sport Northern Ireland could not initiate a public inquiry.

Members noted that changes to the Policy would need to be referred back to DCAL and it was agreed that the amended Policy would be brought to the February 2016 Board meeting with agreed changes.

ACTION 9. Director of Sports Management Services to make suggested amendments to the Policy and take advice from DCAL. Amended Policy to be brought to the February Board meeting.

8.4 Lone Worker Policy

Members received Paper SNI/15/79 the purpose of which is for Members to consider and approve the Lone Worker Policy and Procedures.

The Director of Sport Management Services advised that the development of this policy was an action from the risk register in relation to health and safety of staff.

Members approved the Lone Worker Policy and Procedures.

9 ITEMS FOR NOTING

The Investment Assurance Manager joined the meeting

The Advocacy and Communications Manager joined the meeting

9.1 Post Project Evaluations within Sport Northern Ireland

Members received Paper SNI/15/80 which provides an update on Post Project Evaluations (PPE's) within Sport Northern Ireland.

The paper establishes the context within which Sport Northern Ireland prepares evaluations, provides an overview of historic evaluations and lessons learned.

Members noted the update on PPEs and that Sport Northern is currently up-to-date with the PPE requirements of the Department.

The Investment Assurance Manager left the meeting.

9.2 Advocacy & Communications Update

Members received Paper SNI/15/81 which provides an update on the work of the Advocacy and Communications team.

The Advocacy and Communications Manager highlighted proposed good news stories going forward and advised that current external pressures are placing constraints on Sport Northern Ireland's ability to plan these good news stories.

Members asked if it was possible to highlight work undertaken / supported by Sport Northern Ireland with regard to lower-level sports, minor events.

Members noted the work of the Advocacy and Communications team.

The Advocacy and Communications Manager left the meeting.

9.3 Audit & Risk Management Committee Minutes

Members received Paper SNI/15/82 providing an update to Members on the work of the Audit and Risk Management Committee (ARMC).

The minutes of the Audit and Risk Management Committee were noted.

9.4 Update on Capital Projects

Members received Paper SNI/15/84 which updated the Board on all capital projects currently being delivered by Sport Northern Ireland.

There are sixty five live capital projects either in development, on-site or completed with a retention sum still to claim. Members said that the update provides a useful summary of the capital projects that the organisation is currently engaged in and of their status.

Members noted progress against Lottery and Exchequer funded capital projects.

9.5 Update on TNOC Business Case

Members received Paper SNI/15/85 which details timelines for the revision of the TNOC Business Case ensuring compliance with Managing Public Money NI and identifies future alternative delivery models business case by end of March 2016.

Members noted that the Director of Participation and Places continues to explore opportunities and partnership working with other public bodies as well as pursuing the lease issues with the Forest Service.

The Director of Participation and Places advised that there are 3 recommendations in the Business case. Members agreed with the priority being afforded to the production of a compliant business case and approved the timeline.

The Director of Participation and Places advised Members that should they agree to pursue the longer term third party management option could take up to 2 years and costs around £100k to fully implement.

Members recognised the absolute priority that needed to be given to regularising the situation at TNOC in relation to MPMNI and asked officers for the work associated with this to be expedited.

9.6 Future Strategic Direction for the Sports Institute – Proposed study

Members noted Paper SNI/15/86 a draft Terms of Reference for a Proposed Study to consider the future strategic direction for the Sports Institute and noted that if they have any comments or suggested changes these should be sent to the Interim Chief Executive Officer by 22 December 2015.

Members noted the draft Terms of Reference.

ACTION 10. Members to provide any comments or suggested changes to the Terms of Reference to the Interim Chief Executive Officer by 22 December 2015.

10 **DATE OF NEXT MEETING**

The Chair advised Members that there will be a joint meeting with the Board of Sport Ireland, in Abbotstown on 22 January 2016.

Tuesday 16 February 2016 at 5.00 pm in the House of Sport.

11 **ANY OTHER NOTIFIED BUSINESS**

The Director of Sports Management provided co-opted Members with Declaration of Interest forms and asked that these are returned to him as soon as possible. Other Members were asked to ensure that they advise of any changes to their interests if they occur. Members noted that their interests would be published on the Sport Northern Ireland website.

The Director of Sports Management Services also asked Members to ensure that travel claims are submitted on a regular basis and are up-to-date.

Signed:



Dated:

16th February, 2016

Sport Northern Ireland
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