

Venue: Sports Institute for Northern Ireland, Ulster University, Newtownabbey, Co. Antrim BT37 0QB **Date:** 20 April 2016

Time: 16.00 – 19.00 **Status:** Business

PRESENT:

In the Chair: B Delaney

Vice Chair: C O'Mullan

Members: R Bullick
W Erskine
K Ferguson
CMcStravick
K Harding
A Bingham

Co-opted Members K Godfrey
D Malcolm

Interim Chief Executive Officer A Scott

Staff in Attendance S Ogle
P Donnelly
L Beattie
L Brown (Item 4 and Item 11))
A Palmer (Item 5)
T Fisher Item 5)
W Devlin (Item 6 and Item 9)
S McIlveen (Item 6)
N Algie (Item 7)
R McCormick (Item 10)

In Attendance M Smith, DCAL

BUSINESS

1 **WELCOME**

The Interim Chair welcomed Members to their first out of house meeting and also welcomed M Smith to the meeting and advised Members that M Smith would be presenting Paper SNI/16/28 which would be tabled later in the meeting.

1.1

- **Apologies**

None. It was noted that A Bingham would arrive at 5.00 pm to join the meeting.

1.2

- **Declarations of Interest**

There were no conflicts of interest declared.

1.3

- **Minutes of Board Meeting on 16 March 2016**

The Minutes of the meeting held on 16 March 2016 which had been previously circulated were approved. Members noted that dates for Board meetings may change.

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 Audit of the Irish Athletic Boxing Association – The Interim Chair advised that this is ongoing and will be progressed to ensure a report is available for the meeting on 9 June 2016.

ACTION 1. Report to be available for the Board meeting on 9 June 2016.

- Board Effectiveness – The Interim Chair advised that this work is ongoing and will be discussed later in the meeting.
- Performance Review / Meetings with Members – The Interim Chair advised that these have to be completed by July and are normally started in April but that this will be arranged in the near future.

ACTION 2. Performance Reviews and Meetings with Members to take place in the near future.

FOR APPROVAL

2

MANAGEMENT ACCOUNTS FOR THE 12 MONTH PERIOD ENDING 31 MARCH 2016

Members received paper SNI/16/27 asking for approval of the Management Accounts in respect of Exchequer and Lottery Accounts for the twelve month period to 31 March 2016.

The Interim Chief Executive advised that the Exchequer Account will not meet the total spend target of £11.062m and anticipates an under consumption of £236k. Members noted that this was due to money being held back for legal issues and being unable to purchase assets within timeframe. The Interim Chief Executive advised that this was not a huge underspend but that officers are aware this should be minimised as much as possible in the future.

Members noted in the Lottery accounts that Sport Northern Ireland will not meet the target of over consumption of £1.940m with a forecast of £3.548 under consumption resulting in a variance of £5.828m. Members noted that this was mainly due to a timing issue of a couple of months in the Everybody Active programme accounting for £3.2m, decommitments from older awards and commitments not accepted accounting for £1.13m, and delays in the boxing programme accounting for £700k.

The Interim Chief Executive advised that the NLDF target for 31 March 2016 would not be achieved by £2.4m due to delays in the boxing investment programme and grant payments as a result of the time needed to embed the vouching team across the organisation and staff sickness. Members noted the lessons learnt and the action plan put in place.

Members queried the depreciation variance regarding Sports Institute and TNOC and queried whether any information had been received regarding TNOC. The Interim Chief Executive advised that the valuation is still outstanding so figures may change.

Members also queried the reported delays in vouching and staff sickness and noted that staff training has taken place and that the process is ongoing and getting back on track.

Approval of the Management Accounts for the twelve month period to 31 March 2016 was proposed by C O'Mullan and seconded by W Erskine.

3

IMPLEMENTATION PLAN

S Ogle, Director of Performance left the meeting

P Donnelly, Policy, Planning and Research Manager left the meeting

L Beattie, Personal Assistant left the meeting

A Bingham joined the meeting

4

CORPORATE RISK / REGISTER

M Smith, DCAL left the meeting

L Brown, Governance Manager joined the meeting

Members received Paper SNI/16/29 asking them to consider and approve 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.

Risk 2 Weakened leadership – Members noted that this had been escalated to higher rating after resignations of Board members. Members commented that this risk was very externally focused and advised that they felt it should be internally focused and should also be in the communications plan. It was agreed that this risk should be looked at as there may be a loss of confidence in the Board and Executive Team following the IELT report. Members also felt that there should be information added to this risk with regard to the Implementation Plan.

Risk 3 – Assurance re. Safety at Sports Grounds – Members noted that Sport Northern Ireland

is at present relying on a third party to undertake this work. The Governance Manager advised he felt this risk could be de-escalated at present and would then be re-escalated when the contract is coming to an end. It was noted that the contract has been extended. It was agreed it would be useful to have details of how this will work in the medium to longer term. It was also noted that a member of Sport Northern Ireland staff (S Wilson) had been moved within the organisation to deal with specific issues and to be a point of contact.

Risk 4 – Non delivery on Key Strategic Objectives – Members noted that the Executive Team is in the in the process of budget scenario planning, which includes looking at future impacts should the budget be cut.

Risk 5 – Access to Sporting Opportunities – pathways. Members noted that work is progressing as planned. It was noted that it is planned to bring out an addendum to the Sport Northern Ireland Fairplay document which will provide further guidance regarding pathways and staff will provide seminars, workshops and will also consult with stakeholders on this addendum.

Risk 6 – Equality and Governance within Ulster Boxing – The Chair advised that there would be an update paper on progress provided to the board at the 9 June 2016 meeting.

Risk 7 – Future Sport Northern Ireland investment into IFA, GAA and Rugby. Members noted that there had been an agreement that once the new stadia had been completed these three sports would not receive revenue funding. There is clarity required on whether this is a statutory requirement. Members noted that the Director of Performance is working with the Department to obtain clarity and is reviewing the business case. Members agreed that this needed to be reviewed and clarified prior to looking at any future funding decision. Members noted that this had not happened to any governing bodies to date. It was also noted that this risk is amber and not red as there is no decision required at this stage decision but will most likely be required in November.

Risk 8 – Relocation of University of Ulster – Members agreed that plans need to be reviewed closer to deadline date.

Risk 9 - Business continuity – the Governance Manager suggested the removal of this risk to the operational risk register as it is green and a review by Deloitte had suggested the removal from the risk register of items that are shown as green. Members advised that they felt the business continuity and fraud should remain on the register to show that they are being well managed even though they are shown as green.

The Governance Manager advised Members that a review of the Risk Register had been undertaken by Deloitte Risk Management systems and a report will be taken to the Audit Committee but it was noted that an improvement has been reported.

Members were satisfied that risks are being managed subject to the additional actions identified above being taken and approval of the Corporate Risk / Opportunity Register was proposed by C McStravick and seconded by A Bingham.

ACTION 3. The Governance Manager to update the Corporate Risk / Opportunity Register accordingly.

L Brown, Governance Manager left the meeting

TOLLYMORE NATIONAL OUTDOOR CENTRE – BUSINESS CASE

**A Palmer, Investment Assurance Manager joined the meeting
T Fisher, TNOC Centre Manager joined meeting**

Members received Paper SNI/16/30 asking them to consider the business case for investment in TNOC for 2016/17 to 2018/19 and also asking for approval for submission of the business case to DCAL and DFP.

The Investment Assurance Manager advised Members that the previous business case had never been signed off by either DCAL or DFP.

Members noted that a Steering Group was established in November 2015 to update the business case. The Investment Assurance Manager advised that the business case had been revised to ensure compliance with managing public money and advised that the business case has a short term focus allowing time to consider options for the longer term future of TNOC. It is accepted that market failure exists for the Skills and Leadership aspect of TNOC business and a full cost recovery exercise has been completed for TNOC.

The Investment Assurance Manager advised that one of the issues relating to the revised business case is that discussions regarding the lease are still ongoing with the Forestry Service as it is a 25 year lease and Sport Northern Ireland is looking to extend it to a 50 year lease. The Interim Chief Executive advised that if TNOC is to take a more commercial approach the Forestry Service would probably look to change the terms of the lease.

Members noted that the preferred option in the business case is option four. However given uncertainty regarding the potential demand for premium multi-activity courses when charged at full cost recovery rate the business case recommends that option two be used for financial planning purposes. However Sport Northern Ireland will seek to offer premium multi-activity courses charged at full rate recovery and to increase the number of individuals in skills and leadership activities.

Members queried whether it was usual to have a preferred option but to use another option for financial planning purposes. The Investment Assurance Manager advised that it may not be usual but it is possible and advised Members that all who sit on the steering group are content with this. An economist from DCAL is a member of the steering group.

The Investment Assurance Manager advised that if option two is used as the preferred option no multi-activity courses could be undertaken at full cost recovery where option four provides the option to undertake these courses if TNOC is approached.

It was noted that if the business case is approved it will be submitted to DCAL and DFP following the appropriate protocol. There may be queries from DCAL/DFP which will need to be addressed. A scoping exercise for the longer term review of TNOC needs to be undertaken.

The Interim Chair advised that the Steering Group will require a new Chair to be appointed and it was agreed that this would be discussed when discussing other representation on Committees.

Members considered the business case for investment in TNOC 2016/17 to 2018/19 and approved the business case for submission to DCAL and DFP with the preferred Option being Option four. K Harding proposed the submission of the business case and K Ferguson

seconded.

A Palmer, Investment Assurance Manager left the meeting
T Fisher, TNO Centre Manager left the meeting

6

SPORTS FACILITIES STRATEGY FOR NORTHERN IRELAND – STRATEGY DOCUMENT

W Devlin, Capital Manager joined the meeting and
S McIlveen, Facilities Development Officer joined the meeting

Members received Paper SNI/16/31 asking Members to note the contents of the paper and also asking for approval of the Sports Facility Strategy for recommendation to DCAL.

The Capital Manager advised Members that they had received a presentation on the Facility Strategy last month from Rachel Fowler, Strategic Leisure at the meeting in March.

It was noted that a briefing has taken place with F Devitt, T Murphy and the head of the Stadium Team with DCAL.

The Capital Manager advised that discussions had taken place with the Consultants and with Sport Northern Ireland's Equality Advisor and it had been agreed that it would be more appropriate to finalise Section 75 screening of the Strategy when it was close to a final draft.

Members queried when the Strategy would be going to DCAL and noted that it would not be submitted to DCAL until the consultation had been concluded and assessed. Members advised that they did not feel that they could approve the Strategy for submission to DCAL until the consultation process has been completed.

The Capital Manager advised that the closing date for the consultation is the 8 June 2016. Members therefore agreed that the Facilities Strategy should then be brought back to the Board meeting on 9 June 2016 for approval before submission to DCAL.

Members also queried whether there was a potential issue with regard to inclusivity clauses on P22 – left column has GAA separate from camogie and ladies Gaelic football. It was agreed this should be clarified re equality.

ACTION 4. It was agreed that the Facilities Strategy should be brought to the meeting on 9 June 2016 following the end of the Section 75 consultation process for Members' approval and submission to DCAL.

W Devlin, Capital Manager left the meeting and
S McIlveen, Facilities Development Officer left the meeting

FOR INFORMATION

7

HUMAN RESOURCE MANAGEMENT UPDATE

N Algie, Interim HR Manager joined the meeting

Members received Paper SNI/16/32 providing an update on key areas of HR work and highlighting issues of particular relevance.

The Interim HR Manager advised that there has been a formal structure put in place for HR issues with an HR Committee meeting every two weeks or as required. Members noted there are 131 FTE staff within Sport Northern Ireland. It was noted that there is a number of vacancies in progressing being:

Personal Secretary – interviews due to take place on 6 May 2016

HR Director – post offered today and accepted – waiting to hear with regard to start date

HR Manager - on hold until HR Director has started

It was noted that there are four applicants for the HR Manager post. The Interim Chair enquired whether a Board member is required for the panel? It was noted that the panel will be made up as follows M Smith, Interim Chief Executive, HR Director and one other which may be a Member or civil servant. Members noted that a letter would be sent to applicants to advise that there would be a slight delay in the process of a couple of weeks.

The HR Manager advised that nine staff had left the organisation in December last year through the VES scheme. It was also noted that 10 staff were not offered the scheme which resulted in two appeals which have been dealt with. The VES scheme for 2016/17 will be launched in early May and it was noted that Sport Northern Ireland has a budget of £213,000 available. Members queried if there is a rationale behind who is offered and were advised that there is a process.

Members noted that a new system is in place with regard to Performance Management with a competency framework. It was noted that the deadline for completion of these is the end of April. It was noted that training was provided to Managers with the emphasis on Managers then being equipped to train their teams. At present there is no policy for managing under performance.

Learning & Development is identified through the above process and the budget for training / mentoring for the whole organisation has been agreed at £50,000. Members noted that when there are in-year cuts this is an area that tends to be cut.

The Interim HR Manager advised that there is a slight increase in sickness absence at this year end and last year. Members asked if it would be possible to provide them with how many staff are absent, at each meeting and if this could be broken down into long term and short term absences.

ACTION 5. Interim HR Manager to provide more in-depth information regarding sickness absence and the length of these absences.

A Health & Safety audit has just been completed on all three sites with the report just received. A review of recommendations will be undertaken.

Members noted that a member of staff has been suspended from post whilst a preliminary investigation is undertaken.

Members also asked if they could have an update on grievances and staff turnover at the next meeting. The Interim Chief Executive advised that there is one industrial tribunal case and one personal injury claim.

ACTION 6. The Interim HR Manager to provide an update on grievances and staff

turnover for the next meeting.

Members noted the paper.

N Algie, Interim HR Manager left the meeting

8 **BOXING DEVELOPMENT UPDATE**

Members received Paper SNI/16/33 which provides Members with an update on Boxing Development.

The Director of Performance advised that Sport Northern and Irish Athletic Boxing Association (IABA) officials met on 10 March to discuss the development of an implementation or action plan to address specific requirements from recommendations made in the Sport Northern Ireland Governance and Management Audit of the IABA. Members noted that the IABA provided Sport Northern Ireland with an agreed action plan including timescales and responsible officers to address all requirements by the specified date of 31 March 2016. The Director of Performance advised that Sport Northern Ireland has considered the plan and written to the IABA with comments that will strengthen ownership of actions and assist the IABA to expedite and deliver change within the sport.

Members noted that the IABA is also working to an agreed detailed action plan implementing recommendations from the Independent Working Group report.

The Director of Performance advised that the IABA is not against a meeting with both Sport Northern Ireland and Sport Ireland but this would be a separate meeting outside of the Liaison meetings between Sport Ireland and the IABA.

Members noted that work is progressing around pathways and clarification has been received with regard to boxers from NI wishing to box at domestic level or at Olympic level for team GB. Sport Northern Ireland is seeking clarification from the British Olympic Association (BOA) on pathways for athletes from Northern Ireland. Sport Northern Ireland is meeting with the BOA on 31 May and this issue will be on the agenda.

Members asked that a detailed report on boxing issues is prepared for the meeting on 9 June 2016 including sight of pathways for boxers.

ACTION 7. Director of Performance to ensure a detailed report on boxing issues is prepared for the Board meeting on 9 June 2016.

9 **CAPITAL DEVELOPMENT UPDATE**

W Devlin, Capital Programme Manager joined the meeting

Members received Paper SNI/16/34 the purpose of which is to update Members on all capital projects currently being delivered by Sport Northern Ireland.

Members asked if it would be possible to highlight any changes or the status of projects that have occurred since the last meeting when they would have reviewed an earlier paper.

ACTION 8. Changes to projects to be highlighted within the paper going forward.

The Capital Manager advised that there is a process to consider and review projects on an individual basis and advised that the majority of projects that are amber are so due to their slow progress but that progress is being made.

Members queried whether the four boxing clubs who have become unaffiliated and are therefore not eligible to receive funding should be removed from the paper, and noted that it retain these but that an explanation and date of the withdrawal of offer of funding should be included. Members queried what had happened with the funding from these four clubs and heard that it was being reinvested into existing projects to improve the quality of clubs.

A Member queried why there was a variation in the Exchequer section of the profiling paper with regard to two boxing projects being St Joseph's showing as green and Springtown showing as amber but both showing progressing on site. The Capital Manager advised that St Joseph's complete and on site.

ACTION 9. Amend paper to show St Joseph's being complete and on site rather than progressing on site.

Members noted the paper and actions taken or planned to address amber and red projects.

W Devlin, Capital Programme Manager left the meeting

10 COMMUNICATION and ADVOCACY UPDATE

R McCormick, Advocacy and Communications Manager joined the meeting

Members received Paper SNI/16/35 which provides an update on media and forthcoming events.

The Advocacy and Communications Manager advised that there are still currently some constraints on Sport Northern Ireland's ability to plan good news stories but that feedback from the media suggest that our approach at this time is still the correct one until significant problems are sorted.

Members queried what the events and analysis is based on and asked that in future papers a breakdown is given. Members also asked that an update with regard to internal communications be included in future papers.

ACTION 10. Advocacy and Communications Manager to provide more information with regard to media analysis and also on internal communications.

Members also queried whether we are working with local press to highlight the good work that is still ongoing by the organisation at local level rather than just regionally.

It was agreed that if a list of events is to be included within the paper it would be useful if same was prioritised and colour coded for Members.

ACTION 11. Advocacy and Communications Manager to prioritise and colour code events listed within paper.

The Interim Chair advised that comments from Members reflect that they have an appetite for more press activity and feel that more should be done undertaking a more adventurous

approach.

Members noted the update.

R McCormick, Advocacy and Communications Manager left the meeting

11

AUDIT and RISK ASSURANCE COMMITTEE MINUTES

L Brown, Governance Manager joined the meeting

Members received Paper SNI/16/36 a copy of Sport Northern Ireland Audit and Risk Assurance Committee as a summary of business undertaken by the Committee. The Governance Manager advised that no issues were referred to the Board and that all actions have already been implemented.

Members queried whether there should be a consistency in the approach when taking minutes of meetings it was agreed that this would be reviewed.

The Interim Chair advised Members that Chairmanship of the Audit and Risk Assurance Committee needs to be resolved but that this would be discussed later in the meeting.

Members advised that it would be useful to have dates for the Audit and Risk Assurance Committee for the rest of the year to update diaries.

ACTION 12. Governance Manager to advise Members of dates for meetings for the remainder of the year.

Members noted the minutes and the assurance given within these.

L Brown, Governance Manager left the meeting

12

CHAIRMAN'S BUSINESS

- **Board Committees**

The Interim Chair advised Members that Membership of Committees needed to be revised and updated to plug gaps and confirmed that some interest had already been received for the roles.

Membership of Committees was updated as given below:

Board Committee	Board Members	Representative
1. Audit and Risk Assurance Committee	Vacant (Chaired previously Ian McAvoy)	A Bingham – (Chair)
2. Sports Institute Review	Andrea Bingham (Chair – replacing Brian Delaney)	
3. Tollymore National Outdoor Centre Review Committee	Vacant (Chaired previously by Ian McAvoy)	W Erskine – (Chair)
4. Sports Sector Funding Committee	Kyle Ferguson (Chair)	C O'Mullan to join Committee
5. Stakeholder Engagement Committee	Richard Bullick (Chair)	K Ferguson and W Erskine on Committee

6. Sport Matters Monitoring Group	Brian Delaney (replacing Brian Henning as a Member)	
7. Sport Matters Implementation Group – Participation	Vacant (Chaired previously by Ian McAvoy)	K Harding – (Chair)
8. Sport Matters Implementation Group - Performance	Vacant (Chaired previously by Brian Delaney)	A Bingham – (Chair) K Ferguson to join Committee
9. Sport Matters Implementation Group – Places	Richard Bullick (Chair)	

Members advised that they would find it helpful to receive an annual calendar of meetings and reports to the Board along with any other key dates and reporting processes for Committees.

ACTION 13. Policy, Planning and Research Manager to provide a meeting matrix to connect dates along with reporting process for Committees.

- **Unit updates**
The Interim Chair advised that each unit of Sport Northern Ireland will provide a report to the Board flagging up achievements and challenges for the unit on a month by month basis.
- **Business area in focus**
Members noted that this will be similar to the updates above but will be for a specific area and will be a longer more detailed report and will vary each month with Members having the option to request a report from a specific area for the following month.

Members advised that they felt it may be useful to have a Committee made up with some Members for each directorate within Sport Northern Ireland and Committees could then also report to the Board. The Interim Chair advised that he would hold this idea at present but that it would be discussed at a later date.

- **Letter from Row the Erne**
The Interim Chair advised Members that he had received a positive letter of thanks and a booklet from O Cosgrove, Chair of Row the Erne. It was agreed that the Interim Chair would reply to the letter.

ACTION 14. Reply to be sent by the Interim Chair.

13 **ANY OTHER BUSINESS**

- 13.1 Members advised that they felt a letter of thanks should be sent to the past Chair and Vice Chair noting and thanking them for the work / contribution during their period in post as Chair / Vice Chair.

ACTION 15. Letter to be sent to B Henning and I McAvoy thanking them for their contribution whilst in post.

- 13.2 Members agreed that the Agenda should be structured to group papers together if an officer is required to be in attendance to present to make best use of time.

ACTION 16. Structure Agenda dependent on papers and officers required to present at meeting.

