

<b>Venue:</b>	Sport Northern Ireland , House of Sport Upper Malone Road, Belfast, BT9 5LA	<b>Date</b>	16 March 2016
<b>Time:</b>	16.00 – 20.00	<b>Status</b>	Business

## **PRESENT:**

**In the Chair:** B Henning

**Vice Chair:** I McAvoy

**Members:** B Delaney  
R Bullick  
W Erskine  
K Ferguson  
A Bingham  
C O'Mullan

**Co-opted Members:** D Malcolm  
K Godfrey

**Interim Chief Executive Officer:** A Scott

**Staff in Attendance:** P Donnelly  
N Harkness  
L Beattie  
L Brown (for item 4)  
W Devlin (for item 8)

**In Attendance:** John Clarke (Cogent Consulting for Item 7)  
Rachel Flower (Strategic Leisure for Item 8)

## **BUSINESS**

### **1 WELCOME**

The Chair welcomed Members to the meeting and advised that the schedule of meetings has been updated to include additional meetings throughout the year.

#### **1.1 • Apologies**

K Harding

#### **1.2 • Declarations of Interest**

There were no conflicts of interest declared.

#### **1.3 • Minutes of Board Meeting on 16 February 2016**

The Minutes of the meeting held on 16 February 2016 which had been previously circulated were approved.

#### **1.4 • Matters Arising – Decision List from Meeting held on 16 February 2016**

The Chair advised Members that the Director of Sports Management Services was ill and Members asked the Interim Chief Executive to pass on their best wishes.

#### **1.4.1 ➤ Chairman's Business**

The Chair updated Members on outline plans for the next Joint Board meeting with Sport Ireland advising that the meeting will take place on Thursday 9 June 2016 and will commence at 10.30 am in Tollymore National Outdoor Centre, (TNOC), Newcastle. Members noted that a Sport Northern Ireland Board meeting would also take place on 9 June in TNOC and would commence at 2.00 pm. It was noted that co-opted Members did not need to attend the joint meeting but were required, if available, to attend the Sport Northern Ireland Board meeting commencing at 2.00 pm. Members also noted that there would be a tour of the facilities would be incorporated into the day.

**ACTION: Circulate date, timing, and venue for next Board meeting to all Members.**

#### **1.4.2 ➤ All Hours Worked Allowance**

The Interim Chief Executive advised Members that work is ongoing in that the Terms of Reference have been drafted but that he has yet to consult with Trade Union Side and that he is planning to arrange a meeting week commencing 21 March 2016.

**ACTION. Interim Chief Executive to consult with Trade Union Side.**

**FOR APPROVAL**

2

**MANAGEMENT ACCOUNTS FOR THE 11 MONTH PERIOD ENDING 29 FEBRUARY 2016**

Members received Paper SNI/16/19 asking for approval of the Management Accounts in respect of Exchequer and Lottery Accounts for the eleven month period to 29 February 2016.

The Interim Chief Executive advised that the Exchequer spend was broadly on track for meeting target consumption of £11.062m. Members noted that £100k that had been reserved for legal costs will not be fully utilised and that £47k of this had therefore been allocated to IT.

The Chair queried whether the £47k was mitigating the risk associated with the IT system. The Interim Chief Executive advised that the IT Manager is in the process of producing a business case for the long term IT needs and that the available budget would be used on consumables.

The Interim Chief Executive advised in the Lottery Accounts there will be an over commitment of £1.9 m with a forecast underspend of £3.548m resulting in a variance of £5.488m. Members noted this was mainly due to the following:

- £3.2m - Awards for sport having a timing issue, causing a delay of a couple of months. It was noted that funds will still be held in NLDF balance to cover commitment.
- £1.17 - Awards for Sport/Active Communities/Active Clubs and Performance Focus, de-commitments from older awards due to vacant posts which had not been anticipated and de-commitments from existing financial year.
- £0.714m - Boxing programme caused by delays in projects due to securing legal tenure and other planning issues therefore resulting in timeframes being delayed by a number of months.

Members noted that the NLDF target for 31 March 2016 will not be achieved by £2.1m due to delays in boxing programme and grant payments.

Members sought clarification on payroll budget which has a shortfall of £165,000 due to posts being vacant during the year. The Interim Chief Executive advised that either the posts are not being refilled or there is a recruitment process ongoing. Members noted that an HR Committee meets every two weeks to discuss HR issues including vacancies. It was noted that posts lost in the VES process will not be replaced and that if there are new posts these need the approval of DCAL. Members also noted that any new posts will have a JEGS grading evaluation undertaken.

Members advised they felt it would be useful to have an HR Report as a standard item on the Board Agenda covering timescale for recruitment, sickness record etc.

Members noted and approved the Management Accounts for the eleven month period to 29 February 2016.

**ACTION. HR report to become a standard item on Board Agenda.**  
**ACTION. Members requested that an organisational chart be circulated.**

3 **DRAFT BUSINESS PLAN 2016/17**

Members received Paper SNI/16/20 asking Members to approve the draft Business Plan for 2016/17. The Policy, Planning and Research Manager advised Members that the updated version of the Plan had taken account of comments from Members and also written comments from DCAL.

Members noted that there were a number of new sections within the document as follows:

- What we do;
- How we are funded; and
- Good governance.

The Policy, Planning and Research Manager advised Members that the Business Plan will likely remain draft until the Department for Communities is operational and a new Minister in post.

Members approved Sport Northern Ireland's revised draft Business Plan 2016/17 and was agreed that the draft Plan be submitted to DCAL for consideration

**ACTION. Policy, Planning and Research Manager to submit draft Business Plan 2016/17 to DCAL.**

4 **RISK REGISTER**

**L BROWN - THE GOVERNANCE MANAGER JOINED THE MEETING**

Members received Paper SNI/16/21 asking them to consider and approve the Corporate Risk / Opportunity Register and to satisfy themselves that risks and opportunities are being managed within the risk appetite and tolerances defined by the Board.

The Governance Manager circulated an updated version of the Corporate Risk / Opportunity Register as previously electronically circulated and advised Member that following the Portfolio Board on Monday 14 March 2016 there had been some developments and changes to the document.

Risk 2 – Assurances re Safety at Sports Grounds - Members noted that the process via CPD to secure long term support had not been successful and as an interim measure the Direct Award Contract (DAC) with the current provider will be extended.

Members sought assurance as to whether Sport Northern Ireland has a contingency plan with regard to Safety at Sports Grounds work. The Director of Participation and Facilities advised that Sport Northern Ireland has asked Sports Grounds Safety Authority (SGSA) if they have any further resources available to assist Sport Northern Ireland. He indicated that one of the architects within Sport Northern Ireland had been moved to act as front line contact as they would have technical knowledge.

The Director of Participation and Facilities advised that a new post is being created within the team of a Technical Assistant and a JEGS evaluation process has recently graded the post.

Members queried who will be representing Sport Northern Ireland on the Safety Technical Group (STG) and noted that L Briggs will be the representative.

It was noted that Sport Northern Ireland will meet with DCAL on 6 April 2016 to obtain a clear view of DCAL's expectations.

The Interim Chief Executive advised Members that DCAL are aware of the HR situation that has resulted in the fact that they do not have a formal report for work undertaken last year.

The Interim Chief Executive also advised Members that there is an ongoing process with one of the sporting bodies which may bring a resolution to ongoing relationship issues. Members noted that the Chair and Interim Chief Executive are planning to meet with the President and Chief Executive of the body.

Risk 3 – Non delivery of Key Strategic objectives – Allocated budget will not be known until June. It was noted that there is a monitoring round in June that may impact on the budget.

Risk 4 - Weakened leadership – It was noted that induction evaluation forms have been issued and the risk now shows that the Chief Executive was suspended from post since last March.

Members noted that the 2 high level key risks are subvention around TNOC and current limitations in the Safety at Sports Grounds team.

Risk 5 – Access to Sporting Opportunities - Members noted that Sport Northern Ireland will host a seminar in partnership with NI Sports forum on representation and also noted that a Pathways factsheet has been produced to provide guidance to Governing Bodies.

Risk 6 – Equality and Governance within Ulster Boxing - Members noted that this had been separated from the above risk to become a risk in its own right.

The Governance Manager advised that a timeline had been added to Risk Register and would be tightly managed.

Members were satisfied that risks are being managed subject to the additional actions identified above being taken and approved the Corporate Risk / Opportunity Register.

**ACTION. Director of Participation and Facilities and Interim Chief Executive to meet with DCAL to obtain a clear view of expectations with regard to Safety at Sports Grounds.**

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#### **PROVISIONAL SPORT NORTHERN IRELAND BUSINESS PLAN 2015/16 QUARTER 4 REVIEW**

Members received Paper SNI/16/22 asking for approval of the provisional Business Plan 2015-2016 Quarter 4 Review.

The Policy, Planning and Research Manager advised that there had been little change to the

document since the Quarter 3 Review with 32 out of 34 KPI's being on target.

The KPIs not on target are as follows:

- KPI 24 – Number of Safety certificates reviewed due to issues discussed earlier - Amber;
- KPI 27 – Number of new or improved club-community facilities – twelve projects are progressing but are experiencing delays. Members agreed that the 4 clubs no longer affiliated to IABA have now become an issue not a risk – Red.

The Policy, Planning and Performance Manager also highlighted some of the very important work undertaken by Sport Northern Ireland which is on target such as:

- KPI 3 – Every Body Active 2020 action plans and highlighted the importance of our involvement and contribution to the community planning processes across all 11 district councils

Members noted that most Councils have submitted their Everybody Active Action Plans with the exception of two District Councils, namely Belfast City Council and Ards & North Down District Council, who have experienced some delays in relation to council decision making and initiating a procurement exercise. It was also noted that staff have been working closely with council officials to progress matters as soon as possible.

Members approved the provisional Business Plan 2015-16 Quarter 4 Review.

## **A BINGHAM JOINED THE MEETING**

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### **PROVISIONAL SPORTS INSTITUTE BUSINESS PLAN 2015/16 QUARTER 4 REVIEW**

Members received paper SNI/16/23 seeking approval of the provisional Sports Institute Business Plan 2015-16 Quarter 4 Review.

The Interim Chief Executive advised that the Institute has 18 KPI's with 15 being on track.

The KPIs not on target are as follows:

- KPI 8 – Engagement with Stakeholders - behind on coach athlete endorsements, due to the loss of a dedicated SINI communications officer. This work is now being absorbed by Sport Northern Ireland Communications team. It was noted that the target should have been reviewed in Quarter 3 as it was amber;
- KPI 17 – Workshops to high performance personnel – only 5 workshops delivered as a result of a reduced high performance athlete population;
- KPI 18 - Specified projects within the talent programmes operated by sports – this KPI is red because the scoping study has to be completed.

## **C O'MULLAN JOINED THE MEETING**

Members queried why the scoping work of athletes was not completed earlier. It was agreed that the Policy, Planning and Research Manager would meet with the Director of Performance and circulate a more detailed narrative on these KPIs. Members felt these details were



important going forward for Tokyo and forthcoming Commonwealth Games.

Board members agreed that, for the future, the Sports Institute reports should be in the same format and layout as for other parts of Sport Northern Ireland and be more integrated.

Members approved the provisional Sports Institute Business Plan 2015-16 Quarter 4 Review.

**ACTION. Policy Planning and Research Manager to meet with Director of Performance and circulate a more detailed narrative on KPIs.**

## **FOR INFORMATION**

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### **TOLLYMORE NATIONAL OUTDOOR CENTRE**

- **Presentation from John Clarke (Cogent Consulting)**

#### **JOHN CLARKE, COGENT CONSULTING JOINED THE MEETING**

Members received Paper SNI/16/24 asking Members to note the paper and the presentation given by Cogent Consulting LLP on opportunities, risks, constraints and remaining options for the ongoing work of TNOC and also asking for observations and recommendations for the finalisation of the Business Case.

The Director of Participation and Facilities introduced John Clarke from Cogent Consulting who provided Members with a presentation including the background to the current situation and the options for the future.

John Clarke noted that in November 2015 Sport Northern Ireland established a TNOC Business Case Steering group to update the Business Case which involved the Vice Chair and DCAL. The Director of Participation and Facilities advised that discussions are ongoing with the Forest Service with the request to a 50 year lease and a 'non-commercial' clause.

Members agreed the following priorities:

Priority 1 is in the short term to be compliant with Managing Public Money in NI and explore options to reduce subvention.

Priority 2 in the medium term would be to look at options for alternative management models to reduce subvention.

Members noted the following Options from the presentation:

- Option 1 do nothing
- Option 2 offer only skills and leadership (current level)
- Option 3 offer only skills and leadership (at a higher level)
- Option 4 Offer skills and leadership (with some limited premium MAC current level)
- Option 5 Offer skills and leadership (with some limited premium MAC)

John Clarke advised Members that the emerging preferred Option would be Option 4 if a 50 year lease with approval for full cost recovery work is agreed with the Forest Service and if not then Option 2 would be best option.

Members queried why the options did not consider privatisation or closure. It was noted that the immediate necessity is for the centre to be compliant with MPMNI which would also provide space to look at other options in the medium term. Members agreed that immediate priority needed to be given to this aspect.

The Director of Participation and Facilities advised Members that DCAL would like sight of the draft Business Case within the next week.

Members noted that contents of the paper, presentation and recommendations.

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## **NORTHERN IRELAND SPORTS FACILITIES STRATEGY**

- **Presentation from Rachel Flower (Strategic Leisure)**

### **W DEVLIN – CAPITAL PROGRAMME MANAGER JOINED THE MEETING RACHEL FOWLER, STRATEGIC LEISURE JOINED THE MEETING**

Members received Paper SNI/16/25 asking Members to note emerging priorities, key principles and recommendation from the draft Facilities Strategy which would be highlighted in the presentation.

Members noted that the Northern Ireland Sports Facilities Strategy would come to the next meeting on 20 April 2016 for final approval.

Rachel Fowler, Strategic Leisure advised Members that Sport Northern Ireland and the 11 District Councils had agreed to jointly fund the development of a Sports Facility Strategy for Northern Ireland and 11 District Council Reports. The purpose of which is to provide a framework for the strategic delivery of sports facilities throughout Northern Ireland and ensure smarter use of available capital resources. Members noted that the Sports Facility Strategy builds on the Bridging the Gap Report 2009.

Rachel Fowler advised Members that there will be 2 individual but complementary pieces of work.

The Sport Facility Strategy will identify the need for facilities of regional importance that are required for high performance sports and culturally significant sports.

The 11 District Council Area Reports will sit below the Strategy and reflect the community participation based facility need in each District Council area and identify the shortfall in provision of participation based facilities in local Council areas.

Members noted that the Sports Facility Strategy identifies 9 priority sports for high performance investment being boxing, rowing athletics, bowls, swimming, cricket, equestrian, cycling and netball and also identifies 7 culturally significant sports being Gaelic Games, Association Football, Golf, Hockey, Motorsports, Rugby, Outdoor Recreation.

It was also noted that the draft Sports Facility Strategy identifies 7 key principles and identifies 9 recommendations in summary.



Members queried how the sports were identified and were reminded that the Board had agreed criteria and their application.

The Interim Chief Executive queried what level of consultation had taken place with DCAL on the Strategy and advised that the CAL Committee had requested a briefing on the Strategy. Rachel Fowler advised that there has been ongoing consultation with DCAL but advised that there would be further consultation prior to the next Sport NI Board meeting on 20 April 2016 to ensure DCAL are content.

Members noted the paper, presentation and that the Sports Facility Strategy would be brought to the meeting on 20 April 2016 for approval.

**ACTION. Sports Facility Strategy paper to be brought to the next meeting.**

## 9 EXECUTIVE TEAM REPORT

### 9.1 • Governance and Management Audit of the Irish Athletic Boxing Association

Members received Paper SNI/16/26 providing them with updates on key activities and actions that have been undertaken by the Executive Team since the last meeting.

The Interim Chief Executive advised Members that the IABA did not agree to Sport Northern Ireland attending the Liaison Group therefore the meeting scheduled to take place on 23 February 2016 was cancelled.

Members noted that the Director of Performance and the Governance and Investment Manager met with the IABA regarding development of an Implementation Action Plan to address the recommendations emerging from the Governance and Management Audit.

Members noted the meeting centred on three key issues namely:

- The structure of the organisation and the need to ensure clarity around decision making authority and delegation;
- The revision and finalisation of the IABA Rule book; and
- The implementation of the IWG report on boxing in Ulster.

The Interim Chief Executive advised Members that the IABA have confirmed that they will provide Sport Northern Ireland with a final agreed action plan to address all the requirements by 31 March 2016.

Members advised that they would like to have further information / progress report and action undertaken for discussion at the joint meeting with Sport Ireland on 9 June 2016.

Further discussion took place regarding what other options Sport Northern Ireland has with regard to IABA if targets are not met and also looking at alternative pathways for boxers who are not affiliated with IABA and the testing of different models.

**ACTION. Progress / Action report to be available for meeting on 9 June 2016.**

## 10 CHAIRMAN'S BUSINESS

10.1      • **Celebration of Sport**

The Chair updated Members on the Celebration of Sport which took place in Enniskillen on 9 March 2016 and welcomed that a number of Members had been available to attend the event which he advised had been a great success and passed on thanks to the staff within Sport Northern Ireland that had been involved in the organisation.

Members queried whether it was possible to get access to feedback from the day.

10.2      • **Board Effectiveness**

The Chair advised Members that there will be dates being put into the diary for further Board Effectiveness work and that staff may be invited to attend a section of this time as within the staff questionnaire it had been raised that staff had not met and are unaware of who Members are. It was also noted that this would be a useful opportunity for Members to meet with staff and learn more regarding their areas of work.

**ACTION. Investigate dates for Board Effectiveness work and meetings with staff.**

11        **ANY OTHER BUSINESS**

Members commended staff on changes to the formatting of papers and also the quality of information within the papers.

Members queried whether staff were aware the guidance around purdah 29 March 2016 and it was agreed that it would be useful to circulate the NI Assembly Election: Guidance for NI Civil Servants to all staff.

**ACTION. Policy Planning and Research Manager to circulate guidance to all staff.**

11.1      • **Appeal from Downpatrick Football Club**

The Interim Chief Executive updated Members regarding an appeal from Downpatrick Football Club which had been brought to the Board meeting on 16 February 2016 advising that the process in regard to the appeal had not been fully followed and that the Club had written to Sport Northern Ireland. Members noted that the Interim Chief Executive had written to the Club apologising for the error and providing them with the opportunity to comment on the Independent Report. Members further noted that the Club had noted the apology but advised that they were investigating other avenues of funding.

11.2      • **Performance Reviews for Board Members / Meetings with Members**

The Chair advised that he would be arranging dates for Members to undertake their yearly performance review and as new Members would not be having a review he would be meeting with them to discuss their expectations of the role as Board Member.

**ACTION. Dates for reviews / meetings to be circulated to Members.**

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**DATES OF NEXT MEETINGS**

<b><u>Date</u></b>	<b><u>Venue</u></b>	<b><u>Time</u></b>
Wednesday 20 April 2016	Sports Institute, Jordanstown	15.00 for tour of facilities 16.00 for Board meeting
Thursday 19 May 2016	House of Sport	15.00 for Equality training 17.00 for Board meeting
Thursday 9 June 2016	Tollymore National Outdoor Centre ('joint meeting with Sport Ireland Board)	10.00 joint meeting 14.00 Board meeting
Wednesday 17 August 2016	House of Sport	15.00 for Finance training 17.00 for Board meeting
Wednesday 14 September 2016	Mid Ulster District Council	15.00
Wednesday 12 October 2016	Derry City Council	15.00
Wednesday 16 November 2016	Irish Sport HQ (possible 'joint meeting with Sport Ireland Board)	10.30 for joint meeting 13.30 for Board meeting
Wednesday 14 December 2016	House of Sport	17.00

Signed



Dated

20.4.16

Sport Northern Ireland  
House of Sport  
Upper Malone Road  
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