

SPORT NORTHERN IRELAND

MINUTES

Minutes of the board Meeting held on Tuesday 16 February 2016 in the House of Sport, Upper Malone Road, Belfast, BT9 5LA

PRESENT:

In the Chair: B Henning

Vice Chair: I McAvoy

Members: C McStravick
W Erskine
C O'Mullan
K Ferguson
K Harding
R Bullick
A Bingham
B Delaney

Co-opted Members: M Glass
D Malcolm

DCAL Observers: Fergus Devitt
Denis McMahan

Interim Chief Executive Officer: A Scott

Staff in Attendance: N Harkness, Director of Participation and Facilities
A Sloan, Director of Sports Management Services
S Ogle, Director of Performance
L Beattie, Minute Secretary
P Donnelly (for item 6.1)
J News (for items 6.2, 6.3 and 6.4)
J Poots (for item 6.6)
L Brown (for item 8.1 and 8.3)

WELCOME TO NEW MEMBERS

The Chair welcomed the 5 new Board Members to their first meeting of the Board. He also welcomed Denis McMahan, Permanent Secretary and Fergus Devitt, Director of Sport, Museums and Recreation.

PRESENTATION ON THE RECENT PAC FINDING RE THE NI EVENTS COMPANY

The Permanent Secretary and Director of Sport Museums and Recreation advised that the reason for their attendance was to discuss the recent PAC findings with regard to the NI Events Company and to outline the lessons learnt.

Discussion took place regarding the issues of the NI Events Company including topics such as the need for good governance, the Nolan Principles, the culture of the organisation, infrastructure and right balance of challenge and support in Board Meetings.

The Chair thanked both the Permanent Secretary and the Director of Sport Museums and Recreation for attending the meeting.

1 APOLOGIES

Katrina Godfrey

2 DECLARATIONS OF INTEREST

There were no conflicts of interest declared.

3 MINUTES

The Minutes of the meeting held on 15 December 2015 which had been previously circulated were approved.

The Policy Planning and Research Manager, P Donnelly joined the meeting

4 MATTERS ARISING

4.1 Decision List from Meeting held on 15 December 2015.

4.1.1 Internal Audit Service

Members noted that this process had been delayed whilst exploring the possibility of sharing an Internal Audit Service with Libraries NI. It was noted that a procurement exercise has been completed recently and a draft Internal Audit Plan will be circulated to Members for comment prior to final approval.

4.1.2 NLDF Cash Management Policy

The Director of Sports Management Services advised that an NLDF report will in future be included in the Management Accounts paper which is brought to each meeting.

5 CHAIRMAN'S BUSINESS

5.1 Joint Board meeting with Sport Ireland – update

The Chair updated Members on the joint Board meeting with Sport Ireland and also circulated a note of the meeting. Members noted that the meeting had taken the format of a range of presentations.

The Chair advised Members that the Irish Athletic Boxing Association (IABA) had also been discussed as Sport Northern Ireland and Sport Ireland share concerns regarding the governance of the IABA. Members noted that both Boards had agreed to membership of a Liaison Group established to deal with IABA issues. The Chair advised that B Delaney would sit on the group to represent Sport Northern Ireland.

The Director of Performance advised that the Liaison Group is due to meet on 23 February 2016. Advice from Sport Ireland was that the group had been established by the Minister for Sport indicating an invitation from the Minister's office for Sport Northern Ireland to join the group may be necessary. Terms of Reference for the Group have been drafted.

Members also noted that Sport Northern Ireland have a letter drafted to issue to the IABA setting out a number of requirements from the IABA with regard to improving governance. The Director of Performance advised that once the letter is issued to the IABA Sport Northern Ireland will be asking to meet and to obtain a detailed action plan for further progress.

Members agreed the governance issues with regard to Boxing and the IABA need to be dealt with and it was agreed to set up a working group consisting of B Delaney, Chair, R Bullick, A Bingham with other Members and staff as appropriate to discuss and bring forward recommendations to the Board.

The Chair asked Members to take membership of the following Committees and Groups::

- Audit & Risk Management Committee – K Harding and C McStravick
- TNOC review Task and Finish Group – I McAvoy
- Sports Institute Task and Finish Group – B Delaney
- Joint Liaison Meetings with IABA – B Delaney
- Stakeholder Relations Task and Finish Group – R Bullick and W Erskine
- Future funding - K Ferguson and C O'Mullan

The Chair advised that Terms of Reference would need to be drawn up for the Stakeholder Relations Task and Finish Group and the Future Funding Task and Finish Group.

Members noted that there is a Female Sport forum on 14 March 2016 and – A Bingham will be participating on behalf of Sport Northern Ireland in the Q&A session. The Chair extended invitations to other Board Members.

Members agreed a provisional date of 14 June 2016 for the next joint Board meeting with Sport Ireland.

ACTION 1. The Chair to confirm date for next joint Board meeting with Sport Ireland

The Community Sport Manager, J News joined the meeting

6 POLICY AND STRATEGY

6.1 Draft Business Plan 2016 / 17

Members received Paper SNI/16/1 asking Members to approve the draft Business Plan for

2016/17. The Director of Sports Management Services advised Members that the Plan has been to DCAL twice and builds on the Business Plan that was discussed at the last meeting in December. Members noted that the Business Plan is set around a planned 5.7% budget cut although this has not been confirmed by DCAL.

Members noted that a baseline, targets and a section on good governance had been added to the plan since December.

The Policy Planning and Research Manager advised that the Minister's foreword had been removed and would be replaced after elections had taken place. The Director of Sports Management Services advised that a zero based budgeting approach had been taken when developing the plan.

Following discussion Members agreed that further refinement should be made to the Business Plan and that it should be brought back to the next board meeting in April prior to being submitted to DCAL as the final document.

ACTION 2. The Director of Sports Management Services to refine and adjust the Business plan as discussed and bring back to the Board meeting in April.

6.2 Strategic Partners Policy – Supporting the Delivery of Sport Northern Ireland's Corporate Plan 2016-2020

Members received Paper SNI/16/03 asking Members to consider the benefits and risk of SNI adopting and implementing a 'strategic partner' policy to assist with the delivery of SNI's Corporate Plan 2015-2020.

The Community Sport Manager advised Members that becoming a strategic partner was in no way a guarantee of funding / investment from Sport Northern Ireland.

In discussion Members raised issues with regard what benefits Sport Northern Ireland would have from having 'strategic partners', how decisions are made regarding strategic partners and the possibility of an MoU for each partner.

Members agreed that this is a proposal that the Stakeholder Relations Task and Finish Group could take forward and discuss further and bring recommendations back to the Board on how this could be taken forward.

ACTION 3. Strategic Partners Policy to be considered by the Stakeholder Relations Task and Finish Group

The Policy, Planning and Research Manager left the meeting

6.3 Supporting & Enabling the Strategic Development & Delivery of Disability Sport in Northern Ireland 2016-2020

Members received Paper SNI/16/3 asking Members to consider and approve Sport Northern Ireland's exchequer investment in Disability Sport Northern Ireland and Special Olympics Ireland as proposed within the respective preferred option in the Business Cases.

The Community Sport Manager advised Members that Sport Northern Ireland is not 100%

funder of either Disability Sport NI or Special Olympics Ireland. Members noted that both organisations are aware that funding is subject to change with regard to budgets.

Members queried whether the fact that after April 2016 one of the partners funding these bodies will be Sport Northern Ireland's Sponsor Department, officers confirmed that this had been identified as a risk and it was noted that this would be discussed at the Interdepartmental Oversight Group.

Members approved a revenue (grant) budget of £1,405,796 from exchequer funds enabling investment in Disability Sport NI of £960,000 and Special Olympics £445,796 as per Business Cases in the period 2016-2020. The quantum of grant to either organisation per annum over the period will be:

- capped at the annual indicative amount identified within the respective Business Case
- subject to the availability of Exchequer funds provided by the Department for Communities

Members agreed that any deviation or change in these amounts will be managed in accordance with Sport Northern Ireland's Change Control & Delegated authority policies. Sport Northern Ireland will issue annual Letters of Offer to Disability Sport NI and Special Olympics Ireland subject to the preceding and satisfactory performance against targets in previous investment period.

6.4 Alternative Investment Models - Crowd Funding

Paper SNI/16/4 was withdrawn from the Agenda.

The Chair advised that any discussions with regard to future funding or alternative investment models should be considered by the Task and Finish Group on Future Funding which will be chaired by Kyle Ferguson.

The Community Sport Manager left the meeting

The Performance Governance Manager, J Poots joined the meeting

6.5 Principles Guiding Sport Northern Ireland Investment in Sporting Clubs Objective

Members received Paper SNI/16/5 asking Members to consider and approve the 4 Sporting Clubs Principles, along with the proposed model for Sport Northern Ireland investment in the development of sporting clubs and the timeline for the proposed investment.

The Director of Performance advised that the paper proposes 4 principles to be used as a guide in decision making in the allocation resources.

Members queried whether a consultation period of 8 weeks was sufficient or whether it should be 12 weeks.

A Board Member advised that she had attended a presentation on this programme and commented that it had been very well received by NGB's who had been in attendance.

Members approved the 4 sporting clubs principles, the proposed model for investment in the development of sporting clubs along with the timeline for the proposed investment in developing sporting clubs.

6.6 Draft Business Case for the Athlete Investment Programme

Members received Paper SNI/16/6 seeking consideration and approval of the Athlete Investment Programme business case and investment in the 2016/17 programme.

The Performance Governance Manager advised that the programme supports NI's talented athletes with sports and living costs. Members noted that the preferred option is to invest in World Class and International athletes not developmental athletes.

It was noted that the programme had been funded from Exchequer in previous years but to facilitate a more co-ordinated suite of investments was now being funded out of Lottery.

Members commented on the 10% administration costs being very heavy. It was noted that this is the nature of the programme but Sport Northern Ireland is introducing new procedures with financial health checks on sports which should enable the level of administration to reduce.

Members advised that they felt that athletes should give more back for the funding they receive as in volunteering work and also asked that this is monitored. It was suggested Sport Northern Ireland should use the same model as UK Sport to engage athletes in giving back to the community.

Members approved the AIP Business Case with the option to invest in World Class and International athletes including investment in sports and living costs.

The budget of £1m from Lottery to enable implementation of the programme from April 2016-17 along with a management/administration budget of £98k to be charged to the NLDF budget was also approved.

**The Performance Governance Manager left the meeting
The Governance Manager, L Brown joined the meeting**

7 ORGANISATIONAL PERFORMANCE

7.1 Management Accounts for 10 months to 31 January 2015

Members received Paper SNI/16/7 providing them with the Management Accounts in respect of Exchequer and Lottery Accounts for the 10 months to 31 January 2016.

The Director of Sports Management Services presented the Management Accounts in detail highlighting the variances, the reasons they have arisen and details of any actions that are being taken by the Executive Team.

Members noted that the Exchequer account are forecast to be balanced at the year end subject to a number of changes during the year with money received for various projects which was detailed in Table 1.

The Director of Sports Management Services advised that the Lottery account will have an underspend of £234,000. It was noted that there had been a number of decommitments under grant programmes such as Active Clubs and Active Communities. Members noted that this money is not year end sensitive and can be carried forward in future financial years.

Members were advised that a report on the cash spend from the NLDF will in future be included in the Management Accounts paper.

The Management Accounts for the 10 months to 31 January 2016 were approved.

7.2 Business Plan 2015/16 Quarter 3 Review

Members received Paper SNI/16/8 seeking Members approval of the draft Business Plan 2015-2016 Quarter 3 Review.

It was noted that there were a number of inconsistencies within the paper and it was agreed that the Director of Sports Management Services would amend the paper and circulate to Members on Wednesday 17 February 2016 for approval. It was agreed that Members should respond by Friday 19 February 2016.

ACTION 4. Director of Sports Management Services to amend the Paper and re-circulate to Members on 17 February 2016 for approval with responses to be received by Members by Friday 19 February 2016.

8 GOVERNANCE & RISK

8.1 Corporate Risk / Opportunity Register

Members received Paper SNI/16/9 asking Members to consider and approve the Corporate Risk / Opportunity Register.

The Governance Manager advised Members that the Corporate Risk/ Opportunity Register had been reviewed by the portfolio board on 15 February 2016.

Members noted that risk 4 – access to sporting opportunities – relates to Irish Athletic Boxing Association (IABA) pathways.

Following earlier discussion Members expressed an urgency that some action is taken with regard to the IABA. It was agreed that the Interim Chief Executive would make contact with the Chief Executive of Sport Ireland regarding issues and the need for Sport Northern Ireland to be represented on the Liaison Group and at the meeting on 23 February 2016.

It was agreed that the scoring of this risk should be reviewed within the register and that the overall scoring of the register may need some amendment.

The Director of Sports Management advised that amendments would be made to the Corporate Risk / Opportunity Register and it would then be re-circulated to Board members following consideration by the Audit and Risk Management Committee at their meeting on Thursday 25 February 2016.

ACTION 5. The Interim Chief Executive to make contact with the Chief Executive of

Sport Ireland regarding IABA on Wednesday 17 February 2016.

ACTION 6. Director of Sports Management Services to make amendments to the Corporate Risk / Opportunity Register and re-circulate following consideration by the Audit and Risk Management Committee at their meeting on Thursday 25 February 2016.

8.2 Appeal from Downpatrick Football Club

Members received Paper SNI/16/10 for consideration and approval of the Independent Reviewers Report in respect of Downpatrick Football Club's appeal.

Following discussion Members approved the Independent Reviewer's report and decision to reject the Downpatrick Football Club appeal.

8.3 Whistleblowing Policy and Procedures

Members received Paper SNI/16/11 inviting them to consider and approve Sport Northern Ireland's Whistleblowing Policy and Procedures.

It was noted that the Policy and Procedures had been amended as appropriate following the December Board meeting and advice had been sought from DCAL.

Members considered and approved the Whistleblowing Policy and Procedures.

9 ITEMS FOR NOTING

9.1 Executive Updates

Members received Paper SNI/16/12 providing them with updates on key activities and actions that have been undertaken by the Executive Team since the last meeting.

It was noted that in section 2 Boxing Investment Programme the 4th bullet point should read Albert Foundry ABC – Sport Northern Ireland have been informed by the IABA that a licence has been agreed between the boxing club and DSD.

Members noted the Executive update.

9.2 Safety at Sports Grounds Monitoring and Contingency Work

Members received Paper SNI/16/13 updating them on the work of the Safety Team. The paper noted the current resource pressures within the unit and also the additional resources that have been secured to offset these pressures.

The Chair queried how Sport Northern Ireland could provide legal advice on safety matters and was advised that this was wording used in the original Business Case commissioned by DCAL.

The Director of Participation and Facilities advised Sport Northern Ireland does not have any staff qualified to provide legal advice but that Sport Northern Ireland would provide technical advice. It was agreed that this should be raised with DCAL.

Board Members advised that they felt point 14 under Guidance notes should be reworded or removed from the paper as this included information regarding staff.

Members noted the work of the Safety Team and also that additional resources had now been secured to offset pressures.

ACTION 7. Director of Participation and Facilities to contact DCAL regarding the wording in Business case on legal advice.

ACTION 8. Director of Participation and Facilities to reword or remove reference to staff Member in Point 14 under Guidance notes.

9.3 Tollymore National Outdoor Centre (TNOC) update

Members received Paper SNI/16/14 which provides an update on the ongoing work in relation to the TNOC Business Case and also the business results for the first three quarters (April – December 2015).

Members noted the update.

9.4 Sports Institute Quarter 3 update report

Members noted Paper SNI/16/15 which provides a review of operations in terms of delivery against targets in Quarter 3.

Members noted that progress against the strategic objective is informed through 18 KPI's under 5 broad operational objectives.

Members noted the update report.

9.5 CIPFA Governance Review and 'On Board' Board Effectiveness Review Action Plan update

Members received Paper SNI/16/16 showing progress made and actions being taken to implement the recommendations of the Review Action Plan.

The Chair advised that the Action Plan needed to be updated as some recommendations have been implemented and the target dates for others need to be revised. It was agreed that the Chair would meet and discuss this with the Director of Sports Management Services. It was agreed that once this work had been undertaken the document would be re-circulated to Members.

ACTION 9. The Chair to meet with the Director of Sports Management Services to update the Action Plan and once completed this will be re-circulated to Members.

9.6 Update on Capital Projects

Members noted Paper SNI/16/17 updating them on all capital projects currently being delivered by Sport Northern Ireland.

Members noted that there are 64 live capital projects of these the following rating is given:

4 are rated Red
10 are rated Amber
50 are rated Green.

The 4 red projects are from the Boxing Investment Programme where the club involved has chosen not to re-affiliate to the Irish Athletic Boxing Association, or other recognised governing body therefore making them ineligible for the programme.

Members noted progress against Lottery and Exchequer funded capital projects in particular actions taken or planned action in connection with the 10 amber and 4 red projects.

9.7 Advocacy & Communications Update

Members received Paper SNI/16/18 which provides an update on the work of the Advocacy and Communication team.

It was noted that the team will continue to maintain positive PR and that there is a proactive plan in place from February-March 2016 for this purpose, following on from this will be the implementation of the Communications Plan 2016/17.

Members noted the work of the Advocacy and Communications Team.

The Governance Manager left the meeting.

10 DATE OF NEXT MEETING

It was agreed to move the Board Meeting to Wednesday evenings in future therefore the next meeting will take place on:

Wednesday 20 April 2016 @ 5.00 pm Sports Institute

ACTION 10. Move Board Meetings to Wednesday evenings and circulate new dates

The Executive Team consisting of A Sloan, N Harkness and S Ogle left the meeting

11 ANY OTHER NOTIFIED BUSINESS

11.1 All Hours Worked Allowance

The Interim Chief Executive updated Members on progress regarding the outstanding priority 1 audit recommendation for the All Hours Worked Allowance.

Members approved the Chief Executive proposal to arrange a review to consider the continued business need for the allowance. The Interim Chief Executive to prepare a draft Terms of Reference and consult with Trade Union Side.

ACTION 11. Interim Chief Executive to prepare a draft Terms of Reference and consult with Trade Union Side.

11.2 Sport Northern Ireland Board Meetings

Members discussed various issues in relation to improving the effectiveness and efficiency of Board meetings with the following being agreed:

- Better quality and more succinct Board papers;
- Audit & Risk Management Committee to take place two weeks prior to Board meetings;
- Forward work planning what should be on Agenda and when?
- Possibility of Committees to discuss issues prior to coming to Board;
- Possibility of monthly Board meetings;
- Need for HR / Staffing update to come to the Board.

It was agreed that the Chair would take this forward with the Interim Chief Executive and the Executive Team.

ACTION 12. Chair to take issues forward with the Interim Chief Executive and the Executive Team.

Signed _____



Dated _____

16th March, 2016

Sport Northern Ireland
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Upper Malone Road
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