

**Sports Council for Northern Ireland  
Lottery Distribution Account  
for the Year Ended  
31 March 2019**



# **Sports Council for Northern Ireland Lottery Distribution Account for the Year Ended 31 March 2019**

Presented to Parliament pursuant to C.39, Section 35(5) of the National Lottery  
etc. Act 1993 (as amended by the National Lottery Act 1998)

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## **PERFORMANCE REPORT**

This Performance Report focuses on matters relevant to all users of Financial Statements. Although it is designed to be a self-standing document, much of the information contained in it is simply a summary of information provided in other documents and is therefore cross-referenced as appropriate. The Performance Report has two sections: an 'Overview' and a 'Performance Analysis'.

The Governance Statement (refer to page 36) provides detail on the significant delay in the audit of the Sports Council for Northern Ireland Lottery account for 2018-19. The audit of the 2018-19 annual report and accounts was completed during the 2025-26 financial year. The narrative and information included in the annual report and accounts should be considered in that context.

### **Overview**

The purpose of the 'Overview' section of the Performance Report is to give the user a brief summary that provides the lay user with sufficient information to understand the organisation, its purposes, the key risks to the achievement of its objectives and how it has performed during the year. It consists of the Chair's Foreword, Chief Executive's Introduction and the Purposes of Sports Council for Northern Ireland (hereafter Sport NI).

### **Chairman's Foreword**

It gives me great pleasure to introduce the 2018-19 Annual Report for Sport NI. In the final year of our five-year Corporate Plan, we remained more committed than ever to continuing to develop strong partnerships with sporting organisations.

It is important at this stage to recognise the significant work carried out by Sport NI and our partners during that year. This work, underpinned by the three strategic objectives within the Corporate Plan: Sporting Communities; Sporting Clubs; and Sporting Winners, required significant strategic expertise and a relentless energy to skilfully collaborate with our key delivery partners. Much was achieved and I would like to pay testament to the high calibre of this work - the lifeblood of a thriving sporting system in Northern Ireland.

Sport NI also continued to build on the improvements which formed the cornerstone of the change programme; as Chair I am committed to strong and effective Board leadership, a sharp focus on finance, governance and risk improvements and to a culture in Sport NI based on values of Excellence, Collaboration, Integrity and Learning and Growth. Much energy was invested in these critical success factors during 2018-19 and this continued to feature in the year ahead.

Sport NI invests a range of resources to optimise sustained sport participation and ensure our athletes are among the best in the world. We aim to ensure that everyone has access to quality sport; volunteers, coaches, and leaders are highly skilled; sports clubs thrive, and pathway and performance strategies are effective. We are proud of the role that the Tollymore National Outdoor Centre plays in developing the current and future generations of leaders in outdoor sport and recreation and our Sports Institute, which offers specialist sports science and medicine services to high performing athletes and sports.

The 2020 year was a challenging time for all involved in the delivery of sport in Northern Ireland. The next number of years were a difficult economic period compounded by ongoing political uncertainty both locally and across Europe. The political impasse in Northern Ireland at the time, and the prospect of differing outcomes to a British Exit from the European Union, meant that sport had to maximise any and all opportunities during the subsequent five years. In this era, and in the face of continued reduced public expenditure, the Board was committed to its duty to ensure that Sport NI's resources were effectively focussed to deliver better outcomes for everyone in Northern Ireland by making the most effective use of the core skills and expertise we possess. This included smarter ways to collaborate and invest with strategic partners.

I would like to pay recognition to my fellow Board Members, the CEO, and the wider team at Sport NI who continued to lend their time, unfaltering commitment and knowledge in the name of leading and sustaining quality sports and physical recreation in Northern Ireland.

**Gavin Boyd**  
**Chairman**  
**Sports Council for Northern Ireland**

**Date: 14 May 2025**

## **Chief Executive's Introduction**

I am delighted to present the 2018-19 Annual Report for Sports Council for Northern Ireland (Sport NI). As the public body leading the development of sport in Northern Ireland, we remain committed to a relentless pursuit of excellence in sport, from grassroots sport to a quality club environment to podium level success. Sport NI has developed significantly in recent years due to a range of change and organisational development initiatives. We have learned of the critical role of a strong organisational culture that sets clear standards and expectations of us all, recognisable in all that we do.

In terms of grassroots sport and our Sporting Communities Programme, Every Body Active 2020 was delivered in partnership with district councils and Community Planning Partnerships and increased quality opportunities for targeted groups to develop and sustain participation in sport across key life-course transitions. This enabled Sport NI to continue shaping quality sport locally through our role as a statutory community planning partner. During 2018-19 this programme opened up sporting opportunities to almost 30,000 people from under-represented areas and from areas of greatest need which is an achievement we are proud of.

We are proud too of Sport NI's work during 2018-19 to encourage significant participation opportunities for women and girls and disabled people in Northern Ireland. The Active Living, No Limits programme continued to improve the health and wellbeing of those with a disability by offering diverse and inclusionary opportunities to partake in sport and active recreation. Our Active, Fit and Sporty programme for women and girls also sought to increase equality, diversity and inclusion in participation sport. These projects were evaluated in the 2019-20 year, on the completion of the 2015-20 corporate plan. We subsequently sought to build on the strong foundations put in place, by strategically integrating access to sport from minority and under-represented groups into the mainstream.

The Sporting Clubs Programme continued to invest in 21 sporting organisations (governing bodies of sport and umbrella organisations) during the 2018-19 in order to deliver a growing number of sports clubs and coaching staff of a particular quality in Northern Ireland. This work was particularly successful, with over 50,000 new club members and over 7,000 highly trained members of coaching staff facilitated and encouraged by the programme – a significant achievement. Our club structures and systems provided the foundation for local athletes to develop, thrive and succeed, ensuring Northern Ireland continued to thrive and be recognised as a place where sportspeople excel. An example to highlight was the Irish Women's Hockey Squad. In 2018 the team defied the World rankings to win the silver medal at the Hockey World Cup, doing much to raise the profile of the game and catch the imagination of the island.

In terms of our third strategic programme, Sporting Winners, we witnessed some truly marvellous sporting success during the 2018-19 year. Northern Ireland excelled with 31 medals won, seven of them gold. In addition, we saw some incredible multi-medal successes - with women in sport leading the way. Bethany Firth won five medals in the European Para Swimming Championships and Kirsty Barr won three medals across the European and Commonwealth Championships and World Shooting Championships) – truly incredible achievements.

As we celebrated sporting success during 2018-19, Sport NI paid tribute to coaches, officials and volunteers who are critical to the development and delivery of sport in all its forms in Northern Ireland. In total 140 nominations were received from 25 sports for our 'Sportmaker' awards across all of the 12 categories, representing a sizeable increase on the previous year.

As we moved into the year 2019-20 with a renewed sense of organisational confidence and pride, we remained committed to continuing our journey to excellence as a highly performing sports team and looked forward to more effective collaboration with partners to develop the corporate plan 2020-25, together demonstrating the power of sport through partnership.

**Richard Archibald**  
**Interim Chief Executive**  
**Sports Council for Northern Ireland**

**Date: 14 May 2025**

## **Strategic Report**

### **Purpose and Activities of Sport NI**

#### **Background Information**

Sports Council for Northern Ireland (referred to as “Sport NI”) is the statutory body through which public funding for sport in Northern Ireland is channelled. It was established on 31 December 1973 under the provisions of the Recreation and Youth Service (Northern Ireland) Order 1973 (as amended) with its main objective being the furtherance of sport and physical recreation.

Sport NI’s principal functions are as provided by Article 3 of the Recreation and Youth Service (Northern Ireland) Order 1986;

- On matters relating to sport and physical recreation, to advise the Department for Communities and other government departments, the Education Authority, Local Councils and other bodies interested in sport and physical recreation;
- To encourage the provision of facilities for, and participation in, sport and physical recreation;
- To assist, subject to Paragraph (4) of the article:
  - In the provision of administrative services, equipment, coaching and instruction;
  - In the organising or supporting of, or participating in, international or other events, by bodies providing facilities for sport or physical recreation or organising such activities; and
  - Bodies providing supportive services in connection with sport and physical recreation.

The National Lottery etc. Act 1993 (the 1993 Act) established the National Lottery and designated five ‘good causes’: arts, sport, national heritage, charitable projects and projects to mark the year 2001 and the beginning of the third millennium. The National Lottery Act 1998 (the 1998 Act) which came into force in July 1998 established a sixth good cause, the New Opportunities Fund, the functions of which were taken on by the Big Lottery Fund (Now the National Lottery Community Fund) through the National Lottery Act 2006 (the 2006 Act). Each of the good causes receives a percentage of the net proceeds of the Lottery paid out of the National Lottery Distribution Fund (NLDF).

In 1994, the Minister for the Department for Culture, Media and Sport (DCMS) appointed Sport NI as a Lottery distributor for 2.6% of money allocated to sport. Lottery funds are accounted for in Sports Council for Northern Ireland Lottery Distribution Account (referred to as the Sport NI Lottery Account).

#### **Grant in Aid Activities**

Sport NI is primarily funded by Grant in Aid from the Department for Communities. These funds are accounted for separately in Sports Council for Northern Ireland Accounts (referred to as Sport NI Exchequer Account).

#### **Principal Functions related to National Lottery Distribution Activities**

Sport NI has developed its policies and procedures for the Sport NI Lottery Account within the framework of the 1993 Act (as amended by the National Lottery Act 1998) and the policy and financial directions (the Directions) issued by the Department for Communities, on behalf of the Department of Culture, Media, and Sport. Sport NI’s policies and procedures are continually under review to ensure that they comply with requirements, remain appropriate and that the maximum benefit is achieved for sport in Northern Ireland.

A requirement of the 1998 Act is that Sport NI prepares and adopts a strategic plan for the distribution of its share of Lottery income. Sport NI developed and agreed a Corporate Plan covering the period 2015–2020 and a current Plan covering the period 2020-2025. These outline how Sport NI will allocate its share of Lottery funding and sets out Sport NI's priorities, activities, targets, and programmes during the period.

### **2018-19 National Lottery Distribution Activities**

In 2018-19, Sport NI continued to offer a range of capital and revenue programmes. Every Body Active, Active Clubs, Boxing and Single Facilities were existing programmes, which continued during the year. New investments were made under the programmes Sporting Clubs/Winners. Sporting Clubs delivers sustained increases in club membership through club and workforce development with a range of funded sporting organisations. Sporting Winners invests in National Governing Bodies of Sport supporting athletes and teams that have the potential for success at major senior international competitions – Olympic Games, Paralympic Games, Commonwealth Games, the World Championship Event and the European Championship.

### **Future Developments in National Lottery Distribution Activities**

In June 2017 DCMS advised that the Gambling Commission anticipated a continued fall in lottery receipts after a £1m fall in income for Sport NI in 2016-17. Sport NI undertook a review of its future investments and decided not to progress with any new programmes for 2019-20, beyond the current four-year programmes, until it determined if ticket sales would continue to decline or stabilise.

### **National Lottery Distribution Fund (NLDF) Balance Policy**

In August 2003 the Department for Culture, Media and Sport (DCMS) issued a guidance note which proposed that all Lottery Distributors should develop an NLDF policy and should publish an annual statement in their audited accounts, setting out the basis of the policy and the actions required to manage the NLDF balance. Sport NI's NLDF policy is included within the accounts at note 7.

### **Key Issues and Risks**

Risk management is fully incorporated into organisation and business planning. The Board manages risk by ensuring that the procedures which are in place to verify risk management are regularly reviewed and reported. The Executive Team reviews and updates the Corporate Risk Register on a quarterly basis and submits it to the Audit and Risk Assurance Committee for consideration. The report is in turn considered at the subsequent Board meeting. The main risks to Sport NI are:

- Macro environment
- Budget uncertainty
- Relationships
- Failure to modernise
- Ineffective governance
- Health, Safety and Wellbeing

The Board considers how these risks are managed, the residual risk and action plans as appropriate.

## **Going Concern Basis**

The financial statements are produced on the Going Concern basis. Going concern was re-assessed and approved by the Board on 14 May 2025. Sport NI is not aware of any reason to adopt a different basis.

Sport NI considers that the Fund is not exposed to significant liquidity risks; it is satisfied that it has sufficient liquid resources within the NLDF and cash balances of £14.4m as well as forecasted NLDF income to cover the total of the current liabilities of £4.32m. The forecasted NLDF income is based on projections received from DCMS.

## **Performance Summary**

Sport NI's Business Plan for 2018-19 responded to the Management Statement and Financial Memorandum, drawn up by the Department for Communities and sets out the organisation's Key Performance Indicator (KPI) targets for the financial year.

Per the end of year review of the Business Plan, 76% (31 March 2018: 92%) of the 21 KPI's were either achieved or likely to be achieved. Please refer to the Performance Analysis section below for further details.

## Performance Analysis

### Financial Results

Sport NI's Lottery Distribution results are set out in the Statement of Comprehensive Net Expenditure. Total proceeds and investment income received from the National Lottery totalled £8,362,703 (2017-18: £8,527,007). During the year the Sport NI made awards of £6,768,544 (2017-18: £8,232,419). A total of £7,316,818 (2017-18: £7,796,719) was paid to grant applicants. The total administrative costs of Sport NI's Lottery distribution activities, including staff costs and following a review of the staff time and related costs attributable to National Lottery activities, was £1,521,178 (2017-18: £1,535,533). This represents approximately 18.2% (2017-18: 18.0%) of the total National Lottery proceeds received in the year.

Declining lottery ticket sales in 2018-19 resulted in the Board of Sport NI reviewing its strategic investment initiatives over the longer term with a view to reducing the Lottery Distribution Fund balance whilst still retaining the required level of reserve.

### Equity at Year End

At 31 March 2019 the Lottery Distribution Account showed net income of £619,023 (31 March 2018: net expenditure of £780,153). At 31 March 2019, total equity showed a surplus of £10,125,038 (31 March 2018: £9,506,015).

### Review of Activities and Key Performance Indicators (KPIs)

Sport NI's Business Plan for 2018-19 responds to strategic objectives set out in Sport NI's 2015-20 Corporate Plan and reflects 13 overarching outcomes, which are linked to Sport NI's strategic objectives. The outcomes are arranged into four main sections, namely Results, Customers/Stakeholders, Internal Processes and Organisational Learning and Growth.

Sport NI's strategic priorities and performance targets are influenced by known factors and uncertainties. A risk management framework is in place to ensure that risk is understood, reported and managed as far as reasonably practicable across the organisation.

The table below provides a summary of the 21 KPI targets using a 'traffic light' rating system showing progress against each Overarching Outcome. At the end of the year, 15 (71%) of the 21 KPIs were achieved, one (5%) was partially achieved and five (24%) were not achieved.

#### Key:

Green = Target achieved

Amber = Substantially achieved

Red = Not achieved

Overarching Outcome	Outcome	Key Performance Indicator	Progress Status at Year End
<b>1. Results</b>	R1. More people adopting and sustaining a sporting lifestyle.	R1.1a) Engage a total of 89,000 participants through Sport Northern Ireland's Every Body Active 2020 Strand 1: Opportunities investment programme, targeting under-represented groups.	Substantially Achieved
		R1.1b) Engage a total of 18,500 participants through Every Body Active 2020 Strand 4: Capacity Building, Outreach & Small Grants investment programme, targeting underrepresented groups.	
		R1.1c) Develop and initiate Every Body Active 2020 Strand 3: Workforce Development.	
		R1.2 To co-ordinate, manage and/or influence the continued implementation of three strategic action plans: <ul style="list-style-type: none"><li>• Active Fit and Sporty;</li><li>• Active Living: No Limits 2021; and</li><li>• Our Great Outdoors.</li></ul>	Achieved
	R2. More people to develop and reach their sporting goals through a structured environment.	R2.1a) Increase sports club membership by 7,000 through Sport Northern Ireland's Sporting Clubs investment; and	Achieved
		R2.1b) Engage 10,500 learning opportunities for coaches, officials and club volunteers through Sport Northern Ireland's Sporting Clubs investment.	
		R2.2a) Launch and complete Stage One assessments of Sport Northern Ireland's Multi Facility Fund investment programme.  R2.2b) Invest in 4 facilities through Sport Northern Ireland's Every Body Active 2020 Strand 2: Outdoor Spaces.	Achieved

	R3. More Northern Ireland athletes winning at the highest level.	<p>R3.1a) Invest in 20 Sports Organisations to deliver Sporting Winners benefits;</p> <p>R3.1b) Invest in 40 posts within sporting organisations to deliver High Performance programmes;</p> <p>R3.1c) Support sports to deliver 25 targeted performances at World Championship events (range from medal to Top 32);</p> <p>R3.1d) Support sports to deliver 34 targeted 'medal zone' performances at the Gold Coast Commonwealth Games (range medal to top 8).</p>	Achieved
		R3.2 By 31 March 2019 to work with a range of sports (6-8) to support development of their performance sport systems.	Achieved
<b>2. Customers &amp; Stakeholders</b>	CS1. Improved partnership working and engagement with key partners and stakeholders, delivery partners.	CS1.1 To work collaboratively with the Department to engage, consult and co-design the new Northern Ireland Strategy for Sport and Physical Activity 2020-30.	Not Achieved Planned for 2019-20
		<p>CS1.2a) Complete and/or report on EU Erasmus Plus funded projects:</p> <p>CS1.2b) Continue to partner with, support and develop EU networks and projects.</p>	Achieved
		<p>CS1.3 To have launched a partnership project with the Public Health Agency and other stakeholders involved in Sport Council's Wellbeing in Sport Action Plan 2018-2023.</p> <p>To provide 8 Automated External Defibrillators (AED) training sessions for sports volunteers across Northern Ireland.</p>	Achieved
	CS2. Improved partnership working and engagement with local government through community planning.	CS2.1 - In its role as the Statutory Partner for the Community Planning process, Sport Northern Ireland will establish a sports initiative in each of the 11 District Councils.	Achieved

	CS3. Responsive and effective service delivery	<p>CS3.1a) Deliver services into 16 High Performance (HP) Sport Programmes;</p> <p>CS3.1b) Initiate a Pathway Curriculum for one sport to support delivery of R 3.1;</p> <p>CS3.1c) Develop an interim Northern Ireland Pathway Health Check (pending approval of the new UK wide HPSAG Pathway Health Check Lite).</p> <p>CS3.1d) Develop and implement agreed projects in partnership with at least three culturally significant sports to support their performance sport systems.</p> <p>CS3.1e) To support Team NI to win at least 5 medals at the 2018 Gold Coast Commonwealth Games.</p>	Achieved
<b>3. Internal Processes</b>	IP1. Effective Corporate Governance	<p>IP1.1 To have completed Post Project Evaluations relating to the following key investments:</p> <ul style="list-style-type: none"> <li>• Boxing Investment Programme;</li> <li>• Performance Focus Investment Programme; and</li> <li>• Safeguarding in Sport Services (June 2018)</li> </ul>	Not Achieved Planned for 2019-20
	IP2. Effective and efficient management of financial resources	IP2.1 To have key financial and assurance reports completed.	Not Achieved Planned for 2019-20
	IP3. Improved processes and services through new information management and digital strategies.	<p>IP3.1 To have delivered projects that will:</p> <ul style="list-style-type: none"> <li>• Upgrade the financial management system;</li> <li>• Maximise the use of the GIFTS Management Information System: and</li> <li>• Establish a records management system (HP TRIM Records Management System).</li> </ul>	Not Achieved Planned for 2020-21

	IP4. Effective and efficient management of human and physical resources.	IP4.1 - to have implemented the priority recommendations from the liP review.	Achieved
		IP4.2 - through effective absence management systems to have a maximum of 8.5 working days lost per employee (average per annum).	Achieved
		IP4.3 - to have a Business model fully implemented to engage a total of 7,230 participants/users through Tollymore National Outdoor Centre (TNOC) courses.	Achieved
<b>4. Organisational learning and growth</b>	OLG1. Effective organisational leadership	OLG1.1 - to have completed a structural review of Sport Northern Ireland.	Not Achieved
	OLG2. A skilled and motivated workforce	OLG2.1 To have identified staff skills deficits within Sport Northern Ireland and implemented a learning and development plan that will address these.	Achieved
	OLG3. Effective Organisational health, safety and wellbeing	OLG3.1 To have developed a 'Workplace Wellbeing Programme' for staff. During the year focus will be given to implementing 3 key priorities within the Programme.	Achieved
		OLG3.2 To have designed and delivered 6 research projects in collaboration with relevant partners. These research projects are: <ul style="list-style-type: none"> <li>• SPLISS II Research Project;</li> <li>• Children's Sport Participation &amp; Physical Activity Study;</li> <li>• All Island Club Research Project;</li> <li>• Economic Importance of Sport &amp; Outdoor Recreation;</li> <li>• 2018 Commonwealth Games Review; and</li> <li>• Women in Sports Leadership Study.</li> </ul>	Achieved

The following narrative provides detail of the significant work of Sport NI during 2018-19:

## 1.0 Participation and Facilities

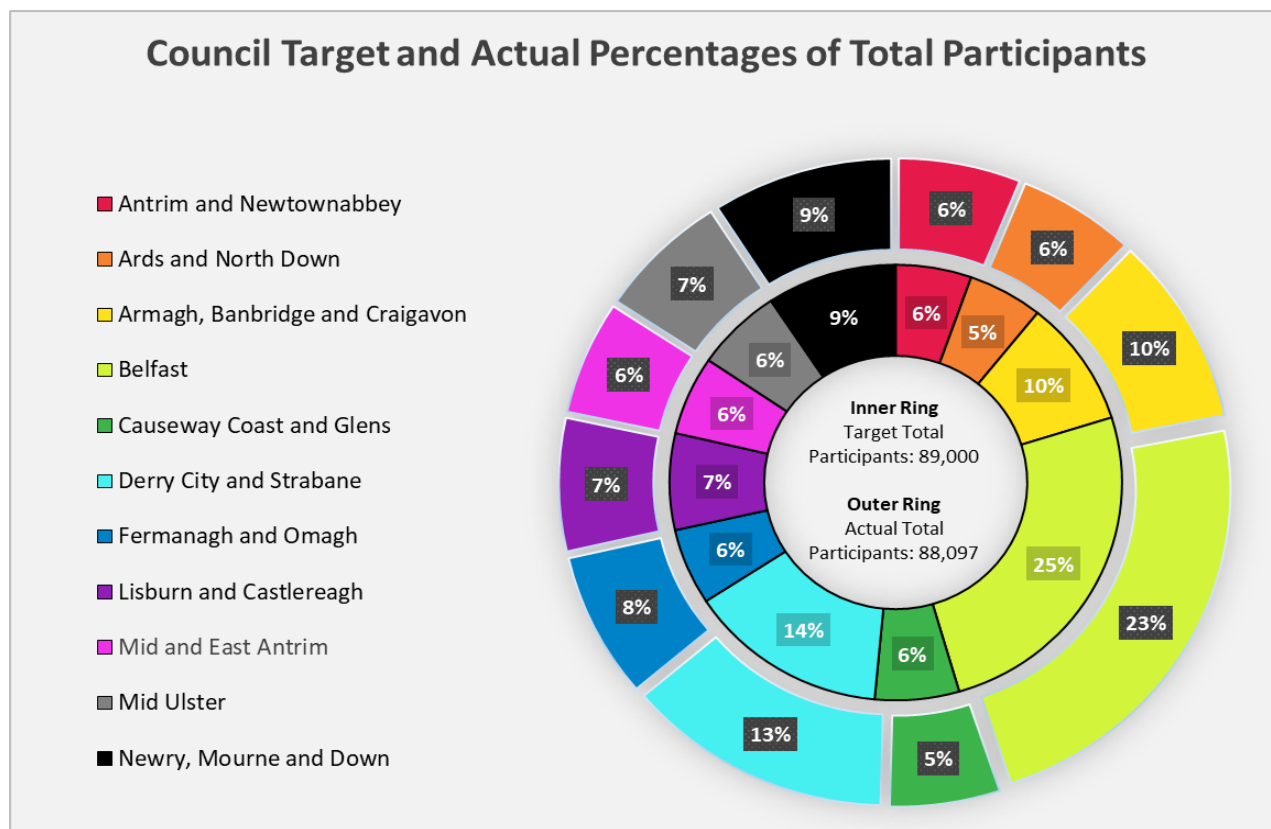
### 1.1 Every Body Active 2020 (Opportunities)

Every Body Active 2020 (EBA2020) is a four stranded approach to increasing sustained participation in sport. The programme is closely aligned to Sport NI's responsibilities within community planning and has embedded the 'Outcome Based Accountability' (OBA) model within its approach to monitoring and evaluation. To that end, the impact of the programme is presented here using the OBA framework of:

- How much did we do?
- How well did we do it?
- Is anyone better off?

#### How much did we do...?

In 2018-19, Sport NI invested £1,602,233 of National Lottery funds in the 'Opportunities' strand of the Every Body Active 2020 programme. This investment, delivered through the 11 district councils and in partnership with a range of governing bodies or sport and sports clubs, enabled 88,097 individuals (99% performance against a target of 89,000) to participate in sport and physical activity across Northern Ireland.



Overall programme participation was broken down as follows:

- 51,814 Women and girls (59% of total – target 58%);
- 15,551 participants with a disability (18% of total – target 17%);
- 25,696 participants engaged in sustained activities (11 activities or more over the reported year) (29% of total – target 31%); and
- 23,786 participants from areas of greatest need (27% of total – target 34%, cf. 24% of total NI population).

#### How well did we do it...?

As part of the EBA2020 (Opportunities), Sport NI commissioned a Participant Survey, whereby 5,191 participant surveys were completed across NI in 2018-19. 2,469 were completed by participants aged 4-11, 1,128 by young participants aged 12-17, and adults completed 1,594.

#### *Enjoyment & Sustained Participation*

Of those participating in the EBA2020 (Opportunities) programme in 2018-19:

- 65% of adult participants reported that they either *'never engaged in sport or physical activity or only engaged once a week'* before taking part;
- 96% of adult participants *'enjoyed' the programme or thought it was great.*;
- Positive enjoyment of the programme was also reported by participants aged 4-11 (98%) and 12-17 (97%); and
- 96% of adults and 90% of 12–17-year-old participants indicated that they wished to continue taking part in the activity/sport they engaged in.

Since taking part in the programme:

- 38% of adult participants have joined a sports club, team, or organised physical activity group;
- 54% report that they engage in sport/physical activity on their own; and
- 61% take part in sport/physical activity with friends in a non-club setting.

52% of participants aged 12-17 reported that they had become a member of sports club or team at school since taking part in the programme. 51% of the same age group report that they have become a member of a sports club or team away from school since taking part.

### Is anyone better off...?

- 76% of adults reported that their frequency of taking part in sport or physical activity had increased.
- 78% of female respondents indicated their frequency of participation in sport or physical activity had increased since taking part (compared to 72 % of males).
- 74% of respondents with a disability indicated that their frequency had increased since taking part. Of the respondents (aged 12-17) who had a disability, 68% indicated that their frequency of taking part in sport and physical activity had increased.
- 81% of adults reported that taking part has given them '*slightly more*' or '*a lot more*' self-confidence.
- 49% of adults indicated that taking part has made their health and fitness '*much better*' with 39% reporting that their health and fitness is '*slightly better*' after taking part.

### **Case Studies:**

The examples below have been selected from a range of case studies highlighted across all of the 11 councils throughout Northern Ireland.

1. The Living Rooms is a community outreach programme that offered sessions in Pilates and Zumba with over 40 registered women in Mid & East Antrim. The classes had mixed ages and abilities, and targeted women who wouldn't necessarily participate in normal sporting activities. <https://www.youtube.com/watch?v=5ieTAoZZtG4>
2. Boccia Activity Session at Foyle Arena (Derry & Strabane). 12 different groups involved in a programme that is supported and sustained by Every Body Active 2020. Participants found the programme a good way to interact with other people and make friends whilst taking part in physical activities. <https://www.youtube.com/watch?v=Olhovebf-YY>
3. The Ladies Circuit class (Mid Ulster) is aimed at women from the local area, those with low income, and people who had not engaged in much exercise before. The programme has encouraged and given participants the confidence to pursue other forms of physical activity. <https://www.youtube.com/watch?v=QvZ10khgs7E&t=1s>

Further case studies can be found on Sport NI's YouTube channel - <https://www.youtube.com/channel/UC3WpCNExxjCDxY1-JA52ypg>

### **1.2 Every Body Active 2020 (Workforce Development)**

At the outset of the EBA2020 programme, Sport NI had hoped to bring forward a bespoke intervention to support and enable increased capacity within the (volunteer) sporting workforce. In September 2018 it became apparent that the lead-in time to maximise this intervention was likely to be 6-9 months, at which point the overall EBA2020 programme was likely to be moving into the final year of intervention. With that in mind, and conscious of the need to ensure value for money and maximise impact from National Lottery funds, Sport NI decided to discontinue the planned workforce intervention and extend the planned delivery period of EBA2020 (Opportunities). This decision has also ensured alignment between Sport NI's other Lottery investments into Sporting Clubs and Sporting Winners – both of which also ran until 31 March 2021. Sport NI believe this will strengthen Sport NI's strategic alignment within the sporting system and enable a coherent and joined up approach to Lottery investment in the period of Sport NI's new Corporate Plan 2020-25.

### **1.3 Every Body Active 2020: Outdoor Spaces**

During 2018-19, Sport NI continued to provide advice, support and funding to a wide range of stakeholders involved in the development of physical infrastructure to improve access to and sustained participation in sport. Three key investment programmes included:

- Every Body Active 2020 (Outdoor Spaces)
- Single Facility Fund; and
- Multi Facility Fund.

As noted elsewhere in this report, Every Body Active 2020 is a multi-stranded approach to increasing sustained participation in sport, especially among under-represented groups such as women/girls, people with a disability, and those living in areas of greatest need. The Outdoor Spaces strand aimed to increase sustained and environmentally sustainable participation in a range of outdoor adventure sports activities, including recreational walking, at venues across Northern Ireland. Through the Outdoor Spaces programme Sport NI has developed a strong partnership model with the Department for Agriculture, Environment & Rural Affairs (DAERA), leveraging significant additional resources under DAERA's 'Tackling Rural Poverty and Social Isolation' fund into sports projects.

In 2018-19, the Outdoor Spaces programme enabled Sport NI to support delivery of the following projects:

- Kilclief Ben Dearg GAC Trails (Newry, Mourne & Down District Council)
- Knockmany Forest Trails (Mid Ulster District Council)
- Muintir na Mointeach (Washing Bay) Community Trail (Mid Ulster District Council)
- St Mary's GFC, Granemore Community Trail (Armagh, Banbridge & Craigavon Borough Council)
- The Billy Neill Centre (Millennium Wood) (Lisburn City & Castlereagh Council)
- Groomsport Inclusive Beach Access project (Ards & North Down Borough Council)
- Benone Inclusive Beach Access project (Causeway Coast & Glens Borough Council)
- Donaghmore Multi Activity Trails (Mid Ulster District Council)
- Colin Glen Forest Park Mountain Bike Trails (Belfast City Council)

### **1.4 Facility Fund**

#### Single Facility Fund

Sport NI continued to progress delivery of final projects within its 'Single Facility Fund' programme in 2018-19. This included the following projects:

- Greenisland Football Club (Mid & East Antrim Borough Council)
- Lurgan Tennis Club (Armagh, Banbridge & Craigavon Borough Council)
- Flight Gymnastics Club (Antrim & Newtownabbey Borough Council)

While the focus of capital programmes is instinctively about the 'building' or the 'facility (pitch etc.)' – the rationale for Sport NI investment is what impact the facility will have on sustained participation and/or improved athlete performance. The case study below typifies 'why' we invest in sports infrastructure.

## **Case Study – Flight Gymnastics Club**

Flight Gymnastics Club was successful in an application to the Single Facility Fund. It was a thriving sports club that had identified ‘space’ as one of the critical limiting factors in their continued growth. Our investment enabled the club to build a much larger and fit for purpose premises, in turn providing more capacity for the club to re-open to new members. Since the ‘build phase’ of the project concluded, the club reports that it has gone from strength to strength, evidenced in an increased club membership of more than 700, from a baseline of approximately 200. The club provides both Recreational and Competitive opportunities specialising in Acrobatic Gymnastics and Trampoline with gymnasts regularly competing at Regional, National and on the World stage in international competitions. At the British Gymnastics NI Awards event in February 2019, Flight’s endeavours were rewarded when they landed awards Performance Pathway Coach of the Year, Gymnast of the Year and Club of the Year. The project was funded jointly by Sport NI, the Department of Agriculture, Environment & Rural Affairs and the local council (Antrim & Newtownabbey).

## **Multi Facility Fund**

The Multi Facility Fund is a key strand of Sport NI’s strategic approach to sports facility development – seeking to encourage and enable the co-location of sports at a single venue, improving participant choice and providing economies of scale in the provision of ancillary services such as car-parking, changing and associated services. The programme budget is currently £6.75m, of which £4.4m has been awarded to 31 March 2025. The programme utilises a staged approach to project development and delivery, to minimise unnecessary effort by applicants in the early stages of the project and help to manage applicant expectations.

Sport NI received 49 initial Expressions of Interest by the programme Stage 1 closing date (May 2018), representing projects in each of the 11 district council areas. Following initial assessment and review, 39 applicants progressed to Stage 2 and were invited to submit a Sports Development Plan by March 2019 (subsequently extended to May 2019 at the request of the Chief Leisure Officers’ Association). During the application window, Sport NI’s Capital Team delivered workshops across Northern Ireland to assist applicants to develop their applications and understand the level of detail required for their submission. Subsequently, Sport NI issued Stage 3 progression letters to 10 applicants in November 2019. Of the 10 applicants who progressed to Stage 3, three applicants did not develop their projects, and two projects were withdrawn from the programme by Sport NI. Of the remaining five projects, three Stage 4 Letters of Offer have been issued in February 2021, October 2024 and November 2024. Sport NI anticipates issuing the remaining two Stage 4 Letters of Offer in the Autumn of 2025.

## 2.0 Performance

### 2.1 Sporting Winners

#### Programme Goals

Sporting Winners is investing to deliver programme objectives across 5 performance indicators;

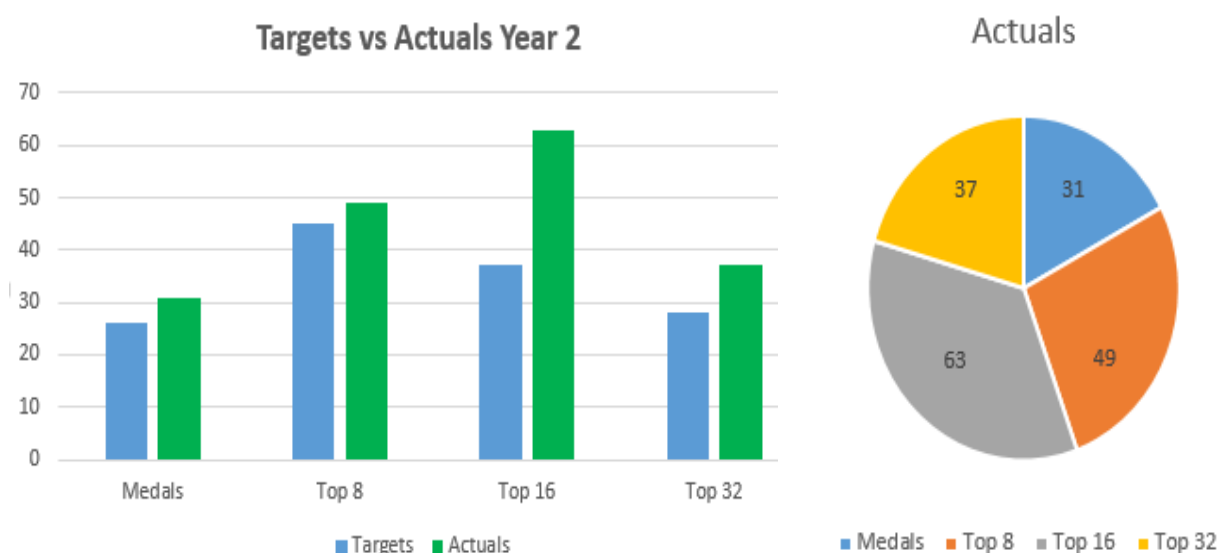
1. To increase the number of medals won by Northern Ireland athletes at the highest level of their sport by 31 March 2021.
2. To increase the number of Top 8 finishes by Northern Ireland athletes at Olympic/Paralympic, World, European and Commonwealth Games by 31 March 2021.
3. To increase the number of Top 16 finishes by Northern Ireland athletes at Olympic/Paralympic, World, European and Commonwealth Games by 31 March 2021.
4. To increase the number of athletes from NI who have won medals at the highest level in their sport by 31 March 2021.
5. To have supported athletes qualify for the Tokyo Olympic and Paralympic Games 2020.

This is achieved through investment in governing bodies of sport either regionally (Northern Ireland/Ulster) or nationally (Great Britain/Ireland) recognising Northern Ireland's position at the intersection of both the British and Irish performance sport pathways.

#### Programme Performance

The Sporting Winners Programme runs over a four-year cycle and the contribution of each sport as a 'project' within this Programme will also vary across the cycle. Due to the nature of high-performance sport, it will be challenging to achieve every result targeted. It is therefore reasonable to expect that there will be over achievers and under-achievers. The key is annual progression towards the overall Programme targets and management of performance of projects within the Programme.

Year 2 of the investment has delivered benefits at a level higher than originally anticipated (114.7% of targeted benefit points), exceeding each of the targets for numbers of medals, top 8s, top 16s and top 32s, see below.



1. Graph showing medals and placings for Sporting Winners Year 2 – targets vs actuals

## 2. Pie chart comparing the proportion of medals and placings for Sporting Winners Year 2

These performances compensated for a lower-than-expected return in Year 1 of the programme (95.5% of targeted benefit points). Therefore, at the end of Year 2 the programme is well on track in terms of programme indicators, see below:

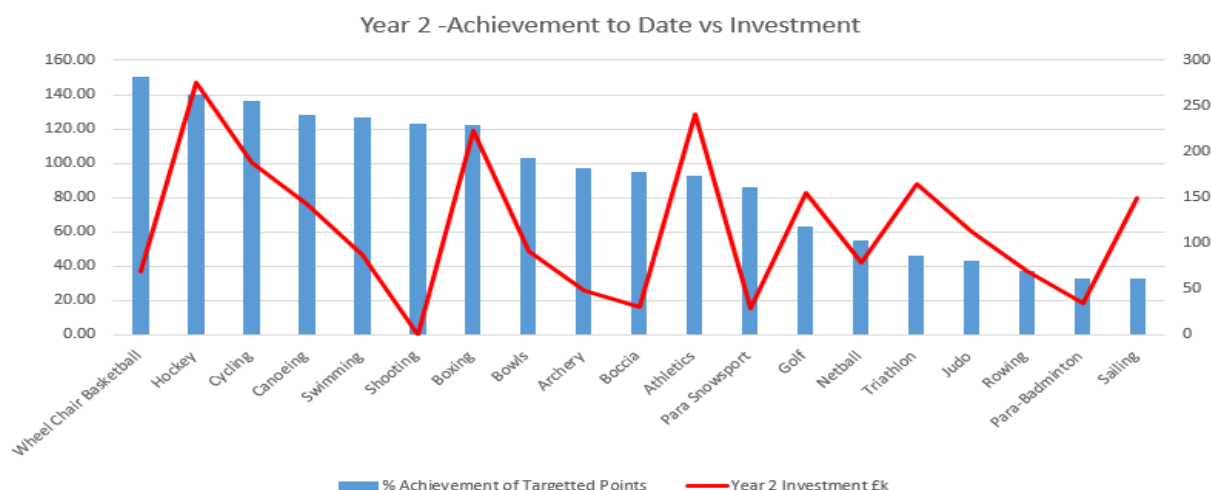


## 3. Graph showing the 5 Sporting Winners Performance Indicators – baseline figures; 2017-21 target; Year 2 target; Cumulative benefits to date (1. Medals; 2. Top 8s; 3. Top 16s; 4. Nos. of Medallists; 5. Nos. of Olympians/Paralympians)

Some of the challenges that impacted Year 1 of the programme - such as events being cancelled, or athletes being injured - were compensated for by performances at the Commonwealth Games and other championships. This confirmed the value of a long-term programme approach looking at overall cumulative programme targets across all sports, rather than isolated results within a single year or single sport.

### Programme Investment

Sport NI has invested £2,475,702 in 17 organisations in Year 2 of the Sporting Winners Programme to facilitate this achievement. This amount is lower than originally planned due to a one-year business case being agreed for the Northern Ireland Federation of Shooting Sports (NIFSS) to support their preparation for the 2018 Commonwealth Games, and that investment not extending beyond year 1. There are 52 posts operating across the 17 sporting organisations that are supported by this investment on an employed and contracted basis.



4. Graph showing sports cumulative performance to date as a proportion of 2-year target, overlaid with annual investment level.

Year 1 of Sporting Winners was closed out in October 2018. Historically de-commitments have occurred due to insufficient planning and/or inadequate financial management within sports. The two programmes that preceded Sporting Winners – Investing in Performance Sport (2009-13) and Performance Sport (2013-17) had de-commitment levels of 16.2% and 15.0% respectively in year 1. In Year 1 of the Sporting Winners programme, de-commitments were 6.4% (£179,575) out of a £2.8m investment, recognising the work that has gone into addressing this area proactively with sports. Current estimates suggest that Year 2 de-commitments should be less than 2%, as sports are showing both better long-term planning and financial management skills, as well as working more collaboratively with Sport NI.

### Athlete Awards

The Sporting Winners Programme continued to invest in Athlete Awards to assist athletes with essential personal costs, and to make changes enabling greater commitment to training. Awards are targeted at athletes able to demonstrate financial need. In year 2 of the programme Athlete Awards were made to 20 Olympic/Paralympic and Commonwealth sports, worth a total amount of £233,750. Of these 20 organisations, 16 are also in receipt of Sporting Winners Programme funding. The 4 Olympic and Commonwealth sports applying for and being granted Athlete Awards in 2018-19 that did not receive Sporting Winners Programme funding are: British Rowing, Horse Sport Ireland, Paralympics Ireland and Irish Surfing. In total, awards were made to 92 athletes (an increase of 31 athletes on 2017-18) of which 68 were males and 24 females.

### Governing Body Engagement

On 25th October 2018 governing bodies were given the opportunity to hear from Sport NI in an open forum how the Sporting Winners investment programme was performing after the first 18 months and sports heard that the programme was well on track for this stage. It was identified that some sports were exceeding targets, but this was counter-balanced by those under-achieving. Therefore, prior to Year 3 of Sporting Winners, sports that were not delivering, or looked unlikely to deliver their four-year targets, would need to review their programmes and be prepared to convince Sport NI that they warranted continued investment.

### The Gold Coast Commonwealth Games

The Commonwealth Games took place in Gold Coast Australia in April 2018. The Northern Ireland team of 90 athletes delivered 12 medals and 27 top 8 places. This equalled the number of medals won in Glasgow 2014 but with a smaller team 77% the size of the Glasgow team (117 NI athletes in Glasgow). Despite delivering one fewer gold medal than in Glasgow, there were four more silver medals, so medal quality has improved. Medals were won in Athletics (1), Boxing (8), Gymnastics (1) and Shooting (2). This represented the best performance by a Northern Ireland team at an 'away' (non-UK) games and equalled NI's second best Commonwealth Games medal haul (after Edinburgh 1986). The Northern Ireland team finished in 20<sup>th</sup> place on the medal table. Australia topped the medal table with the top 10 including England (2<sup>nd</sup>), Wales (7<sup>th</sup>) and Scotland (8<sup>th</sup>).

The majority of benefits achieved at the Commonwealth Games were contained within targets with Sporting Winners supported sports. Only a small number of sports that competed on the NI team were not supported by Sporting Winners, due either to them failing to make a submission, or the submission not being deemed worthy of investment. Investment in the Northern Ireland Commonwealth Games Council (NICGC) ensured that Sport NI contributed towards the success of the full Northern Ireland team.

Following the games, the NICGC undertook a review of games preparations and games-time support with sports. A draft report was presented to the 'Review and Resolve' group in May 2019; Sport NI representatives sit on that group. It is hoped this report will provide lessons for future games.

### Sporting Winners Year 3 (2019-20)

Numerous World Championships happened during 2019-20, including Athletics, Swimming and Boxing. The second European Games also took place in Minsk, Belarus, in June 2019.

Year 3 of Sporting Winners was a critical year. Olympic and Paralympic sports were focussing on the Tokyo Games in August 2020 (subsequently held in August 2021 due to the Covid-19 pandemic). The qualification processes are different for each sport, with some lasting two years. Many had their first opportunity to qualify athletes, or teams, during Year 3 of Sporting Winners. As a consequence of increased competition, many sports increased performance targets for year 3, from those established at the outset of the programme. The increased targets brought associated risks of non-delivery of benefits from a range of factors, including athlete injury, governance risks (nationally or internationally), health crises (e.g. Zika virus) and even weather/natural disasters. The programme leadership team managed opportunities and risks to maximise the effectiveness of the programme investment towards benefits realisation.

## **2.2 Sporting Clubs**

The Sporting Clubs Programme has invested in 21 sporting organisations (governing bodies of sport and umbrella organisations) to deliver against the applied principles of investment listed below.

1. Growing, sustaining and retaining the number of sports club members.
2. Quality of sports club management and operations.
3. The recruitment, development, deployment and retention of an active and skilled:
  - Coaching population for identified coaching settings;
  - Club volunteer population to fulfil key roles; and
  - Official population to fulfil key roles.

Investment is across two elements of the programme, namely Club & Workforce Development (CWD) and Effective Organisations (EO).

### Programme Performance

Under the Effective Organisations element, up to 28 governance 'expectations' were identified at the beginning of the programme and each sport has committed to address these expectations over the period of the investment. At the end of Year 2 of the investment, of the 21 sports receiving Effective Organisations support, 448 (79%) of the 570 expectations had been addressed. Over years 3 and 4 a further 115 expectations were attended to, meaning a total of 93% of the 570 expectations were addressed by the end of the programme.

The governance expectations are based on 'The Code of Good Governance (Northern Ireland)' produced by the Developing Governance Group. In 2018-19 there was a shift in emphasis, from checking and auditing the sports, to one of seeking to add value, using the knowledge and expertise of the Sport NI staff team.

Under the Club & Workforce Development (CWD) element, sports are asked to report against a number of performance measures. The table below shows progress against each performance measure at the end of year 1 and 2 using a RAG rating: green – on target; amber – within 10% of target; red below 10% of target. At the end of Year 2, Sporting Clubs was on target to achieve in 8 of the 9 performance measure areas.

Performance measure description	Target	Progress Year 1	Progress Year 2
No. of Sports	21	19	21
No. of Posts – CWD & EO	54.5	47*	70**
Club Membership	Increase by 27,905	23,578	33,545
New Club Members	67,613	27,200	52,624
Clubs Accredited	284	151	122
New Coaches	Increase by 4,617	5,391	7,610
New Volunteers	Increase by 2,269	1,763	3,509
New Officials	Increase by 791	570	962
Workforce Learning Opportunities	50,000	16,236	41,780

\* Amber at end of Year 1, taking account of the number of posts that were due to be in place at this time rather than against programme end target.

\*\* Posts at end of Year 2 have exceeded the programme end target due to the redistribution of some programme spend into posts. This specifically relates to administration posts within effective organisations element of the programme.

Clubmark NI accreditation still proved to be a challenge in Year 2 of the programme with fewer clubs (122) accredited than at the end of Year 1 (151). Clubmark accreditation is valid for a 3-year period and sporting organisations need to be aware of the need to re-accredit at the end of each 3-year cycle. The development of the appropriate club environment is key to the evolving gains associated with club membership; officials; volunteers and coaches. Sport NI staff members are continuing to engage with sporting organisations to address this shortfall and move towards meeting the target by the end of the investment cycle. The area of club accreditation is likely to require further review as Sport NI moves towards a new strategy and new investment cycle.

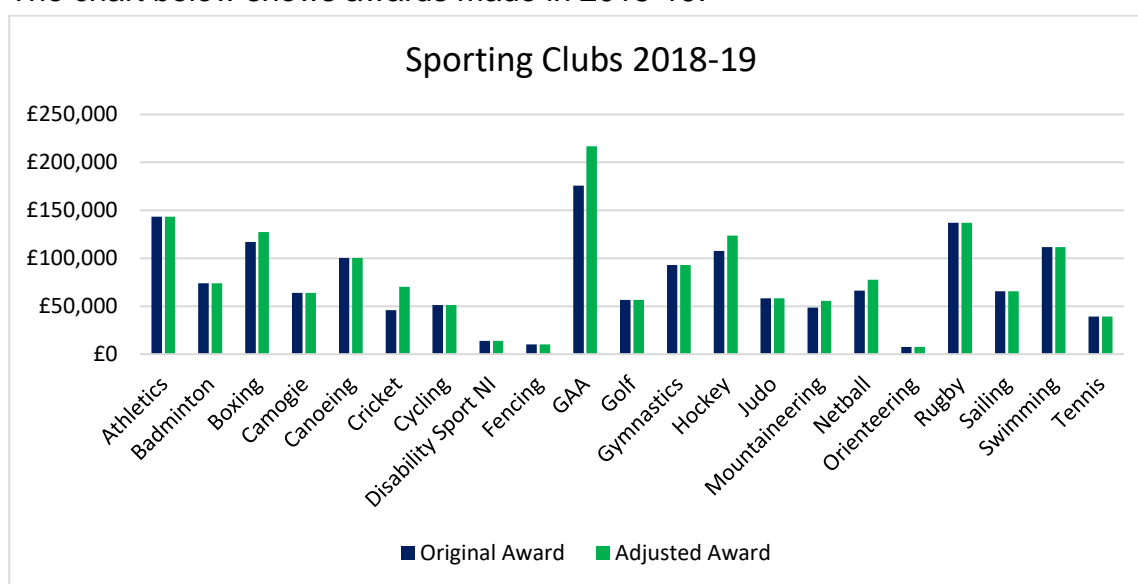
Club Membership retention has been identified as a key challenge over the first 2 years of the Sporting Clubs investment. Data received from sporting organisations has shown that, while the majority can attract numbers of new members, the growth of the sport as a whole is significantly less than the new member intake. This therefore identifies retention of existing members as a key challenge for organisations moving forward in order to deliver sustained growth in club membership as an outcome. Sports should seek to have a comprehensive grasp of their membership profile and identify both the key points of potential growth and drop-out in order to present an offering that is attractive to all types of membership. They should guard against deploying a strategy that only focuses on gaining new membership and ignores the changing needs of those who have already committed and become involved in the sport.

This requires sports to undertake full analysis of their membership structures and the needs and wants of members both old, new, and those potentially still to come. Sporting organisations have been encouraged through this 2-year programme to develop greater understanding of the insight to be gained from the data that they hold on their clubs and members. Use of such insight may enable the sports to put in place initiatives that will deliver sustained increases in club membership and other associated improvements to club-based environments.

### Programme Investment

The Sporting Clubs programme originally awarded £1,585,852 across the 21 sporting organisations. Award adjustments totalling £110,088 were made to 6 organisations, leading to a total of £1,695,940 awarded. The increases in award related to the transfer of some posts, and associated programme spend, from the Active Clubs programme to Sporting Clubs during the year.

The chart below shows awards made in 2018-19.



### Governing Body Engagement

Throughout 2018-19 Sport NI has engaged with sporting organisations through a variety of formats including project meetings, the Club & Workforce Development Network and targeted events. One such targeted event was held on 25 October 2018. This highlighted progress made at the end of Year 1 within the Sporting Clubs investment, while also identifying challenges that exist in relation to club membership retention, Clubmark NI accreditation, and to stress the importance of sports gathering insight from data they hold.

### Sporting Clubs Year 3 (2019-20)

As the Sporting Clubs Programme progressed into Year 3, sports needed to proactively address those areas that were not showing sufficient progress towards agreed performance measure targets. This was achieved by devising initiatives based on insight that each sport currently holds regarding the club environment. Sport NI continued to encourage sports organisations to build on their data sets to gather further insight in order to inform strategic decisions relevant to the development of clubs.

### **3.0 Additionality**

Sport NI recognises and respects the additionality principles of Lottery funding. Lottery funding enables us to extend the reach and increase the impact of the activity that we could undertake if Exchequer funds alone were available. Together with the other Lottery distributors, we have agreed to share the following common definition of additionality:

“Lottery funding is distinct from government funding and adds value. Although it does not substitute for Exchequer expenditure, where appropriate it complements government and other programmes, policies and funding.”

We have regard to the principles of additionality and this policy when we set the strategic objectives of our Lottery-funded programmes and when we decide how each programme will operate. We have used, and will continue to use, Lottery funding to fund specific, time-limited activity that would not take place without the support of Lottery.

### **4.0 Sustainability Report**

Sport NI is committed to practices and procedures that minimise impacts on the environment and has continued to make good progress in becoming a more sustainable organisation while still focusing on “making sport happen.” For example, the Sport NI Procurement Policy seeks to implement the Department of Finance procurement guidance note in integrating social considerations into contracts where appropriate.

Sport NI strategy encourages its staff to ensure that:

- Energy usage is more efficient.
- Business travel where possible continues to be reduced through greater use of Video/Teleconferencing.
- Waste Management is controlled through the practice of reduce, reuse, repair and recycle.
- Biodiversity remains an element in planning for sports facilities and developments.

### **5.0 Ethical Practices**

Sport NI is committed to ensuring that its policies, procedures and services which it receives from third parties respect human rights, promote equality and manage the risk of fraud, anti-bribery and corruption. Sport NI utilises Central Procurement Directorate on procurement which has policies in place to assist with ethical practices.

### **6.0 Social & Community Issues**

Sport NI supports charitable giving. The staff fund makes charitable donations each year.

### **7.0 Research and Development**

Sport NI has no activities in relation to the research and development of assets.

### **8.0 Political and Charitable Donations**

Sport NI made no such donations during 2018-19 (2017-18: NIL).

## **9.0 Payment of Suppliers**

Sport NI is committed to the prompt payment of bills for goods and services in accordance with the Confederation of British Industry's Prompt Payment Code. The target for payment of bills is 10 days from receipt of goods or services, or presentation of a valid invoice or similar demand, whichever is later. During 2018-19 Sport NI paid 90% (31 March 2018: 90%) of invoices within 10 working days and 100% (31 March 2018: 99%) of invoices within 30 days. Overall, for the year, the average number of days taken to pay invoices was 9 days (2017-18: 9 days).

## **10.0 Pension Fund**

All assets, liabilities and operating costs of Sport NI's pension scheme are recorded in the Sport NI Exchequer Account. Details of pension liabilities can be found in the Remuneration and Staff Report of the Sport NI Exchequer Accounts.

## **11.0 Interest Rate and Currency Risk**

Sport NI has no borrowing, relying on funds held in the National Lottery Fund Distribution Account for its cash requirements, and is therefore not exposed to liquidity risks. As all significant assets and liabilities are determined in Sterling, it is not exposed to material interest rate or currency risk.

## **12.0 Accounts and Appointment of Auditors**

Sport NI is required to prepare a statement of accounts for each financial year in accordance with sections 35(2) and 35(3) of the National Lottery etc. Act 1993.

The financial statements are also prepared in accordance with:

- The form directed by the Secretary of State for Culture, Media and Sport with the consent of the Department for Communities in Northern Ireland and the approval of HM Treasury in accordance with Section 35(2) – (3) of the National Lottery et. Act 1993; and
- 2018-19 Government Financial Reporting Manual issued by HM Treasury.

The Department for Communities issued Lottery Policy Directions to Sport NI on 16 April 2008. A copy is attached at Appendix A.

Under the National Lottery etc. Act 1993, in particular Section 35(5), the Comptroller and Auditor General audits the financial statements of each of the National Lottery distributing bodies. The Northern Ireland Audit Office (NIAO) completes this audit on behalf of the National Audit Office (NAO). Once complete, the NAO is responsible for laying the audited accounts before Parliament.

The fee for the audit of these financial statements was £47,000 (2017-18: £47,000). This cost is included in Other Operating costs in the financial statements. Sport NI did not purchase any non-audit services from its external auditor.

The Comptroller and Auditor General published a separate report on governance issues in Sport NI early in 2020. The Chief Executive, as Accounting Officer, led on addressing the issues arising from this report.

### **13.0 Disclosure of Relevant Audit Information**

So far as the Accounting Officer is aware, there is no relevant audit information of which Sport NI's auditors are unaware. The Accounting Officer has taken all steps that he ought to have taken to make himself aware of any relevant audit information, and to establish that Sport NI's auditors are aware of that information.

### **14.0 Complaints Handling**

Sport NI operates a complaints procedure to handle general complaints about our service. Complaints can be made informally by telephone or formally in writing.

Further information on the complaints procedure can be found on the Sport NI website at: [Raising-a-Concern-Framework.pdf \(sportni.net\)](#)

**Richard Archibald**  
**Accounting Officer**  
**Sports Council for Northern Ireland**

**Date: 14 May 2025**

## **ACCOUNTABILITY REPORT**

### **Corporate Governance Report**

#### **Introduction**

The Corporate Governance Report explains the composition and organisation of Sport Council's governance structures and how they support the achievement of the entity's objectives. The report begins with a Directors' Report which sets out the composition of the Board and a Statement of Accounting Officer's Responsibilities in respect of the preparation of the accounts. It concludes with the Governance Statement which sets out how the Accounting Officer's duties in relation to internal control and the safeguarding of public funds, and Sport NI's assets, have been carried out through the financial year. This includes an assessment of the corporate governance and risk management systems in place within Sport NI.

#### **Directors' Report**

##### **Board Members of Sport NI and Members of its Committees**

The Board of Sport NI consists of a Chair and Vice-Chair and other Members appointed by the Minister for Communities, after a selection and recruitment process that is carried out by Department for Communities.

The following persons served as members during the financial year 2018-19.

Mr. G Lucas – (Chair) (appointed February 2017)  
Mr. J Colville – (Vice-Chair) (appointed February 2017, resigned June 2023)  
Ms J. Bryson (appointed February 2017, resigned January 2023)  
Mr. R Bullick (appointed April 2014, resigned March 2024)  
Mr. B Delaney (appointed April 2016, resigned August 2018)  
Ms. W Erskine (appointed January 2016, resigned August 2022)  
Mr. K Ferguson (appointed January 2016, resigned June 2024)  
Mr. K Harding (appointed January 2016, resigned June 2024)  
Dr. C O'Mullan (appointed January 2016, resigned December 2020)  
Mr. D. Petticrew (appointed February 2017, resigned March 2022)  
Ms. S. Weir (appointed February 2017, resigned May 2019)

##### **Audit and Risk Assurance Committee**

The members of the Committee were:

Mr. J Colville (Chair)  
Mr. K Ferguson  
Mr. K Harding  
Mr. M Matthews (co-opted member)  
Dr. C O'Mullan  
Mr. D. Petticrew

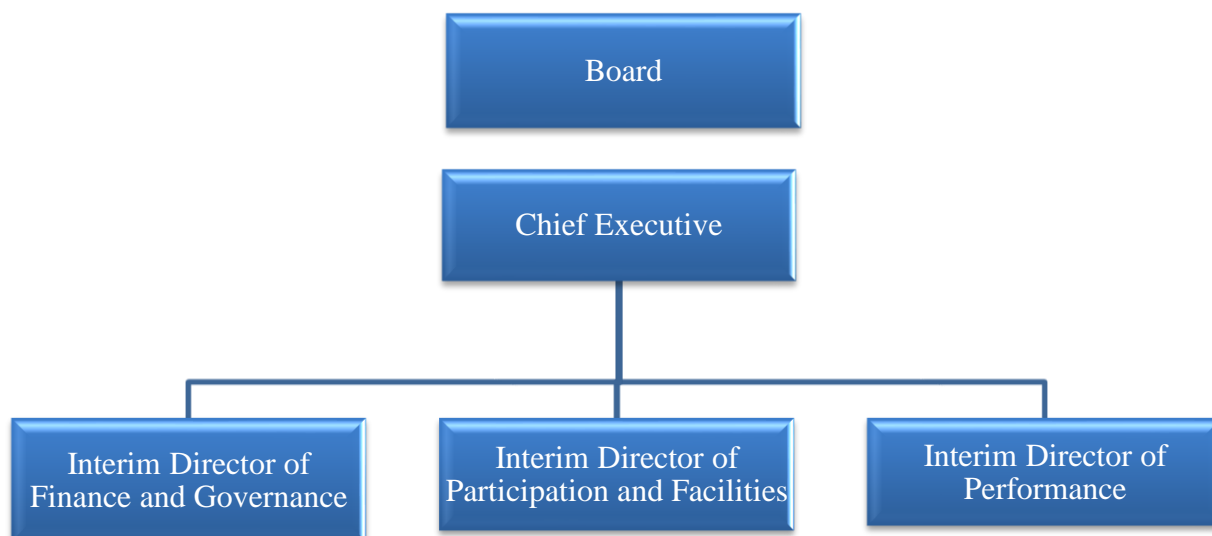
##### **Board Directorships or Other Interests**

Note 18 within the financial statements details any interests held by Sport NI Board Members. The register of interests can be seen at <http://www.sportni.net/about-us/register-of-interests>.

## Chief Executive

The Chief Executive, Antoinette McKeown, is the permanent Accounting Officer and heads Sport NI. The Chief Executive is supported by three interim executive directors: the Interim Director of Finance and Governance, the Interim Director of Participation and Facilities and the Interim Director of Performance. Due to the unavailability of the Chief Executive at the time of signing an interim Chief Executive and Accounting Officer, Richard Archibald, was appointed by the Department for Communities (DfC).

## Organisational Structure (2018-19)



The organisational structure, systems and skills make-up of Sport NI are designed to maximise delivery, improve responsiveness, and ensure resources are tailored and matched to meet the needs of the Sport NI stakeholders.

In retaining the requisite skills mix, Sport NI has in place a comprehensive skills and training analysis framework, through the performance appraisal process, which serves to identify skills and experience needs, fulfil these and match these with the requirements of the organisation in the delivery of its strategic priorities.

Work on organisational restructuring, due to begin under the “Pitch Perfect” Transformation Programme, was impacted in 2015-16 due to the absence of the Chief Executive. During 2016, a business case was submitted to the Department for Communities to address significant findings from a range of Interim Executive Leadership reports highlighting gaps in Sport Councils governance, leadership, culture, policies, systems and processes. A transformation programme was led by the Interim Chief Executive however this did not include restructuring. Work on the restructuring resumed in 2019.

## Information Assurance

Information Assurance Sports Council established an Information Governance and Security Unit to safeguard business and personal data. Sports Council is compliant with the measures of the General Data Protection Regulations (GDPR). All staff received GDPR online training. Sports Council maintains an Information Asset register which is updated annually. All staff received ‘A guide to Physical, Document and IT Security’ and the organisation operates a clear desk policy. There were no reportable incidents of a loss of data or information during the year.

## **Statement of the Council's and Accounting Officer's Responsibilities**

Sport NI is required to prepare a statement of accounts for each financial year in the form directed by the Secretary of State for Culture, Media and Sport (DCMS) with the consent of the Department for Communities in Northern Ireland and the approval of HM Treasury in accordance with section 35(2) - (3) of the National Lottery etc. Act 1993 (as amended) and the Lottery Accounts Directions issued by the Department for Communities on behalf of the Department for Culture, Media and Sport (DCMS).

The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of Sport NI Lottery Account and of its income and expenditure, statement of financial position, changes in taxpayers' equity, and cash flows for the financial year. In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- observe the Accounts Direction issued by Department for Communities on behalf of the Secretary of State for the Department for Culture, Media and Sport, including the relevant accounting and disclosure requirements and apply suitable accounting policies on a consistent basis;
- observe the current version of the Government Financial Reporting Manual;
- make judgments and estimates on a reasonable basis;
- state whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the financial statements; and
- prepare the accounts on a going concern basis.

The Accounting Officer for the Department for Communities has appointed the Chief Executive of Sport NI as the Accounting Officer for Sport NI. The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding Sport NI's assets, are set out in the Non-Departmental Public Bodies' Accounting Officer Memorandum, which is issued by the Department of Finance and published in Managing Public Money published by HM Treasury; and in the Financial Directions issued by Department for Communities on behalf of the Secretary of State for Culture, Media and Sport under s26(3) of the National Lottery etc. Act 1993 (as amended).

So far as the Accounting Officer of Sport NI is aware, there is no relevant audit information of which Sport NI's auditors are unaware. Given issues relating to corporate memory, the Accounting Officer has taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that Sport NI's auditors are aware of that information.

I hereby confirm that the annual report and accounts as a whole are fair, balanced and understandable, and that I take personal responsibility for the annual report and accounts and the judgements required for determining that they are fair, balanced and understandable.

## **Governance Statement**

### **1. Introduction**

The purpose of the Governance Statement is to explain what arrangements Sport NI has in place to identify, evaluate and manage the risks to the achievement of objectives. Sport NI's Governance Statement is informed by the corporate risk register, bi-annual and annual assurance statements to the Department, management reports and findings from third party reviews.

### **2. Compliance and Structure of Governance**

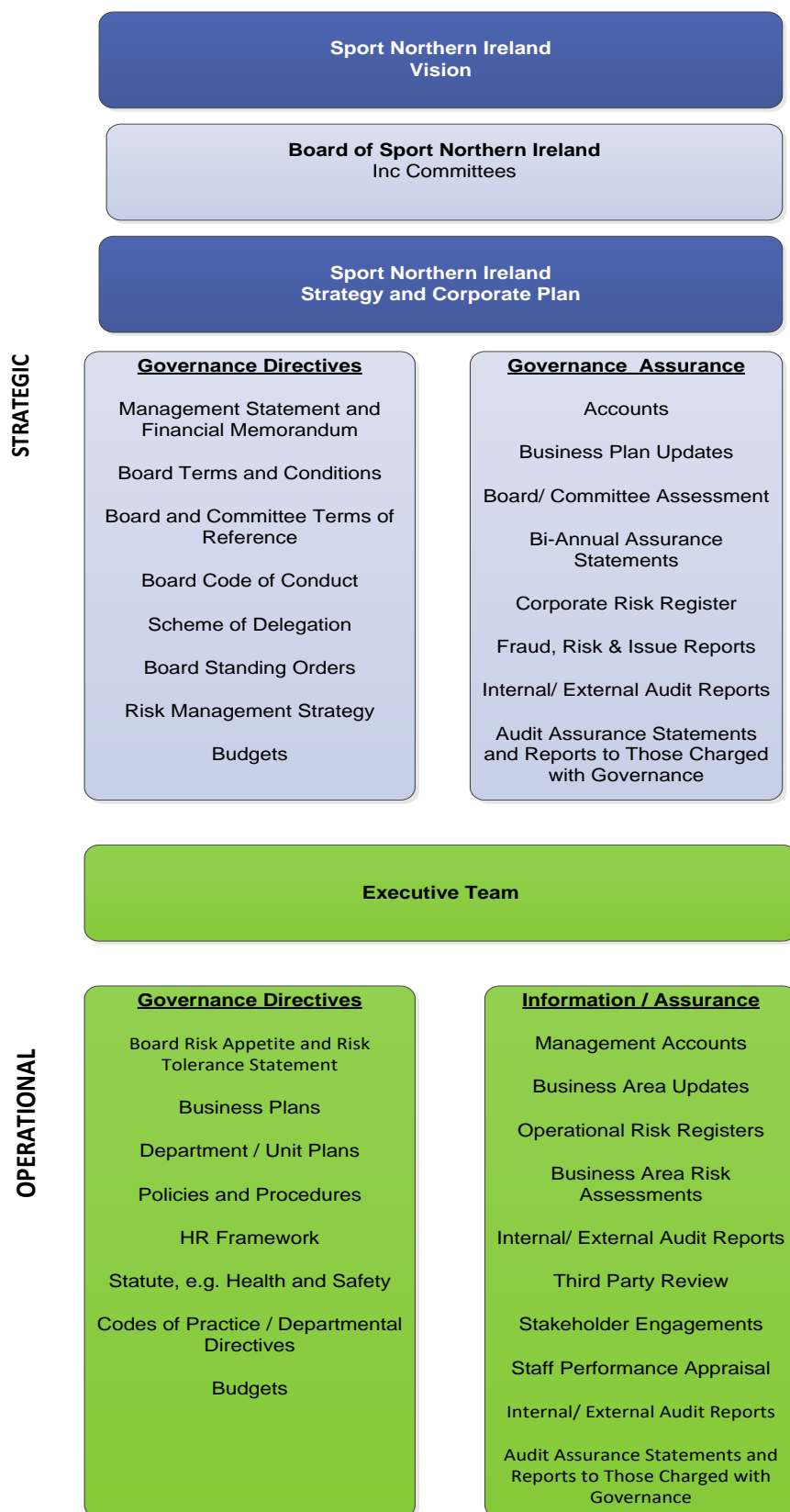
The governance framework comprises the systems, processes, culture and values, by which Sport NI is directed and controlled, and the activities through which it accounts to and engages with the public and other stakeholders. It enables Sport NI to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate and value for money services and facilities.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives, and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of Sport NI's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

Sport NI is publicly accountable to the Department for Communities, the Department for Culture, Media and Sport and their Ministers for its performance and the use of its resources.

Sport NI's governance framework is predicated on the provisions laid out within its Management Statement and Financial Memorandum with its parent Department, the Department for Communities and 'Corporate Governance in Central Government Departments: Code of Good Practice NI 2013' ("the 2013 Code") as detailed below in Figure 1.

**Figure 1** Sport NI's Governance Framework



The key elements of the systems and processes that comprise Sport NI's governance arrangements are:

### **Vision, Purpose and Intended Outcomes**

In delivering on its strategic objectives, Sport NI produces a five-year corporate plan and an annual business plan. The corporate plan is a forward-looking document linking the operational activities of Sport NI to its strategy.

Sport NI had a Corporate Plan for the period 2015-20 and a current plan covering the period 2020-25. These plans adopted a Balanced Scorecard Approach enabling the employment of an "outcomes-based" approach in support of the new Programme for Government 2016-21. Driving the plans was our vision which was "Northern Ireland: renowned as a place where people enjoy, engage, and excel in sport".

This vision was supported by our mission at that time, 'to lead world class sports development at all levels producing more participants and more winners'. Sport NI sought to realise this vision through interventions that created Sporting Communities, identified and supported effective Sporting Clubs and resource and celebrated Sporting Winners.

The 2015-20 plan was based on projections of £100.3m of resources for the period. In administering these resources, Sport NI focused on the changes needed across Northern Ireland to provide people and athletes with the conditions they require to participate, perform and succeed in sport.

### **Accounting Officer Role**

The Accounting Officer of Sport NI is personally responsible for safeguarding the public funds for which they have charge; for ensuring propriety and regularity in the handling of those public funds; and for the day-to-day operations and management of Sport NI.

The Accounting Officer exercises the following responsibilities:

- Establish, in agreement with the Department for Communities (DfC) and Department for Culture, Media and Sport (DCMS), corporate and business plans in support of DfC's wider strategic aims and current Programme for Government objectives;
- Inform the Department of Sport NI's progress in helping to achieve the Departments' policy objectives and in demonstrating the use of resources to achieve those objectives;
- Ensure timely forecasts and monitoring information on performance and finance are provided;
- Advise the Board on the discharge of its responsibilities as set out in the Management Statement and Financial Memorandum, the Recreation and Youth Service (Northern Ireland) Order 1986 and in any other relevant instructions and guidance that may be issued by the Department of Finance, the Department for Communities or the Department for Culture, Media and Sport;
- Ensure that all relevant financial and non-financial information is provided to the Board in a timely fashion to ensure informed decisions are made and governing requirements complied with;
- Ensure that a system of risk management is maintained to inform decisions on financial and operational planning and to assist in achieving objectives and targets;
- Ensure an effective system of programme, project and contract management;

- Ensure that all public funds made available to Sport NI including any income or other receipts, are used for the purpose intended, expended in compliance with governing requirements and are used economically, efficiently and effectively;
- Ensure compliance with all governing directions issued by the Department of Finance, Department for Communities or the Department for Culture, Media and Sport; and
- Ensure the existence of proper accounting records.

## Board

The Board is the ultimate place for decision-making on new policy, strategic planning, budgets and organisational performance. Our arrangements are covered by a range of governance directives including the Management Statement and Financial Memorandum/Partnership Agreement, Scheme of Delegation, Terms of Reference and Board Standing Orders.

The principal role of the Board is the stewardship of all public resources entrusted to Sport NI to aid the realisation of the policies and priorities of the Minister for Communities in Northern Ireland, the Northern Ireland Executive and the Minister for Culture, Media and Sport.

Sport NI's Board met on 10 occasions during 2018-19 to discuss and consult on key strategic matters. Attendance by Board Members was 72% compared to 74% for the previous year. These included strategic planning, approval of corporate and business plans, delivery of the Transformation Programme, key strategic investment programmes, budgeting, stewardship reporting, risk management and governance, advising on and overseeing on key policies such as Governing Body recognition and performance review.

Attendance at Board and Audit and Risk Assurance Committee (ARAC) meetings during 2018-19 was as follows:

	Board Meetings*			ARAC Meetings			Total Meetings		
	Act	Poss	%	Act	Poss	%	Act	Poss	%
George Lucas (Chair)	10	10	100	--	--	--	10	10	100
Jay Colville (Vice Chair)	10	10	100	4	4	100	14	14	100
Jackie Bryson	8	10	80	--	--	--	8	10	80
Richard Bullick	8	10	80	--	--	--	8	10	80
Brian Delaney (resigned August 2018)	3	3	100	--	--	--	3	3	100
Wilma Erskine	6	10	60	--	--	--	6	10	60
Kyle Ferguson	7	10	70	1	4	25	8	14	57
Kieran Harding	6	10	60	4	4	100	10	14	71
Catherine O'Mullan	8	10	80	3	4	75	11	14	79
Darryl Petticrew	4	10	40	4	4	100	8	14	57
Siobhan Weir	4	10	40	--	--	--	4	10	40

\*Includes a training session: Board & Executive Team Development Day.

## **Board Effectiveness**

A Board Effectiveness Review was undertaken for 2018-19 using the National Audit Office checklist, which aims to provide an indication of compliance with Corporate Governance in central government departments: Code of good practice NI 2013 (the Code). A Board Training and Development Plan 2018-19 was approved at the December 2018 meeting and implemented accordingly. Training covered the Board Operating Framework, Board Effectiveness and Accountability, GDPR and strategy, with a series of workshops on: culture, values, behaviours; risk appetite and risk management; insights and strategy development, along with visits from Home Country Sports Councils, and visits to Tollymore National Outdoor Centre and Sports Institute and specific projects. The Board further agreed to create and agree key parameters for an Independent Board Effectiveness review to be undertaken by March 2020.

## **Information to the Board**

Critical to this accountability obligation is the availability of good quality and well timed information. The positive conclusions of an Internal Audit review in 2016-17 into the quality of information provided to the Board has provided them with assurance that the requisite information is provided to them to support them in their strategic oversight of Sport NI. The Board considered the information it receives to be of sufficient quality for effective decision making. The Chair is fully briefed in advance of each Board meeting, contributing to more effective Board decision making.

## **Audit and Risk Assurance Committee**

The Board is supported by an Audit and Risk Assurance Committee. This Committee met on four occasions during 2018-19. Attendance by Members was 75% compared to 87% for the previous year.

The Audit and Risk Assurance Committee supports the Board and Accounting Officer by reviewing the comprehensiveness and reliability of assurances on governance, risk management, the control environment and the integrity of financial statements and the annual report. A qualified accountant was appointed as an independent member to the committee to fulfil HM Treasury Audit Committee Handbook requirements.

The work of the Audit and Risk Assurance Committee during 2018-19 was informed through review and consideration of a range of assurances on governance, risk and control which included:

- Comprehensive updates from internal audit;
- Review of key risk and associated mitigation measures;
- Chief Executive's assurance statements;
- Fraud and irregularity updates;
- Updates on new guidance and directives issued by the Department of Finance, Department for Culture, Media and Sport or HM Treasury, and their application;
- Direct awards approvals; and
- Gifts and hospitality approvals.

In discharging its responsibilities to the Board, the Committee:

- Considered business performance data and advised the Board accordingly;
- Considered Sport NI Lottery and Exchequer Accounts and supported the Board with its stewardship responsibilities;
- Considered the planning and timetable for accounts including Northern Ireland Audit Office audit strategies and advised the Board;
- Considered the financial position of Sport NI including the National Lottery Distribution Fund and advised the Board; and
- Considered and informed the Annual Governance Statement and advised the Board accordingly.

In March 2015, and subsequent years, a number of risks materialised which were subject to departmental and other independent reports. These risks had not been identified or considered by the Audit and Risk Management Committee.

### **Remuneration Committee**

The Board is also supported by a Remuneration Committee. This Committee is appointed by the Chair of the Board and consists of four members. It supports the Board providing assurances on the appraisal of the Chief Executive. The Committee met on four occasions in 2018 – 6 June, 15 August, 17 October and 12 December 2018.

### **Executive Team**

The Executive Team during 2018-19 consisted of three interim Directors and the Chief Executive. It is responsible for the operational leadership of Sport NI in pursuance of the strategic objectives as defined by the Board.

Executive Team meetings during 2018-19 covered normal scheduled business including communications; finance; governance; and human resources as well as Performance Sport and Participation unit updates. Relevant non-members were invited to attend for specific items over the course of the year, for example for business planning, research development and capital investments.

### **Finance and Governance Committee**

This Committee comprises the Directors, chaired by the Chief Executive, and its purpose is to support the Chief Executive through active dialogue and reporting on matters pertaining to financial management, internal control, risk and governance. Specific aspects of the Committee's work include reviewing the deployment of financial resources, ensuring sound systems of control and risk, overseeing compliance and managing the dissemination of key information.

### **Human Resources Committee**

This Committee comprises the Directors, chaired by the Chief Executive. Its purpose is to support the Executive in effective Human Resources oversight in the delivery of business priorities.

### **3. Business Planning, Risk Management and Assurance**

#### **Business Planning**

At the heart of Sport NI is the provision of a service which improves participation and sporting performance in a value for money manner. To this end, Sport NI monitors business areas and associated performance indicators ensuring opportunities are fully exploited and strategic objectives met. This necessitates the establishment of corporate and operational performance reviews, baseline performance data, budgeting, resource allocation and the alignment of strategic objectives with relevant Sport Matters and Public Service Agreement Targets.

#### **Risk Management**

Sport NI assesses how the achievement of its policies, aims and objectives might be affected by the risks it faces, and a system of internal control is designed which mitigates those risks. The system is not designed to eliminate all risk but to strike a balance between control, cost of control and appropriate risk taking. A system of internal control was in place for the whole of 2018-19.

Sport NI's approach to risk management is guided by HM Treasury and other professional best practice and takes full cognisance of the context and environment in which it operates. Sport NI has in place a risk management strategy which sets out roles and responsibilities and determines procedures for risk identification, monitoring, reporting and escalation of issues. It addresses risk appetite and tolerance across the breadth of business activities.

The Corporate Risk Register is compiled and managed by the Executive Team and facilitates the identification, assessment and ongoing monitoring of risks significant to Sport NI. During 2018-19, the Corporate Risk Register was a standing item at each meeting of the Executive Finance and Governance Committee, the Audit and Risk Assurance Committee and the Board.

Areas of particular focus during 2018-19 were as follows:

- **Transformation Programme**

During 2016-17, new management arrangements were introduced which fostered and instilled the high standards of governance and public accountability that will be required to take the organisation forward.

This was predicated on the work by the Interim Executive Leadership Team (IELT) which was established by the then Minister of Culture, Arts and Leisure. The IELT led on a review of Sport NI subsequent to which a series of recommendations were presented which the Board took forward through a Transformation Programme.

The Transformation Programme gave rise to a significant body of work, which continued to be embedded and changed the way that Sport NI operates, for example, On-Boarding to IT Assist exploration of On-Boarding to Account NI, and systematic improvements to governance, risk management and internal control. Through the Transformation Programme, for example, Sport NI has put in place a suite of HR Policies that reflect best practice, revised our procurement policy, procedures and practices. In addition, Sport NI has ensured that there are robust whistleblowing and raising concern policies and established an Internal Communications Strategy.

An independent review into the delivery of the Transformation Programme provided for a confident assessment of amber/green and stated that staff had an appetite for more radical change. Sport NI continued to actively progress the outworking of this Transformation Programme with a clear route map for change. This embedded new practices and developed further work on culture change, leadership skills and organisational restructuring.

- **Delay in the Publication of the Annual Report and Accounts**

For a period, the publication of Sport NI's financial statements were delayed by a lack of expertise on accounts preparation to recognised public sector standards. As a result, currently the 2018-19 to 2023-24 accounts remain in backlog, with the 2015-16 accounts certified in 2023-24 and the 2016-17 accounts and 2017-18 accounts certified in 2024-25. In conjunction with the NIAO, Sport NI is endeavouring to complete the remaining outstanding Lottery Annual Reports within the 2024-25, and 2025-26, financial years. This work remains a priority for the organisation and when completed will see a return to a regularised position with the regard to publication of Sport NI's Lottery Annual Reports. Sport NI undertook an extensive review, as requested by the Permanent Secretary, of the reasons why this backlog has occurred to ensure that future financial statements are both of a high quality and submitted on a timely basis. A final "Lessons Learnt" was submitted to the Department for Communities and the NIAO in June 2019, following board endorsement. The review found a range of complex and inter-related issues impacting the annual accounts being published, which were exacerbated by the 2014-15 accounts not being submitted initially, creating a "knock-on" effect. Principal reasons for the delays included the following;

- Governance issues within Sport NI from March 2015 to July 2017 (Northern Ireland Audit Office prepared a separate report on these matters);
- A lack of expertise, in Sport NI at various times over the period, on the preparation of financial statements to recognised public sector standards;
- Difficulty in retaining corporate knowledge and memory on issues with regards the 2014-15 financial statements in particular;
- Difficulties faced by Sport NI in being able to provide documentation to support the Grants payable and decommitments balances included within the 2015-16 accounts; and,
- Northern Ireland Audit Office giving priority to other audits as Sport NI failed to meet the audit timetable.

- **Information Governance**

An Information Governance Manager was appointed on 27 April 2017 to lead the Information Governance unit and the implementation of an action plan to ensure compliance with the Lord Chancellor's Code of Good Practice in Records Management issued under section 46 of the Freedom of Information Act 2000 and readiness for the introduction of the General Data Protection Legislation in 2018. The Information Governance unit provides support and assistance to staff and members. During 2017- 18 this unit led on the project to ready Sport NI for the introduction of GDPR in May 2018. Sport NI has also worked closely with governing bodies of sport to assist them in preparatory work in advance of the introduction of GDPR.

- **Information Security**

Sport NI takes seriously its responsibility in relation to managing business and personal data. Over the period of the 2015-20 corporate plan, Sport NI introduced a number of new controls. These controls included the establishment of an Information Governance Unit within the organisation. The outsourcing of Sport NI's IT infrastructure to IT Assist (please see below) also contributes to risk management in relation to the handling of data.

- **IT Assist**

As part of the Department of Finance's Digital Shared Services support and management of Sport NI's IT Infrastructure is now provided by IT Assist. This provides Sport NI with access to specialist support and assistance ensuring that IT risks are understood and managed. Cyber resilience and security continue to feature in our risk management discussion and reporting. There have been no data breaches which required to be notified to the Information Commissioner.

- **Fraud**

During 2018-19 there were no reported incidents of fraud or suspected fraud (2017-18: nil).

#### **4. Governance and Accountability within ALB**

Sport NI is an ALB of the Department for Communities. The Accounting Officer is accountable to the Department for the effective and compliant deployment of financial resources.

The business operations of Sport NI are governed by a Management Statement and Financial Memorandum which defines the relationship between the Department and Sport NI, and articulates the financial and administrative framework within which Sport NI operates. This document was superseded by a Partnership Agreement in September 2022.

Accountability is embedded into the governance framework of Sport NI. Accountability arrangements also include regular reporting to the Department for Communities and the Department for Culture, Media and Sport, and completion of Stewardship reports which inform quarterly accountability meetings with senior departmental officials.

#### **5. Internal Audit**

The achievement of strategic objectives is predicated on good governance, sound systems of internal control and risk management and timely assurance. Timely and meaningful assurance provides confidence that opportunities are being exploited, and risks are being managed in order that strategic priorities can be delivered in an efficient and effective manner.

The internal audit function is a key line of defence and assurance. The role of internal audit is to provide independent, objective assurance and consulting services designed to add value and improve the organisation's operations. It helps the organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Sport NI outsources its internal audit function. During 2018-19, RSM was the internal auditor appointed by the Audit and Risk Assurance Committee to carry out the approved audit plan. The Audit and Risk Assurance Committee reviewed and approved the Internal Audit Plan 2018-19 and the Internal Audit Strategy 2018-21 at the December 2018 meeting. RSM evaluated Sport NI's risk management processes and considered that they could place reliance on its risk register to inform the audit plan.

Internal Audit provided an independent opinion on the adequacy and effectiveness of Sport NI systems of internal control, corporate governance and risk management, together with recommendations for improvement. The overall assurance rating for 2018-19 was Satisfactory. There were 2 'limited' reports: 'Gifts & Hospitality'; and 'Procurement & Contract Management'. The Internal Auditor found non-retention of hospitality authorisation forms and conflict of interest forms, and a lack of SMART KPIs for managing the performance of contracts. The recommendations in these reports have now been implemented and continual improvements are being made in these areas across the organisation.

All reports of the internal auditors were discussed by the Audit and Risk Assurance Committee, with senior members of staff in attendance. The Committee discussed, in detail, the findings, recommendations and proposed management actions. A timetable for management actions was agreed, in consultation with the internal auditors, and regular updates on progress received from the auditors.

## **6. External Audit**

The UK National Audit Office (NAO) is the appointed external auditor of the financial statements of Sport NI Lottery Account. Their function is to audit and report on the financial statements to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of regularity, the accounting policies, significant accounting estimates and identifying any material inconsistencies in the Annual Report with the audited financial statements. The Northern Ireland Audit Office (NIAO) completes the audit on behalf of NAO.

As a result of the issues outlined in the risk management section of the Governance Statement, there has been a delay in the publication of Sport NI's Lottery financial statements which has meant that NIAO has been unable to complete its audit. The expected timetable for completion of the audit of remaining backlog financial statements is during the 2024-25 and 2025-26 financial years.

## **7. Review of Effectiveness of Internal Governance**

The Accounting Officer has responsibility for reviewing the effectiveness of the system of internal control.

This review is informed by the work of the Internal Auditor, the NIAO, The Executive Team and Executive Committees and the Audit and Risk Assurance Committee.

Key risks which could affect the achievement of Sport NI's objectives are managed actively under the risk management arrangements described above, with progress being reported regularly to the Audit and Risk Assurance Committee.

Sport NI recognises that additional work and investment is required to bring the organisation's information systems up to date to enhance management information informing strategic decision-making.

## **8. Emerging Issues**

Challenges outlined in the Risk Management section above continued to carry risks which required active management. In particular the completion of outstanding annual accounts and implementation of new strategic investment programmes.

Sport NI was mindful that challenges lay ahead that would influence how it delivered on its objectives. Key challenges included:

### **National Lottery Balances**

In 2017-18 a temporary decline in lottery ticket sales resulted in Sport NI not introducing any additional grant programmes until the impact could be further assessed. Subsequently the lottery tickets sales increased, and Sport NI has not fully utilised the increase in NLDF balances. The latest NLDF policy approved in March 2023 plans to reduce the £17.9m balance to £1m by 2027-28.

### **Arm's Length Bodies review**

The Department for Communities commenced a review of all its arm's length bodies which has not been completed due to the dissolution of the Assembly. Any subsequent decision arising from the review will require approval by the Minister.

### **Departmental Strategic Review**

The Department for Communities has employed Deloitte to conduct a strategic review of Sport NI to identify and understand the cause of the governance and control issues, with a focus on the roles and responsibilities of the Sport NI Board and Executive Leadership Team (ELT). A report is anticipated in Q2 of 2025.

## **9. Conclusion**

Given the unavailability of the Chief Executive, this statement has been signed by both the interim Chief Executive, in the capacity of Accounting Officer, and the Chair of Sport NI Board.

**Richard Archibald**  
**Accounting Officer**  
**Sports Council for Northern Ireland**

**Date: 14 May 2025**

**Gavin Boyd**  
**Chair**  
**Sports Council for Northern Ireland**

**Date: 14 May 2025**

## **REMUNERATION AND STAFF REPORT**

### **Introduction**

The Remuneration and Staff Report sets out Sport NI's remuneration policy, reports on how it has been implemented, and sets out the amounts awarded to the senior officers and members of the Management Committee. In addition, details are provided on remuneration and staff that are key to Sport NI's accountability as a Non-Departmental Public Body.

## **1.0 Remuneration Report**

### **1.1 Remuneration Policy**

The remuneration of senior civil servants is set by the Minister for Finance.

Within Sport NI, the Chief Executive is employed on terms analogous to Senior Civil Service Grade 5. The pay remits for the Chief Executive for 2014-15 to 2020-21 were approved by Department of Finance and paid in February 2023.

The Remuneration Committee is responsible for approving the Chief Executive's salary and assessing performance. Membership includes the Chair of the Sport NI Board. The Remuneration Committee met on 4 occasions in 2018: 6 June, 15 August, 17 October and 12 December. All other senior staff positions above Deputy Principal follow the NICS pay and grading spine policy. The Chief Executive assesses the performance of Directors.

All staff costs are incurred by Sport NI Exchequer Account and an appropriate amount is recharged to Sport NI Lottery Account. The apportionment is made at full economic cost and calculated on the basis of full-time equivalent staff.

### **1.2 Service Contracts**

Sport NI staff appointments are made in accordance with the Sport Council Recruitment and Selection Policy and Procedures, which requires appointment to be on merit on the basis of fair and open competition. Unless otherwise stated below, the officials covered by this report hold appointments, which are open-ended. The notice period or compensation for early termination of a contract (other than for misconduct) is 3 months for the Chief Executive and Directors. Policy relating to notice periods and termination payments is contained in the Sport NI Staff Handbook and individual Terms and Conditions of Employment.

### **1.3 Salary**

'Salary' includes gross salary; overtime; recruitment and retention allowances; private office allowances and any other allowance to the extent that it is subject to UK taxation and any ex-gratia payments.

### **1.4 Benefits in kind**

The monetary value of benefits in kind covers any benefits provided by the employer and treated by HM Revenue and Customs as a taxable emolument. Benefits in kind of £NIL were paid in 2018-19 (2017-18: £3,300 in relation to buy out of luncheon vouchers).

**1.5 Salary, Bonus, Benefit in Kind and Pension Entitlements – Senior Staff (Audited Information)**

The following section provides details of the remuneration and pension interests of the Chief Executive and Directors of Sport NI.

Employee	2018-19					2017-18				
	Salary* £'000	Bonus £'000	Benefits in kind (to nearest £100)	Pension Benefits** (to nearest £'000)	Total £'000	Salary* £'000	Bonus £'000	Benefits in kind (to nearest £100)	Pension Benefits** (to nearest £'000)	Total £'000
Antoinette McKeown Chief Executive	85-90	-	-	25	110-115	85-90	-	1,100	25	110-115
Leigh Brown Acting Director of Finance & Governance (Appointed 18 May 2016 to 31 March 2019)	60-65	-	-	21	80-85	55-60	-	1,100	10	65-70
Christine Kerr*** Interim Director of Human Resources (Appointed 16 May 2016 to 4 June 2018)	5-10 (50-55 full year equivalent)	-	-	38	45-50 (90-95 full year equivalent)	50-55	-	-	(1)	50-55
Peter McCabe Acting Director of Performance (Appointed 21 May 2018 to 31 March 2019)	45-50 (50-55 full year equivalent)	-	-	24	70-75 (75-80 full year equivalent)	-	-	-	-	-
John News Acting Director of Participation (Appointed 21 May 2018 to 31 March 2019)	55-60 (60-65 full year equivalent)	-	-	41	95-100 (100-105 full year equivalent)	15-20 (55-60 full year equivalent)	-	1,100	24	40-45

\*Salary costs include salary arrears from previous financial years.

\*\*The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation or any increase or decreases due to a transfer of pension rights.

\*\*\*During 2018-19 there was one Interim Senior Staff member (2017-18: Two Interim Senior Staff members) seconded to Sport NI. Salary details disclosed relate to charges invoiced by their employer (excluding VAT).

<b>Fair Pay Disclosures</b>	<b>2018-19</b>	<b>2017-18</b>
Range of Salaries	4-88	4-87
Band of Highest Paid Director's Total Remuneration	85-90	85-90
Median Total Remuneration	29,317	29,296
Ratio	2.98	2.99

## 1.6 Median Remuneration

Reporting bodies are required to disclose the relationship between the remuneration of the highest paid director in their organisation and the median remuneration of the organisation's workforce.

The median remuneration of the staff is the total remuneration of the staff member(s) lying in the middle of the linear distribution of the total staff, excluding the highest paid director. This is based on annualised, full-time equivalent (FTE) remuneration as at the reporting period date.

In 2018-19, no employees received remuneration in excess of the highest-paid director (2017-18: NIL).

Total remuneration includes salary, performance pay and bonuses. It does not include employer pension contributions and the cash equivalent transfer value of pensions. Total remuneration is calculated on an annualised basis to remove any fluctuations caused by employee turnover, which do not reflect changes in pay policy.

The FTE measurement of staff is specified to ensure a level of comparability that would otherwise be distorted, if a member of staff represented a whole unit, irrespective of the hours worked.

The ratio is calculated as follows:

$$\frac{\text{Midpoint in highest paid director's pay band}}{\text{Median remuneration of Sport NI's staff}}$$

## 1.7 Board Members' Honoraria (Audited Information)

The Chair received an honorarium during 2018-19 totalling £26,880 (2017-18: £26,880). The Chair's honorarium was not directly recharged to Sport NI Lottery Account during 2018-19 and 2017-18. The Vice-Chair received £3,500 (2017-18: £3,500). These costs are included in the Sport NI Exchequer Account. Board Member's honoraria were not directly recharged to Sport NI Lottery Account during 2018-19.

No emoluments were paid to other Sport NI Board members in respect of Lottery activities. Sport NI did not pay any pension contributions on behalf of the Chair or Vice-Chair as they did not meet the relevant criteria for auto enrolment.

All Board Members are recompensed for their vouched expenses incurred in carrying out their duties.

## 1.8 Bonuses

No bonus payments for performance were made in 2018-19 (2017-18: NIL).

## 1.9 Exit Packages (Audited Information)

No directors of Sport NI received any compensation for loss of office during the year (2017-18: 1).

## 1.10 Sport NI Pensions (Audited Information)

Sport NI participates in the Northern Ireland Local Government Officers' Superannuation Committee Scheme (NILGOSC) and made contributions for 97 employees. All assets, liabilities and operating costs relating to the pension scheme are processed through Sport NI Exchequer Account, and a recharge is made to Sport NI Lottery Account for any pension costs incurred on its behalf. During the year 17 staff were recharged to Lottery (2017-18: 22).

The pension scheme is administered by NILGOSC. The benefits paid under the Scheme are based on length of membership and salary. NILGOSC maintain a fund to provide for the payment of current and prospective benefits to members of the Scheme. In order to ensure that this objective is achieved, the Committee must determine a suitable investment strategy, which provides both a high return on investments and an acceptable level of risk.

Employee contribution rates for all members for the period 1 April 2018 – 31 March 2019 were as follows:

Band	Range	Contribution Rate
1	£0 - £14,500	5.5%
2	£14,501 - £22,100	5.8%
3	£22,101 - £36,900	6.5%
4	£36,901 - £44,700	6.8%
5	£44,701 - £88,300	8.5%
6	>£88,300	10.5%

The employer contribution rate for 2018-19 is 19%.

For any membership accrued before 1 April 2009 benefits will accrue at a rate of 1/80th of the employee's final year pensionable pay and an automatic tax-free lump sum of three times their pension. For all membership accrued from 1 April 2009 benefits accrue at a rate of 1/60th of final pensionable pay for each year of service but with no automatic lump sum (members can choose to give up some of their pension to provide a lump sum). Additional Voluntary Contributions (AVC) can be paid through the NILGOSC in-house AVC provider, Prudential.

Further details about the NILGOSC pension scheme can be found at the website [www.nilgosc.org.uk](http://www.nilgosc.org.uk) and section 3 below.

Secondees were members of the Principal Civil Service Pension Scheme Northern Ireland (PCSPS NI). Further details of the scheme can be found at [PCSPS\(NI\) Rules | Department of Finance](#).

**Pension Entitlements (Audited Information)**

Employee	Accrued pension at pension age as at 31/3/19 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31/3/19	CETV at 31/3/18 *	Real increase in CETV
	£'000s	£'000s	£'000s	£'000s	£'000s
Antoinette McKeown Chief Executive	5-10 plus Nil lump sum	0-2.5 plus Nil lump sum	121	95	15
Leigh Brown Acting Director of Finance & Governance (Appointed 18 May 2016 to 31 March 2019)	15-20 plus 15-20 lump sum	0-2.5 plus (0-2.5) lump sum	224	201	13
Christine Kerr Interim Director of Human Resources (Appointed 16 May 2016 to 4 June 2018)	20-25 plus 50-55 lump sum	0-2.5 plus 0-2.5 lump sum	388	359	27
Peter McCabe Acting Director of Performance (Appointed 21 May 2018 to 31 March 2019)	25-30 plus 50-55 lump sum	0-2.5 plus 0-2.5 lump sum	592	551	29
John News Acting Director of Participation (Appointed 21 May 2018 to 31 March 2019)	20-25 plus 25-30 lump sum	0-2.5 plus 0-2.5 lump sum	324	280	39

\*CETV for 2017-18 have been recalculated due to a change in factors used to calculate CETV and restated to ensure there is no impact on the real increase in CETV.

**1.11 Cash Equivalent Transfer Values**

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme.

A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The CETV figures, and from 2003-04 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the NILGOSC pension arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

## 1.12 Real increase in CETV

This reflects the increase in CETV effectively funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period. However, the real increase calculation uses common actuarial factors at the start and end of the period so that it disregards the effect of any changes in factors and focuses only on the increase that is funded by the employer.

## 2.0 Staff Report

### 2.1 Number of Directors (Audited Information)

Director's Salary (Actual)	2018-19	2017-18
£5,000-£10,000	1	
£10,000-£15,000		
£15,000-£20,000		1
£20,000-£25,000		
£25,000-£30,000		
£30,000-£35,000		1
£35,000-£40,000		
£45,000-£50,000	1	
£50,000-£55,000		1
£55,000-£60,000	1	1
£60,000-£65,000	1	
£65,000-£70,000		1
£70,000-£75,000		
£75,000-£80,000		
£80,000-£85,000		
£85,000-£90,000	1	1
£90,000-£95,000		
£95,000-£100,000		
<b>Total Number of Directors</b>	<b>5</b>	<b>6</b>

The table above includes temporary secondments to Sport NI. Full year equivalent details are provided in section 1.5 above.

## 2.2 Staff Numbers and Costs (Audited Information)

### 2.2 (a) Staff Costs

	2018-19	2018-19	2018-19	2017-18
	£	£	£	£
	Recharged	Direct	Total	Total
Wages and Salaries	642,367	8,094	650,461	700,934
Social Security Costs	63,812	1,112	64,924	65,457
Pension Costs	137,162	3,454	140,616	140,538
Agency Costs	134,085	-	134,085	14,539
<b>Total</b>	<b>977,426</b>	<b>12,660</b>	<b>990,086</b>	<b>921,468</b>

### 2.2 (b) Average Number of Persons Employed (Audited Information)

#### Sport NI

The average number of whole-time equivalent persons employed during the year was as follows:

Number	2018-19			2017-18
	Permanently Employed Staff	Others	Total	Total
Directly employed	79	7	86	100
Agency/Secondment	-	24	24	18
<b>Total</b>	<b>79</b>	<b>31</b>	<b>110</b>	<b>118</b>

All of the staff were employed by Sport NI and the proportion in relation to Sport NI Lottery Account is based on percentage of Officers' time spent on Lottery work activities.

#### Sport NI Lottery Account

The average number of whole-time equivalent persons employed during the year working on Sport NI Lottery Account was as follows:

Number	2018-19			2017-18
	Permanently Employed Staff	Others	Total	Total
Directly employed	17	-	17	20
Agency staff	-	-	-	1
<b>Total</b>	<b>17</b>	<b>-</b>	<b>17</b>	<b>21</b>

## 2.3 Chief Executive's Remuneration (Audited Information)

The Chief Executive is an ordinary member of the Northern Ireland Local government Officers' Superannuation Committee (NILGOSC) pension scheme. There has been no direct recharge of the Chief Executive's salary to the Sport NI Lottery Account.

## 3.0 Pension Costs and Commitments

Sport NI participates in the Northern Ireland Local Government Officers' Superannuation Committee Scheme (the NILGOSC scheme). The NILGOSC scheme is part of the Local Government Pension Scheme (LGPS) and is a multi-employer funded, defined benefit scheme.

All assets, liabilities and operating costs relating to the pension scheme are processed through Sport NI Exchequer Account. A recharge is made to the Sport NI Lottery Account for any pension costs incurred on its behalf.

Details of the pension scheme are available within the Sport NI Exchequer Account. There have been no payments for civil service and other compensation schemes.

## 4.0 Staff Composition

The actual composition of staff employed by Sport NI at 31 March was as follows:

	Male Directors	Male Employees	Female Directors	Female Employees
<b>2018-19</b>				
Directly Employed	3	40	1	49
Board*				
Agency/Secondments		12		14
<b>Total</b>	<b>3</b>	<b>52</b>	<b>1</b>	<b>63</b>

	Male Directors	Male Employees	Female Directors	Female Employees
<b>2017-18</b>				
Directly Employed	2	52	1	53
Board*	-	-	-	-
Agency/Secondments	-	11	1	11
<b>Total</b>	<b>2</b>	<b>63</b>	<b>2</b>	<b>64</b>

\*Board Members are employed by the Department for Communities. The Chair and Vice Chair are the only Members to receive honoraria from Sport NI.

## 5.0 Sickness Absence Data

The number of sick days reported in 2018-19 was 542 (2017-18: 988.50). Sport NI had an average of 6.15 days absence per full time equivalent person in 2018-19 (2017-18: 8.5 days).

## **6.0 Staff Policies Applied During the Financial Year**

### **6.1 Employee Consultation**

On matters of policy and procedure, which affect the employees of Sport NI, the Council normally consults with the recognised trade union of which staff are members. This trade union is also a member of the Whitley Council which negotiates the terms and conditions of members with the Northern Ireland Department of Finance and Personnel.

During 2018-19 Sport NI revised a number of new staff policies in consultation with NIPSA. These policies included:

- Dignity at Work.
- Redundancy.
- Inefficiency - Sick Absence; and
- Uniform Appeals.

### **6.2 Equality of Opportunity**

Sport NI is committed to the development of positive policies to promote equal opportunity in employment based on practices which are non-discriminatory as between people of differing abilities, religion, political view, nationality, race, colour or sex including sexual orientation. An equal opportunities policy has been in place since March 2004 and was last reviewed in July 2016.

### **6.3 Employees with a Disability**

Sport NI ensures that people with a disability are given opportunities for suitable employment and that they are not discriminated against on the grounds of disability for recruitment, training or promotion purposes.

### **6.4 Health and Safety**

Sport NI is committed to providing staff with an environment that is as far as possible, safe and free from risk to health. In accordance with this commitment, Sport NI has complied with relevant legislation.

### **6.5 Trade Union Relationships**

Sport NI liaises with local trade union representatives on an ongoing basis and regularly holds formal JNCC (Joint Negotiating and Consultative Committee) meetings. Sport NI and the trade union (NIPSA Northern Ireland Public Service Alliance) have a Recognition and Procedural Agreement in place.

### **6.6 Human Capital Management**

Sport NI is committed to creating a diverse workforce as we recognise the value this brings to the organisation. We value and develop our staff through a broad range of training programmes and opportunities.

## **7.0 Expenditure on Consultancy**

Sport NI Lottery Account did not incur any direct consultancy costs, the following costs were incurred by Sport NI Exchequer Account during the year for consultancy.

	2018-19	2017-18
	£	£
Actuary Report	778	1,412
<b>Total Expenditure on Consultancy</b>	<b>778</b>	<b>1,412</b>

## 8.0 Off-Payroll Disclosures

Off-payroll engagements are those where individuals, either self-employed or acting through a personal service company, are paid gross by the employer. In line with HM Treasury requirements, the Department of Finance requires disclosure of such engagements that cost more than £245 per day and that last for longer than 6 months. Sport NI had no such off-payroll engagements commencing or operating during 2018-19. One such agreement was in place from 2016-17 and ended in 2017-18 in respect of the Interim Chief Executive. Salary details can be found above and details on their appointment can be found in the Governance Statement.

## 9.0 Reporting of Exit Packages (Audited Information)

	2018-19			2017-18
Exit Package Cost Band	Number of Compulsory Redundancies	Number of Other Departures Agreed	Total Number of Exit Packages by Costs Band	Total
< £10,000	-	-	-	-
£10,000- £25,000	-	-	-	4
£25,000-£50,000	-	-	-	9
£50,000- £100,000	-	-	-	1
£100,000-£150,000	-	-	-	-
£150,000-£200,000	-	-	-	1
<b>Total Number of Exit Packages</b>	-	-	-	<b>15</b>
<b>Total Resource Cost</b>	-	-	-	<b>£568,450</b>

Redundancy and other departure costs have been paid in accordance with the provisions of Sport NI's Voluntary Exit Scheme. During 2018-19, 0 (2017-18: 15) staff left under the scheme. Payments to these staff were wholly funded through the Public Sector Transformation Fund. Exit costs are accounted for in full in the year of departure and inclusive of associated pension exit costs. Exit costs were fully processed through Sport NI Exchequer Account with the same amount received from government funding provided by the Department. If the exit costs had been recharged to Sport NI Lottery Account in line with other salary costs, NIL would have been charged (2017-18: NIL).

**Richard Archibald**  
**Accounting Officer**  
**Sports Council for Northern Ireland**

**Date: 14 May 2025**

## **PARLIAMENTARY ACCOUNTABILITY AND AUDIT REPORT**

### **Parliamentary Accountability Disclosure Notes**

#### **Introduction**

The Parliamentary Accountability Report provides details of losses and special payments, fees and charges and remote contingent liabilities.

#### **1. Losses and Special Payments (Audited Information)**

There were no losses or special payments during the year which required disclosure in the accounts (2017-18: NIL).

#### **2. Fees & Charges (Audited Information)**

There were no fees or charges during the year which required disclosure in the accounts (2017-18: NIL).

#### **3. Remote Contingent Liabilities (Audited Information)**

There were no remote contingent liabilities during the year which required disclosure in the accounts (2017-18: NIL).

**Richard Archibald**  
**Accounting Officer**  
**Sports Council for Northern Ireland**

**Date: 14 May 2025**

## **THE CERTIFICATE OF THE COMPTROLLER AND AUDITOR GENERAL TO THE HOUSES OF PARLIAMENT**

### **Opinion on financial statements**

I certify that I have audited the financial statements of the Sports Council Northern Ireland Lottery Distribution Account for the year ended 31 March 2019 under the National Lottery etc. Act 1993. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Equity; and the related notes, including the significant accounting policies. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Accountability Report that is described in that report as having been audited.

In my opinion:

- the financial statements give a true and fair view of the state of the Sports Council Northern Ireland Lottery Distribution Account's affairs as at 31 March 2019 and of the net operating income for the year then ended; and
- the financial statements have been properly prepared in accordance with the National Lottery etc Act 1993 and Secretary of State's directions issued thereunder.

### **Opinion on regularity**

In my opinion, in all material respects the income and expenditure recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

### **Basis of opinions**

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK) and Practice Note 10 'Audit of Financial Statements of Public Sector Entities in the United Kingdom. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my certificate. Those standards require me and my staff to comply with the Financial Reporting Council's Revised Ethical Standard 2019. I am independent of the Sports Council Northern Ireland in accordance with the ethical requirements that are relevant to my audit and the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

## **Responsibilities of the Council and Accounting Officer for the financial statements**

As explained more fully in the Statement of the Council's and Accounting Officer's Responsibilities, the Council and the Accounting Officer are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

## **Auditor's responsibilities for the audit of the financial statements**

My responsibility is to audit, certify and report on the financial statements in accordance with the National Lottery etc Act 1993.

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK), I exercise professional judgment and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Sports Council Northern Ireland's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Conclude on the appropriateness of the Sports Council Northern Ireland Lottery Distribution Account's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Sports Council Northern Ireland Lottery Distribution Account's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my report. However, future events or conditions may cause Sports Council Northern Ireland Lottery Distribution Account to cease to continue as a going concern.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the income and expenditure reported in the financial statements have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

### **Other Information**

The Council and the Accounting Officer are responsible for the other information. The other information comprises information included in the annual report, but does not include the parts of the Accountability Report described in that report as having been audited, the financial statements and my auditor's report thereon. My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon. In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

### **Opinion on other matters**

In my opinion:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with Secretary of State directions made under the National Lottery etc Act 1993; and
- the information given in Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

### **Matters on which I report by exception**

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept or returns adequate for my audit have not been received from branches not visited by my staff; or
- the financial statements and the parts of the Accountability Report to be audited are not in agreement with the accounting records and returns; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

**Gareth Davies**  
**Comptroller and Auditor General**  
National Audit Office  
157-197 Buckingham Palace Road  
Victoria  
London  
SW1W 9SP

**29 May 2025**

## **THE REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE HOUSES OF PARLIAMENT**

### **Delays in certifying the accounts**

1. It is very unusual for there to be such a delay in certifying a set of accounts. The certification of the 2018-19 Sports Council for Northern Ireland (SCNI) Lottery Distribution Accounts has been impacted by the delay to the certification of the 2014-15, 2015-16, 2016-17 and 2017-18 accounts. I included a report on the 2014-15 and subsequent years' accounts setting out the reasons for the delay, the knock-on impact on the timing of the certification of subsequent accounts, and the actions SCNI is taking to ensure it has the appropriate expertise to prepare financial statements which are both high quality and delivered on a timely basis.
2. SCNI have set out the factors contributing to the delays in the publication of the lottery distribution annual report and accounts within the governance statement on page 43 of the annual report. SCNI has also stated its commitment to ensuring it now has the appropriate expertise to prepare financial statements which are both high quality and delivered on a timely basis.
3. The 2018-19 accounts have been prepared in line with my expectations in respect of quality. My audit approach is designed to obtain sufficient assurance that accounts are free from material error. I planned my audit to achieve this through sample testing of account areas.
4. SCNI have been able to present 2018-19 accounts that are free from material error, in a reasonable timeframe, following my certification of the 2016-17 accounts on 10 September 2024 and the 2017-18 accounts on 7 December 2024.
5. I am working with SCNI to finalise my audits of the subsequent years' accounts.

**Gareth Davies**  
**Comptroller and Auditor General**  
National Audit Office  
157-197 Buckingham Palace Road  
Victoria  
London  
SW1W 9SP

**29 May 2025**

## FINANCIAL STATEMENTS

### Statement of Comprehensive Net Expenditure for the year ended 31 March 2019

	Note	2018-19 £	2017-18 £
Income from activities	4	8,362,703	8,527,007
Other operating income	4	-	20,049
<b>Total operating income</b>		<b>8,362,703</b>	<b>8,547,056</b>
Staff costs	3	990,086	921,468
Other operating costs	3	531,092	614,065
New grants made in year	3	6,768,544	8,232,419
Grants de-committed in year	3	(546,042)	(440,743)
<b>Total operating expenditure</b>		<b>7,743,680</b>	<b>9,327,209</b>
<b>Net operating income/ (expenditure) for the year</b>		<b>619,023</b>	<b>(780,153)</b>
<b>Comprehensive net income/ (expenditure) for the year</b>		<b>619,023</b>	<b>(780,153)</b>

*The notes on pages 67 to 78 form part of these accounts.*

## Statement of Financial Position as at 31 March 2019

	Note	2018-19 £	2017-18 £
<b>Current assets:</b>			
Investments – balance held in NLDF	6	14,136,849	14,694,104
Trade and other receivables	9	116	1,677
Cash and cash equivalents	8	309,785	41,350
<b>Total current assets</b>		<b>14,446,750</b>	<b>14,737,131</b>
<b>Total assets</b>		<b>14,446,750</b>	<b>14,737,131</b>
<b>Current liabilities:</b>			
Trade and other payables	10	(539,742)	(354,830)
Grants payable	11	(3,781,970)	(4,876,286)
<b>Total current liabilities</b>		<b>(4,321,712)</b>	<b>(5,231,116)</b>
<b>Total assets less current liabilities</b>		<b>10,125,038</b>	<b>9,506,015</b>
<b>Total assets less total liabilities</b>		<b>10,125,038</b>	<b>9,506,015</b>
<b>Equity and other reserves:</b>			
General reserve		10,125,038	9,392,502
Revaluation reserve		-	113,513
<b>Total equity</b>		<b>10,125,038</b>	<b>9,506,015</b>

The financial statements on pages 63 to 78 were approved by the Board on 14 May 2025 and are signed on its behalf by:

**Richard Archibald**  
**Accounting Officer**  
**Sports Council for Northern Ireland**

**Date: 14 May 2025**

*The notes on pages 67 to 78 form part of these accounts.*

## Statement of Cash Flows for the year ended 31 March 2019

	Note	2018-19	2017-18
		£	£
<b>Cash flows from operating activities</b>			
Net operating income/(expenditure)		<b>619,023</b>	<b>(780,153)</b>
<b>Adjustments for non-cash transactions</b>			
Decrease in trade and other receivables	9	1,561	30,394
(Decrease) in trade and other payables < 1 year	10	(909,404)	(80,674)
Decrease in balance held in NLDF	6	557,255	458,545
<b>Net cash inflow/(outflow) from operating activities</b>		<b>268,435</b>	<b>(371,888)</b>
<b>Net increase / (decrease) in cash and cash equivalents in the period</b>	8	268,435	(371,888)
<b>Cash and cash equivalents at the beginning of the period</b>	8	41,350	413,238
<b>Cash and cash equivalents at the end of the period</b>		<b>309,785</b>	<b>41,350</b>

*The notes on pages 67 to 78 form part of these accounts.*

## Statement of Changes in Equity for the year ended 31 March 2019

	General Reserve £	Revaluation Reserve £	Total Reserves £
<b>Balance at 31 March 2017</b>	<b>10,172,655</b>	<b>113,513</b>	<b>10,286,168</b>
Comprehensive net expenditure for the year	(780,153)	-	(780,153)
<b>Balance at 31 March 2018</b>	<b>9,392,502</b>	<b>113,513</b>	<b>9,506,015</b>
Comprehensive net expenditure for the year	619,023	-	619,023
Other reserves movements including transfers	113,513	(113,513)	-
<b>Balance at 31 March 2019</b>	<b>10,125,038</b>	<b>-</b>	<b>10,125,038</b>

*The notes on pages 67 to 78 form part of these accounts.*

## **Notes to the Accounts**

### **1. Statement of Accounting Policies**

These financial statements have been prepared in a form directed by the Secretary of State for Culture, Media and Sport with the consent of the Department of Finance and the approval of HM Treasury in accordance with Section 35(2)-(3) of the National Lottery etc. Act 1993 (as amended) and Lottery Accounts directions given by the Department for Communities on behalf of the Department for Culture, Media and Sport (DCMS).

The financial statements have been prepared in accordance with the 2018-19 Government Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context.

Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the circumstances of the Sport NI Lottery Accounts for the purpose of giving a true and fair view has been selected. The particular policies adopted by the Sport NI Lottery Account are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

#### **1.1 Accounting convention**

These financial statements have been prepared in accordance with the historical cost convention modified to account for the revaluation of property, plant and equipment and intangible assets.

The financial statements are stated in sterling, which is the functional and presentational currency.

#### **1.2 Pension Costs**

The pension cost is recharged from Sport NI Exchequer Account and is charged to the Statement of Comprehensive Net Expenditure.

#### **1.3 Balances held in the National Lottery Distribution Fund (NLDF)**

Balances held in the NLDF remain under the stewardship of the Secretary of State for the Department for Culture, Media and Sport. However, the share of these balances attributable to Sport NI is as shown in the accounts and, at the year end, has been certified by the Secretary of State for Culture, Media and Sport as being available for distribution by it in respect of current and future commitments.

The National Lottery Distribution fund balance is classified as investments in the Statement of Financial Position. This is in line with the Department for Culture, Media and Sport accounting policy. National Lottery Distribution Fund investments are therefore held at amortised cost.

#### **1.4 Income**

All income received, whether Lottery proceeds, grant recovered or other income, is credited to income in the year to which it is receivable.

### 1.5 Grant Liabilities

Grant awards are recognised as liabilities in the Statement of Financial Position if they meet the definition of liabilities in IAS37 Provisions, Contingent Liabilities and Contingent Assets, whether arising from legal or constructive obligations. Grant awards are recognised as expenditure and commitments are accounted for when:

- the award has been formally decided on by the Sport NI Board; and
- the award has been notified to the intended recipient via a Letter of Offer; and
- the award is free from any specific performance conditions under the control of Sport NI.

Grant awards which have been formally decided upon by Sport NI, but which do not meet the technical definition of liabilities, either due to their not having been communicated to the recipient, or due to their not meeting the criteria relating to specific conditions are not included in expenditure in the Statement of Comprehensive Net Expenditure or as liabilities in the Statement of Financial Position but are disclosed as contingent liabilities in note 12. A grant commitment is deemed to be a commitment once the Letter of Offer has been drawn up and sent to the grant applicant. The commitment will remain as such provided the grant recipient continues to meet the conditions of the award. Commitments are disclosed in note 11 to the accounts as Grants Payable and recognised as expenditure in the Statement of Comprehensive Net Expenditure.

### 1.6 Taxation

The Lottery Account incurs corporation tax on bank interest earned.

### 1.7 Financial Instruments

Sport NI Lottery Account has adopted IFRS 9 resulting in a classification of all financial instruments as measured at amortised cost. Note 5 provides appropriate disclosures regarding Financial Instruments in the Sport NI Lottery Account.

#### *Accounting Treatment Investments*

The National Lottery Distribution Fund balance is classified as 'investments' in the Statement of Financial Position. This is in line with the Department for Communities accounting policy. National Lottery Distribution Fund investments are therefore measured at amortised cost under IFRS 9.

## 1.8 Financial Assets

### Cash and Cash Equivalents

Cash and cash equivalents comprise cash held in the bank and at hand. Cash equivalents are short term, highly liquid investments that are readily convertible to cash and are subject to a low risk of changes in value. Cash held in the bank is a liquid resource.

## 1.9 Financial Liabilities

### Trade and Other Payables

Trade payables represent liabilities for goods and services provided to Sport NI Lottery Account prior to the end of the reporting period, which are unpaid. Payables are not interest bearing and are recognised at their nominal value, which equates to their fair value.

### Grants Payable

A grant commitment is deemed to be a commitment from the date on which the Letter of Offer is issued to a grant recipient. The commitment will remain as such provided the grant recipient continues to meet the conditions of the award. Sport NI Lottery Account commitments are disclosed in note 11 to the accounts as 'Grants Payable' and recognised as 'Expenditure' in the Statement of Comprehensive Net Expenditure.

## 1.10 Employee Benefits

Under IAS 19 an employing entity should recognise the undiscounted amount of short-term employee benefits expected to be paid in exchange for the Service. Sport NI Lottery Account has recognised annual leave entitlements and flexi leave that have been earned by year end but not yet taken. These are classified as 'Current liabilities'.

## 1.11 Estimation Techniques Used and Key Judgements

The preparation of financial statements in conformity with IFRS requires the use of accounting estimates and assumptions. It also requires management to exercise its judgement in the process of applying Sport NI Lottery Account accounting policies. Sport NI Lottery Account continually evaluate the estimates, assumptions and judgements based on available information and experience however as the use of estimates is inherent in financial reporting, actual results can differ from these estimates. The estimates and assumptions which have the most significant risk of causing a material adjustment to the carrying amounts of assets and liabilities are discussed below:

The apportionment of staffing and indirect costs transferred from Sport NI for the Northern Ireland Exchequer Account to the Sport NI Lottery Account is based on a Service Level Agreement. This is reviewed annually to ensure recharges are appropriate and reflect the time which staff spend on lottery activities and the proportion of indirect costs which relate to Lottery activities.

1.12 Implementation of IFRS 9 Financial Instruments and IFRS 15 Revenue from Contracts with Customers

Sport NI implemented IFRS 9 and IFRS 15 in 2018-19 for the first time. IFRS 9 adoption has resulted in a classification of all financial instruments as measured at amortised cost. There have been no other significant effects of IFRS 9 on these accounts.

The recognition and measurement of lottery income has not changed as a result of the adoption of IFRS 15.

1.13 Impending Application of Newly Issued Accounting Standards Not Yet Effective

Sport NI provides disclosure that there are no new relevant accounting standards which it has not yet applied. The application of any new or amended IFRS standards is governed by their adoption by the FReM. Sport NI applies changes to standards when they become effective. There are no known material impacts from IFRS changes that have been issued and are not yet effective on the financial statements in the period of initial application.

Specifically:

**IFRS 16 Leases** - No known material impacts.

For organisations which prepare their accounts under IFRS a new accounting standard, IFRS 16 (Leases), has been issued and will come into effect during 2019-20. As per note 14, the Sport NI Lottery Fund has no direct lease commitments. The Exchequer account has one lease commitment of which a proportion (£19,350) is recharged to the Lottery fund.

## 2. Operating Segments

In line with IFRS 8, Sport NI Lottery Account does not have any segmental data to disclose. The Board Members of Sport NI review the financial performance on a bi-monthly basis, based on similar information contained with the Statement of Comprehensive Net Expenditure of the financial statements.

### 3. Expenditure

	Note	Total 2018-19 £	Direct 2018-19 £	Recharge 2018-19 £	Total 2017-18 £
New Grants Made in Year	11	6,768,544	6,768,544	-	8,232,419
Grants De-Committed in Year	11	(546,042)	(546,042)	-	(440,743)
		<b>6,222,502</b>	<b>6,222,502</b>	<b>-</b>	<b>7,791,676</b>
<b>Staff Costs:</b>					
Wages & Salaries <sup>1</sup>		650,461	8,094	642,367	700,934
Social Security Costs		64,924	1,112	63,812	65,457
Pension Costs		140,616	3,454	137,162	140,538
Other Staff Costs		134,085		134,085	14,539
		<b>990,086</b>	<b>12,660</b>	<b>977,426</b>	<b>921,468</b>
<b>Other Operating Costs<sup>2</sup></b>					
Sport NI Exchequer Overhead Charge		409,703	-	409,703	477,951
External Audit Fee		47,000	47,000	-	47,000
Running Costs		16,997	16,961	36	13,472
Publicity & Promotion		13,564	13,564	-	46,293
Professional Fees		7,920	7,920	-	12,309
Membership Fees		6,606	6,606	-	204
Meeting & Seminar Costs		6,734	6,529	205	7,252
Training		4,494	4,494	-	-
Travel and Subsistence		18,074	-	18,074	9,575
Corporation Tax		-	-	-	9
		<b>531,092</b>	<b>103,074</b>	<b>428,018</b>	<b>614,065</b>
<b>Total</b>		<b>7,743,680</b>	<b>6,338,236</b>	<b>1,405,444</b>	<b>9,327,209</b>

<sup>1</sup>Further analysis of staff costs is in the Staff Report. The net change in the provision for holiday pay is included in direct costs as it is not included in any recharges from Sport NI Exchequer Account.

<sup>2</sup>Costs totalling £1,405,444 (31 March 2018: £1,400,343) within the total for 2018-19 were initially incurred by Sport NI's Exchequer account and recharged to Sport NI Lottery Account.

### 4. Income

The impact of the application of IFRS 15 'Revenue from Contracts with Customers' has been assessed. The recognition and measurement of lottery income has not changed as a result of the adoption of IFRS 15.

	2018-19 £	2017-18 £
Proceeds from National Lottery	8,320,066	8,502,434
Investment Income	42,637	24,573
Local Authority Contributions	-	20,000
Other	-	49
<b>Total Income</b>	<b>8,362,703</b>	<b>8,547,056</b>

### 5. Financial Instruments

Sport NI adopted IFRS 9 for the financial year 2018/19. As Sport NI does not have powers to borrow, financial instruments play a much more limited role in creating or changing risk than is typical of the listed companies to which the standard mainly applies. Sport NI's Lottery Account financial instruments comprise of cash liquid resources; investments held in the National Lottery Fund Distribution Account (NLDF); receivables, trade payables; and grant commitments to applicants which arise directly from Sport NI Lottery Account's operations. The main purpose of these financial instruments is to provide finance for the operations of Sport NI Lottery Account. There are currently no borrowings or embedded derivatives. This means that Sport NI is exposed to little immediate liquidity, market, or credit risk.

#### Liquidity Risks

In 2018-19, £8.363 million (100%) of Sport NI's Lottery Account income was derived from the National Lottery Distribution Fund (NLDF). This included income of £0.043 million (0.5%) derived from investment returns from the balance held with the NLDF. Sport NI Lottery Account consider that the Fund is not exposed to significant liquidity risks; and is satisfied that sufficient liquid resources are held within the NLDF Investment and in the bank, a total of £14.446 million, to cover all current contracted commitments of £4.322 million.

#### Interest Rate Risks

The financial assets of the Fund are invested in the NLDF, which invests in a narrow band of low-risk assets such as government bonds and cash. Sport NI Lottery Account has no control over the investment of Funds in the NLDF. At the 31 March 2019 the Market Value of investment in the NLDF was £14.137 million. The annual return on the NLDF for the year ended 31 March 2019 was 0.67%. Cash balances which are drawn down from the Fund to pay grant commitments and operating costs are held in a non-interest-bearing current account, as it is part of the Northern Ireland government pooling agreement. The cash balance at the year-end was £0.31 million. Sport NI Lottery Account consider that the Fund is not exposed to significant interest rate risks.

#### Foreign Currency Risk

The Fund is not exposed to any foreign exchange risks.

#### Commodity Risk

The Fund is not exposed to any commodity risks.

#### Credit Risk

The Fund is not exposed to any credit risk.

## 6. Reconciliation of Movement in National Lottery Distribution Fund

The funds held in the NLDF are invested on its behalf by the Commissioners for the Reduction of the National Debt. The balances overleaf are classified as 'investments' in the Statement of Financial Position. This is in line with the DCMS accounting policy. NLDF investments are values in these accounts at amortised cost as at 31 March 2019. Interest earned on the sums invested is apportioned to each of the twelve Lottery Distributors on the basis of their percentage of the total remaining NLDF Funds at the time the interest is received.

Sport NI is charged under the 1993 Act with responsibility for distributing 2.8% of the money allocated to sport. However, since July 1999 Sport NI has received a reduced contribution of 2.6% as 0.2% is now payable to UK Sport in respect of the United Kingdom wide World Class Performance Programme for elite athletes.

The closing market value of investments held at 31 March 2019 by the NLDF under the National Lottery Act as amended on behalf of Sport NI's Lottery Account was £14,136,849 (31 March 2018: £14,694,104).

### Balances Held in NLDF

	2018-19	2017-18
	£	£
Proceeds from Lottery	8,320,066	8,502,434
Investment income	42,637	24,573
Drawn down in year	(8,919,958)	(8,985,552)
<b>Decrease in Funds</b>	<b>(557,255)</b>	<b>(458,545)</b>
Balance at 1 April	14,694,104	15,152,649
<b>Balance at 31 March</b>	<b>14,136,849</b>	<b>14,694,104</b>

## 7. NLDF Balance Policy

In August 2003 DCMS issued 'National Lottery Guidance Note 1/03: Management of NLDF Balances'. This guidance note proposes that each Lottery Distributor should have an NLDF balance policy and should publish a statement on its policy in its Annual Report and Accounts. This should include a target for the size of its NLDF balance based on an assessment of needs over the next three financial years.

The following is the policy as approved by Sport NI:

Sport NI aims to keep NLDF balances at a prudent level that will maximise its ability to achieve its strategic objectives, and to ensure the effective progress of existing and future commitments. In setting its target balances, Sport NI will seek to ensure that it neither compromise existing commitments nor unreasonably constrain its ability to make future commitments.

In December 2015, Sport NI agreed that the NLDF target balance should be as follows:

- By 31 March 2016 to achieve a NLDF balance of £13.297m;
- By 31 March 2017 to achieve a NLDF balance of £8.226m;
- By 31 March 2018 to achieve a NLDF balance of £7.080m;
- By 31 March 2019 to achieve a NLDF balance of £5.793m;
- By 31 March 2020 to achieve a NLDF balance of £1.367m;
- By 31 March 2021 to achieve a NLDF balance of £1.773m; and
- By 31 March 2022 to achieve a NLDF balance of £5.390m.

At 31 March 2019 Sport NI Lottery Account NLDF balance was £14.137m. The target for the year was not achieved as a result of deferrals in programme activity. Expenditure and income profiles have been updated and revised policies have been approved annually by the Board since. The latest policy was approved in March 2023 with the £17.9m balance expected to be reduced to £1m by 2027-28.

## 8. Cash and Cash Equivalents

	2018-19	2017-18
	£	£
Balance at 1 April	41,350	413,238
Net change in cash and cash equivalent balances	268,435	(371,888)
<b>Balance at 31 March</b>	<b>309,785</b>	<b>41,350</b>

The following balances at the 31 March were held at:

Commercial banks	309,785	41,350
<b>Balance at 31 March</b>	<b>309,785</b>	<b>41,350</b>

## 9. Trade Receivables, Financial and Other Assets

### Amounts falling due within one year:

	2018-19	2017-18
	£	£
Prepayments and Accrued Income	116	1,677
	<b>116</b>	<b>1,677</b>

## 10. Trade Payables, Financial and Other Liabilities

### Amounts falling due within one year:

	2018-19	2017-18
	£	£
Trade payables	2,608	-
Owed to Sport NI Exchequer Account	287,859	118,749
Accruals and deferred income	249,275	236,081
<b>Total trade and other payables</b>	<b>539,742</b>	<b>354,830</b>
Grants payable (Note 11)	3,781,970	4,876,286
<b>Total current liabilities</b>	<b>4,321,712</b>	<b>5,231,116</b>

## 11. Grants Payable

	2018-19	2017-18
	£	£
<b>Grants payable at 1 April</b>	<b>4,876,286</b>	<b>4,881,329</b>
Grants paid during the year	(7,316,818)	(7,796,719)
Grant de-commitments	(546,042)	(440,743)
Grants made in the year	6,768,544	8,232,419
<b>Grants payable at 31 March</b>	<b>3,781,970</b>	<b>4,876,286</b>

All commitments under grants are expected to be paid within one year. Sport NI considers that it has sufficient liquid resource within the NLDF and cash balances as well as forecasted NLDF income to cover all current contracted commitments. The forecasted NLDF income is based on projections received from DCMS.

## 12. Contingent Liabilities

Grants are disclosed as contingent liabilities if they do not satisfy the criteria to be treated as liabilities. We have recognised a contingent liability of £0.248m at 31 March 2019 (31 March 2018: £14.925m) in respect of awards approved but not included in the calculation of grants payable in the Statement of Financial Position as letters of offer had yet to be made to the applicants at the year end.

## 13. Retirement Benefit Obligations

All assets, liabilities and operating costs of Sport NI Lottery Account's pension scheme are recorded in the Sport NI Exchequer Account. Details of pension liabilities can be found in the Remuneration and Staff Report.

#### 14. Leases

While the Sport NI Lottery Account has no direct lease commitments, Sport NI Exchequer Account has lease commitments, of which a proportion is charged to the Sport NI Lottery Account as they are incurred.

	2018-19	2017-18
	£	£
Total rent recharge	19,349	19,762

#### 15. Capital Commitments

There were no capital commitments as at 31 March 2019 (31 March 2018: NIL).

#### 16. Other Financial Commitments

There were no other financial commitments as at 31 March 2019 (31 March 2018: NIL).

#### 17. Contingent Assets

The National Lottery Distributors (including the Sports Council of Northern Ireland) are entitled to receive a share of receipts from the sale of land on Queen Elizabeth Olympic Park in return for their contribution of an additional £675 million to the funding of the London 2012 Olympic and Paralympic Games. This was announced in 2007. The arrangements are set out in a legal agreement between the Secretary of State and the Greater London Authority dated 29 March 2012 which sets out the distribution of funds between the GLA and the lottery distributors (via DCMS). Land sales are likely to take place over a lengthy period, estimated to be from 2016-17 to 2036-37. DCMS estimates the first payments to the Lottery Distributors to come through in 2026-27.

#### 18. Related Parties

Several members of the Board and Senior Staff (Executive Team) are also involved with suppliers or other sports organisations in Northern Ireland either directly or indirectly as a result of a family relationship, a close friendship or business relationship. These individuals make an annual declaration of their interests and do not take part in discussions and decisions to make commitments to those organisations with which they have had a declared interest. A list of the commitments made to the organisations concerned and details of who made the declaration of interest is shown below. All of the transactions relating to the organisations were conducted at arm's length by Sport NI.

<b>Board Member</b>	<b>Grantee</b>	<b>Commitments to Grantee (£)</b>	<b>Payments (£)</b>	<b>Relationship of Staff Member to Grantee or Supplier</b>
Jackie Bryson	Mountaineering Council of Ireland	55,500	66,125	Observer at Mountain Training UK meetings
Richard Bullick	Netball NI	160,485	209,494	Board Member
James Jay Colville	Cycling Ireland	260,743	261,211	Current Member
	Royal Yachting Association	225,596	281,428	Current Member
Kyle Ferguson	University of Ulster	-	5,000	Employee
George Lucas	UB Tennis Ireland	39,240	40,457	Person Connected – Honorary Officer – Current
Darryl Petticrew	Disability Sport NI	141,198	202,504	Persons Connected - Current

<b>Executive Team Member</b>	<b>Grantee</b>	<b>Commitments to Grantee (£)</b>	<b>Payments (£)</b>	<b>Relationship of Staff Member to Grantee or Supplier</b>
John News	Cycling Ireland	260,743	261,211	Current Member
Peter McCabe	Hockey Ireland	295,761	261,015	Persons Connected - Current Squad Player
	Ulster Hockey Union	123,542	206,010	Member of constituent club

### Other related parties include:

Sport NI is a Non-Departmental Public Body sponsored by Department for Communities. Department for Communities is regarded as a related party. During the year Sport NI has had various transactions with the Department and with other entities for which Department for Communities is regarded as the parent Department. None of the Board Members, key managerial staff or other related parties has undertaken any material transactions with Sport NI during the year.

The Lottery Account operations of Sport NI are funded from the National Lottery Distribution Fund through the Department for Culture, Media and Sport (DCMS). DCMS is regarded as a related party. During the year Sport NI has had various material transactions with DCMS.

The Sport NI Exchequer Account makes a number of recharges to the Sport NI Lottery Account.

As a matter of policy and procedure, Sport NI maintains a publicly available register of interests where Board Members and staff declare any direct interest in grant applications made to Sport NI or any commercial relationships of Sport NI. In addition, Exchequer grants were paid during the year to a number of organisations in which Board Members declared an interest. Having declared an interest Board Members are required to leave the meeting while the relevant application is discussed, and a decision is made.

### **19. Third Party Assets**

There were no third-party assets as at 31 March 2019 (31 March 2018: NIL).

### **20. Events After the Reporting Period**

Events after the balance sheet date are those material events, both favourable and adverse, that occur between the end of the reporting period and the date when the accounts are authorised for issue.

For detail on the absence of Chief Executive, Transformation Programme, and the delay of publication of annual report refer to the Governance Statement.

#### External

Sport NI participated in the DCMS working group set up to assess the implications of the United Kingdom's exit from the European Union which took place on 31<sup>st</sup> January 2020. Sport NI business model and working practices were severely impacted by the Covid 19 pandemic in 2020-21 both in terms of specific short-term responses and longer-term effects.

### **Date of Authorisation for Issue**

The Accounting Officer authorised the issue of these financial statements on the date they were certified by the Comptroller and Auditor General.

## **APPENDIX A - LOTTERY POLICY DIRECTIONS**

### **SPORTS COUNCIL FOR NORTHERN IRELAND**

The Department for Communities, on behalf of the Department for Culture, Media & Sport, in exercise of the powers conferred by section 26(1) of the National Lottery etc. Act 1993 and having consulted Sport NI (Sports Council for Northern Ireland) pursuant to section 26(5) of that Act, hereby gives the following directions:

1. In these Directions any reference to a section is a reference to a section of the National Lottery etc Act 1993.
2. In determining the persons to whom, the purposes for which and the conditions subject to which it distributes any money under section 25(1), Sports Council for Northern Ireland shall take into account the following matters:-
  - A. Its assessment of the needs of sport and its priorities for addressing them (having regard to government strategies/policies in force).
  - B. The need to inspire children and young people, awakening their interest and involvement in sport.
  - C. The need to foster local community initiatives which bring people together, enrich the public realm and strengthen community spirit.
  - D. The need to support volunteering and encourage volunteering in sport.
  - E. The need to encourage new talent, innovation, and excellence and help people to develop new skills.
  - F. The need to involve the public and local communities in making policies and setting priorities.
  - G. The need to ensure that money is distributed for projects which promote public good rather than private gain.
  - H. The need to further the objective of sustainable development.
  - I. The need to ensure that all those receiving Lottery money acknowledge it using the common Lottery branding.
  - J. The need to require an element of partnership funding, or contributions in kind from other sources, to the extent that this is reasonable to achieve for different kinds of applicants.
  - K. The desirability of:
    - (a) increasing access and participation for all;
    - (b) ensuring that all areas have access to funding; and
    - (c) reducing economic and social deprivation.

- L. The desirability of working jointly with other organisation, including other distributors.
- M. The need:
  - (a) to set time limits for which grants are payable;
  - (b) to ensure that Sports Council for Northern Ireland has the necessary information and expert advice to make decisions on each application; and
  - (c) for applicants to demonstrate the financial viability of projects.
- N. Where capital funding is sought, the need:
  - (a) for a clear business plan showing how any running and maintenance costs will be met for a reasonable period; and
  - (b) to ensure that appraisal and management for major projects match the Office of Government Commerce's Gateway Review standards.
- O. The need to ensure that its powers to solicit applications under section 25 (2A) are used in connection with the pursuit of strategic objectives.

Signed on behalf of the Department for Communities (formerly DCAL):

**PAUL SWEENEY**  
**Permanent Secretary**

**16 April 2008**

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