



**MINUTES OF THE MEETING OF THE SPORT NI BOARD HELD ON 15th August
2018 AT 5PM IN THE HOUSE OF SPORT, BELFAST**

<p>Present: Board members:</p> <p>George Lucas Jay Colville Catherine O'Mullan Darryl Petticrew (Items 5.1-6.1) Kieran Harding Richard Bullick Jackie Bryson Wilma Erskine Siobhan Weir</p>	<p>In attendance: Sport NI Officials</p> <p>Antoinette McKeown, CEO John News, Interim Director of Participation and Facilities Paul Donnelly, PPR Manager (Item 6.1) Ian Weir, Performance Finance Manager (Item 6.3 & 6.5) Alan Curran, Performance Systems Manager (Item 6.4 & 6.6) Colm Jennings (for minutes)</p>
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The Chair welcomed everyone to the meeting.

Agenda Item	Record of main discussion
1. Apologies	Kyle Ferguson Peter McCabe, Interim Director of Performance Ali Campbell, Executive Unit Manager Leigh Brown, Director of Finance and Governance
2. Register of Member's Declaration of Interest and Gifts and Hospitality	No new interests declared. Chair clarified the protocol on recording of interest, gifts and hospitality and asked for members and the Board Secretariat to keep this updated and circulated with Board papers in future.
3.1 Minutes of meeting on 13 th June 2018 SNI/18/47	Members requested a copy of the Sport NI organisational structure and re-structure. A Member noted an inaccuracy regarding Point 16 – Board effectiveness. Minutes state “finalise and circulate paper”. Member added that the final paper was circulated at the previous meeting. Members approved minutes of the meeting on 13 th June 2018.
3.2. Action Points SNI/18/48	1. Action points were circulated to members and officers prior to the meeting. Members were content with progress.
4. Chair's remarks	The Chair informed Members that Brian Delaney has resigned from the Board. The Chair met with Brian and thanked him for all of his contributions to sport throughout

his career and within Sport NI. The Chair asked to record his thanks for Brian's contribution and ensuring a smooth transition from his tenure as Chair. Members all wished Brian the best in his endeavours and noted the professionalism and perspective that Brian brought to the Board. Members noted in particular his contribution to physical literacy, the research insight provided and noted the loss of corporate memory. **Members requested that an official acknowledgement letter be sent to Brian thanking him.**

The issue of the Board quorate was raised and members were informed that seven was believed to be the quorate. **Members requested confirmation of quorate.**

Hockey World Cup Silver Medallists

The Chair advised he joined Sport Ireland, the Irish Sports Minister and the Irish women's hockey team to celebrate their Dublin homecoming on Monday 6th August. The Chair added what a fantastic achievement this was for the team and acknowledged the feel good factor this engendered for the nation.

UK Sport Chair visit to Sport NI

The Chair informed Members that Dame Katherine Granger visited HoS on Monday 13th August as Sport NI hosted a consultation session on UK Sport's future funding strategy. The Chair and Vice Chair met with Dame Katherine and discussed how Sport NI can improve pathways for N.I. athletes who are part of the GB system as well as contacting the NIO and DCMS regarding the Chair taking up his seat on the Board of UK Sport. **Members agreed that the Vice Chair would write to the Secretary of State about this.**

Board Away day Event 12 September 2018 at TNOC

The Chair advised members that the day will focus on:

- A presentation on TNOC, its purpose and programmes (to be followed up by more focussed discussion at October Board meeting);
- Reviewing Sport NI Culture, Values and Behaviours;
- Consideration of Draft new Risk Register; and
- Consideration of Future Board development and strategic discussions.

Vice Chair noted that Michael Matthews will be invited to attend session and the Chair requested full Board attendance and participation.

Sport Scotland

The Chair advised members that a second workshop is being planned for January and Sport Scotland will be invited. Board agreed to January meeting.

Subject Access Requests

The Chair advised members that there are subject access requests that are outstanding beyond the statutory response period because of conflicting rights issues and legal advice is being followed by management. The Chair acknowledged the professionalism of the Information Manager, former Human Resources Director and the Director of Governance and Finance for continuing to manage this issue.

All Party Working Group

Director of Participation and Facilities provided a brief update on a recent meeting of the All Party Working Group, where an amendment to the Roads (Miscellaneous Provision) Act (Northern Ireland) 2010, regarding road closures for special events, was discussed due to the impact it is having upon sporting events. Political party representatives and the NI Sports Forum plan to write to the Secretary of State

	<p>regarding this. It was also agreed to send a letter to the Secretary of State in support of the Chair taking up his seat on the UK Sport Board.</p>
<p>4.2 Remuneration Committee (SNI/18/44)</p>	<p>Members noted that the Terms of Reference (ToR) of the Remuneration Committee had been deferred to the August meeting to enable a review of new GDPR regulations and any changes required. The committee have since met and reviewed the ToR.</p> <p>Members approved the ToR.</p> <p>CEO and Directors appraisals have been completed. Any appraisal forms issued have been destroyed as per GDPR.</p>
<p>5. CEO's Report SNI/18/49</p>	<p>CEO presented SNI/18/49 for information to the Board.</p> <p>CEO requested member's views on Outcomes Based Accountability (OBA) given the recently issued NIAO guidance 'Performance Management for Outcomes'. Members asked what impact this could have upon Sport NI. CEO noted that Sport NI is already using OBA and this will have little impact.</p> <p>Members discussed views about the risks and benefits upon Sport NI. The Board approved the adoption of OBA for the Corporate Plan 2020 – 2025.</p> <p>Members noted appendix four and asked about further engagement opportunities. The CEO advised that this has been ongoing over the last year however the priority to stabilise the organisation internally and identify further change needed meant that the CEO's focus was more internal than normal. However the appointment of a change consultant to support restructuring will enable the CEO to turn her attention outwardly and undertake an active re-engagement exercise. Board members will also be engaged in an engagement exercise as part of the Corporate Planning process.</p> <p>Members discussed the view that EBA2020 Dashboard did not demonstrate if participants were new or existing. The CEO outlined steps being taken to identify sources of data currently held, how this can be further developed and what the data gaps currently are – so that they can be addressed in a systematic way. The Interim Director of Participation and Facilities added that the purpose of the dashboard was to initiate discussion on what insights the data could provide and where it can be improved. Members were also informed that more information is gathered via monitoring carried out by Knight, Kavanagh, Page on behalf of Sport NI.</p> <p>Members discussed the need for analysis of the data collected to show impact and outcomes where achieved. Members highlighted the expertise available on the Board for Sport NI to utilise.</p> <p>Members noted the importance of local Councils and other partner organisations being involved in data and evidence collation for joined up working. Members were advised that District Councils (DC'S) are beginning to utilise research Sport NI has carried out through the Community Planning and that data was being collated and shared in a cohesive manner.</p> <p>Members were advised that 'GetWet' has been selected as a success story by a panel within the EU and acknowledged the hard work of the staff involved in this project.</p> <p>CEO confirmed £2.2m additional in-year Capital Funding, which Director of Participation and Facilities will present on SNI/18/51.</p>

Communications

CEO summarised the Communications update within the paper and requested members note the 50th anniversary of TNOC on the 29th September. It was highlighted that despite the lack of a communications team within Sport NI, considerable progress and media coverage has been achieved this year already on communications.

Legal and legislation

The potential conflict of interest arising from DSO representing both Sport NI and DfC in a legal case was queried. It was clarified that RSA, Sport NI's insurance company, which is covering the cost of the legal case, has appointed another solicitor. Sport NI has been advised that RSA considered there to be a conflict of interest in DSO acting for both the DfC and Sport NI. Further information on this is being sought through normal processes. The Board will be kept updated as appropriate.

Members emphasised the need to promote the support and services that Sport NI provide to successful athletes. Also that the Board and wider public are aware of the support and services offered.

Members discussed appendix two, the CEO report and advices to the Board at the May meeting provided by Director of Finance and Governance. Members understood this to be at the instruction of the CEO; the CEO stated that this was not the case. Members asked if advice should have been raised to the Chair beforehand. The CEO confirmed that it had been raised to the Chair and Vice Chair beforehand.

Members discussed the specificity of the content of Appendix 2 regarding their decision made in the closed session. The CEO responded that she had been unclear about the request made by the Board at the May meeting, and sought clarification from the Chair and Vice Chair who advised her to seek a further view directly from the Board. Having done so at the June Board meeting, the CEO followed the Board instruction to provide advice to the Board on this matter and in general on the process for escalating advice. The CEO advised that as Accounting Officer she does have a duty to advise the Board on matters such as this.

Members clarified that what had been requested was detail on processes and procedures on how matters of this nature should be raised and managed in future and that the paper provided opinion. The CEO responded that process on this issue was set out in the paper to the Board accompanied by the context and rationale for the advices being given. A Board member raised concern that the CEO was conflicted on this issue and the CEO stated again her discomfort with providing this paper but had acted on an instruction from the Board to clarify why advices were given. The CEO requested that the discussion be taken off line as this matter was personal to her and staff were present, which she found difficult. The CEO raised potential for conflict of some Board members.

Members noted concerns with this paper, however stressed the importance of the CEO and Executive being able to advise the Board in an unfettered manner. The CEO expressed confusion and requested an urgent meeting offline to discuss Board response to the paper to gain a deeper understanding and to learn from this going forward. The CEO also requested that the process of providing Accounting Officer and Executive advice to the Chair and Board is reviewed as a matter of urgency so that everyone was protected.

CEO asked that it be noted that appendix two had been shared with the Chair and Vice Chair for feedback before it was issued to the Board and no feedback was given was shared with Chair and Vice Chair prior to meeting. Chair highlighted that in that

	<p>context he had not sought to alter in advance of the meeting to allow full feedback from the Board. The CEO stated that this reinforced the need for clarification on the process of advice to the Chair and Board.</p> <p>It was agreed that a meeting would be held to discuss further and to review the process of advice to the Chair and Board.</p> <p>Members queried the Everybody Active target that was not met (3d) and the possibility that DfC may challenge this explanation. The Interim Director of Participation and Facilities informed members that there are several programmes that target areas of high social need not just EBA and they all contribute to this target. He advised that there has also been a knock-on effect with the boundary changes of District Council's where some areas have moved to other District Council's which has impacted delivery of targets.</p> <p>Members asked if we are measuring the right things and CEO confirmed again further discussion on this as we take forward planning.</p> <p>Darryl Petticrew joined the meeting.</p> <p>All members commended the CEO report for its detail, thoroughness, and how it reflected the programmes and progress of Sport NI.</p> <p>Members considered and noted SNI/18/49.</p>
<p>5.2 Health and Safety and Welfare</p>	<p>Chair highlighted his wish to change how incidents were reported and further detail on the top ten risks. CEO suggested this information could be addressed by the Director of Finance and Governance outside of the Board meeting and that the Director was working on the top ten risks and could advise the Chair on progress.</p> <p>It was agreed that a further discussion would be had on these.</p>
<p>5.3 2018/19 Quarter 1 Business Plan Review SNI/18/58</p>	<p>Members were presented with Quarter 1 Business Plan review and were advised that at present all KPI's are on track for year end.</p> <p>Members considered and approved SNI/18/58</p>
<p>5.4 Driving High Performance – A route Map for Change in Sport NI.</p>	<p>The CEO delivered presentation on an internal organisational development action plan - Route Map for Change and confirmed that this work had been developed with support from the previous Director of HR and that she and CK had worked closely with the Chair and Vice Chair on this.</p> <p>The CEO highlighted current issues and outlined opportunities to develop organisational excellence, for example the PAR Review, improvements in governance and vacancies at leadership level as well as an appetite amongst staff for more radical change. CEO specified the PAR review made a very specific recommendation in relation to a route map for change and that it had been categorised as HIGH priority. The CEO also advised that the new Executive Leadership structure has been widely accepted among staff.</p> <p>The CEO emphasised the importance of having culture and strategy align and the need for culture to be set at the top of the organisation. Board reflection on culture is part of the Board workshop on 12 September. Always wanting to improve all aspects of the organisation.</p>

	<p>The Change management consultant business case was submitted to the DfC on 4 July 2018 and more recently DfC have requested a copy of the leadership restructure business case and this has also been re-submitted.</p> <p>The CEO highlighted the progress on liP, health and wellbeing and ensuring that Sport NI is a 'learning organisation'. Finally, the CEO presented the ongoing work regarding governance and accountability and the importance of effective communications within Sport NI.</p> <p>Members questioned the purpose of this and queried if this was a transformation or organisational improvement plan. CEO stated that it was the aim to continually improve the organisation to get it to be the best it can be and to take staff with her and inform how to do this.</p> <p>Members also discussed the planning methodology and is it timely to give thought to a more sophisticated action plan and timeframe in order to clarify where improvements are happening in case this is lost and progress is not actually seen, for example Prince2. The CEO confirmed that the Executive Team will be discussing this in more detail and a project team at Executive level will be formed. The CEO suggested an update to the Board using Gantt chart and this was agreed.</p> <p>A member noted that some organisations have staff who are simply there to carry out set tasks and not interested in end products. However there is a sense of a strong brand identity among staff at Sport NI and what is the staff appetite for this. Members also asked if there is a timeline for this and the CEO informed members it has started already.</p> <p>It was agreed that a Gantt chart timeline would be shared with the Board.</p>
6.	Sports Strategy
6.1 Changes in Sporting Lifestyles	<p>PPR Manager joined the meeting.</p> <p>CEO advised members that the PPR Manager would be leaving Sport NI and that a letter of recognition had been received from NSPCC thanking him for his contribution to safeguarding children, young people and vulnerable adults on behalf of Sport NI. The CEO added they are regularly told of the contributions that staff make to partner organisations and that it is important that staffs hard work and the positive partnership working relationships they build are recognised. Members congratulated the PPR Manager and offered their best wishes in his new role.</p> <p>PPR manager delivered presentation and paper SNI/18/50 for information. This summarised trends and disparities in sports participation among varying demographics (men/women, age, social deprivation etc.) throughout Northern Ireland, noting headline findings regarding the positives and negatives for growth in sport and physical activity.</p> <p>Members discussed trends in sports participation and possible areas to address. A member noted that changing behaviours is more important than changing attitudes, and that Behavioural Change is on Sport NI's risk register and should be considered in future planning.</p> <p>Members queried if potential change factors could be identified where participation has increased in certain years. A member also noted that the increase in participation does not appear proportionate to the level of investment, asking could it be inferred that across the sports sector something is being done wrong. Another member</p>

	<p>remarked that the opposite of this would be what would happen if there was no investment.</p> <p>Members considered and noted SNI/18/50</p> <p>PPR Manager left the meeting.</p> <p>Darryl Petticrew left the meeting.</p>
6.2 Sport NI Capital Investment Update SNI/18/51	<p>Members were asked to note paper SNI/18/51.</p> <p>Members were advised that a formal letter of £2.1m funding has been allocated to Sport NI and that Sport NI will not be solely responsible for approval of business cases involving more than one funding partner.</p> <p>A Member queried facility need and the possible impact upon independent operators if, for example, schools open up facilities to the general public. The Director of Participation advised that the Bridging the Gap research identified shortfalls in DC areas and included all existing facilities. If a shortfall was identified and the DC developed more than the shortfall then they would be responsible for any displacement of independent operators.</p> <p>Members will be advised at the October meeting of the process agreed for approval of business cases by partners involved in projects.</p> <p>Members considered and noted SNI/18/51</p>
6.3 IABA – Update on progress against agreed governance actions SNI/18/52	<p>The Performance Systems Manager and Performance Finance Manager joined the meeting.</p> <p>Members were presented with SNI/18/52, to consider IABA progress against agreed actions as sufficient for Sport NI, in alignment with Sport Ireland, to reduce the controls currently being applied regarding grant payments and for IABA to be subject to grant management controls in line with its 'Robust' FSCA rating. Members were asked to approve this recommendation.</p> <p>Members considered and approved SNI/18/52</p>
6.4 UK Dodgeball Investment	<p>Members were presented with SNI/18/53 outlining concerns surrounding continued investment into UK Dodgeball (UKDBA) through the Active Clubs Programme. Members were asked to approve:</p> <p>Members queried the impact of non-payment and de-commitment. Members were advised that the next paper SNI/18/53 was to de-recognise UK Dodgeball and that the post-holder is no longer in place. Being aware that the de-recognition process was beginning and that no post holder would be appointed, the non-payment and de-commitment would be the recommended steps to take.</p> <p>Member discussed a reclaim situation and were advised that no reclaim would arise.</p> <p>Members considered and approved SNI/18/53</p>
6.5 UK Dodgeball de-recognition	<p>Members were presented with SNI/18/54</p> <p>This paper outlines the de-recognition process followed in relation to UK Dodgeball (UKDBA).</p> <p>Members were asked to approve the recommendation from the UK Recognition Panel to de-recognise the United Kingdom Dodgeball Association (UKDBA) as the NGB for</p>

	<p>dodgeball in the United Kingdom, on the grounds that it no longer meets the Sports Councils' criteria for recognising a national governing body of sport.</p> <p>Members considered and approved SNI/18/54</p>
6.6 Active Clubs Programme - Year 4 Review	<p>Members were presented with SNI/18/55, a formal year-end report that provides an update on the Active Clubs Investment at the end of Year 4 of 5 (2014-19) and were asked to note the contents of this paper.</p> <p>Members added that the paper was very clear and well presented. It was also noted that several of the sports were continuously performing.</p> <p>Members considered and noted SNI/18/55</p> <p>The Performance Systems Manager and Performance Finance Manager left the meeting.</p>
7.	Finance and Governance Report
7.1 Management Accounts Draft Accounts 2017/18 Proposed new Risk Register Whistleblowing Policy and Procedure SNI/18/56	<p>Members are asked to consider this report and attached papers taking into consideration assurances from the ARAC and to:</p> <ul style="list-style-type: none"> • Approve the Management Accounts; • Approve the formal issue to the NIAO of the 2017/18 Exchequer and Lottery Accounts; • Approve the revised Whistleblowing Policy and Procedures; and • Approve the revised Risk Register. <p>A query was raised on the Lottery accounts. Page 46 section 4 states Board members are employed by the Department for Communities, which is incorrect. Members are appointed by, but not employed by, the Department. CEO agreed to review both accounts and amend this.</p> <p>The Vice – Chair advised of meeting with Michael Matthews and reviewing accounts. A new internal auditor has been appointed and the current risk register will be presented to ARAC on 24th September and to Board 17th October. This will be the last presentation of the current risk register. From December the new risk register will be presented. The Vice-Chair added that the workshop in September will discuss tolerances of the risk register and not the risks themselves.</p> <p>Some minor corrections to names etc in the annual accounts were agreed. Members noted the hard work and time invested by staff in preparation and presentation of the management accounts.</p> <p>Apologies given by Siobhan Weir and Kieran Harding for 12th September workshop</p> <p>Members considered and approved Whistleblowing policy and procedures. Members considered and approved SNI/18/56</p>
8. HR Report SNI/18/57	Members considered and noted SNI/18/57
9. AOB	<ul style="list-style-type: none"> • A member asked if meeting times could be changed from 5pm to 9am from December. • A member asked if the days for meeting could be flexible.

	<ul style="list-style-type: none"> • A member suggested that the Board move to quarterly meetings and two board workshop/away days. • A member asked that provisional dates be allocated throughout 2019. • The Chair stipulated a Board meeting for June to sign off accounts. <p>Board Secretariat to develop timeline for formal Board meetings, workshops and provisional dates for extraordinary meetings.</p> <p>A member asked that the text messaging service advising that papers are available on SharePoint be used. The CEO asked if everyone had access to SharePoint. Not all members did. Board Secretariat to resolve access issues</p>
	The meeting closed at 20:35
10. Closed Session	Members went into closed session.
Dates of next meeting	<ul style="list-style-type: none"> • Wednesday 12th September 2018 10:00am

Approved by:
Sport NI Chair

George Lucas

Date: 17 Oct. 2018.

