



**MINUTES OF THE MEETING OF THE SPORT NI BOARD HELD ON 13TH MARCH
2019 AT 5PM IN THE HOUSE OF SPORT, BELFAST**

<p>Present: Board members:</p> <p>George Lucas Jay Colville Kieran Harding Richard Bullick Darryl Petticrew</p>	<p>In attendance: Sport NI Officials</p> <p>Antoinette McKeown, CEO John News, Director of Participation and Facilities Peter McCabe, Director of Performance Ali Campbell, Executive Unit Manager Gillian Gilliland, Secretariat Officer</p>
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The Chair welcomed everyone to the meeting.

Agenda Item	Record of main discussion
1. Apologies	Siobhan Weir, Jackie Bryson, Kyle Ferguson, Catherine O'Mullan and Wilma Erskine.
2. Register of Member's Declaration of Interest and Gifts and Hospitality	Members approved the Declarations of Interest and the Gifts and Hospitality Register. There were no new declarations to declare. The Chair thanked everyone for pulling together Gifts and Hospitality Register, members noted this was approved at ARAC.
3. Minutes of meeting on 12th December and workshop on 16th January 2019	Members approved the minutes of the meeting on 12 th December and the workshop on 16 th January 2019.
3.2. Action Points -	Action points were circulated to members and officers prior to the meeting.
4. Chair's remarks	The Chair reported on the Female Sports Conference which took place on 12 March and referred to the excellent opening remarks from the CEO.
4.1	<u>Outstanding accounts 2014-2018</u> The Chair stated the Board and CEO continue to be concerned with the delay in publication of the outstanding annual accounts; however it was noted the NIAO has now closed the annual accounts for 2014/15 and 2015/16 and these are on the agenda for Board approval and signing. The Chair advised that once approved the four sets of signed accounts for

2014/15 and 2015/16 will be formally submitted to NIAO for auditing. Members agreed to wait until the meeting was quorate to formally approve the minutes.

The Chair reiterated members have seen the draft ToR for the Lessons Learned report and the final terms of reference have been circulated. The CEO confirmed feedback had been requested from members for 11 March (latest), the final TOR has now been issued. The CEO advised some comments were received from members and incorporated into the final TOR. The CEO confirmed the TOR were based on what was requested by the Permanent Secretary in her letter to the CEO. The Vice Chair queried had the TOR been numbered, the CEO confirmed numbering would be included for ease of reading.

4.2

Workshop with Chair and CEO of Sport Scotland

The Chair advised follow up actions have been circulated from the Board Workshop in January; this was a very informative day. The Chair confirmed the notes and other information would be used to develop the next Board workshop on the corporate plan. The Chair continues to stay in touch with Chair of Board Scotland to share information about best practice in both organisations.

4.3

Board Effectiveness

The Chair advised the Board has to complete a Board effectiveness review for 2018/19 and there is a need to plan this work. It was noted ARAC agreed on 4 March to undertake an effectiveness review and this will inform the overall Board review for 2018/19. The Board will implement the development plan to improve Board Effectiveness for next year and the first workshop on governance and accountability will be held with an independent facilitator on 25 March 2019 at Mossley Mill. A programme of topics for presentations and discussions at future Board meeting will be discussed at the workshop on 17 April 2019, e.g. culture, leadership. The Chair and CEO have held a series of meetings in January/February 2019 with an independent facilitator aimed at improving effectiveness. The series of Board Development workshops and Chair's 1-1s with members will also inform the process. The Chair requested if Members had any ideas for Board effectiveness these should be feed through.

4.4

UK Sport Future Strategy

The Chair advised UK Sport has launched its future strategy and information has been made available to members. The Chair and CEO attended a consultation meeting of all of the Chairs and CEOs of the Home Nations to contribute to the development of the Strategy and Chair Katherine Grainger attended a workshop in NI with GB sports. However, the Chair stated it was disappointing that the views expressed by the Home nations don't appear to be fully reflected in the final strategy. It is also disappointing that the Board of Sport NI did not get a chance to engage with UKS or meet with Dame

<p>4.5</p>	<p>Katherine before the UKS strategy was launched; however, a date is being agreed for Katherine to come and meet the Board early in the new business year.</p> <p><u>SportMaker Awards</u></p> <p>The Chair acknowledged the Sport Maker awards event which took place in the Titanic last month. This was inspirational and acknowledged the clubs, volunteers, officials and coaches who are the foundations of sport and communities. The Chair expressed his congratulations to all involved in organising the event.</p>
<p>5. CEO report (SNI/19/05)</p>	<p>The CEO presented SNI/19/05 for information.</p> <p>The CEO advised there were a couple of points for highlighting within the paper. On page one paragraph 2.1 Sport NI are continuing to liaise with O'Hare's solicitors and RSA Insurers have been appointed regarding a past employee. The CEO clarified that in the case SNI v Past Employee, RSA Insurers are the client and they are paying for the action on behalf of Sport NI. The CEO advised Sport NI wish to defend this case however there were issues surrounding witnesses. Sport NI are following up with RSA and O'Hare's to ascertain the current position.</p> <p>The CEO advised that work continues on culture and will form part of the Board workshop in April. Previous internal and external feedback indicated a common view that Sport NI was too bureaucratic and autocratic in working with sporting bodies and we did not practice what we preach (especially on governance). On returning to work, the CEO heard that bureaucracy and not practicing what we preach remain as key issues. Sport NI are now on a strong continuum assisting sporting bodies to become more autonomous. The CEO advised that at governing bodies meetings and on public platforms the message being delivered is Sport NI have learnt lessons and are moving forward, listening, engaging and taking on board what they have heard and what they have learnt. When engagement begins on the new Corporate Plan Sport NI will have established that we are listening; the CEO stated this was difficult to raise on a public platform with Board members and staff having to hear that report on but from an integrity and credibility point of view going forward, it was important to demonstrate.</p> <p>The Chair and Board thanked the CEO for the open and frank discussion.</p> <p>Members queried whether the SPLISS Report would be factored into the Sport Strategy and this was confirmed.</p> <p>Members noted the March Project Board meeting of Strategy 2020 had been postponed and queried whether the timelines were still on target. The CEO confirmed Sport NI are represented on the Project Board and there is also a Project Team, however in the absence of a Minister it was noted the Strategy might not be completed and signed off as per the timelines and Sport NI need to be prepared for this reality.</p>

	<p>Darryl Petticrew joined the meeting at 5.30pm.</p> <p>The Chair asked the Board for approval of the 2014/15 and 2016/17 accounts. These were approved and it was agreed the accounts would be signed off by the Chair and CEO at the end of the meeting.</p> <p>The CEO advised the Board Leigh Brown handed in his notice with effect from 31 March; however he was currently off on sick leave. The CEO wished him well for the future and for a speedy recovery. The CEO advised year end was a critical time in terms of spend, internal audit, budgets and business plan but provided assurances to the Board this work was being prioritised. The CEO advised interviews for an interim Finance and Governance Director were scheduled to take place.</p> <p>The Board endorsed the CEO's comments and expressed thanks to Leigh for all his work and wished him well for the future.</p> <p>Members noted SNI/19/05.</p>
<p>6. Draft Business Plan 2019/20 (SNI/19/06)</p>	<p>The CEO presented SNI/19/06 for members' approval.</p> <p>The CEO advised positive feedback had been received from the Department and highlighted page 2 sets out assumptions taking into account potential 4% which creates a budget pressure of £488k which would require removal of a full programme, potentially EBA Small Grants. The CEO highlighted the pilot projects in terms of the Corporate Plan 2020-25. Members noted the additional resource for the current year regarding the Route Map and Corporate Plan. The outcomes on page 6 reflect government outcomes in outcomes delivery plan; more outcomes are being delivered on, however the Department have advised not to list them all. The CEO advised this was an ambitious plan with 11 outcomes for 2019-20. The CEO advised the Department had commented on the previous Business Plan as being as close to exemplary as possible.</p> <p>The CEO requested Board approval for submission to the Department before the end of March. Members approved submission of the Business Plan to the Department.</p> <p>The CEO confirmed there was currently no indication from the Department of the budget for next year and this would be discussed at a Department meeting on 14 March. The CEO advised the Business Plan was being submitted on the basis of 4% cuts but showing a pressure of approximately £450k.</p> <p>Members considered and approved SNI/19/06.</p>
<p>7. Report on investments across sports</p>	<p>The Directors of Participation and Performance presented SNI/19/07 for information.</p>

<p>(SNI/19/07)</p>	<p>Members noted the paper provided gives a high level summary of Sport NI programmes in terms of performance and participation and contained insight which would be discussed at the April Board Workshop. The focus was to provide a picture of Sport NI's £20m grant and how this is distributed; however Members were advised there is another tier of investment into sports in terms of staff time and services provided through the Sports Institute and TNOC which is not captured within the paper.</p> <p>The Chair congratulated staff on compiling this detail which is very clear and helpful for Members and agreed this would help shape discussion at future workshops.</p> <p>Members noted SNI/19/07.</p>
<p>8. Audit Risk and Assurance Committee Report (SNI/19/08)</p>	<p>The ARAC Chair presented SNI/19/08 for information.</p> <p>Members noted ARAC met on 4 march and heard NIAO requested to meet with ARAC before the meeting. This had been a useful conversation; NIAO advised an element of the accounts could have been audited this time last year and this had been a learning point for the NIAO. Members noted the NIAO would meet with ARAC members prior to the commencement of the June meeting.</p> <p>The ARAC Chair confirmed this was a busy time of year for the organisation, year-end spend were within tolerances. Members noted a Brexit Plan was in place between Sport NI and the Department with regular meetings were taking place. Members noted emergency planning has been set up but currently waiting for guidance.</p> <p>The ARAC Chair confirmed the Annual BIASS would be discussed at the beginning of the Board workshop in April in order to complete this.</p> <p>By June an ARAC effectiveness review would be completed and the ARAC Chair advised various templates were being considered.</p> <p>The ARAC Chair referred to the backlog of accounts and advised the NIAO as at 25 February had closed the 2014/15 and 2015/16 accounts; the signed accounts would then be audited. The NIAO had advised the objective was to get back to a routine and Sport NI are in favour of this. The NIAO have also advised holding back on submission of 2016/17 until we feedback has been received within the context of this ultimately being a decision for Sport NI.</p> <p>In terms of the Lessons Learned report, the ARAC Chair stated he would wish to include lessons learned from himself and ARAC members and asked for an independent party to undertake this.</p> <p>The CEO read the letter received from the Permanent Secretary which stated that the Lessons Learned report required the CEO to include a personal assessment as Accounting Officer providing full details of steps to be taken. The CEO advised the Permanent Secretary was requesting her to take</p>

	<p>personal responsibility under statutory responsibilities to ensure Lessons Learned were embedded in the organisation. In this respect, if the Board wanted to commission an independent report, this would need to be discussed with the Permanent Secretary</p> <p>Members agreed this was the personal responsibility of the CEO as Accounting Officer to undertake this personal assessment as requested by the Permanent Secretary and that whilst Board members will have a view, the report will not be subject to Board approval. The CEO confirmed her commitment to full transparency as part of building a different culture in Sport NI and that will be built into the methodology. In the spirit of supporting the process the Board will provide assistance if required.</p> <p>Members queried the timeline for completion of the report and the CEO confirmed she hoped to have a draft report by 30 April. Members also agreed it was important to ensure the quality of the report and not rush it.</p> <p>The CEO confirmed in terms of submission of outstanding accounts if feedback was not received from the NIAO by the end of March she would review the position on submission of 2016/17 and 2017/18 accounts in advance of certification of 2015/15 and 2015/16 accounts. Members noted SNI/19/08.</p>
<p>9. Finance and Governance Report (SNI/19/09)</p>	<p>The CEO presented SNI/19/09 for information.</p> <p>The CEO commended the support from staff due to staff absence. The CEO reported on the Lottery and Exchequer Management Accounts up to 31 January 2019 and provided an update on the Annual Accounts.</p> <p>Members queried the position on the additional in-year funding and it was confirmed a strategic business case had been developed last year for £1/2m with a full option appraisal. In quarter two, the Department asked for any pressures and development opportunities and we highlighted unmet demand for women and sport which enabled us to bid to bring forward the preferred option.</p> <p>The CEO advised that within the quarter three Business Plan Review two objectives were now red; the structural review which is currently with DOF and the upgrade of the financial management system. Members noted the business case was being finalised but would not be approved by the end of March.</p> <p>The CEO confirmed the Risk Register was approved with ARAC with one amendment relating to relationships and ineffective governance. This was changed to red in relation to the management accounts on the basis of damage to relationships with NIAO. The Board endorsed this amendment.</p> <p>Members noted Gifts and Hospitality was currently subject to internal audit; however it was noted this had been scheduled for review in May or June this year.</p>

	<p>The Chair endorsed the CEO comments regarding acknowledgement of the Executive Team and Finance Team around production of the accounts; the Board endorsed this.</p> <p>Members noted SNI/19/19.</p>
<p>10. HR Report (SNI/19/10)</p>	<p>The CEO presented SNI/19/10 for information.</p> <p>The Chair highlighted the low levels of absenteeism for a number of months which was fantastic.</p> <p>The Chair advised Members he has provided some feedback on the Health and Safety risks reporting which will enhance effectiveness of monitoring and reporting. The Director of Participation and Facilities advised that within the draft Business plan for next year one of the narratives for TNOC would be around a Health and Safety project being mindful of the nature of the work at TNOC.</p> <p>Members acknowledged the good progress in all areas of HR.</p> <p>Members considered and approved SNI/19/10.</p>
<p>11. AOB</p>	<p>The Chair asked everyone if they were content this had been a productive and positive meeting, members agreed. Members stated it had been a very good meeting allowing for clarification in a number of areas.</p> <p>Members queried was there a process for sports to engage with Sport NI in terms of recognition. The Director of Performance confirmed it was possible to have early engagement which would then lead to a formal recognition process.</p> <p>The Chair referred to the Communications report and acknowledged the work and progress made on this. The Chair requested Communications to be added as a standard agenda item.</p> <p>The Chair requested Members to respond in a timely manner regarding confirmation of attendance at upcoming training, workshop and scheduled Board meetings.</p>
	<p>The meeting closed at 6.30pm.</p>
<p>12. Closed session</p>	<p>Members went into closed session.</p>
<p>Date of next meetings</p>	<ul style="list-style-type: none"> • 25 March – Governance & Accountability Training – 9am-5pm @ Mossley Mill – facilitated Eileen Mullan • 17 April – Board Workshop – 9am-2pm @ HOS – members are asked to hold a short meeting before this Workshop to approve the October

	<p>2018-March 2019 BIAAS and to review and approve any revisions required to previous BIAAS</p>
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- 12 June - Board Meeting @ 5pm, HOS

Approved by: George Lucas
Sport NI Chair

Date: 19TH JUNE 2019