



**MINUTES OF THE MEETING OF THE SPORT NI BOARD HELD ON 13th June
2018 AT 5PM IN THE HOUSE OF SPORT, BELFAST**

<p>Present: Board members:</p> <p>George Lucas Jay Colville Brian Delaney Catherine O'Mullan Darryl Petticrew Kyle Ferguson (for items 1-8) Kieran Harding (for items 1-6) Richard Bullick (for items 5-17) Jackie Bryson</p>	<p>In attendance: Sport NI Officials</p> <p>Antoinette McKeown, CEO Leigh Brown, Director of Finance and Governance John News, Interim Director of Participation Peter McCabe, Interim Director of Performance Ali Campbell, Executive Unit Manager Susan McStay (for minutes)</p>
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The Chair welcomed everyone to the meeting.

Agenda Item	Record of main discussion
1. Apologies	Wilma Erskine Siobhan Weir
2. Register of Member's Declaration of Interest and Gifts and Hospitality	No new interests declared.
3.1 Minutes of meeting on 16 th May 2018 SNI/18/34	Members approved minutes of the meeting on 16 th May 2018.
3.2. Action Points SNI/18/35	1. Action points were circulated to members and officers prior to the meeting. Members were content with progress. 2. The Chair thanked the Communications team for their presentation prior to the meeting and advised members that one to one meetings on communication would be available if required.

	<p>3. A further discussion occurred on the Annual Board Assurance Statements for 2016-2018; the Chair had advised that these documents were approved in a closed session of an 18 April meeting of the Board. A further discussion took place at the May Board meeting as members received Executive advice on this matter. Members considered the advice and felt it appropriate that the Annual Board Assurance Statements were approved in closed session at the April meeting.</p> <p>4. The CEO sought further information from the Board as to the clarification they were seeking as a result of the above discussion. The CEO advised she would provide information on the process of providing advice to the Board on this matter and in general on the process for escalating advice.</p>
<p>4. Chair's remarks</p>	<p>1. The Chair welcomed the recently appointed Interim Directors.</p> <p>2. Members noted that Sport NI is making progress in embedding the transformation programme and developing the route map for change as outlined in PAR and demonstrated in the various reports and papers to Board.</p> <p>3. The Chair acknowledged the hard work and expertise of the Board and all staff and also the contribution of Sport NI's sponsor department and strategic partners.</p> <p>4. The Chair advised that the Board continues to review effectiveness to ensure each Board Member brings their knowledge and experience to help optimise performance.</p> <p>5. 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>6. It was highlighted that some of these skills and values were discussed by Stephen Maguire, the successful GB 100 metre relay sprint coach. Stephen from Strabane was keynote speaker at the Queens University Blues Award Event.</p> <p>7. The Board noted the Chair's intention to explore these leadership skills and values in his presentations on delivering value through health, safety and welfare as they are fundamental in enabling and underpinning Sport NI's journey of continuous improvement.</p> <p><u>Remuneration Committee (SNI/18/44)</u></p>

	<p>8. Members noted that the Remuneration Committee had met in June and as part of the work had confirmed membership and had reviewed the Committee's Terms of Reference.</p> <p>9. Decision to approve the Terms of Reference was deferred to the August meeting to enable a review of new GDPR regulations and any change required.</p>
<p>5. Health and Safety and Welfare</p>	<p>The Chair gave a presentation on Health, Safety and Welfare at Work.</p> <ol style="list-style-type: none"> 1. The presentation sought to improve understanding of H&S and Welfare and to be effective everyone has to be involved. The Bird diagram demonstrated from analysis of accidents that to protect people from harm, focus is required on unsafe acts and unsafe conditions/hazards. 2. The importance of using a Management System to improve effectiveness was emphasised, reviewing Du-Pont Template of 10 Principles for managing H&S and Welfare. Leadership focus on H&S and Welfare can also add value to organisations in other areas e.g. people development, customer service, productivity, financial returns and other stakeholders. 3. Members discussed the key aspects of the presentation, the importance of an understanding of and compliance with health and safety matters, the impact of poor adherence to health and safety and the relevance of the presentation to SNI. The Vice Chair thanked the Chair for his contribution to the meeting. <p>Richard Bullick joined the meeting at 5.25pm (no new interests declared)</p> <ol style="list-style-type: none"> 4. Members noted that a Health and Safety Committee is in operation. 5. It was highlighted that the Director of Finance and Governance had advised ARAC members that the tolerance set in relation to health and safety had been breached and that clarity was sought as to whether the reason for this as a result of improved quality of reporting of health and safety issues at TNOc, or if the tolerance is too low. Members agreed to consider Health, Safety and Welfare as a key element of setting tolerances at the risk workshop (to be scheduled for August 2018) and confirmed that it is already included in the new risk register. . 6. Members discussed if there were areas where Sport NI could potentially provide intervention outside of the organisation and members noted that a concussion app is to be launched in September 2018 and that Sport NI is providing positive leadership on this issue.

<p>6. CEO's Report</p> <p>SNI/18/36</p>	<p>Health and Wellbeing</p> <p>1. Members were advised that Sport NI has more recently taken an active leadership approach to mental health and well-being in Sport NI and in sports. As part of this, three key areas of work are being taken forward currently:</p> <p>a. During a recent meeting with the Public Health Agency, the Agency has confirmed its commitment to a partnership project with Sport NI on mental health in sports. This progresses business plan commitments for 2018/19.</p> <p>b. Sport NI has also become an "Inspiration Point" for the promotion of mental well-being in public places and spaces. This is an initiative led by Inspire. It is also linked to Sport NI's IIP development work and commitment to a culture that supports well-being, a key area which was reported by the Department's Interim Executive Leadership Team. ○</p> <p>c. Sport NI and other UK home nation bodies have been working with UK Sport, which has taken the lead on the review of culture in sport as a result of recent controversy in British cycling and other sports. Sport UK has developed a culture survey aimed at helping governing bodies to assess their attitudes to high performing athletes and coaching and Sport NI will be leading this work in NI.</p> <p>A future paper will be brought to the Board on Sport NI's work in this area.</p> <p>Benchmarking</p> <p>2. Robust discussion took place regarding benchmarking and the challenges it presents. The Board accepted that it is difficult but agreed the importance of being able to benchmark.</p> <p>3. The CEO gave an overview of the work being done in this area and it was agreed that regular updates would be given. ○</p> <p>TNOC</p> <p>4. The CEO gave an overview of the TNOC project Board progress and members noted that the current priority is to stabilise TNOC so that options can be assessed.</p> <p>5. Members noted Sport NI's current position regards use of the Outdoor recreation plan.</p> <p>6. There was a discussion around Jackie Bryson's membership of the TNOC Project Board and the CEO advised that Jackie Bryson's advice and support would be sought in the future.</p> <p>7. Members noted the update provided on the Girdwood site.</p>
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	<p>Capital projects</p> <p>8. Members were advised that the Executive Team is making a bid to DfC for capital money for replacement equipment at SISNI in the Sept/Oct 2018 round.</p> <p>Human Resources</p> <p>9. An organisational chart was circulated for information.</p> <p>10. The CEO reported that she has followed very closely the restructure process applied by another ALB within the DfC family which has successfully and recently restructured, at the advice of DfC.</p> <p>11. Business case submissions and resubmissions have been made in line with due decision making process so that Sport NI can receive departmental approval for the new Leadership structure and the appointment of an expert consultant. Members noted that Sport NI continues to receive feedback and amendment requests from DfC and the CEO will continue to submit until approval is received or the proposals are rejected. It was agreed that the CEO would update the Board of any further feedback from the Department.</p> <p>12. Members noted that the Chair and CEO had attended a positive meeting with DfC and all of the Department's ALBs. Briefing notes will be distributed when available.</p> <p>13. Members considered and adopted SNI/18/36</p>
<p>6. Strategy 2020 SNI/18/45</p>	<p>1. The CEO gave a presentation on the Strategy 2020 - Developing a NI strategy for sport and physical activity in NI 2022-2030. This presentation aimed to address concerns previously raised by Board members on the wider scope of the new strategy. Members noted that the Project Board includes DfC (lead); Sport NI (support); Dept of Education, Dept of Health, DAERA; Local Government; Ulster University and QuB. The CEO gave an overview of the project structure.</p> <p>2. The definition and scope of the work, including opportunities and risks, were discussed and a wide-ranging debate concluded as follows:-</p> <ol style="list-style-type: none"> I. The role of sport within the wider context is vital and Sport NI is keen to play its part in achieving wider objectives which benefit all; II. Sport NI's role should be a "critical friend" and that we should seek to contribute, influence and provide sport leadership to DfC on strategy development. As such, continuing to provide a staffing resource to the Department on this work is important, if possible.

	<p>The inclusion of the SPLISS model and sharing SNI information on current SPLISS work was agreed as vital.</p> <p>III. Implementation structures will be very important and Sport NI will want to play a key role in this, which recognises the wider context. Definitions relating to sport and physical activity within this wider context may differ and can be challenged, however they may not be overly important.</p> <p>IV. Sport NI is open to change; to deliver what is needed and insight and research is vital to that. The CEO highlighted insight work planned into programmes and the business plan. Within this context, maintaining the quality of sport enables better outcomes.</p> <p>V. Members noted that the strategy can only be signed off once there is a Minister in place and that it will replace Sport Matters.</p> <p>VI. The CEO ended the presentation with advice that the Chair had received an email from a DfC colleague, which raised concerns about the content of the presentation to Members. The Chair highlighted that the SRO of the project had contacted Sport NI raising why points in the presentation had not been raised at a project board meeting. This was discussed with Members, agreeing that Sport NI should have space to have a position on the strategy, providing constructive and respectful challenge and inputting a variety of ideas which can be taken to the project Board. The CEO stated her wish to have Board direction on this so that Board views helped inform strategy development.</p> <p>It was agreed that the CEO would provide regular updates.</p> <p>Kieran Harding left the meeting at 7.25pm</p> <p>Members noted SNI/18/45</p>
<p>1. Revised Draft Business Plan 2018/19</p> <p>SNI/18/38</p>	<p>1. At the last meeting Members requested that the CEO explain the issues raised in a letter received from the Permanent Secretary.</p> <p>2. The CEO gave a presentation detailing the layout, process, confirmation of budget of the Business Plan and gave an overview of the sequence of events regarding submission of the Business Plan to the Department prior to the Permanent Secretary's letter.</p> <p>3. Members were advised that the two issues as set out in the Permanent Secretary's letter have been clarified and addressed:-</p>

	<ol style="list-style-type: none"> I. CS1.1: DfC colleagues did not wish the target associated with this objective to infer undue influence from Sport NI and this is accepted and changed; II. R3.2 DfC colleagues suggested that this objective and target may cause confusion amongst sports. Members accepted the changes but asked for reference to the target relating to culturally significant sports to remain as without it, R3.2 was not measurable. This was agreed. III. No specific objectives were highlighted reflecting “misalignment” with DfC objectives, as set out in the Permanent Secretary’s letter. <ol style="list-style-type: none"> 4. The issue of two letters received from the Permanent Secretary in respect of delayed accounts (sent to Chair of ARAC in December 2017) and the Draft 2018/19 Business Plan (sent to the CEO in May 2018), it was agreed that any letters from the Permanent Secretary should be shared with the whole Board rather than the Chair and Vice Chair only. 5. Members provided feedback on the Business Plan and noted that the Executive Team are currently taking action on version control improvements. 6. The draft Business Plan 2018/19 was approved by Board, taking account of changes agreed as above.
<p>2. BP review Q4 SNI/18/39</p>	<ol style="list-style-type: none"> 1. Members discussed R3.2 and it was agreed that narrative would be added and that it would be changed to amber. 2. The CEO confirmed that there is an additional £2.2m in-year funding for capital funds to be allocated in-year 2018/19. Options were outlined and Members discussed the approval process for business cases involving other partners. It was agreed that the CEO should not be asked to take responsibility for the approval of business cases where other partners (eg. EA, DfC) are involved. The CEO advised that the Executive team are working through a solutions based approach that can be agreeable to all partners and expressed a commitment to continuing collaborative projects. It was agreed that a paper would be brought to the August meeting. 3. Members acknowledged the work of the Department and expressed its appreciation of additional in-year funding for sport, the collaborative nature of the work and the Board welcomed recognition from DfC colleagues of Sport NI’s capacity to develop and deliver quality projects.

	<p>4. Members approved SNI/18/39</p> <p>Kyle Ferguson left the meeting at 8.20pm.</p>
10. Legal and legislation	The Chair advised that the CEO's industrial tribunal case commenced on 21 st May 2018 and for unforeseeable circumstances has been rescheduled for autumn 2018.
11. Audit and Risk Assurance Committee	<p>1. The ARAC Chair advised that the ARAC had met on Monday 11th June.</p> <p>2. Members were advised that Sport NI had received a satisfactory internal audit annual assurance and that the ARAC Chair's annual report would be updated to reflect this.</p> <p>3. Members noted that the ARAC agreed to have a risk workshop in August and that the date was to be confirmed.</p> <p>All non-members left the meeting at 8.25pm due to conflict of interest and re-joined the meeting at 8.40pm</p> <p>4. The Board agreed on an approach to IT and Information Assurance to be reflected in both the BiASS and Annual Governance Statement.</p> <p>The Chair of ARAC agreed to meet with the CEO to discuss the Annual Governance Statement and Bi-Annual Assurance Statement.</p>
12. HR Report SNI/18/40	<p>1. Members requested more information to be provided with regards liP levels.</p> <p>2. It was agreed that an exercise to target near misses and identify top ten health and safety risks would be carried out.</p> <p>3. A chart reflecting the previous management structure was circulated.</p> <p>4. Members considered and adopted SNI/18/40</p>
13. Finance and Governance SNI/18/41	<p>1. The Director of Finance and Governance reported that signed 2014/15 Exchequer and Lottery Accounts were provided to NIAO on 7th Feb and that signed 2015/16 accounts were reviewed by the ARAC chair and independent ARAC member and issued to NIAO on 23rd Feb 2018. The 2016/17 Exchequer and Lottery accounts were also reviewed by the Audit Chair and independent ARAC member and issued to NIAO on 29th March 2018.</p> <p>2. Members noted that although the NIAO strategy and timetable for reviewing the 2017/18 accounts has not yet been confirmed, Sport NI is working towards having the accounts completed internally by 30th June 2018.</p> <p>3. Members noted that Sport NI is working closely with NIAO and will seek feedback prior to submission of accounts.</p> <p>Members approved SNI/18/41</p>
14. Sporting Clubs Year 1 review final	Considered and noted SNI/18/42

SNI/18/42	
15. Update of Bank Mandate SNI/18/43	Considered and approved SNI/18/43
16. Board Effectiveness review Task and Finish Group report SNI/18/46	<ol style="list-style-type: none"> 1. SNI/18/46 was tabled at the meeting. Members were advised that robust discussion had taken place at ARAC and recommendations from the meeting had been included. 2. Members considered and noted the paper. 3. The Chair requested that Catherine O'Mullan draft a summary of the Board Effectiveness Review for the Annual Governance Statement for consideration.
16. AOB	None
	The meeting closed at 21:00
17. Closed Session	Members went into closed session.
Dates of next meetings	<ul style="list-style-type: none"> • Wednesday 15th August 2018 5pm

Approved by: George Lucas
Sport NI Chair

Date: 12/11/2018.

