

## Minutes from Board meeting on 16 November 2016



<b>Venue</b>	<b>Sport Northern Ireland, Upper Malone Road, Belfast, BT9 5LA</b>	<b>Date</b>	<b>16 November 2016</b>
<b>Time</b>	<b>17:00 – 22:00</b>	<b>Status</b>	<b>Business</b>

### PRESENT:

Chair: Brian Delaney

Vice Chair: Catherine O'Mullan

Members: Richard Bullick

Kieran Harding

Andrea Bingham (by telephone)

Celine McStravick

Wilma Erskine

In Attendance: Fergus Devitt, Director of Active Communities Division, Department for Communities (for Item 1)

Maggie Smith, Interim Chief Executive Officer

Leigh Brown, Acting Director of Sport Management Services

John News, Acting Director of Participation and Facilities (for Items 1 and 2)

Shaun Ogle, Director of Performance

Christine Kerr, Interim Director of Human Resources

Alan Curran, Performance Systems Manager (for Items 4 and 5)

Peter McCabe, Athletes Services Manager (for Items 4 and 5)

Mark Watters, Business Case/Evaluation Consultant (for Items 4 and 5)

Jill Poots, Governance Manager (for Items 4 and 5)

Richard Archibald, Performance Co-ordinator (for Items 4 and 5)

Susan McStay, Board Secretary

Apologies: Kyle Ferguson

## **BUSINESS**

### **1. Declaration of Interest**

There were no new conflicts of interest declared.

#### **1.1 Minutes of Board Meeting on 12 October 2016**

Members approved the minutes of 12<sup>th</sup> October 2016 as a true and accurate reflection of the meeting.

Minutes from 14<sup>th</sup> September 2016 as amended were agreed and signed.

#### **1.2 Matters Arising**

Members reviewed 12<sup>th</sup> October 2016 board meeting actions by exception.

Members noted that actions 1, 2, 3, 4, 5, 7 and 8 from the 14<sup>th</sup> September 2016 meeting were still on-going or outstanding. Members noted the updates for any outstanding actions and were content that the actions are being progressed.

### **2. Sport NI Business Plan 2017/18**

Brian Delaney welcomed Fergus Devitt (Director of Active Communities Division, Department for Communities) to the meeting.

The Programme for Government (PfG), Outcomes Based Accountability (OBA) and the Department's expectations of Sport NI's next Business and Corporate Plan were discussed.

It was highlighted that Sport NI are in a position to positively influence the PfG in terms of increasing the profile of sport. It was noted that a draft PfG would be published before Christmas. Members agreed to respond to the current consultation.

Fergus advised members that they should start to consider planning work on the next Strategy in 2017 and that Sport NI should adopt a co-design approach to help shape the new strategy. It was noted that having multiple targets in the corporate and business plans does not align with OBA. Evidence based planning was emphasised.

Fergus further advised that a programme of work that continued the aims of the Transformation Programme should be reflected in the Business Plan. He highlighted the opportunities provided by VES and closer working with ALBs and shared services.

It was noted that budgets should be planned over a four year rather than one year time period, with scenario planning to be carried out in order to prepare for potential budget cuts.

Sport NI's vision and funding streams, stakeholder engagement and collaborative working with other sports councils and the Department were discussed. It was noted that the Department is content to engage with Sport NI at any stage of the planning process.

Ministerial priorities were discussed. Members agreed to invite the Minister to meet

with the Board.

Members thanked Fergus for attending the meeting. Fergus left the meeting at 6.20pm.

### **3. Overview of Sport NI finances 2017- 21**

SNI/16/137

Leigh Brown presented paper SNI/16/137 and briefed the Board on the Financial Planning undertaken for 2017-2021.

Leigh reported that the planning has been prudent given the volatility of the environment. Members discussed the issue of falling Camelot lottery sales and its impact on Sport NI. Members requested further detail regarding potential reductions.

Leigh reported on the Accountability meeting with the Department (15<sup>th</sup> November 2016). Leigh reported that some savings had been identified and had been allocated to the procurement of a second tranche of Defibrillators in line with the original policy intention. There was originally a demand for 1400. Sport NI procured 526 in the first tranche and will reduce the shortfall with the second tranche.

Andrea Bingham, Chair of the ARAC gave assurance that the Committee is monitoring the spend profile.

### **4. Sporting Winners business case 2017-2021**

SNI/16/118

Alan Curran, Mark Watters, Richard Archibald, Peter McCabe and Jill Poots joined the meeting.

Shaun Ogle gave a presentation highlighting the salient points of the proposal for investment in 'Sporting Winners'. He highlighted that this proposal is a modern, needs based approach grounded in co-design, benefits and outcomes-based links with the PfG.

The team brought members through the business case, giving details of engagement, process, evidence base and rationale for the preferred option and provided clarification and assurances where sought by members.

Jill gave members assurance that the Effective Organisations programme underpins both Sporting Winners and Sporting Clubs.

Members debated the options and approved the preferred option (4) for investment in Sporting Winners and delegated authority to the executive to issue indicative letters of offer to sports regarding Sporting Winners investment.

### **5. Sporting Clubs business Case 2017 -2021**

SNI/16/119

Alan Curran took members through paper SNI/16/119, explaining the process and evidence based approach taken in the proposal. Members discussed the salient issues in the paper including sustained club membership and increased capacity of national governing bodies and umbrella bodies.

Members debated the options and sought clarification regarding weighting of options and monitoring of performance. Alan provided assurance that the process was peer-reviewed and compared to other home country sports councils. Alan also confirmed that a Terms and Conditions group and Monitoring Group will be in operation.

Members agreed the preferred option (3) and requested a note detailing the risk attributed to Option 4 to be provided. Members approved delegated authority to the executive to issue indicative letters of offer to sports.

**6. NIAO Audit Strategy** SNI/16/124

Leigh Brown presented paper SNI/16/124 highlighting key issues. Members were advised that this paper has already been reviewed by the ARAC which had no issues to bring to the attention of the Board. Members were provided with an update in relation to the delay in auditing of the 14/15 accounts. Members were informed that the accounts whilst completed, remain in draft and it is anticipated that audit work will be completed by December/January.

The present status of the 2015/16 accounts were also discussed. The Board sought assurance that the proposed timescale for completion was being adhered to and that both sets of accounts would be completed and presented to the Board at the December Board meeting subject to NIAO quality assurance work. Assurance was given that the work planned was on schedule.

It was also noted that any lessons learned from the accounts/ audit process should be applied to preparation of the 2016/17 accounts.

Members discussed the timetable and content of the audit strategies. The audit strategies for both Exchequer and Lottery were agreed.

**7. Bi-Annual Assurance Statement** SNI/16/96

Leigh Brown and Maggie Smith presented the Bi-Annual Assurance Statement for the Period 1 April – 30 September 2016 from the Interim CEO on the governance structures within Sport Northern Ireland, including realised or emerging issues. Leigh reported that an earlier draft of the Statement was discussed by the ARAC at its meeting on 6 October 2016 which had no issues to bring to the attention of the Board.

Members reviewed, considered and approved the Bi-Annual Assurance Statement.

**8. Board Leadership Project - Board Operating Framework** SNI/16/125

Leigh Brown presented paper SNI/16/125. Members discussed the Framework which was developed as part of the Board Leadership project, in line with DAO (DFP) 06/13: Corporate Governance in Central Government Departments Code of Good Practice (NI) 2013. It was noted that developing the Framework will also address IELT recommendations 64, 65, 66 and 68.

Members considered the framework and the use of Board Committees. Members were satisfied with the Framework and its purpose in encapsulating key governance documents.

**9. Recruitment and Selection Policy** SNI/16/120

Christine Kerr presented paper SNI/16/120. Christine confirmed that the Sport NI Recruitment and Selection Policy has now been reviewed and revised as part of the Transformation Programme taking account of the IELT recommendations and current best practise.

Members agreed the revised Recruitment & Selection Policy and were content that HR engage with staff and consult with TUS to introduce the policy. It was agreed that an update would be given to the board when consultation has taken place.

**10. Sport NI Transformation programme** SNI/16/127

Members noted the progress of both the Board Leadership project and the Transformation Programme. The Board discussed in detail and agreed proposed

RAG status updates and related text to the Board Leadership project details, the project risk register and relevant Transformation Programme recommendations.

Members noted significant progress on the Transformation programme recommendations and thanked the transformation Programme Team and Project Leaders for the work they have done.

**11. Corporate Risk / Opportunity Register** SNI/16/128

Leigh Brown presented paper SNI/16/128, giving an overview of the key issues. Members noted actions since last month.

Members considered and approved the corporate risk / opportunity register and were satisfied that risks are being managed within the appetite and tolerances defined by the Board.

**12. Chairman's Business** Verbal

Brian advised Members that interviews for the new Chair and Vice Chair have taken place and that new members are due to start in December.

Brian reported that he had been asked to attend the December meeting of UK Sport regarding Tokyo 2020 and would discuss this with the new Chair.

Brian and Catherine thanked members for their support and the Transformation team for all their work. Brian also thanked Lisa Beattie and Susan McStay for their support.

Brian Delaney and Catherine O'Mullan were thanked by Members for their leadership during the last period.

On behalf of the Executive Team, Leigh Brown thanked Brian and Catherine.

**13. Members noted the following papers and wished to thank the Officers for preparing the papers.**

ITAssist On-boarding SRO project highlight report SNI/16/129

Report on Delegated Decisions SNI/16/132

Business Plan Q2 Review SNI/16/131

ARAC minutes from meeting on 6<sup>th</sup> October 2016 SNI/16/133

Human Resource Management Update SNI/16/134

Board Committees Update SNI/16/135

Rolling Plan of Board Business and table of Board attendance SNI/16/136

Members agreed to defer 'Balanced Scorecard and OBA' (SNI/16/140) to the December meeting.

**14. Any Other Business**

Members were asked to submit their expenses and Declarations of Interest.

**Meeting closed at 10pm.**

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

<b>Date</b>	<b>Venue</b>	<b>Time</b>
14 December 2016	House of Sport	15:00 Accountability training (for those unable to attend the training in September)
18 January 2017	House of Sport	17:00 Board meeting
15 February 2017	House of Sport	17:00 Board meeting

*B. DeLong*

14.12.16