

Venue: Sports Northern Ireland, House of Sport,
Upper Malone Road, Belfast, BT9 5LA

Date 19 May 2016

Time: 17.00 – 20.00

Status Business

PRESENT:

In the Chair: B Delaney

Vice Chair:

Members: C McStravick
K Ferguson
W Erskine
R Bullick

Co-opted Members D Malcolm
K Godfrey

Interim Chief Executive Officer M Smith (replacement for A Scott 1st meeting)

Staff in Attendance L Brown, Acting Director of Sports Management
Services
J News, Acting Director of Participation and Facilities
C Kerr, Interim Director of Human Resources
R McDowell, Finance Manager (for Item 2)
J Poots, Governance Performance Manager (for Items 1
– 8)
N Algie, Interim Human Resources Manager (for Items 8
& 9)
E Cosgrove, Policy, Planning and Performance Analyst
(for Items 7 & 8)

BUSINESS

1 **WELCOME**

The Interim Chair welcomed Members to the meeting and advised that he had found the earlier Equality training with J Kremer very useful and that he felt it should be revisited on a yearly basis.

The Interim Chair confirmed that it had been good to meet with staff from a particular unit within Sport NI in a meet and greet session to enable staff to get to know Board Members and vice versa.

Christine Kerr, was welcomed to the meeting as the newly appointed Director of Human Resources.

The Interim Chair also advised that two temporary Directors had been appointed namely J News as Acting Director of Participation & Facilities and L Brown as Acting Director of Sports Management Services.

1.1 • **Apologies**

K Harding, A Bingham, C O'Mullan

1.2 • **Declarations of Interest**

D Malcolm declared a conflict of interest regarding Special Olympics funding. There were no other conflicts of interest declared.

1.3 • **Minutes of Board Meeting on 20 April 2016**

The Minutes of the meeting held on 20 April 2016 which had been previously circulated were approved. .

1.4 • **Matters Arising – Action List from Meeting held on 16 March 2016**

Members reviewed the Action List on an exception basis and noted the following:

- Governance and Management of Boxing – The Acting Director of Sports Management Services advised that work is progressing with IABA and that a progress report on the way forward has been agreed and a meeting has been arranged between Sport NI and IABA. It was noted that there will be a detailed report presented at the meeting on 9 June 2016.

ACTION 1. A detailed paper to be presented at the Board meeting on 9 June 2016

- Performance Reviews and Meetings with Members – The Interim Chair advised that

these reviews will be completed by the end of June. It was noted that clarity is being sought with regard to the need for reviews of the co-opted Members.

ACTION 2. Performance Reviews to be completed by the end of June with clarity being sought with regard to co-opted Members.

- Sports Facilities Strategy for Northern Ireland – Strategy Document – The Acting Director of Participation advised that a paper will be presented to the Board at the meeting on 9 June 2016 as the consultation period concludes on 8 June 2016.

ACTION 3. An update paper on The Sports Facilities Strategy for Northern Ireland to be presented to the Board on 9 June 2016.

- All Hours Worked Allowance – Members noted that this is ongoing and that once a timeline has been set the Board will be advised along with TUS. It was agreed that a paper would be presented at the next Board meeting advising of progress.

ACTION 4. An update paper to be presented at next meeting on 9 June 2016.

All other Actions have been completed.

FOR APPROVAL

2

MANAGEMENT ACCOUNTS FOR THE PERIOD ENDING 30 APRIL 2016

Members received Paper SNI/16/37 seeking approval of the Management Accounts for the one month period to 30 April 2016.

The Finance Manager advised Members that the Exchequer Account is presently showing an over consumption, as a result of anticipated June monitoring round changes which will result in additional funds of £679k and a reduction in non-cash of £190k.

Members noted that the Lottery Account will not meet target deficit of £2.176m. A forecast £880k deficit is now anticipated, resulting in a variance of £1.296m. The variance is mainly due to a change in accounting policy, in which the letter of offer will be the point at which a commitment is recognised in the accounts.

- Performance Focus had been profiled to have £3.1m of commitments but this is nil as the programme is now shown committed into financial years.
- The EBA programme is similarly impacted by this change in policy, except commitments that would have been profiled in April 17 have now moved to March 2017.
- The Boxing programme is forecasted to have a higher level of commitments as a result of delays in projects from the previous year.

Overall impact is only a timing issue. Funds are held in NLDF to cover all the relevant commitments.

The Finance Manager advised Members on the March 16 accounts advising that the Exchequer account has had a small reduction in the resource under consumption. However, we are still awaiting the impact of TNOC valuation. Whilst the Lottery account shows a £5.1m

surplus compared to a £1.9m deficit which is a change of £1.21m from previously reported management accounts. This is a result of the change in accounting policy.

The NLDF target for 31 March 2016 will not be achieved by approximately £2.6m. This is due to delays in boxing programme and grant payments as a result of embedding vouching teams across the organisation/staff sickness and additional income from Lottery proceeds.

Members noted and approved the Management Accounts for the one month period to 30 April 2016.

3

BUSINESS PLAN 2015-2016 QUARTER 4 REVIEW

Members received Paper SNI/16/38 asking members to note contents of the paper and approve Sport NI's Business Plan 2015-16 Quarter 4 Review.

The Acting Director of Sports Management Services advised that of the 34 KPI's 32 are green with one being red and one being amber.

Members noted the KPI which is amber is regard the number of safety certificates reviewed with 28 safety certificates being reviewed rather that the target number which was set at 29. The Acting Director of Sports Management Services advised Members that the SGSA in England only review 20 certificates each year and that Sport Northern Ireland are planning to review the number undertaken and make it more proportionate.

The Acting Director of Sports Management Services advised Members that the officer L Briggs working on safety issues is ensuring that systems are put in place to provide assurances with regard to safety.

The KPI which is currently sitting as red is in relation to boxing clubs with 23 boxing clubs having funds committed with work started on site this year. There is still a risk highlighted with regard to the 4 boxing clubs who are no longer affiliated to IABA. Members noted that 12 of the projects are progressing with some delays with one project being at high risk of not progressing. These projects will continue to be monitored.

Members asked if information regarding the 4 clubs that have disaffiliated from the IABA could be updated to show that all appropriate action has been taken.

Members also asked that with regard to surveys mentioned in the plan it would be useful to have the number and percentage of people who responded to the survey along with the result. It was also agreed that more detail should be provided in the budget column of the report.

Discussion also took place with regard to the Business Plan being outcome driven, with a more transparent way of reporting progress against indicators.

It was also noted that the incoming Executive would publish its PfG after its first meeting. The PfG would be outcome focused. This and the new Minister's approach were expect to impact on Sport Northern Ireland's 2016-17 Business Plan and it was agreed that Sport Northern Ireland should clarify with the Department exactly what they are looking for in the plan.

ACTION 5. The Director of Performance to provide clarity with regard to the action taken with regard to the 4 disaffiliated boxing clubs.

ACTION 6. The Manager of Policy, Planning and Research to provide more information with regard to survey results such as how many responses were received along with further detail in the budget column.

ACTION 7. The Board asked for a more transparent way of reporting progress against indicators

ACTION 8. It was agreed that Sport Northern Ireland should engage with the Department over the finalisation of the Business Plan 2016-17.

Members approved the Sport Northern Ireland Business Plan 2015-16 Quarter 4 Review.

4 CORPORATE RISK / OPPORTUNITY REGISTER

Members received Paper SNI/16/39 asking them to consider and approved the Corporate Risk / Opportunity Register and to satisfy themselves that risks and opportunities are being managed within the risk appetite and tolerances defined by the Board.

The Acting Director of Sports Management Services advised Members that there had been very little change to the Register since they last seen the document at the April meeting.

Members noted that the 2 key risks being:

- Value for money in Delivery of Public Services which relates to the non-compliance with Managing Public Money NI in relation to subvention at TNOC – it was noted that the Business Case in this regard had been approved at the Board meeting in April.
- Weakened leadership Members noted that this had escalated from amber to red in the register but is receiving appropriate oversight by the Board.

Members advised that small amendments need to be made to the document to show the changes within Departmental layout as the Register still refers to DCAL and DFP who are now within the Department for Communities and the Department of Finance respectively.

W Erskine advised that she had met with staff regarding TNOC with a further meeting planned within the next few weeks and advised she would keep Members up-to-date with progress.

ACTION 9. Members advised the Acting Director of Sports Management Services the register should be updated to reflect the new Departments.

ACTION 10. W Erskine to keep the Board up-to-date on progress with regard to TNOC.

Members approved the Corporate Risk / Opportunities Register.

5 DRAFT INTERNAL AUDIT STRATEGY

Members received paper SNI/16/40 asking Members to consider and approve the Audit Strategy for 2016-2019.

The Acting Director of Sports Management Services advised that Deloitte are no longer internal auditors for Sport Northern Ireland and that KPMG have been appointed as internal auditors.

Members noted that the Audit and Risk Assurance Committee have reviewed and are content with the plan.

The Acting Director of Sports Management advised that Members of the Audit and Risk Management Committee in approving the strategy felt that audit work make provision for a review of the Board's delivery of its action plan along with the need to set out more clearly the procedures regarding the approval of papers.

Members queried whether a list of outstanding audit recommendations are seen by the Audit and Risk Assurance Committee and advised that they felt it would be useful to have a paper presented at the next meeting advising where we are in this regard and setting out the contractual obligations.

The Interim Chair advised Members that a letter had been received from the Comptroller and Auditor General with regard to an anomaly in the 2014/15 accounts which is preventing them from being signed off. Members noted that this is a very serious issue and that staff are dealing with it. It was noted that an update will be provided at the next Board meeting.

ACTION 11. Provide a paper on outstanding audit recommendations and contractual obligations.

ACTION 12. An update to be provided on the issue on the 2014/15 accounts.

Members considered and approved the Audit Strategy for 2016-2019 subject to inclusion of the additional two audits requested by the Audit and Risk Assurance Committee being an independent review of the Board's progress in implementing the IELT action plan and a review of the process for developing and seeking approval of strategic documents and policies.

6 **INTERNAL AUDIT ANNUAL REPORT**

Members received Paper SNI/16/41 asking Members to consider and review the Internal Auditor's formal opinion on Sport Northern Ireland's framework of internal control.

The Acting Director of Sports Management Services advised that the paper provides an overview of the work carried out by Internal Audit for the period April 2015 – March 2016.

Members noted that based on audit work carried out to date a satisfactory evaluation is reported on the overall system of internal control. It was also noted that there are no priority 1 recommendations.

The Acting Director of Sports Management Services recommended inviting the Internal Auditor to present their findings to the Board once a year. This was agreed.

Members considered and approved the annual report and opinion from the internal auditor.

ACTION 13. The Internal Auditor to attend Board Meetings once a year to present their report.

7 **PROMOTING FAIR PLAY IN SPORT – ADDITIONAL GUIDANCE FOR SPORTING ORGANISATIONS (DRAFT)**

E Cosgrove, Policy, Planning and Performance Analyst joined the meeting

Members received Paper SNI/16/42 asking Members to note the contents and to approve the draft Guidance document for consultation.

The Governance Performance Manager advised Members that the document provides additional guidance to the 2012 publication Promoting Fair Play in Sport previously approved by the Board, which provides good practice, guidance and case studies relating to the impact of the equality legislation in Northern Ireland.

Members noted that the additional guidance focuses on the Good Friday/Belfast Agreement and how to accommodate differences in identity, sports pathways, representation, emblems and passport issues. It was noted that some of the information within the document is the same as in the Promoting Fair Play in Sport publication whilst other elements have been updated. The Governance Performance Manager advised that Sport Northern Ireland has been dealing with issues this far on a case by case basis and advised that it is proposed to take a more pro-active approach by running training and action planning session. It was also noted that is planned to work with UK and All Ireland Governing Bodies and Ulster Branches of sports. Members also noted that it is intended to seek the endorsement of the guidance by Sport Ireland and UK Sport.

Members advised that they felt it is an excellent document but that it could be politically sensitive and Sport Northern Ireland would have to look at how communications in this regard are managed.

The Policy, Planning and Performance Analyst advised that it is anticipated that there will be a commission appointed by the NI Executive who will be looking into issues regarding flags, identity, culture and traditions. Given this information Members queried whether the document should be held and passed to the Commission; it was noted that this maybe a two year process.

The Governance Performance Manager advised Members that to date no seminars or training sessions have taken place with Governing Bodies on the specific guidance however the Promoting Fair Play in Sport document is available on the Sport Northern Ireland website. Members noted it would be helpful if they were made aware of pathway requirements within sports.

Members agreed that the document is useful but felt it would be good to separate the document and take certain contentious areas (flags/emblems) out of the document and retain other areas with regard to pathways.

Members agreed that the document should be amended removing the contentious areas and that it would be presented to the next Board meeting in June. It was also agreed that the document would also have to be cleared by the Department for Communities before any circulation. It was also agreed that the Policy, Planning and Performance Analyst would find out further information with regard to the NI Assembly Commission being set up and provide Members with information.

ACTION 14. The Governance Performance Manager to amend the document removing the specified areas and document to be presented for approval at Board meeting on 9 June 2016.

ACTION 15. The Policy, Planning and Performance Analyst to provide further information with regard to the NI Assembly Commission

N Algie, Interim HR Manager joined the meeting

FOR INFORMATION

8

UNIT UPDATES

- **Unit Updates**

Members acknowledged the good work done by staff as reported in the Unit Updates.

- **Business Area in Focus**

UK Equality Standard for Sport

The Policy, Planning and Performance Analyst provided Members with a presentation of the work regarding Equality Standards. Members noted that Sport Northern Ireland work with the other home countries and are a Member of the Sport Councils Equality Groups. The Policy Planning and Performance Analyst advised Members that there is a framework for the accreditation process as follows foundation, preliminary, intermediate and advanced.. Members noted that in Northern Ireland the focus is on Governing Bodies having a Quality Policy in place and providing training for them to achieve the foundation level in the framework.

Members were made aware that the aim is to enable all funded bodies achieve at least foundation level in the framework.

Members noted that all relevant information is on the website Equality in Sport including information on Section 75 grounds, legislation in GB and case studies.

Members noted the presentation.

E Cosgrove, Policy, Planning and Performance Analyst left the meeting
J Poots, Performance Governance Manager left the meeting

C Kerr, Interim Director of Human Resources advised that she is delighted to be joining the team within Sport Northern Ireland.

9

HUMAN RESOURCE MANAGEMENT UPDATE

Members received Paper SNI/16/44 which provides an update on key areas of HR work and highlights issues of particular relevance.

The Interim HR Manager advised that there have not been any changes to workforce planning from the last meeting with the exception of having appointed 2 temporary Directors.

Members noted that the VES scheme should be being put out to staff within the next week or two with about a three month turnaround for processing with successful staff leaving the

organisation in October / November.

Performance Management – Members noted that the return rate has been good. It was agreed that the Acting Directors should undertake outstanding performance reviews as the Board would like to have a return rate of 90% by the next Board meeting in June.

The Interim HR Manager updated Members on sickness absence within Sport Northern Ireland with Members noting that in comparison to the same time as last year sickness absence has doubled with 9 staff on long term sick. Members noted that sickness is monitored by HR and that periods of 1 month or over are referred to occupational health.

Members noted the HR Management update.

N Algie, Interim HR Manager left the meeting

10 **AUDIT and RISK ASSURANCE COMMITTEE MINUTES**

Members received paper SNI/16/45 asking them to note the minutes of the Audit and Risk Assurance Committee.

Members noted that the Audit and Risk Assurance Committee recommended a review of the Board's delivery of its action plan and the procedures regarding when papers should be brought to the Board should be included within the Audit strategy.

Members noted the paper.

11 **CHAIRMAN'S BUSINESS**

- **Staff Briefings**

The Interim Chair advised Members that staff briefings had taken place as follows:

3 May 2016 in House of Sport

10 May 2016 in Sports Institute

A planned visit to Tollymore National Outdoor Centre to be rearranged in the diary.

The briefing covered the Board's plan for the way forward. The Sport Northern Ireland Business Plan a communications workshop and action points / next steps.

- **Implementation Plan**

The Interim Chair reminded Members that as SRO of the Transformation Programme, he was Chair of the Programme Board. Board Members were C O'Mullan, B Worth, M Goodfellow and M Smith, with B Cowan as Secretary. On 11 May, he had convened a preparatory meeting of the Programme Board. The first full Programme Board meeting would be on 2 June.

In relation to the resources provided by the Department of Communities to support the Programme, the team currently comprised B Cowan (G7), A Starkey (DP), Kate Rice (DP) and D Nixon (SO)

Members noted that D Nixon was finalising dates in June for the Governance and

Accountability training planned under the Board Leadership and Executive Leadership and Management Projects respectively.

The Interim Chief Executive advised Members that C Kerr, the HR Director is leading on the HR Project, with review of policies already underway.

Under the Internal Communication Project, led by R McCormick, work had begun on a Communications Strategy, the first CEO blog had issued, the first staff brief was in preparation, work on recognition was underway, work was ongoing to ensure meetings within Sport Northern Ireland were scheduled and agenda managed to maximise their productivity. Members also noted that the Interim Chief Executive will work 1 day a month at each of the Sports Institute and Tollymore National Outdoor Centre. The HR Director will also work at all three centres.

Members noted that under the Governance and Accountability Project, the IT Team had already met Enterprise Shared Services and provided an inventory of systems.

Members noted that the Programme Board would consider the Programme Initiation and Programme Plan at its first meeting; it would meet monthly thereafter. Project teams would provide reports for each meeting.

Following discussion around the roll of the Programme Board, its delegations and the level of assurance the Board required from the Programme Board. It was agreed that an expert from the Centre of Excellence for Project and Programme Management would be invited to speak to the Board about programme management and assurance.

It was agreed that the Implementation Process should be a standing item on the Agenda for Board meeting.

ACTION 16. Policy Planning and Research Manager, The Implementation Process to be a standing item on the Board Agenda

ACTION 17. Arrange for Centre for Excellence in Programme and Project Management to speak to the Board about programme management and assurance

ACTION 18. Have a folder set up on Sharepoint with information regarding Programme Board and Project Teams for Board Members

- **Agenda for Joint Board Meeting**

The Interim Chair advised Members that a draft Agenda had been produced for the joint Board Meeting with Sport Ireland and that items for discussion were:

- High performance planning
- Management information project
- Equality in Sport
- Flexibility planning

It was agreed that a paragraph would be added to each item prior to the Agenda being circulated to Members week commencing 23 May 2016.

ACTION 19. The Policy Planning and Research Manager to add a paragraph to each

item on the Agenda for the Joint Board Meeting with Sport Ireland and circulate to Board Members week commencing 23 May 2016.

- **Correspondence**

- The Interim Chair advised Members that he had been advised of a potential issues regarding Dodgeball and confirmed that the appropriate authorities have been informed.
- Members noted that the TBUC documentary had been on the BBC and the Interim Chair advised that he had received a positive letter regarding the programme and would respond on behalf of the board.
- The Interim Chair advised that he had written a thank you letter to the ex-Chair and ex-Vice Chair.

The Interim Chair also advised Members that he had attended the UK Sport Board meeting and advised Members that UK Sport are looking at decision making process for Tokyo along with financial implications. Members noted that UK Sport are very focused on high performance.

ACTION 20. The Interim Chair to send a response to E Pritchard relating to the TBUC documentary

12 **ANY OTHER BUSINESS**

Members queried whether Sport Northern Ireland is involved in the Spotlight programme on Casement. The Interim Chief Executive advised that Sport Northern Ireland was approached informally prior to the election and noted that we will not be making comment.

13 **DATES OF NEXT MEETINGS**

<u>Date</u>	<u>Venue</u>	<u>Time</u>
Thursday 9 June 2016	Tollymore National Outdoor Centre ('joint meeting with Sport Ireland Board)	10.00 joint meeting 14.00 Board meeting
Wednesday 17 August 2016	House of Sport	15:00 for Finance training 17.00 for Board meeting
Wednesday 14 September 2016	Mid Ulster District Council	15.00
Wednesday 12 October 2016	Derry City Council	15.00
Wednesday 16 November 2016	Irish Sport HQ (possible 'joint meeting with Sport Ireland Board)	10.30 for joint meeting 13.30 for Board meeting
Wednesday 14 December 2016	House of Sport	17.00