



**MINUTES OF THE MEETING OF THE SPORT NI BOARD HELD ON 12TH
DECEMBER 2018 AT 5PM IN THE HOUSE OF SPORT, BELFAST**

DRAFT

<p>Present: Board members:</p> <p>George Lucas Jay Colville Catherine O'Mullan Kieran Harding Kyle Ferguson Richard Bullick Jackie Bryson Wilma Erskine Siobhan Weir</p>	<p>In attendance: Sport NI Officials</p> <p>Antoinette McKeown, CEO John News, Director of Participation and Facilities Peter McCabe, Director of Performance Leigh Brown, Director of Finance and Governance Ali Campbell, Executive Unit Manager Gillian Gilliland Colm Jennings</p>
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The Chair welcomed everyone to the meeting.

Agenda Item	Record of main discussion
1. Apologies	Darryl Petticrew
2. Register of Member's Declaration of Interest and Gifts and Hospitality	Members approved the Declarations of Interest and the Gifts and Hospitality Register.
3. Minutes of meeting on 17 th October 2018	Members approved the minutes of the meeting on 17 th October 2018.
3.2. Action Points -	<p>1. Action points were circulated to members and officers prior to the meeting.</p> <p>2. Members noted the outstanding actions</p>
4. Chair's remarks	<p>1. <u>Timings of Board meetings</u></p> <p>The Chair raised the timing of Board meetings for 2019. Members voted on 09:00 or 17:00 start time. It was agreed to continue with a 17:00 start time going forward.</p>

2. Current focus in Q4 for year end

The Chair confirmed that during December and Quarter 4, the Executive focus is on closing out governance requirements at year end and completion of business plan targets. Development work will continue to be reported again at March 2019 meeting and beyond.

3. Move More Project

The Chair noted the success of MacMillan Move More project and thanked all those within Sport NI who worked on this project. It was agreed a letter of congratulations would be sent to Move More and an acknowledgement to Sport NI staff.

The Chair reflected on the work of the Board over the past 22 months reviewing and developing relationships, processes, skills and behaviours to show leadership and reflect the values of Sport NI. The Chair stated significant progress had been made by the Board and organisation over this same period.

The Chair advised that the NIAO report of events in Sport NI will be welcomed as an opportunity to further develop and progress continuous improvements with governance.

The Chair confirmed the Sporting Winners Investment Programme had made a very positive start with 44 medals won by NI athletes in highest level competitions and an improved sporting system. In addition, the Sporting Clubs Investment Programme achieved a growth in membership of 8.3% which is encouraging, however progress is being inhibited by ongoing membership leakage. Future plans will need to consider the need for a simple growth strategy, strengthened leadership and encourage more volunteers to implement improved programmes which will underpin financial sustainability.

The Chair took the opportunity to formally advise members the legal case was settle in advance of the industrial tribunal. The Department subsequently approved a payment by Sport NI, which has been made.

The Chair reported on a number of events he had attended recently including:

The Camelot Annual Parliamentary Reception on 4th December in the House of Commons celebrated the achievements of National Lottery funding. National Lottery players have raised £38bn for good causes since 1994 and Camelot is a key strategic partner for sport NI.

The Chair updated members on health and safety management in Sport NI and reported progress had been made though a revamped programme and improved leadership focus. This was evidenced by improved hazard reporting,

	<p>immediate remedial actions, improved staff awareness via alert bulletins and personal accountability of leadership.</p>
<p>5. CEO report (SNI/18/73)</p>	<p>The CEO presented SNI/18/73 for information.</p> <p>The CEO highlighted Sports Strategy, page 3, on new Strategy 2020 – 2030. DfC are moving to establish a working group and the Director of Performance Sport, who is on the project Board with the CEO, will be on the working group. An update will be provided to the Board at the workshop on the 16th January.</p> <p>The CEO has been exploring collaborative work with the Open University and will be meeting with them again in the new year. Member raised the importance of this for sports due to capacity and upskilling and was heartened by Sport NI taking a role in this to provide support to sports.</p> <p><u>5.1 Update on SMIG Meeting and Workshops 6th December 2018</u></p> <p>Members received verbal updates from the chairs of the Performance, Participation and Facility SMIGs of the meetings held on 6th December.</p> <p>The Chair of Performance SMIG highlighted a number of particular issues and queries from the group, as follows:</p> <p><u>Promotion of sporting successes:</u> Member raised promotion of funding provided by Sport NI and the need to highlight this to a greater level. The Board Secretariat advised of ongoing work with Sporting Ambassadors and athletes in order to promote Sport NI messages and of partnership work with the likes of Tourism NI. Sport NI is working to upskill athletes in social media usage and is developing further promotional material for athletes and Sport NI programmes.</p> <p>Member highlighted that some of those at the SMIG were not aware how much investment had gone into Sporting Winners and Sporting Clubs. Members noted the new resource within Communications to help promote these messages. Member added that when stakeholders realised the extent of Sport NI support the response was overwhelmingly positive.</p> <p><u>Employment related case:</u> Member also raised the issue around an ongoing cycling court case. The Director of Performance Sport responded on the case regarding a former athlete. Members were assured this is being monitored and following the end of the case a report will be provided to Members if there are any potential implications for Sport NI.</p> <p><u>Small grants programme:</u> Member raised a comment raised at the SMIG meeting on complexities and difficulties experienced by clubs in accessing small grants from councils. Sport NI provided feedback to councils as a</p>

result of what was raised at SMIGs and queried had they received similar feedback from clubs; councils advised this was not the case. Sport NI also checked with NISF and they had not received any negative feedback to date.

The Chair added that Tracy Meharg would be chairing the next SMIG meeting on 22 January 2019 in Causeway Exchange.

Approval process for capital projects

The CEO provided an update on Appendix One regarding investments made by Sport NI on behalf of other organisations. DfC have advised that SNI should approve its (Sport NI's) investment decisions in line with the Scheme of Delegation and the MSFM; the Appendix to the CEO report clarifies this position and notes that other funding partners approve their own investment decisions. Members reiterated their confirmation of this approach. The CEO will write to DfC to confirm Sport NI's position.

5.2 Legal and legislation

Members noted the narrative in the CEO report.

5.3 Health, Safety and Welfare

Members noted the narrative in the CEO report.

The CEO confirmed that due to resources it had not been possible to include key meetings this time but it would be in the next paper.

Member also queried the layout of papers and asked if changes could be made. The CEO advised that where exceptions arose this is included within the CEO report.

Member queried item 4.1 and asked if there is any update on generic points of where Strategy 2020 is at the moment. The CEO confirmed an update would be provided at the January workshop. Sport Scotland would also discuss how they developed their strategy. The workshop would also include a high level mapping for what data is available to Sport NI currently. Papers would be issued in advance of the workshop to inform discussion on the day along with the title and theme.

Members noted SNI/18/73.

6. Draft Business Plan

The CEO presented SNI/18/74 for members' approval.

The CEO advised this was a first draft and feedback from the Board was critical. This would be taken into account for a draft to be submitted to DfC by

<p>(SNI/18/74)</p>	<p>the end of December 2018. It is based upon an estimated 4% cut. The CEO highlighted that anything above 4% would require a full programme to be removed.</p> <p>The CEO noted the need to close out commitments made in the Corporate Plan as this was the last year in which they could be delivered. The CEO added that figures associated with targets would need to be further honed and these would be available for next iteration of the draft Plan.</p> <p>The Chair asked if any of the information contained within the Plan could be tabled earlier at meetings with DfC. The CEO confirmed this would be part of business planning meetings with the Department.</p> <p>Members discussed where target figures are coming from and how these are monitored and reported on. The Director of Performance Sport provided clarification on this.</p> <p>Members also queried the status of the Mental Health Action Plan. The CEO clarified the current position on this and the Forum which developed this.</p> <p>Member queried if the plan reflected both exchequer and lottery funding and reporting and the CEO confirmed this. The CEO advised that Lottery funding cannot be used to replace exchequer funding. Member recognised this and clarified is there anything that could be done with the National Lottery Distribution Fund balance that could be used in the correct and appropriate way to support the organisations goals. The Director of Finance and Governance advised Members that it is anticipated the reserve will be used to invest in decisions already taken by the Board, ie Sporting Communities, Clubs and Winners.</p> <p>Kyle Ferguson left the meeting at 6.50pm.</p> <p>Member queried was it possible to produce a summary showing which programmes were lottery and which were exchequer.</p> <p>Members considered and approved SNI/18/74.</p>
<p>7. TNOC Update</p>	<p>The Director of Participation presented SNI/18/75 for information.</p> <p>Members had previously asked for an update on TNOC at each meeting until the Project Board has been completed and closed out. Members agreed this was a comprehensive paper and useful to have.</p> <p>Member queried what collaborative partnership Sport NI has with education and skills. The Director of Participation advised it was focussed upon service delivery at the moment, for example, leadership programmes for students. There was also collaborative working within secondary education, for example orienteering. The Director of Participation added that there was scope to develop business skills and could involve collaborations with FE sector.</p>

	<p>Members noted discussions have also begun with Governing Bodies to identify their needs.</p> <p>Members noted SNI/18/75.</p>
<p>8. Everybody Action 2020 (Workforce) – proposed change (SNI/18/76)</p>	<p>The Director of Participation presented SNI/18/76 for approval.</p> <p>Members heard the paper proposes a change relating to deferral of this strand in EBA to better align with Sporting Clubs work in this area and with investment timelines for Sporting Clubs and Sporting Winners as it had not been possible to progress this strand as initially planned. Members heard there were 15 months remaining to deliver this strand and for a workforce plan to have an impact required at least three years to have sustainable benefits. It was also thought it could potentially have a detrimental impact upon government bodies by shifting their focus from Sporting Clubs.</p> <p>Member queried the message being sent to the sporting workforce by reallocating this investment from workforce development. The Director of Participation agreed this was a difficult choice to make and added there had been strong feedback when this was being developed which was why the initial investment plan was developed. Members recognised this and the pragmatic approach being taken and noted this was not solely taking away workforce indefinitely but there was a need to invest for maximum effect. Members were advised investment in the workforce has a clear multiplier effect in sport and that Sport NI were seeking to invest in the best way possible in the workforce moving forward.</p> <p>Members considered and approved SNI/18/76.</p>
<p>9. Audit and Risk Assurance Committee Report</p>	<p>The ARAC Chair provided a verbal update on ARAC business in particular continuing to focus on the annual accounts backlog and the recent workshop on the new risk register.</p> <p>The ARAC Chair updated members of the meeting on 3rd December and that ARAC had fully endorsed the new risk register presented. The ARAC Chair highlighted several changes within the risk register and requested Members endorse the new risk register, also noting the hard work in developing the new risk register by the Director of Finance and Governance. The Chair requested formal adoption of the risk register. Members approved the adoption of the new risk register.</p> <p>The ARAC Chair advised members that Sport NI is likely to be on the Comptroller General's report due to outstanding accounts. Members were also advised the NIAO report will be received in January and there would be learning outcomes from this.</p> <p>The ARAC Chair advised of discussion regarding timing of audit committee and it was agreed these would remain at 17:00 on the week prior to Board meeting with the next meeting being held on 4th March 2019. Members</p>

thanked the Director of Finance and Governance for the hard work he has carried out.

The CEO advised Members of her meeting with the NIAO on 11th December and confirmed the Director of Finance and Governance, Chair and Vice–Chair have been updated on the outcome of this. The CEO has received clear advice from the NIAO regarding what is to be contained within the annual assurance statement. Members heard if an issue arises in one set of accounts then this has a knock on effect on preceding year's accounts.

As a result of ongoing concerns from NIAO, the CEO advised Board Members that she is bringing in RSM to provide an independent expert to carry out critical analysis of all queries raised by the NIAO to ensure that all outstanding accounts are prepared and ready for audit.

The CEO advised that the 2014-15 accounts were submitted last week. However as these have not been approved if something arises in a later set of accounts then this will delay sign off for the previous year's accounts.

Members raised a concern that this could continue indefinitely and that all accounts would need to be signed off at the same time. Members queried whether an addendum would be needed for the Bi-Annual Statement; it was noted a draft had been submitted to the department and once the final version was signed off by the Chair a cover letter regarding the accounts could be added. The recent Effectiveness Review will also have to be considered.

Members asked if there is anything of significance that is delaying sign off or were there only minor technical issues. The Director of Finance and Governance advised there was nothing major around figures, mostly around narrative. The CEO advised there was nothing to suggest impropriety or a need to investigate further but there were inconsistencies between lottery and exchequer and still some queries around figures. The CEO stated that as the accounting officer the annual governance statement needed to be revisited and the CEO needed assurance on what was being signed off. The CEO confirmed the intervention to get an independent expert and advised this would be dealt with and the issue would be closed out as a matter of urgency now.

Siobhan Weir left the meeting at 7.30pm.

The NIAO provided information as to what is required in the Statement. Members queried if this can be dealt with. The CEO noted that the NIAO have been very supportive throughout this process and that an independent analyst will be able to look at this and progress the matter.

The CEO added that a meeting with the Department is scheduled but that it must be noted that the outstanding accounts are legacy issues and two senior department officials were not able to close these issues out either and matters escalate as corporate memory is lost due to passage of time. Members noted this and asked that minutes reflect their concern over the ongoing impact of current accounts having a continuous impact upon preceding year's accounts.

	<p>Member queried if the independent analyst would be an additional cost and not take away from the agreed audit plan and 'days' allocated within the contract. The CEO confirmed this was additional and the Chair queried if this should be included within the audit plan. The CEO clarified this would be totally separate from internal audit work.</p> <p>Members noted the ARAC update.</p>
<p>10. Finance and Governance Report (SNI/18/78)</p>	<p>The Director of Finance and Governance presented SNI/18/78.</p> <p>The Director provided a summary of the following:</p> <ol style="list-style-type: none"> 1. <u>Management accounts (for approval)</u> 2. <u>BIAAS 1 April-30 September 2018 (for consideration)</u> The CEO declared an interest in this and the Director of Finance and Governance was aware of this. 3. <u>Proposed draft Risk Register (for approval)</u> 4. <u>Risk appetite statement (for approval)</u> 5. <u>ARAC self-assessment checklist 2018 (for consideration)</u> 6. <u>Audit strategy 2018/18 (for approval)</u> 7. <u>Terms of appointment of RSM as SNI's internal audit (for approval)</u> <p>Members considered and approved SNI/18/78</p>
<p>11. HR Report (SNI/18/79)</p>	<p>The Director of Finance and Governance presented SNI/18/79.</p> <p>The Director asked Members to note:</p> <ul style="list-style-type: none"> • Increase in staff sickness; and • recently reviewed and updated HR policies. <p>Members noted SNI/18/79.</p>
<p>12. Review of the Standing Orders (SNI/18/80)</p>	<p>The Board Secretariat presented SNI/18/80 for approval of the Standing Orders which were reviewed with a few minor amendments.</p> <p>Members approved SNI/18/80.</p>
<p>13. Board Training Plan (SNI/18/81)</p>	<p>The Board Secretariat presented SNI/18/80 for approval which has had input from Board members and reflects self-identified training needs.</p> <p>Members considered and approved SNI/18/81.</p>
<p>14. AOB</p>	<p>There was no other business to discuss.</p> <p>The Chair asked everyone if they were content this had been a productive and positive meeting, members agreed.</p>

	Meeting closed at 7.45pm. The Chair thanked members for their contribution and wished everyone a Merry Christmas.
15. Closed session	Members went into closed session.
Date of next meetings	<ul style="list-style-type: none"> • 16 January at 9am – Workshop: Corporate Planning – Critical Success Factors • 13 March 2019 at 5pm

Approved by:
Sport NI Chair

George Lucas

13TH MARCH 2019.

Date:

