

Minutes from Board meeting on 14 December 2016



Venue	Sport Northern Ireland, Upper Malone Road, Belfast, BT9 5LA	Date	14 December 2016
Time	17:00 – 21:15	Status	Business

PRESENT:

Chair: Brian Delaney

Office Chair: Catherine O'Mullan

Members: Richard Bullick

Kieran Harding (Items 6 to 15)

Andrea Bingham (by telephone for Items 1 to 6)

Celine McStravick

Wilma Erskine

In Attendance: Maggie Smith, Interim Chief Executive Officer

Leigh Brown, Acting Director of Sport Management Services

John News, Acting Director of Participation and Facilities

Shaun Ogle, Director of Performance

Paul Donnelly, Policy, Planning and Research Manager

Susan McStay, Board Secretary

Apologies: Kyle Ferguson, Member

Christine Kerr, Interim Director of Human Resources

ITEM	DESCRIPTION
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BUSINESS

1. Declaration of Interest

Leigh Brown declared that he would be leaving the meeting at Item 8. No other new conflicts of interest were made.

1.1. Minutes of Board Meeting on 16 November 2016

Members agreed the minutes of 16 November 2016 as a true and accurate reflection of the meeting.

1.2. Action Points and Matters Arising

Members reviewed the actions from the meeting on 16 November 2016 by exception. Members noted those actions outstanding which are due to third parties.

2. Unit Update: Participation

SNI/16/141

John News took members through the Unit Update paper, highlighting achievements and progress of work areas. Members noted the content of the paper and thanked Officers for their work.

3. Finance report including Management Accounts

SNI/16/138

Leigh Brown presented paper SNI/16/138. Leigh brought members through the paper, highlighting salient points. Leigh explained variances and gave assurance that there is ongoing monthly review of budgetary spend by the Executive Team at the Finance and Governance Committee meetings which will ensure that budgets are spent by the end of the financial year. Leigh reported that the ARAC had reviewed the report at the meeting on 8th December and had no issues to bring to the attention of the Board.

Andrea Bingham, as Chair of the ARAC, reported that the committee is being vigilant and putting clear measures in place to ensure appropriate challenge and monitoring of internal controls. A cultural change with regards frontloading of profile spending was discussed. Members were notified that this culture change is underway and will take time to embed. Once embedded there would be fewer issues with regards delays in spending.

Discussion ensued regarding lottery budget analysis and Leigh explained the difference between lottery and exchequer funding and the risks associated with each. Shaun Ogle highlighted that moving forward risks related to grant funding will be more appropriately transferred to third parties, rather than Sport NI carrying unnecessary risk. Shaun assured members that the capacity of third parties to do so would be closely monitored.

Members were content with the financial report and accompanying management accounts for the period ending 30 November 2016.

4. Standalone report from C&AG

VERBAL

Andrea Bingham reported that the Comptroller and Auditor General will be producing a standalone report on the 2014/15 accounts. Andrea reported that there is currently no timescale for how long the

report will take to produce and that it may be delayed depending on the scale of third party consultation.

Members were advised that Catherine O'Hagan's (NIAO) work regarding the approval of the accounts is due to take place in January and that there are no issues to raise to the board at this time.

Andrea advised members that the report by C&AG will be focusing on governance and will be broader than just Sport NI, in that the Department will be included in the scope of the review.

Members welcomed the opportunity to comment on the first draft of the report in order to highlight all of the work of the Transformation Programme over the last 6 months to mitigate governance issues.

5. Update of Banking Online Permissions/Verbal Contact with Bank SNI/16/152

Leigh Brown presented paper SNI/16/152. Members approved the recommendation to update the list of staff authorised to use banking online/verbal contact.

6. Departmental decisions impacting Sport NI - Review of ALBs SNI/16/153

Maggie Smith presented paper SNI/16/153 explaining that the Minister for Communities has initiated a review of Arms-Length Bodies, including Sport NI.

Maggie reported that the Department has instructed that the Interim Chief Executive post be advertised through Interchange, which was done on the 12th December and that current arrangements will continue until the Interim Chief Executive takes up their position.

It was agreed that the Chair would write to the Minister to highlight the unique work of Sport NI and the progress already made with the Transformation Programme and with implementing shared services.

Maggie highlighted that the letter referred to a SCS-led transformation programme team which would undertake the review and that a preliminary interview is arranged to take place in January, but that no terms of reference have yet been received.

Kieran Harding joined the meeting at 6.30pm

Members were given assurance that there would be significant preparation between the CEO and Executive Team prior to the meeting.

Andrea Bingham left the meeting.

7. Draft Balanced Scorecard 2017/18 SNI/16/139

Paul Donnelly presented paper SNI/16/139. Paul took members through the paper and advised that the outcomes in the plan are consistent with the Department for Communities, as well as the needs and aspirations of staff and stakeholders. It was confirmed that further engagement with the Board and Department is due to take place before the plan is formally submitted to the Department. Members commended the clarity and transparency of the Balanced Scorecard approach and noted how well feedback had been integrated into the plan. Members discussed the plan in detail.

It was agreed that information from the Balanced Scorecard would be used to inform the response to the consultation for the Programme for Government (PfG), due 23rd December. The need to raise the profile of sport and the opportunity to do so via the PfG was discussed.

Members approved Sport NI's draft Business Plan 2017-18 and agreed that a final version of the plan

would be brought to the Board in January 2017.

8. Change including VES and Bid for Finance Director

SNI/16/155

Leigh Brown left the meeting.

Maggie Smith presented paper SNI/16/155 and explained that the 2017-18 VES has resulted in the exit of 16 members of staff and that the Executive Team is managing the impact of VES exits as part of its wider programme of work. It was reported that vacated posts include the Director of Sport Management Services, which is responsible for finance and governance.

The Board's agreement to establish a new temporary Director of Finance and Governance post was sought. Members discussed the VES and the opportunity it provides to look at the totality of how work is delivered. It was agreed that VES provides an opportunity for restructuring in order to be more efficient. Members were advised that in terms of what has been achieved so far, staff and the Union are supportive. Members were given assurance that the Union would be consulted throughout the process. The use of Interchange as a recruitment method was discussed in detail.

Members agreed that the Interim CEO requests Departmental approval for a temporary Director of Finance and Governance post up to 31 March 2018 with the possibility for renewal for a 3rd year, to be filled through Interchange.

9. Sports Institute Planned review

SNI/16/143

Shaun Ogle presented paper SNI/16/143, asking the Board to reconsider a previous decision to undertake a review of the work of the Sports Institute. Members were advised that there have been significant changes since the terms of reference were written including the integration of the Institute into Sport NI and that a major review of staffing has already taken place.

Shaun highlighted that the paper examines each of the planned objectives and requirements against ongoing work in order to demonstrate how each objective and the broad intent of the planned review is being addressed.

Peer review was discussed and Shaun explained that peer review is being done by the individual services.

The Board noted that the objectives and key requirements of the planned review have been met and/or are planned to be met through current comprehensive ongoing work and in light of the changes in circumstance agreed that the work has effectively been undertaken and it is now not necessary to conduct the review as per the original plan.

10. Transformation Programme - SRO Report and Board Leadership highlight report

SNI/16/148

Brian Delaney presented paper SNI/16/148. Members discussed the report and noted that the Terms of Reference for a Gateway Style Healthcheck have been agreed and preparations are underway with a view to completion in January. Members noted that the internal audit exercise of the implementation of the action plan from the Transformation Programme will follow in the New Year.

Members discussed the need for an annual staff survey and a board workshop to review strategic issues. It was agreed that existing evaluation and feedback on training would be included into the monthly HR update.

Members noted that from 31 December 2016, Andrew Sloan will be assuming oversight of the Programme with a view to steering it to completion.

11. Corporate Risk / Opportunity Register

SNI/16/150

Leigh Brown presented paper SNI/16/150. Leigh brought member's attention to changes since the last meeting and confirmed that the ARAC had reviewed the register on Thursday 8th December and had no issues to bring to the attention of the Board. Leigh drew member's attention to the details of the risk appetite statement.

Kieran Harding highlighted that the ARAC discussed the issue of increasing positive press coverage. Members agreed that the Communication Plan should come to the Board and that it would be helpful for Richard McCormick, Communications and Advocacy Manager, to attend an upcoming Board meeting.

Members discussed the opportunities for new ways of managing the risk register and the need to have more engagement. It was agreed that risks should be tied closely to business activity and that the Balanced Scorecard should be prepared with the risks associated with activities.

13. Chairman's Business

Brian reported that the NI Executive has introduced gender equality targets for public appointments, as well as a range of other measures to address diversity issues. Part of this includes the collection of monitoring data of current public appointees, which is being organised and overseen by NISRA.

Brian reported that there is currently no further information regarding the new Board member appointments.

14. Members noted the following papers:

ITAssist On-boarding project highlight report	SNI/16/144
Sports Institute Dashboard Report	SNI/16/122
Human Resource Management Update	SNI/16/121
Rolling Plan of Board Business and Table of Board attendance	SNI/16/101

15. A.O.B

Maggie Smith reported that the Department has agreed temporary HR Manager post and the extension of the HR Director post (ref: SNI/16/68). The Department is not prepared to give approval to the recruitment of a permanent HR Manager, but has advised that the existing HR Manager post should be filled temporarily. Arrangements to fill the existing HR Manager post up to 31 March 2019 with recruitment via Interchange are being made.

Brian Delaney reported that the SAPAS II paper that had been planned for the agenda has been postponed due to more information being needed due to the significance of the work.

The meeting closed at 9.15pm

Dates of next meetings (all meeting dates for 2017 listed in rolling plan of board business)

Date	Venue	Time
18 January 2017	House of Sport	17:00 Board meeting
15 February 2017	House of Sport	17:00 Board meeting

Chair: Brian Delaney Date: 18.1.17

