



MINUTES OF THE MEETING OF THE SPORT NI BOARD HELD ON 16th MAY 2018
 AT
 5PM IN THE HOUSE OF SPORT, BELFAST

Present: Board members:

In attendance: Sport NI Officials

George Lucas Jay Colville Brian Delaney Catherine O'Mullan Darryl Petticrew Kyle Ferguson Kieran Harding Richard Bullick Siobhan Weir Jackie Bryson	Leigh Brown, Director of Finance and Governance Christine Kerr, Interim HR Director Ali Campbell, Executive Unit Manager Colm Jennings (for minutes)
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The Chair welcomed everyone to the meeting.

Agenda Item	Record of main discussion
1. Apologies	Antoinette McKeown Wilma Erskine
2. Register of Member's Declaration of Interest and Gifts and Hospitality	No new interests declared.
3.1 Minutes of meeting on 14th March 2018 SNI/18/21	Members approved minutes of the meeting on 14th March 2018.
3.2. Action Points SNI/18/22	<p>Action points were circulated to members and officers prior to the meeting. Members were content with accuracy.</p> <p>Members requested that the Chairs' attendance at the Commonwealth Games and the approval of the business case by DfC be recorded.</p> <p>A Member queried her membership of the TNOG Project Board as no invites had been received to attend any of the meetings to date. The Member also</p>

	<p>queried the accuracy of benchmarking figures used in the draft project Board report which went to the Board in March 2018, informing members that they had spoken to the CEO on this matter.</p>
3.3 Invites for Board Members	<p>Chair noted the following events;</p> <ul style="list-style-type: none"> • Patrick Sarsfields 25th May Omagh; and - 2018 Ulster Hockey Gala Awards Dinner, Europa 18th May at 7pm <p>Chair asked if any Board members would be available to attend. Members were not available. Staff members will be asked to represent Sport NI.</p>
4. Chair's remarks	<p>Note issued to Board in advance. Chair summarised paper and asked if Members were content.</p> <p>Members considered and adopted paper.</p>
5. Health and Safety and Welfare	<p>The Chair referred to the CEO's report and comments on this topic. Tt)e Chair also updated members on delivering value through the health, safe and wellbeing presentation and requested this be issued to members in advance of June meeting.</p>
6. CEO's Report	<p>Members were presented with CEO Report.</p>
SNI/18/23	<p>Members discussed the TNOC Project Board and benchmarking. As above under 3.2 TNOC project board and benchmarking to be included in the next CEO Report.</p> <p>Members acknowledged successes of the Commonwealth Games noted Tourism NI had rejected proposal to support the Commonwealth Youth Games 2021.</p> <p>Outdoor recreation plan (4e) was discussed. Members enquired on tt)e subsequent use of associated reports.</p> <p>Members asked if Sport NI has a digital marketing or communications strategy. Members were informed that the External Communications Strategy targets three areas and digital marketing is included within them.</p> <p>Members queried update on Strategy for Sport. An update was noted in the action points but was absent from the CEO Report. Members noted a Sport NI staff member has been working with DfC for almost 9 months and asked for a presentation on their work at the next meeting. Members agreed to extend the next meeting for this.</p> <p>Members discussed the ability to draw down capital monies in year in line with existing programmes. Members queried if Sport NI declined the opportunity to avail of £2.1 million capital available. Members were informed of the risk to project promoters' associated with progressing project design without confirmed funding and that Sport NI bids for capital money would be</p>

	<p>dependent upon the controls in place to administer any funding which becomes available through easements given that conditions meet Sport NI's requirements. Members recommended that the Executive Team consider a range of activities/projects that could be brought to a state of readiness if funding became available. Members informed that this has been done before and that 'green light' projects is an area that Sport NI is looking into. There is currently no list of projects planned.</p> <p>Members requested an update on this to be included in the next CEO Report showing how Sport NI can be more proactive with DfC to identify opportunities to utilise easements.</p> <p>Members considered and adopted SNI/18/23</p>
<p>6.1 Revised draft Business Plan 2018/19</p> <p>SNI/18/32</p>	<p>Members were presented with <i>Business Plan 2018/19 v2.0</i> paper. This builds on a paper SNI/18/12, <i>draft Business Plan 2018-19</i>, that was considered by the Board in March 2018.</p> <p>Members were informed that on 22 March 2018, the Department provided budget confirmation for 2018/19. Actual reduction is 4%. The business plan now reflects the revised budget baseline, which had been submitted on an 8% reduction forecast.</p> <p>Members were advised that the business plan considered by the Board in March was forwarded to DfC on 30 March 2018 along with a covering letter outlining the implication of budget reductions.</p> <p>Members were informed of a letter from the Permanent Secretary advising that the business plan submitted on the 30th April included actions/targets that did not align with Departmental thinking and that the sponsor team would contact Sport NI directly to detail the issues. A meeting was requested with DfC so the final draft can address the detail of DfC's concerns.</p> <p>Members requested that the CEO present Business Plan and explanation at the next Board meeting. Members also requested benchmarking exercise regarding home countries and UK sport exchequer and lottery funding update at the next Board meeting, on a total income, cost and employment cost per head of population basis.</p> <p>Members considered and adopted SNI/18/32</p>
<p>Quarter 4 2017/18 Business Plan Review</p> <p>SNI/18/33</p>	<p>Members were presented with paper SNI/18/33. This summarised that twenty-six KPI's were green by year end and one, OLG1.2, was red but is currently being carried out.</p> <p>Members advised that some targets were recorded as green but supporting narrative indicated otherwise.</p> <p>Executive team to ensure consistent and meaningful use of terminology.</p>

6.2 Update on Interim Structure	The HR Director has been asked to carry out the recruitment process in her capacity as acting CEO and to have the Interim structure in place as soon as possible. Director of HR as acting CEO, is managing this process.
7. Legal and Legislation	<p>Members were informed that the case by the CEO against Sport NI is set to commence on the 21st May 2018 and will run until 1st June 2018. This will likely attract press and media interest. It is policy that staff members are not discussed in public in the interest of fairness to all parties.</p> <p>Chair asked members to approve extension of contract with Arthur Cox solicitors due to the potential for further work associated with legacy cases. Members were advised of legal costs incurred to date.</p> <p>Members approved extension of contract to the end of September 2018.</p>
8. Audit and Risk Assurance SNI/18/25	<p>Members were presented with paper SNI/18/25, ARAC Chair's Annual Audit report.</p> <p>ARAC Chair noted highlights of the report and asked for comments approval of the report.</p> <p>ARAC Chair informed members that the new risk register will be presented at the 13th June Board Meeting.</p> <p>Members considered and adopted paper SNI/18/25</p>
9. Board Effectiveness Review SNI/18/26	<p>Members were presented with paper SNI/18/26 and associated Annexes.</p> <p>The Board Secretariat had provided Members with papers in advance of the meeting.</p> <p>The Chair provided members with a background to the review stating that he would be working with Members to continue the enhancement of the Board. The Chair advised that the assessment was informed through his knowledge of the Board, one to one discussions with Members, assurance from the CEO and other assurances such as those from the ARAC.</p> <p>The Chair advised Members that Wilma Erskine and Catherine O'Mullan would be progressing the outworking's of this review under the auspices of a Task and Finish Group.</p> <p>Director of Finance and Governance brought to the attention of Members the perceived lack of transparency around the Board Effectiveness Review and the Board Assurance Statement being discussed in closed session.</p> <p>Members disputed the perceived lack of transparency stating that their discussions were in accordance with the Board Terms of Reference and that the final draft was formally presented, considered and recorded in an open and transparent manner at this meeting.</p>

	<p>Members sought clarity from the CEO on how matters of this nature should be raised and managed in future.</p> <p>Members considered and adopted paper and appendix 1 and 2.</p>
<p>9.1 Chair's Annual Assurance Statement</p> <p>SNI/18/27</p>	<p>Members were presented with Chair's Annual Assurance Statement for 2016/17 and 2017/18.</p> <p>The Chair drew Members attention to principle 16, p28 regarding a conflict of interest and noted the response was positive. The Chair then highlighted Section 2 of the Bi-Annual Assurance Statement for Members attention, where a reference is made to a review of a potential conflict of interest. The issue referred to in the Bi-Annual Assurance Statement completed by the CEO, does not warrant a negative response and is considered an isolated incident.</p> <p>For this reason and based on the information available when completing the Board Effectiveness Review, the Chair also believed a positive response to be appropriate.</p> <p>Members considered and adopted paper.</p>
<p>10. HR Report</p> <p>SNI/18/28</p> <p>()</p>	<p>Chair informed members that he had asked for Director of HR contract to be extended due to ongoing projects.</p> <p>Members raised issue of 15 staff leaving under VES. Queried if impact was included in previous risk register meeting. It was under macroeconomics.</p> <p>Members queried why update on interim structure is not included in the HR Report under recruitment. Members asked for an update on the current structure.</p> <p>Members sought clarity on statistics referred to within the paper. Director of Finance and Governance to provide clarity</p> <p>The Chair advised Members that the HR Directors interchange contract would be coming to an end. Members acknowledged the work and contribution of the HR Director in advancing the organisation during a difficult period.</p> <p>Members considered and adopted SNI/18/28.</p>
<p>11. Finance & Governance Report</p> <p>SNI/18/29</p>	<p>Members were presented with paper SNI/18/29.</p> <p>Director of Finance and Governance noted that underspend is currently 0.7%.</p> <p>Members were provided with an overview of the status of the accounts. The Director of Finance and Governance advised as follows:</p>

- 2014/15 and 2015/16 signed accounts were submitted to the NIAO on 7 February and 23 February 2018 respectively. NIAO have still to complete their review.
- 2016/17 were submitted as draft to the NIAO on 29 March 2018. The NIAO have still to complete their audit of these accounts.
- With regards to the 2017/18 accounts, Sport NI is working towards its deadline for submission on 30th June.

Director assured members that Sport NI is doing everything possible to progress the accounts.

ARAC Chair noted that 30th June deadline had been put in place by ARAC Committee. ARAC Chair asked if annual governance statement could be ready by the 11th June. Director agreed this can be done.

Members were advised that the Annual Governance Statement would be prepared for next ARAC.

Chair asked for timeline of accounts to be included in the minutes. Director to speak with NIAO about timeline and ascertain final dates.

Members noted that substantial work that has been done to get the accounts to this point and the support provided by NIAO.

Risk Management

The Director advised that following the risk workshop on the 18th April 2018 six key corporate risks were identified by Members and these will be reflected in subsequent risk registers.

It was agreed that Risk appetite criteria/limits are to be revisited and that discussion regarding Risk Assurance Statement would take place at ARAC.

Internal Audit

The Director advised that the current contract with KPMG ended 31st March. KPMG will present to the Audit Committee in June.

Members were advised that work is ongoing with CPO to appoint new internal auditor by 4th June.

The Director advised that DfC have written with concern regarding inability to appoint new internal auditor for 1st April 2018. The Director of Finance and Governance is preparing a response to DfC on this. Members requested that arrangements be put in place to ensure service continuity under future contracts.

Members were also advised by the Director that the pensions matter has been resolved satisfactorily and that staff would be advised accordingly.

Members considered and adopted SNI/18/29

<p>Bi-Annual Assurance Statement</p> <p>SNI/18/24</p>	<p>Members were presented with October - March 2017/18 Bi-Annual Assurance Statement. This has been circulated to the ARAC and feedback provided to Board Secretary. This feedback will require some revision to the statement and will be discussed further at the ARAC on the 11th June.</p>
<p>12. Commonwealth Games at the Gold Coast.</p> <p>SNI/18/30</p>	<p>Members were presented with paper SNI/18/30, 2018 Gold Coast Commonwealth Games: Preliminary post-games report for consideration.</p> <p>Board members considered and noted the success of the NICGC in surpassing their target at the Gold Coast Commonwealth Games, as well as the investment and support that Sport NI provided and the success of the individual athletes.</p> <p>Members noted the Chairs' report and how this relates to the Board Effectiveness. Members agreed a Board away day regarding strategic direction. A date of the 12th September was agreed, 10:00am to 15:00pm.</p> <p>Members noted positive feedback from sports regarding the Chairs attendance Commonwealth Games and the visibility of Chair at events. Members also noted how well run and organised the games were and feedback on this from athletes. Members acknowledged that this could be the most successful Commonwealth Games for Northern Ireland.</p> <p>Board thanked the team from Sport NI who worked on the Games and provided support to NICGC and Team NI.</p>
<p>13. Sporting Winners Update</p>	<p>Members considered and adopted SNI/18/30</p> <p>Members were presented with paper SNI/18/31</p> <p>Members asked when the decision is made regarding de-commitments to sports that are not achieving their targets. Members were informed that protocols are in place within the terms of awards for this.</p> <p>A general discussion took place in respect of:</p> <ul style="list-style-type: none"> - Investment required to win a medal; - How feedback is provided to sponsors on successes. With regards to this Members were informed that Sport NI has a close working relationship with the lottery funder and the Board are update accordingly. - Engagement and update with DfC on lottery funded activities and successes.
<p>14. AOB</p>	<p>The Chair noted that DCAL is still referred to in some forms used by the Board and asked that these be reviewed and updated.</p> <p>Members raised issue of representation by the Chair of the Board at national level. It was agreed that this needs to be raised at Departmental meeting in the absence of a Minister.</p>

	<p>The Board acknowledged the completion of Andrea Bingham's tenure as a Board member and thanked her for the service she provided to the Board.</p> <p>The Board congratulated Richard Bullick on a further term.</p>
	The meeting closed at 19:05
15. Closed Session	Members went into closed session.
Dates of next meetings	<ul style="list-style-type: none"> • Wednesday 13th June 2018 5pm

The meeting closed at 19:05

Approvedb
Sport NI Chair

Date: 21ST JUNE 2018.

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Appendix 1

Board Effectives review issues agreed for improvement

1. Board members skills audit and range of experience to be considered as part of annual appraisal and governance generally.
2. Chair /Board to ensure Board and subcommittee meetings are planned and scheduled as per the governance framework, including an annual review of the relevance of the subcommittee structure
3. Chair and CEO to ensure both standard agenda items and other agenda items relevant to robust reporting and governance of the organisation are agreed and presented at the appropriate Board meetings in a timely manner.
4. CEO and Executive Team need to present papers which are of good quality, are proof read and are the correct version, 7 days before each meeting. Ideally this should include any presentations also to be delivered at the Board meetings
5. Papers should be clearly identified as being 'for information only' or 'recommended for approval'. Only in exceptional circumstances should the Board consider information presented to them for the first time at a Board meeting as being for approval at that meeting
6. IT issues have blighted process and hard copies can be requested if members are unable to access papers electronically
7. Board members need to read papers in advance and revert to secretariat re: request for further information /clarification/typos or personal ideas for improvement.
8. It is good practice, if and when possible, to inform/discuss with the Chair beforehand, any particular issues that members intend to raise at the meeting.
9. Board member then bring their challenge and perspective to discussion during the meeting and ensure agreed actions and/or their dissenting view recorded in minutes. However, once Board agrees a collective decision, it is binding.
- 10.A Board decision can be revisited in the light of any new and relevant information regarding an issue or decision.
- 11.Minutes go out in draft and members have the opportunity to request change on the basis it reflects agreed outcomes, preferably before the next Board meeting.
- 12.Strategic and operational invariable can overlap on occasions. However, the Board leads on strategic vision and the CEO and Executive Team focus on strategic planning, bringing the relevant and appropriate information to the Board to support their recommended actions and implementation of agreed decisions, for which they are accountable.
- 13.Board members should not attempt to become operational as this weakens accountability.
- 14.Board members ensure confidentiality of all related discussions and business.

Appendix 2

Board Effectiveness Review:
Draft programme of strategic discussions

Topic	Person	Date
SportNI Business Plan - issues and performance update	CEO	June
Health, Safety and Welfare	Chair	June
SINI- High Performance and Sporting Winners	TBA	August
Club Development- Sporting Clubs	TBA	August
TNOOC Development project board update	TBA	October
Everybody Active- Participation	TBA	October
Communication Plan update	TBA	December
Strategy Development and SMIG	TBA	December

Share and learn good practice - plan Sport Scotland (September 2018), then in future arrange England, Wales, Ireland and UK Sport.

1 topic for presentation and discussion- 2 hour session and workshop.

Suggested Format and Content:

- 2 presentations per board meeting (15 min presentation and 15 min discussions)
- Leader and approx. 3 team members
- Key objectives and KPIs 18/19/ YTD performance/ Forecast yearend/ comment
- Consider including- value for money/ productivity/ benchmarking/ customer service/ partnership working/relationships.
- 1 or 2 key opportunities for improvement/development and relevant issues.

Please ensure relevant numbers are used to underpin and evidence comments.