

## **SPORT NORTHERN IRELAND**

### **MINUTES**

Minutes of the Board Meeting held on Tuesday 16 June 2015 in the House of Sport, Upper Malone Road, Belfast, BT9 5LA

#### **PRESENT:**

**In the Chair: B Henning**

**Members:**

- I McAvoy**
- J D'Arcy**
- D O'Connor**
- R Bullick**
- E Lynch**
- G Wilson**
- J O'Neill**
- P Cummings**
- B Delaney**
- R Mallon**
- S McCullough**

**Acting Accounting Officer A Sloan, Director of Sport Management Services**

**Staff in Attendance:**

- S Ogle, Director of Performance – Item 8.2, 7.1 to 11**
- N Harkness, Director of Participation – Item 7.1 to 11**
- E Bohill, Transformation Director – Item 7.5**
- L Brown, Governance Manager – Item 6**
- P Glasgow, Head of Sports Medicine – Item 8.2**
- M McClure, Countryside and Recreation Officer – Items 7.1, 7.2, 7.3, 7.4 and 8.1**
- R McCormick, Communications Manager – Item 7.1 to 11**

Apologies were received from G Campbell and A Bingham

## **2 DECLARATIONS OF INTEREST**

R Mallon declared an interest with regard to paper SNI/15/34 the Corporate Plan 2015-2020 EQIA Final Decision Report.

## **3 MINUTES**

The Minutes of the meeting held on 21 April 2015, having been previously circulated were approved.

## **4 MATTERS ARISING**

### **4.1 Decision List**

Members noted that all issues had been completed or where ongoing.

There were no other matters arising.

## **5 CHAIRMAN'S BUSINESS**

### **5.1 Board Effectiveness Review – Action Plan**

The Chair advised Members that the next step regarding the Board Effectiveness would be to have a joint session with the Executive Team and advised that this would take place at the August Board meeting. The Chair asked that David Nicholl be invited to next meeting in relation to Board Effectiveness.

**ACTION 1. The Director of Sport Management Services to invite David Nicholl to the next Board meeting.**

### **5.2 CIPFA Governance Review Update**

The Chair advised Members that he had met with the new Permanent Secretary and discussed the Governance Review. Members noted that it was agreed that CIPFA would undertake the review as they had undertaken the previous review. The Director of Sport Management Services has written a Terms of Reference for the Review and these have been approved by the Chair.

Members noted that the action points will be brought to the August Board meeting. Members queried whether they would be interviewed. It was agreed that the Chair and the Members who had been involved in the earlier process along with the Executive team should be interviewed as part of the process. The Chair asked the Director of Sport Management Services to amend the Terms of Reference to reflect this.

It was noted that the Members to be involved in the review are J D'Arcy, R Mallon and P Cummings.

**ACTION 2. It was agreed that the Director of Sport Management Services would amend the Terms of Reference as appropriate.**

### **5.3**     Board Members Appraisals

The Chair advised Members that the Appraisals could be carried out in two ways either via an email format or by meeting to discuss issues. Members noted that the Chair is open to either option and agreed to advise which option was most suitable to them. It was noted that this should be carried out within the next month.

**ACTION 3. Board Members to indicate their preference for appraisal format to B Henning.**

**ACTION 4. Board Appraisals to take place within the next month.**

## **6.     RISK APPETITE WORKSHOP**

The Governance Manager advised Members that the purpose of this session was for them to consider the Board's risk appetite across a range of key business activities. Members were informed that Risk Appetite is a complicated area but if properly defined will make a difference to the decisions Sport Northern Ireland makes and how it engages with its stakeholders.

The Governance Manager stated that while there are numerous definitions of 'risk appetite', they all boil down to how much of what sort of risk an organisation is willing to take.

Members were advised that in defining their risk appetite a range of descriptors would be employed which are consistent with those advocated by both HM treasury and DCAL.

The Governance Manager stated that this is the first step in what is a complex process. As it becomes more embedded the Board will be better able to expand the range of activities covered and how they define risk and tolerances

Members then considered risk appetite across 10 key business activities.

Time precluded the Board from completing the exercise and it was agreed that the Executive Team would take forward the remainder of this exercise including developing risk tolerances which the Board would review and consider at its next meeting.

**ACTION 5. Executive Team develop risk tolerances and bring a paper to the next Board meeting for review.**

#### **5.4**      Sport Northern Ireland – Staff Briefing

The Chair advised that he had undertaken a staff briefing earlier at 4.00 pm to update staff on a number of issues. Members noted that he had advised staff of the ALB review that had been undertaken previously and that it had found that there was both a need for the organisation and the service it provides. The Chair advised that he had complemented the leadership throughout the organisation through a difficult period and advised that the Board valued all staff.

Members noted that staff had asked to be kept up-to-date with information and advised when a final decision is made on HR issues.

#### **5.5**      Meeting with Technical Manager and Technical Officer

The Chair advised Members that he along with the Vice Chair had met with Technical Manager and Technical Officer regarding their issues with regard to DCAL and the GAA.

Members noted that the Department of Finance is carrying out investigations into issues with regard to Casement Park. Members were advised that P Scott has been asked to provide information to the investigation and the Chair advised that he has suggested that providing a response should be a priority for P Scott.

The Director of Sport Management Services advised Members that three staff have been interviewed in connection to the investigation of Casement Park. Members queried whether the Board would be asked to provide information or if anyone from the Board would be interviewed as they felt they would like to have an opportunity to represent themselves.

Members also noted that the Permanent Secretary has directly asked P Scott to arrange a Safety Technical Group meeting (STG).

The Director of Sport Management Services advised Members that Sport Northern Ireland has an Action Plan in place and that a weekly meeting has been set up with the Technical Manager and Technical Officer to monitor progress. The Director of Sport Management Services advised that he had written to Permanent Secretary and to the GAA in an effort to establish positive working relationships. He had also written to the Permanent Secretary regarding the re-engagement of the STG. It was noted that DCAL had reported to the CAL Committee that the GAA are planning to submit a further planning application by August this year.

Members agreed that the issue of staff attending sporting fixtures needed to be carefully managed and procedures should be put in place to ensure staff feel comfortable and secure in carrying out their duties.

Members felt that Sport Northern Ireland may need to review its policies and procedures to ensure staff were properly supported and protected in their work.

Members also queried how the Technical Manager had been requested to attend the CAL Committee on his own. Was he attending it as an employee of Sport Northern Ireland, or as an individual, or as the Chair of the STG? It was also noted that Members felt that staff should not attend an investigation by themselves and noted that the Director of Sport Management Services had offered to attend the CAL Committee with the Technical Manager however was advised he was not invited by the Committee on that occasion. It was agreed that procedures should be put in place to avoid this happening on future occasions.

The Chair advised that he would like to be informed when any member of staff from Sport Northern is called to CAL Committee.

The Director of Sport Management Services advised Members that he had written to the President of the GAA asking him to instigate an investigation into the allegations of bullying. Members noted that the GAA had passed this to their Solicitors and they had responded asking for specific details of the bullying allegations. The Director of Sport Management Services advised Members that he had requested this information from the Technical Manager and the Technical Officer on a number of occasions and was still waiting this information as a result of competing pressures and a period of sickness. Members agreed that a prompt response is advisable.

Members noted actions taken by Sport Northern Ireland and advised that the Technical Manager and the Technical Officer should be advised that provision of information to be passed to the GAA is a priority and that this information should be provided by Wednesday 24 June 2015.

Members noted the stress felt by the Technical Manager and the Technical Officer and asked that the support and sympathy of the Board be passed to them.

**ACTION 6. The Technical Manager and the Technical Officer to provide evidence with regard to bullying allegations by Wednesday 24 June 2015.**

**ACTION 7. The Chair to be advised when any Member of staff is called by the CAL Committee.**

**ACTION 8. It was agreed that procedures should be put in place with regard to the issue of staff attending fixtures and also with regard to staff attending CAL Committee.**

**R Mallon left the meeting**

## Games - P Glasgow and S Ogle

P Glasgow, Head of Sports Medicine presented to Members information regarding the Olympic Games in 2016.

The Chair congratulated P Glasgow on his recent appointment of Chief Physiotherapist for Team GB through Rio 2016 and his role going forward.

P Glasgow advised the Board on the structure of the team and support service. There will be separate support for games services, athlete services, sport services and performance services and that he would be responsible for performance services. Members noted that he would be looking to set up a cohesive physiotherapy team with a culture of excellence who would liaise effectively with sports and athletes in both preparation and competition in Rio.

Members noted UK Sport's stated target would be to at least match the number of medals won in London 2012.

Members also noted that team GB would be made up of 20 plus sports consisting of 400 athletes.

The Chair asked P Glasgow to come back and present an update to the Board prior to the Olympics in 2016.

### **J D'Arcy and J O'Neill left the meeting**

**ACTION 9. P Glasgow to be scheduled to present to the Board at a later stage before Rio 2016**

## **7 ORGANISATIONAL PERFORMANCE**

### **7.5 Pitch Perfect – update**

Members received paper SNI/15/35 the purpose of which was to provide members with an update on the Transformation Strategy.

The Transformation Director advised Members that the paper looked at work carried out so far in three key areas for change being culture, strategy and systems and process.

Members noted that the strategy is a very cultural strategy and will feed into the corporate and business plan. The Transformation Director advised Members that with regard to the P3M3 framework implementation has started.

Members asked if there are any ways that changes can be measured. The Transformation Director advised that there will be a Gateway Review on the P3M3 work with a timeframe of the middle of July for the Gateway review.

The Transformation Director advised that there will be an enterprise architecture set-up which will entail a significant update of the IT system within Sport Northern Ireland. The Transformation Director advised that the IT manager will be updating the Executive team in this regard via a presentation.

Members noted the work undertaken with regard to the Transformation process.

#### 7.1 Executive Updates

Members received paper SNI/15/31 the purpose of which is to provide Members with an update on key activities and actions that have been undertaken by the Management Team since the last meeting and that are not on the agenda.

Members agreed that this is a very useful paper and noted the section on Casement Park which had been previously discussed under Chairman's business.

Members noted the work undertaken by the Management Team since the last meeting

#### 7.2 Management Accounts for one month ended 30 April 2015

Member received paper SNI/15/32 the purpose of which is to provide Members with Management Accounts in respect of Exchequer and Lottery Accounts for one month to 30 April 2015.

The Director of Sport Management Services advised Members that there are no significant variances at this stage.

Members noted that the Director of Sport Management Service had met with the Permanent Secretary on Friday 12 June and discussed various scenarios regarding budgets. The Director of Sport Management Services advised that there had been a discussion with regard to the potential for an in year budget cut of an unknown scale but that 6% had been selected for planning purposes and this would equate to £490,000.

Members noted that if there is an in year budget cut of 6% the likelihood would be that grant programmes would be hit most likely being the AIP programme.

It was agreed that the Exchequer team would work on scenarios should there be further cuts of up to 6% and bring a paper to the Board for approval.

Members approved the Exchequer and Lottery Management Accounts as at 30 April 2015

**ACTION 10. The Executive Team to prepare a paper with regard to options if there are further budget cuts and bring forward to the Board.**

**7.3 Business Plan 2014/15 Quarter 4 Review**

Members received paper SNI/15/33 the purpose of which is to consider and approve the Business Plan 2014/15 Quarter 4 Review which highlights progress again 13 key performance indicators during the fourth quarter 1 January – 31 March 2014/15.

The Director of Sport Management Services advised members that – 11 have been achieved, 1 is likely to be achieved with some delay and 1 has not been achieved.

Members noted that unachieved target is in relation to the Capital programme. It was noted that an updated business case was considered and approved by the Board on 21 April 2015 for this programme.

The Director of Sport Management Services advised that the amber key performance indicator was in relation to the number of Governing Bodies attaining a satisfactory level of assurance following a Sport Northern Ireland Governance and management audit.

Members noted that the Quarter 4 Review has already been discussed with DCAL and they are content with the details.

After consideration Sport Northern Ireland's Business Plan Quarter 4 Review was approved.

**7.4 Corporate Plan 2015-2020 EQIA Final Decision Report**

Members received paper SNI/15/34 the purpose of which was to ask Members to consider and approve Sport Northern Ireland's Corporate Plan 2015-2020 Section 75 Equality Impact Assessment (EQIA) final decision report.

The Director of Sport Management Services advised Members that one response had been received to its consultation from Disability Sport Northern Ireland.

Members considered the issues raised by Disability Sport Northern Ireland and the response from Sport Northern Ireland and approved the Corporate Plan 2015-2020 EQIA Final Decision report.

**8 POLICY AND STRATEGY**

**8.1 Sport Northern Ireland's work on Outdoor Recreation and the forthcoming Euromet Conference in Newcastle, Co. Down**



M McClure, Countryside and Recreation Officer presented to Members regarding Sport Northern Ireland's work in Outdoor Recreation generally and the Euromet Conference taking place in Newcastle and his ongoing work with the European Network of Outdoor Sports.

Members noted that the Outdoor Recreation Action Plan was launched last year by three Ministers following an extensive consultation exercise undertaken by Sport Northern Ireland and other agencies.

Members also noted that the European Network of Outdoor Sports was established in 2013 to raise visibility of outdoor sports and has put together a Charter for outdoor sports.

The Countryside and Recreation Officer advised Members that there are two key themes of the conference being:

- Increasing sustainable participation
- Generating better economic benefits

Members noted that there will also be case studies attached to the conference which will involve visits to 10 local sites.

The Director of Participation advised Members that he is working with DCAL, Irish Sports Council and the Department of Transport and Tourism on plans for a Sport Summit session which will commence with a business breakfast with Ministers from North and South and also the Chair of Irish Sports Council and Sport Northern Ireland with discussions on sporting collaboration in the context of the European Union 2020 and beyond.

Members congratulated the Countryside and Recreation Officer and Director of Participation in securing the Euromet Conference.

### 8.3 Performancefocus: Two Year review of investment

Members received paper SNI/15/36 the purpose of which is to provide Members with a mid-term review of the Performancefocus investment stream.

The Director of Performance advised that the Performance Team has undertaken review meetings with 33 sports which alongside information received from sports provides the data presented in the paper. Members also heard that considerable effort has gone into an ongoing exercise of mapping athletes against an agreed framework from the lowest talent level to Podium level. The data will be of use in honing investments in sports over the the next five to ten years.

Members noted that the PerformanceFocus investment stream finishes in March 2017 and that the Performance team are working with sports on developing a method of investment supporting sports in the delivery of their strategies consistent with Sport NI corporate objectives.

Members queried whether sports are being assisted in looking for resources and funding once the investment stream finishes.

The Director of Performance advised that along with the Communications Manager work is progressing to assist sports with commercial outreach work alongside the development of a new investment stream

Members noted that 2+4 Wheel Motorsports withdrew from Performancefocus in December 2014 as it no longer met the programmes objectives.

### **P Cummings left the meeting**

#### **8.4 Sport Northern Ireland Strategic Communications Plan**

Members received paper SNI/15/37 the purpose of which was to seek approval for the Communications Plan for 2015/16.

The Communications Manager advised Members that this is a yearly plan that supports the organisation's Business Plan and Corporate Plan.

Members commented that it would be useful for the Board to have a closer working relationship with the Communications Team and agreed that there should be a report brought to each Board meeting.

The Chair commented on the ongoing good work of the Communications Team.

The Chair advised that the Communications Manager should attend the August meeting which would incorporate the Board Effectiveness plan.

Following consideration Members approved the Strategic Communications Plan.

**ACTION 11. Communications Manager to present a report to Board meetings in future.**

## **9 GOVERNANCE & RISK**

### **9.1 Risk Register**

Members received paper SNI/15/38 the purpose of which was to consider and approve the risk register for the organisation.

The Director of Sport Management Services advised Members that two new risks have been identified being:

- Relocation of Ulster University and the possible effect on Sports Institute.

- Value for money in the delivery of public services in relation to TNOC for example the continued subvention of TNOC. Members noted that a letter had been received from the Northern Ireland Audit Office advising that TNOC was operating outside full cost recovery.

The Director of Participation advised Members that the Business Case for TNOC had been with the DCAL for over a year and is awaiting approval from DFP, it was noted that it had been proposed within the Business Case that TNOC would move away from the multi-activity style course.

Members noted that the Director of Participation is meeting with DCAL on Friday 19 June 2015 and that the issues regarding TNOC are on the agenda.

After discussions Members agreed that they felt it may be necessary to review the Business case with a view of TNOC becoming more commercial in order to reduce its subvention.

Members noted that there were no risks on the register that needed escalated to DCAL's risk register and approved the risk register.

**ACTION 12. The Director of Participation to discuss issues surrounding TNOC at meeting on 19 June 2015 and keep the Board up-to-date.**

## 9.2 Review of the following Governance Policies

The Chair noted that several Members had been unable to access this paper and therefore review the Governance Policies.

It was therefore agreed that the documents would be circulated to Members via email by Friday 19 June for review and approval via email by 26 June 2015.

**ACTION 13. Paper SNI/15/39 to be circulated to Members before Friday 19 June 2015 and Members to respond by 26 June 2015**

## 9.3 Audit & Risk Management Committee

Members received paper SNI/15/40 the purpose of which was to outline work undertaken by Internal Audit in 2014/15.

The Director of Sport Management Services advised that Deloitte had reviewed 11 business systems as part of the 2014/15 plan.

Members noted that the Audit and Risk Management Committee will continue to monitor management's implementation of agreed actions in response to recommendations made by both Internal and External Audit.

Members noted the internal audit overview.

**10      DATE OF NEXT MEETING**

Tuesday 18 August 2015 @ 5.00 pm

**11      ANY OTHER NOTIFIED BUSINESS**

Board Members commented on the presentations received during the meeting and requested that all information from either SINI or TNOC should also have the Sport Northern Ireland logo.

Action 14. Sport Northern Ireland's Communications Manager to ensure SINI and TNOC presentations / information all have link to Sport Northern Ireland logo included.

Signed \_\_\_\_\_



Dated \_\_\_\_\_



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