



**MINUTES OF THE MEETING OF THE SPORT NI BOARD HELD ON 17th
OCTOBER 2018 AT 5PM IN THE HOUSE OF SPORT, BELFAST**

<p>Present: Board members:</p> <p>George Lucas Jay Colville Catherine O'Mullan Kieran Harding Kyle Ferguson (for items 6-13) Richard Bullick Jackie Bryson Wilma Erskine</p>	<p>In attendance: Sport NI Officials</p> <p>Antoinette McKeown, CEO John News, Interim Director of Participation and Facilities Peter McCabe, Interim Director of Performance Ali Campbell, Executive Unit Manager Leigh Brown, Director of Finance and Governance Susan McStay (minutes)</p>
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The Chair welcomed everyone to the meeting.

Agenda Item	Record of main discussion
1. Apologies	<ul style="list-style-type: none"> • Darryl Petticrew • Siobhan Weir
2. Register of Member's Declaration of Interest and Gifts and Hospitality	<ol style="list-style-type: none"> 1. No new interests declared. 2. The declaration of interest register and gifts and hospitality register were noted. Members noted that requested amendments had been made.
3.1 Minutes of meeting on 15 th August 2018 (SNI/18/63) and 12 th September 2018 (SNI/18/64)	Members approved minutes of the meeting on 15 th August 2018 and 12 th September 2018.
3.2. Action Points (SNI/18/65)	Action points were circulated to members and officers prior to the meeting. Members were content with progress.
4. Chair's remarks	1. Members were advised that following correspondence with the Department for Communities, the Chair is awaiting formalisation of the process regarding extension of Richard Bullick's tenure.

	<p>2. <u>Meeting of UK Sport with Home Countries Chairs and CEOs</u></p> <p>The Chair reported that following UK Sports consultation session in Belfast on the 13th August 2018, Dame Katherine Grainger chair of U.K. Sport had invited all the four home countries chairs and CEOs to a meeting in London on 27th September for further consultation. The Chair thanked the CEO for further detail provided in the CEO report.</p> <p>3. <u>Homecoming for James MacSorley</u></p> <p>Disability Sport NI held a homecoming event at Belfast City Airport on the 6th September 2018; to acknowledge the achievement of James MacSorley in winning a Gold Medal in the world Wheelchair Basketball Championships. James paid tribute to his family, coaches, clubs, Sport NI and SI Sport NI for their support.</p> <p>4. <u>Tollymore 50th Birthday</u></p> <p>Members agreed that the Tollymore 50th Anniversary Event highlighted the importance of outdoor and adventure sports in supporting Health, Education and the Environment and that there is an opportunity to optimise this unique facility, programmes and staff expertise by increasing awareness across Ireland.</p> <p>5. <u>Board contributions to be made</u></p> <p>Members were encouraged to revisit the skills and values outlined in the 13th June 2018 Board minutes where it was noted that contributions are to be made to:</p> <ul style="list-style-type: none"> - Improve teamwork and cultural change; - Constructively and respectfully challenge; - Ensure openness, honesty and analysis; - Identify root cause and agree remedial actions; - Stimulate sharing and learning; and - Improve planning and partnership working. <p>The Chair acknowledged the contribution of the Board and all staff in continuing to improve the effectiveness of Sport NI.</p> <p>Members adopted SNI/18/66 – Board meeting dates 2019</p>
<p>5. CEO report (SNI/18/67)</p>	<p>1. The CEO gave an overview of the work being undertaken in the area of mental health and well-being.</p> <p>2. <u>Mental Wellbeing in Sport</u></p> <p>In terms of well-being, members noted that on 10 October, Sport NI celebrated World Mental Health (WMH) Day with a range of partner organisations at the Inspire Offices in Belfast. The event marked the completion of work undertaken by Sport NI and those partners, as part of a well-being in sport strategy group, which culminated in a draft Action Plan for sustained mental health awareness raising and accessible support to those involved in sport.</p>

The event was attended by a range of stakeholders, including Sport NI's key partner, The Public Health Agency, the Department for Communities, Inspire, UJJ and governing bodies of sport. During the event Northern Irish boxer, Paddy Barnes, was announced as Sport NI's Ambassador for Mental Health and Well-being in sport.

The event was highly successful and was widely shared on all social media outlets, TV, radio and press. Risks that emerged as part of the work were carefully managed and as a result, all partners have stayed on board the programme of work.

The Chair acknowledged the personal story that the CEO had shared at the event and reiterated the success of the media activities.

Members noted that the first project board meeting would be taking place on the 18th October 2018.

3. UK Athletics (UKA)

Members were advised that recent developments proposed by UKA Board Chair have led to conflict with the home countries' athletic bodies, which have called for the resignation of the Chair. Athletics NI briefed the Sport NI CEO on Friday 5 October in relation to its position and, whilst it has taken a peripheral role in the meetings and discussions so far, is backing the response from the other three home country bodies. The CEO confirmed that Sport NI is keeping a watching brief; to ensure the risk is managed and investment protected.

4. DfC ALB Planning Day (10 October 2018)

The Chair and CEO attended the planning session with a range of other ALBs in the DfC family. There was genuine recognition from DfC senior colleagues of the pressures faced in ALBs. ALBs have been advised for 4% cuts for the 2019/20 year and for the foreseeable future. Notes and actions of the Planning day will be shared when available.

The CEO advised the Board of discussions shared with the Chair and Vice Chair on the current pressures across the organisation and on the Executive team in particular. The CEO stated the commitment of Sport NI staff, who are working effectively to deliver objectives in this pressured climate, but concern was raised as to the extent of pressure on the staff and the effect this can have on well-being and mental health, which can lead to stress leave. The CEO requested that the Board was clear in its strategic priorities during this period.

5. Route Map for continued Organisational Development: *Driving High Performance*

Member's attention was drawn to Appendix 1 – 'A routemap for Organisational development'. Members welcomed the chart and agreed it was very helpful in tracking progress.

Members noted that Board input is required on two elements of the work, namely Board leadership project and organisational culture. Members noted that the CEO had discussed the Route map in considerable detail with the Chair, Vice Chair and the previous HR Director and this high-level chart reflects those discussions.

Members were advised that the business case for the change consultant is still being discussed with DfC and the issue will be escalated to Board in the event that the Department does not sign off on the business case. Contingency for managing the process internally was discussed and it was agreed that the CEO would continue to work with the Department and if the business case had not progressed by mid-Nov that an alternative management structure/process will be considered. Getting the proportionate balance between best practice as advised by DfC colleagues and SNI current requirements was discussed. It was noted that whilst the staffing structure and restructure, is the role of the CEO, engaging a change management consultant is a measure of independence and positive challenge that Sport NI proposed and DfC is supportive of.

Members queried the status of culture work in the chart. The CEO clarified that culture was a key priority and that work was already well underway on this, with the chart currently recording an outcome of having all of the work reflected in the final publication of the Corporate Plan. Members agreed that more information would be included about the work taking place currently with regards culture.

The CEO clarified that the route map reflected one of six objectives she was responsible for delivering on this year, including an objective added in September. Members agreed that the route map is helpful for prioritising and it was agreed that it would become a standalone agenda item moving forward. It was agreed that the CEO, Chair and Vice Chair would meet to further discuss prioritisation of work and the CEO objectives.

6. Members noted the stakeholder engagement activities that the CEO had undertaken.
7. A Members raised the work being undertaken in the UK with regards Duty of Care in Sport and was given assurance that Sport NI is 'plugged in' to all work ongoing in this area. It was agreed that Jackie Bryson would email further information to Peter McCabe.
8. No further issues were raised under 'legal and legislation' or 'Health and Safety'.

Members noted SNI/18/67.

<p>6. Bi-Annual Assurance statement (SNI/18/70)</p>	<ol style="list-style-type: none"> 1. The Director of Finance and Governance presented the Bi-Annual Assurance Statement for the period ending 30 September 2018, which had been approved for submission by the CEO. 2. Members were advised that the Department had requested an approved version of the document, as soon as possible, and it has now been submitted; pending Board confirmation that it has considered it. 3. Members noted that the process requires that the BiAAS necessitates sign off by the CEO, review by the ARAC and confirmation from the Chair that the Board has seen and considered it. 4. The Director of Finance and Governance thanked members for their comments and highlighted the following issues: <ul style="list-style-type: none"> • No further action will be taken regarding AHWA, as it is an ongoing issue that is out of Sport NI's control; • Audit Committee Effectiveness Review will be completed by December 2018. The EQA of Sport NI's internal audit service concluded that it 'generally conforms'; • Members agreed that the status of the current work to revise and enhance the corporate risk register would be more succinct in the notes in the Bi-AAS; • A query was raised at the accountability meeting, in September, regarding variances between spending forecasts and drawdowns. Members were given assurance that finance and budgets are considered monthly by the ET and as part of the remit of the Finance and Governance Committee. Management accounts and other relevant financial data is also presented to both the ARAC and Board. Members were advised that Directors will work with managers with a view to improving forecasting data being reported to the Finance team, • There is ongoing liaison with Departmental economists to close out the Places for Sport PPE; and • Members were alerted that RSM has identified assets which cannot be found and there is no evidence of disposal and that the IT team is carrying out asset reconciliation at the moment. It was suggested that in future, PAT testing of equipment could be linked to asset management. It was agreed that this will be considered. <p>Kyle Ferguson joined the meeting at 6pm.</p> 5. It was agreed that as the Bi-Annual Assurance statements needed to come to ARAC before Board, meetings will be rescheduled to facilitate this. Dates to be confirmed.
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	<p>6. Members agreed that once all Members comments have been received, the Bi-Annual Assurance Statement will be circulated to members for consideration.</p>
<p>7. ARAC</p>	<ol style="list-style-type: none"> 1. The Chair of ARAC reported that the new internal auditors, RSM, attended the meeting on 24 September 2018 and despite late engagement, have given assurance that they would complete a full plan of audits by 31 March 2019. 2. Members noted that the risk register was the key area of discussion and that it had been agreed that more narrative would be added to the risk register based on ARAC feedback. 3. Members requested an update on the actions from ARAC meeting on 24 September and subsequent decisions made; with regards transitioning from the current to the new risk register. It was noted that it had been agreed at ARAC that to ensure accurate mapping from one to another, March 2019 was considered a reasonable deadline. 4. Following robust discussion about the timescale and advice from the Department and the NIAO, it was agreed that ARAC will consider finalisation of the new corporate risk register in December 2018. A meeting to facilitate its expedited completion will take place in November and the new register will go to the December 2018 Board meeting.
<p>8. Anti-doping Update (SNI/18/68)</p>	<ol style="list-style-type: none"> 1. Member's attention was drawn to figure 1 which provided an overview of how the <i>Pure Winner</i> Programme is delivered within the Sporting Winners and Sporting Clubs Investment Programmes. 2. Kieran Harding agreed to act as the Board's lead representative for anti-doping. 3. Members were advised that all actual and associated cost of anti-doping annually is £57,592; this includes programme costs of £14,900 and staff costs of £42,692. <p>Members noted SNI/18/68</p>
<p>9. TNOC update (SNI/18/69)</p>	<ol style="list-style-type: none"> 1. The Interim Director of Participation provided an overview of the strategic context within which TNOC operates and business performance to 30 September 2018. 2. Members discussed the (2012) Statement of Purpose for Tollymore National Outdoor Centre in detail and debated the restrictions and opportunities for development.

	<ol style="list-style-type: none"> 3. Members were given an update in respect of the TNOC Project Board and noted the continued business performance (to 30 Sep 2018) ahead of business case expectation. 4. A detailed discussion ensued in relation to the viability of TNOC as a more commercially focussed entity and whether there was an appetite to reduce or remove "subvention". Staff advised that this had been the subject of review in the last number of years, culminating in the work of the Project Board, which members discussed in June 2018. The Project Board and Department for Communities has accepted that TNOC is a valuable public asset that requires investment and, as it is an integral part of Sport NI's budget, should be seen as an integral part of what we invest in. The CEO requested that the Board give some time for the Project Board work to be embedded before opening TNOC up to review again. This was agreed. 5. It was agreed that now that TNOC is demonstrating more efficiencies and impact. Members were advised that further development work needs to be undertaken with regards presenting financial information. 6. Members were also advised of the ongoing planning to maintain the current trajectory of improved business performance. 7. It was agreed that TNOC updates would remain on the agenda for future meetings. <p>Members noted SNI/18/69</p>
<p>10. Finance and Governance (SNI/18/62)</p>	<p>Lottery and Exchequer management accounts for the period ended 30th September were presented.</p> <p><u>Exchequer</u></p> <ol style="list-style-type: none"> 1. Income is 3% below budget primarily due to delay in recruitments which impacted on charges to Lottery. 2. Expenditure is 7% below budget primarily due to delays in awards under EBA small awards programme. 3. Summary Outturn - Forecast for the year end shows that additional funds from secondments (estimated £91.5k) will require re-investment. 4. The Department for Communities has confirmed Exchequer revenue and capital funding of £7,640m and £1,465m for 2018/19 respectively. In addition, Sport NI has received confirmation of additional in-year (2018-19) funding (capital & revenue) from the Department for Communities. <p><u>Lottery</u></p> <ol style="list-style-type: none"> 5. Income is 8% over budget. This is due to DCMS proceeds being higher than estimated. Members were advised that there is no indication that this trend will

continue and it is likely that receipts will smooth out over the year. No changes will be made to income estimates from Lottery receipts at this stage.

6. Expenditure is 16% over budget. This is driven by grant commitments being made earlier in the programme lifecycle. Actual spend is forecasted to fall in line with budget later in the year.
7. Summary Outturn – will come back on track by the year end.
8. Members noted the status of 2014/15, 2015/16, 2017/18 accounts. Members were given assurance that the issues giving rise to outstanding accounts have been addressed by the Director of Finance and Governance and the NI Audit Office have indicated that the outstanding accounts should be finalised by the end of the year. Members noted that the Director of Finance and Governance has regular meetings with the NIAO.
9. A range of additional controls have also been introduced to mitigate the risk of delays in the future. These controls include independent completion of accounts checklists and subsequent review of these by the Audit Chair and independent accountant from the ARAC.
10. Risk register – members noted that there are no significant updates to the current risk register.
11. Members were advised of concerns raised by the Department for Communities in relation to the need to complete work on the draft new risk register and the CEO provided an option that if the new draft risk register could be approved at today's Board meeting, the workshop in November could be used to agree actions ahead of the December meeting. Members felt that more work was needed and agreed to proceed with the current risk register, with a compromise that after the ARAC meeting in November, the new register would be agreed. It was agreed that completion of the risk appetite is an iterative process.
12. Members noted that the Information Manager continues to work with managers; to enable compliance with statutory requirements, including the introduction of GDPR in May 2018. The IT and Information Governance Teams have also been amalgamated providing a more holistic and cohesive approach to information governance.
13. Members noted the government guidance for information.
14. The Director of Finance and Governance confirmed that there is £24624 in the Exchequer account and £419k in the Lottery account.

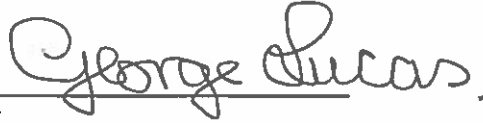
Members considered and approved SNI/18/62

- Management accounts.

	<ul style="list-style-type: none"> • Risk register (subject to updates). • Risk appetite statement. • Department of Finance Guidance.
11. HR report (SNI/18/61)	<ol style="list-style-type: none"> 1. Members asked the Director of Finance and Governance and the Executive Team to monitor short term absences. 2. Members asked of progress with liP awards and were advised of progress through liP levels and updated on the work of the liP working group in Sport NI. Focus will be more on using liP as a tool for meaningful benefit for staff rather than a tick box exercise to achieve awards and will run in parallel with culture work. 3. Members queried capacity to deliver, with regards additional in-year funds, and were given assurance that working through collaborative partnerships will enable capacity. 4. Members requested detail of how many AHWA employees had left under the last VES. Director of Finance and Governance to provide. 5. Good progress having been made in reporting Health and Safety issues was acknowledged. <p>Members noted SNI/18/61</p>
12. AOB	<ol style="list-style-type: none"> 1. It was confirmed that the meeting in December would begin at 5pm and that Board meetings would start at 9am from January 2019. 2. Members noted that there had been a meeting before the board meeting; to discuss the CEO paper to the Board of August 2015, with a view to establishing a board protocol on how advice is provided to the Board. A draft principles paper will be drawn up by the Board Secretariat. 3. Members agreed it had been a good meeting and the Chair asked Members to provide feedback for any possible improvements.
	Meeting closed at 7.15pm
13. Closed Session	Members went into closed session.
Dates of next meetings	<ul style="list-style-type: none"> • 12th December at 5pm – Board meeting • 16th January 2019 9am – workshop • 13th March 2019 9am – Board meeting • 17th April 2019 9am – Workshop • 12th June 2019 9am – Board meeting

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| | <ul style="list-style-type: none">• 16th August 2019 9am – workshop• 11th September 2019 9am – Board meeting• 16th October 2019 9am – workshop• 11th December 2019 9am – Board meeting |
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Approved by:
Sport NI Chair



Date:

12.12.18