



Iascach Intíre Éireann  
Inland Fisheries Ireland

# BOARD OF INLAND FISHERIES IRELAND

**Meetings Report of March 2<sup>nd</sup>, 8<sup>th</sup> & 30<sup>th</sup>, 2022**

This is the report of the meetings of the Board of IFI which took place in March 2022.  
This report provides an outline of agenda items raised at this meeting.

# BOARD MEETING – March 2<sup>nd</sup>, 2022

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## 1. OPENING REMARKS

The Chair welcomed members to the meeting. In response to the Chair's request for declarations with matters on the agenda, a declaration was noted.

### BOARD MEMBERS' PRIVATE SESSION

**MOTION:** Recommendations in relation to inclusions in IFI's 2021 Statement of Internal Control and related actions to be taken by the executive.

The CEO and Executive Assistant to the CEO were admitted to the meeting.

## 2. CONSENT AGENDA

### 2.1 Board Meeting – January 26<sup>th</sup>, 2022 – Draft Minutes and Meeting Report

**Paper(s) distributed:** January 26<sup>th</sup> draft meeting minutes and meeting report

**Action(s):** 2.1 Correct meeting date (16<sup>th</sup> to 26<sup>th</sup>)

**MOTION:** Approval of draft minutes and report of the January 26<sup>th</sup> Board meeting.

#### Matters Arising

The CEO responded on queries in relation working with Galway City Council in relation to works adjacent to the Icehouse at Galway Weir and the related compulsory purchase order.

### 2.2 Board Meeting – January 26<sup>th</sup>, 2022 – Resolutions and Status on Actions Arising

**Paper(s) distributed:** January 26<sup>th</sup> Resolutions Listing; January 26<sup>th</sup> Actions Arising

**Action(s):** Noted by Board members.

### 2.3 Other Items of Note

**Correspondence:** Min Ryan to Staff Representative–Term of Office [28 Jan 2022];  
Min Ryan to Min McConalogue–Aquaculture [25 Jan 2022];  
Ballinlough Development Association–IFI building at L. O'Flynn [22 Feb 2022]

**Action(s):** Noted by Board members.

### 2.3.4 IFI Climate Action Mandate

**Paper(s) distributed:** Climate Action Mandate for January 2022

**Presenting:** CEO, F. O'Donnell

**Action(s):** Noted by Board members.

## 3. VITAL FEW

### 3.1 Draft Budget 2022

**Paper(s) distributed:** Draft Budget 2022 - Briefing Note; Draft Budget 2022 – Forecast

**Presenting:** Head of Finance & Energy Performance Officer, P. Doherty

P. Doherty briefed members on the process of compiling the annual budget. A summary Budget 2022 document with projected year-end balance at bank, was distributed illustrating further reductions introduced which resulted in decreasing the forecasted deficit. The document incorporated the following adjustments: (a) the net effect of not having a Funding Specialist role in place; (b) reduction of seasonal staff to be taken on in 2022 by 12; (c) reduction in operational development by 50%; (d) reduction of 5% across all non-pay budgets; and (e) reduction in hiring Research and Environmental temporary staff. The Board and executive engaged in a detailed and lengthy discussion on the proposed measures.

- Action(s):**
- 3.1** Provide a breakdown of €167k HR Contractor expenditure
  - 3.2** Provide a breakdown of the draft Training Budget 2022
  - 3.3** Conduct a review of mandatory training for RIB patrols
  - 3.4** Provide an updated draft Budget Forecast for consideration by the Board

**Rationale:** Following the Board's deliberations regarding the draft 2022 Budget, the executive was requested to provide in detail the further reductions required in forecasted expenditure and to increase Operations Development to a more acceptable level in line with HLO 1 – Habitats.

**MOTION:** **Approval of the draft IFI Budget 2022** - Withdrawn.

### **3.2 Draft Business Plan 2022**

**Paper(s) distributed:** Draft Business Plan 2022; Draft Business Plan– Dashboard

**Presenting:** CEO, F. O'Donnell

**Action(s):** **3.5** Amend the draft Business Plan in line with changes in the draft Budget

**Rationale:** With reference to detailed discussions under 3.1, a decision on this matter was postponed until the revised draft Budget 2022 is presented and corresponding changes applied to the revised draft Business Plan 2022.

**MOTION:** **Approval of the draft IFI Business Plan 2022** - Withdrawn.

### **3.3 Draft Planned Development Projects for 2022**

**Paper(s) distributed:** Draft Budget 2022- Briefing Note; Draft Budget 2022– Forecast

**Presenting:** CEO, F. O'Donnell

The Board commended the format of the RBD development projects outlined. The CEO responded to queries in relation to walkover surveys and commented on reporting against projects. It was agreed that the projects identified for delivery would be reported on a bi-monthly basis.

**Action(s):** **3.6** Identify the party responsible for delivery of each development project whether IFI or the Office of Public works (OPW) or external contractor.

**Rationale:** With confirmation from the CEO, the Board was satisfied with the nature and number of projects recommended by RBD Directors for delivery in 2022.

**MOTION:** **Approval of the draft Planned Development Projects for 2022**

## **4. FINANCIAL SUMMARY PRESENTATION**

### **4.1&2 Management Accounts and Executive Summary – December 2021 and January 2022**

**Paper(s) distributed:** Management Accounts and Executive Summary December 2021;

Management Accounts and Executive Summary January 2022

**Presenting:** ARC Chair, B. Orbinski Burke

In the absence of the Head of Finance, the Chair of the ARC stated that the ARC had discussed . It was noted that there were 3 car hires in use by year end and that concerns regarding operating sufficient organisational working capital were discussed.

**Action(s):** Noted by Board members.

## **5. CEO'S REPORT**

### **5.1 CEO's Report**

**Paper(s) distributed:** CEO's Report - February 2022

**Presenting:** CEO, F. O'Donnell

Due to a conflict of interest a member left the meeting room. The CEO responded to a queries in relation to matters raised in the CEO's Report. Members of the Property Sub-committee responded

to the request for a decision on a site for sale at Portun (item 8) and the requested use of an IFI property at L. O'Flynn (item 12 and Letter from Ballinlough Development Association in papers). It was agreed to convene a meeting of the sub-committee. The CEO's meeting with Oyster farming stakeholders was commended. The member was re-admitted to the meeting.

- Action(s):** Noted by Board members.
- 5.1** L. O'Flynn – Letter to Ballinlough Development Association communicating that IFI shall retain property for strategic use with no plan to enter any arrangement with an external party.
  - 5.2** Portun – Property Sub-committee to consider purchasing the identified site from Roscommon County Council.
  - 5.3** Ballynalty – to obtain farmers' signed consent accepting responsibility for the maintenance of troughs and fencing.

## 6. RISK MANAGEMENT - UPDATE

### 6.1 Corporate Risk Register 10.22

**Paper(s) distributed:** Corporate Risk Register 10.22

**Presenting:** Chief Risk Officer, F. O'Donnell

Feedback on the presentation and content was requested.

- Action(s):** Noted by Board members.
- 6.1** Apply indicators reflecting movement of risk scores
  - 6.2** Re-instate financial risk on the register

## 7. BOARD COMMITTEE CHAIR REPORTS

### 8.1 Audit & Risk Committee Meeting Minutes (February 9<sup>th</sup>)

**Paper(s) distributed:** No papers were distributed under this item.

**Presenting:** ARC Chair, B. Orbinski -Burke

B. Orbinski-Burke updated members on the ARC meeting of February 9<sup>th</sup>. Topics raised included: meeting with the new Internal Auditor (IA), Smith & Williamson; the IA review of Research & Development including EU projects; the IA review of Internal Financial Controls; the IA review of Human Resources & Workforce Planning and the IA review of Recommendations from Previous IA Audits.

- Action(s):** Noted by Board members.
- 7.1** Report on risk mitigations in relation to IFI's cyber security measures
  - 7.2** Investigate possibility of aligning finance system with HLO reporting

## 8. ITEMS FOR APPROVAL

### 8.1 National Fisheries Protection Plan 2022

**Paper(s) distributed:** Draft National Fisheries Protection Plan 2022 V1

**Presenting:** CEO, F. O'Donnell

In advance of a decision on this item the Chair requested that the Value for Money Review on Fisheries Patrols is distributed to members. It was noted that this review excluded critical factors impacting protection.

- Action(s):** **8.1** VFM Review of Fisheries Patrols to be distributed to members

**MOTION:** **Approval of the draft National Fisheries Protection Plan 2022** -Moved to March 8<sup>th</sup>

## **8.2 Galway Fishery Compulsory Purchase Order – Galway City Council**

**Paper(s) distributed:** Galway Fishery CPO – Feb 2022

**Presenting:** CEO, F. O'Donnell

Members discussed the executive's recommendation to provide Galway City Council with proposed values based on expert valuation advice obtained. A discussion ensued.

**Action(s):** **8.3** Requested that the CEO engage in productive interactions with Galway City Council in arriving at mutually suitable compensation for land at Galway Weir.

**MOTION:** **Approval of progression of CPO to purchase land at Galway Weir by Galway City Council** - Moved to next meeting agenda.

Due to length of the agenda, it was agreed to take items that were not dealt with, to a further meeting on March 8<sup>th</sup>.

This concluded the business of the meeting.

## **BOARD MEETING – March 8<sup>th</sup>, 2022**

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### **1. OPENING REMARKS**

In response to the Chair's request for declarations of conflicts of interest with matters on the agenda, no conflicts declared. Matters listed on the agenda were brought forward from outstanding items on the March 2<sup>nd</sup> Board meeting agenda.

### **3. VITAL FEW**

#### **3.1 Draft Updated Budget 2022**

**Paper(s) distributed:** Draft Budget 2022 - Briefing Note II

**Presenting:** Head of Finance & Energy Performance Officer, P. Doherty

A revised draft Budget was issued to members on March 7<sup>th</sup>. P. Doherty provided a briefing on the amendments introduced. These comprised reductions in: Pay and Contract Pay; HR Legal Fees and Training; Workwear; RBDs; Finance Legal Fees contingency, Finance Training and Finance Software (e-invoicing and dashboard) and a reduction in sustainability projects. He noted that to achieve budget forecast reductions some projects/initiatives were postponed to 2023 and that a large proportion of Operations (RBD) expenditure is fixed in nature. He cautioned that increasing global energy costs would significantly impact fuel expenditure. He discussed the adjustments proposed (outlined on page 2 of the Budget briefing paper). He responded to queries arising on, car hire, seasonal officer recruitment and capital expenditure on property. An extended and detailed discussion ensued.

**Action(s):** **3.1** The executive shall commission appropriate training in relation to HD & WFD  
**3.3** The executive shall provide a listing of training proposed which links each course to the organisation's statutory and regulatory obligations

**Rationale:** Following detailed consideration of the updated draft Budget 2022 as presented by the executive, the Board was satisfied with assurances provided.

**MOTION:** **Approval of the draft IFI Budget 2022**

#### **3.2 Draft Business Plan 2022**

**Paper(s) distributed:** Draft Updated Business Plan 2022

**Presenting:** CEO, F. O'Donnell

The CEO outlined the new format of presenting the Business Plan in narrative form whilst there remained the necessity for the 'dashboard' spreadsheet. The CEO commented on identifying appropriate KPIs, with the Board responding that activity must be linked to the HLOs. A discussion ensued on the challenge of balancing operational resources to deliver HLOs 1 and 2, with the CEO stating that RBD Directors are committed to delivering development projects identified. The Board discussed the critical success factor of the formation of the Habitat Specialisation Unit and ensuring sufficient expertise exists within the organisation.

The Board discussed the formation and constitution of the membership of the National Inland Fisheries Forum (HLO 3 – Stakeholders). It was agreed that membership would include representation from angling, environmental and commercial bodies. It was anticipated that progress would be made on the NIFF in Q2 with the agreement of the Minister. P. Doherty was thanked for his presentation and left the meeting.

**Action(s):** No specific actions were recorded.

**Rationale:** The Board acknowledged the new Business Plan format and method of presenting KPIs, anticipating regular reporting against KPIs and was satisfied with assurance provided by the executive.

**MOTION:** **Approval of the draft IFI Business Plan 2022**

## 8. ITEMS FOR APPROVAL

### **8.1 National Fisheries Protection Plan 2022**

**Paper(s) distributed:** Draft National Fisheries Protection Plan 2022 V1

**Presenting:** CEO, F. O'Donnell

The CEO provided a brief outline of the status of the protection function; referring to the Value for Money review commissioned by the Board in 2020; areas of weakness within protection activity delivery and the appointment process for the role of Head of Operations. The executive confirmed that the Fisheries Protection Plan is aligned to the budget and that it ensures consistency in delivering protection activities. Members discussed the importance of cultural alignment with the Corporate Plan and ensuring business/ protection/ development plans are implemented.

**Action(s):** No specific actions were recorded.

**Rationale:** Following assurances provided by the executive the Board was satisfied that the 2022 National Fisheries Protection Plan would be delivered.

**MOTION:** **Approval of the draft National Fisheries Protection Plan 2022**

### **8.2 Galway Fishery Compulsory Purchase Order – Galway City Council**

**Paper(s) distributed:** Galway Fishery CPO – Feb 2022

**Presenting:** CEO, F. O'Donnell

This item was brought forward for decision from the March 2<sup>nd</sup> meeting,

**Action(s):** **8.1** The CEO will meet with Galway City Council, and share the assessment by Joyce, Mackie and Loughheed.

**Rationale:** The Board supported the recommendation to enter negotiations with Galway City Council.

**MOTION:** **Approval of progression of negotiations in relation to the compulsory purchase of land at Galway Weir by Galway City Council**

### **8.3 Sponsorship Scheme 2022 – Funding Proposed**

**Paper(s) distributed:** Sponsorship Award Proposals 2022 FINAL

**Presenting:** CEO, F. O'Donnell

The Board discussed the merits of this initiative. Feedback was provided in relation to sustainability and quality assurance.

**Action(s):** 8.2 The executive will conduct a review of 2022 projects and report to Board

8.3 The executive will make alterations advised

**Rationale:** Pending adjustments requested the Board supported the recommendation to disburse this €30k fund to the projects listed.

**MOTION:** **Approval of the Sponsorship Scheme 2022 (Fund Disbursement)**

### **8.4 DRAFT Internal Audit Review of Dormant Accounts Fund Projects (DAF)**

**Paper(s) distributed:** Draft IA Review of the Dormant Accounts Fund Projects

**Presenting:** ARC Chair, B. Orbinski Burke

The ARC Chair advised the Board that the Committee invested significant time on ensuring that this review was sufficiently robust. From discussions with the IA (ASM Ltd.) it was agreed that there would be little benefit obtained from reviewing more projects. A discussion ensued on whether disbursement of such funding aligned with IFI's strategic objectives. The Board anticipated that output from the review (Section 4) will be taken on board.

**Rationale:** The Board accepted the report from the ARC Chair.

**MOTION:** **Adoption of the recommendations of IA Review of DAF Projects**

### **8.5 DRAFT Internal Audit Review of R&D Including EU Programmes**

**Paper(s) distributed:** DRAFT Internal Audit Review of R&D Including EU Programmes

**Presenting:** ARC Chair, B. Orbinski Burke

The ARC Chair acknowledged that the IA completed further checks as part of this review.

**Rationale:** The Board accepted the report from the ARC Chair.

**MOTION:** **Adoption of the recommendations of the IA Review of R&D Including EU Programmes**

### **8.6 DRAFT Internal Audit Review of Internal Financial Controls**

**Paper(s) distributed:** DRAFT Internal Audit Review of Internal Financial Controls

**Presenting:** ARC Chair, B. Orbinski Burke

**Rationale:** The Board accepted the report from the ARC Chair.

**MOTION:** **Adoption of the recommendations of the IA Review of Internal Financial Controls**

### **8.7 DRAFT Internal Audit Review of HR & Workforce Planning**

**Paper(s) distributed:** DRAFT Internal Audit Review of HR & Workforce Planning

**Presenting:** ARC Chair, B. Orbinski Burke

The ARC Chair commented that there were a number of recommendations to be implemented.

**Rationale:** The Board accepted the report from the ARC Chair.

**MOTION:** **Adoption of the recommendations of the IA review of HR & Workforce Planning**

### **8.8 Review of Previous Recommendations of the Internal Auditor**

**Paper(s) distributed:** Review of Previous Recommendations of the Internal Auditor

**Presenting:** ARC Chair, B. Orbinski Burke

The chair of the ARC welcomed the temporary changes made in ICT following the Clarion review but stressed the need for full implementation of the Clarion recommendations to enable ICT to fully support the delivery of the Corporate Plan objectives.

**Rationale:** The Board accepted the report from the ARC Chair.

**MOTION:** **Adoption of the recommendations of the review of Previous Recommendations of the Internal Auditor**

#### **8.9 - 8.11 DRAFT Reviewed Board Governance Policies**

**Paper(s) distributed:** DRAFT Reviewed Board Terms of Reference

DRAFT Reviewed Matters for Decision of the Board of IFI

DRAFT Code of Business Conduct for Directors

**Presenting:** ARC Chair, B. Orbinski Burke

**Rationale:** Following the review conducted by ASM Ltd and subsequent review of recommendations by the ARC, the Board accepted the recommended amendments.

**MOTION:** **Adoption of the recommendations of the IA review of Board Governance Policies**

### **9. MANAGEMENT ASSURANCE**

#### **9.1 Report on Funding Outcomes**

**Paper(s) distributed:** Report on Funding Outcomes – January 2022

**Presenting:** CEO, F. O'Donnell

Following its withdrawal from the January meeting, a modified report was presented to the Board. The board expressed concern that the report stated that there was insufficient staff with the requisite expertise in the organisation to conduct follow up research on grant aided projects to ensure that they were achieving their objectives and providing value for money.

**Rationale:** The Chair commended the frankness of the report and expressed the need for remedial action.

**Action(s):** Noted by Board members.

#### **9.2 Monthly Protection Plan Review – January 2022**

**Paper(s) distributed:** Monthly Protection Plan Review – January 2022

**Presenting:** CEO, F. O'Donnell

**Action(s):** Noted by Board members.

### **11 AOB**

It was agreed to invite P. Millar to present on the review of the Business Development Unit conducted by Clarion Consulting at the next Board meeting.

## **BOARD MEETING – March 30<sup>th</sup>, 2022**

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### **1. OPENING REMARKS**

The Chair welcomed attendees to the meeting. Correspondence from a member of the public (March 11<sup>th</sup>) sent to the Minister, was discussed. In response to the Chair's request for declarations of conflicts of interest with matters on the agenda, no conflicts were declared.



## 2. CONSENT AGENDA

### **2.1 Board Meeting – March 2<sup>nd</sup>, 8<sup>th</sup> 2022 – Draft Minutes and Meeting with DECC**

**Paper(s) distributed:** Draft meeting minutes of March 2<sup>nd</sup>, 8<sup>th</sup> and meeting with DECC, March 8<sup>th</sup>  
In response to a query regarding reporting progress on habitat development projects, the CEO confirmed that reports would be provided on a bi-monthly basis.

**Action(s):** 2.1 Amendment advised to the March 8<sup>th</sup> Board meeting regarding text on training and an edit on property proposal to the Department meeting minutes.

**MOTION:** **Approval of draft minutes of March 2<sup>nd</sup> and 8<sup>th</sup> Board meetings and March 8<sup>th</sup> meeting with Department Representatives**

#### Matters Arising

The CEO briefed members on a request from Galway City Council to remove ice boxes (due to a health and safety risk) and advised that a meeting was scheduled for the next morning with representatives of the Council. He stated that this would be a matter for the Board to approve and committed to reporting the outcome of the meeting with GCC.

### **2.2 Board Meeting – January 26<sup>th</sup>, 2022 – Resolutions and Status on Actions Arising**

**Paper(s) distributed:** March 2<sup>nd</sup> and 8<sup>th</sup> Resolutions Listing; March 2<sup>nd</sup> and 8<sup>th</sup> Actions Arising

**Action(s):** Noted by Board members.

### **2.3 Other Items of Note**

**Correspondence:** Confidential matters not yet concluded.

The Board entered into discussion on confidential matters.

#### **2.3.3 IFI Climate Action Mandate**

**Paper(s) distributed:** Climate Action Mandate for March 2022

**Presenting:** CEO, F. O'Donnell

**Action(s):** Noted by Board members.

## 3. CEO'S REPORT

### **3.1 CEO's Report**

**Paper(s) distributed:** CEO's Report - March 2022

**Presenting:** CEO, F. O'Donnell

The CEO briefed members on the Departmental involvement (Department of the Environment, Climate and Communications, and the Department of Agriculture, Environment and Rural Affairs in Northern Ireland) at the Erne Salmon & Eel Workshop event on March 9<sup>th</sup>. Following a brief discussion, it was agreed to inform members of such events and revert to the previous policy that one member from the Board would attend (on a rotating basis/and depending on availability) and provide a report to the Board.

**Action(s):** Noted by Board members.

**3.1** The CEO will bring fisheries related events to the attention of the Board in the event of an interest in attending.

## 4. FINANCIAL SUMMARY PRESENTATION

### **4.1 & 2 Management Accounts and Executive Summary – February 2022**

**Paper(s) distributed:** Management Accounts and Executive Summary February 2022

**Presenting:** Head of Finance & Energy Performance Officer (EPO), P. Doherty

The Chair invited queries to be raised by members to the CEO regarding the Management Accounts. The Chair of the ARC stated that she had noted some queries and would raise them directly with P. Doherty.

**Action(s):** Noted by Board members.

## 5. VITAL FEW

### **5.1 & 5.2 Draft 2021 Financial Statements**

**Paper(s) distributed:** Draft 2021 Financial Statements [Governance Statement, Board Members' Report and Statement of Internal Control] Statements of Income & Expenditure, Comprehensive Income, Financial Position, Cashflows, Accounting Policies and Notes to the FS]

**Presenting:** Head of Finance & Energy Performance Officer (EPO), P. Doherty  
P. Doherty joined the meeting. The Head of Finance and EPO stated that members of the ARC had reviewed the draft Financial Statements in detail on March 21<sup>st</sup>. He noted significant matters to the members such as the reduction in IFI's pay gap and the inclusions in the Statement of Internal Control as requested by the ARC. The control matters were discussed in a meeting with a representative from the OCAG on March 22<sup>nd</sup>. The Chair of the ARC requested further matters raised recently not already included in weaknesses reported (p17 of the SIC) would be added before submission to the OCAG to provide assurance in relation to good governance and transparency.

**Action(s):** **5.1** It was agreed that the ARC Chair and Head of Finance would meet directly after the meeting to make the necessary adjustments to the SIC.

**Rationale:** Following the Board's deliberations regarding the draft 2021 Financial Statements, and the detailed discussion regarding the Statement of Internal Control, the Board accepted the Financial Statements as at 31<sup>st</sup> December 2021.

**MOTION:** **Approval of the draft 2021 Financial Statements**

### **5.3 Audit of FS 2020 OCAG Management Letter with Management Responses**

**Paper(s) distributed:** OCAG Management Letter

**Presenting:** Head of Finance & Energy Performance Officer, P. Doherty  
The Chair of the ARC confirmed that a thorough review of the 2020 Management Letter was completed by the ARC. It was also noted that although there were a high number of recommendations they were largely medium and low risk in nature. P. Doherty accepted this feedback and stated that a collaborative effort by all staff was required in order to reduce control issues. P. Doherty left the meeting.

**Action(s):** Noted by Board members.

Due to the need for some members to leave the meeting at 13.00 it was agreed to take Item 9 at this point in the meeting.

### **9.1 Habitats and Conservation Funding 2022**

**Paper(s) distributed:** Habitats and Conservation Funding for 2022

**Presenting:** CEO, F. O'Donnell

The Chair introduced this item stating that the governance structures in place in screening projects for grant funding involved two tiers of approval, namely, Panel Evaluation (with representation from angling bodies) and the Development Funding Oversight Group. The improved reporting format

was commended. It was queried whether a conflict of interest is raised for the organisation where IFI awards grant funds to itself. The CEO responded that funds applied for by the organisation from the Salmon and Sea Trout Rehabilitation, Conservation and Protection Fund (SSTRCP) are to undertake fisheries research and development work and involve independent evaluation. It was added by a member of the Board that IFI is the competent authority, with the relevant expertise and strategy to undertake this work.

Two projects were discussed (**SCF-22-0142** – Annacotty Weir Fish Passage Improvement Works - €150k applied for, with €99k awarded and **SCF-22-0150** – Salmon Conservation Limit Attainment 2022 -2025 - €403.5k applied for over 4 years - €134.5k for 2023) and members sought further detail on the expected outcomes of these projects. In respect of **SCF-22-0142**, the CEO stated that project lead Alan Cullagh (SERBD Inspector) had presented on the options for this project to the Minister at Annacotty on March 11<sup>th</sup> and that he could provide a presentation to the Board.

The CEO drew the attention of members to **SCF-22-0163** where costs presented had increased from €30k to €49k due to materials cost inflation for soft engineering (bank stabilisation). He was of the belief that the installation of this type soft engineering was a learning opportunity for habitat development staff.

It was noted that there were no projects proposed for the Southwest and the CEO provided clarification that a lot of the fisheries are privately owned and that he was satisfied with this.

A member stated that the **SCF-22-0142** project was a necessary assessment to establish the performance rivers which is a multi-year programme. The CEO stated that catchment wide electrofishing must be conducted annually to establish changes in fisheries. A request for the expected timeframe for each project was made.

**Action(s):**

- 9.1** Share presentation on options for barrier removal at Annacotty Weir given to Minister by A. Cullagh with members.
- 9.2** A. Cullagh to present to Board on the mitigations proposed at Annacotty Weir (SCF-22-0142)
- 9.3** P. Gargan to present to Board on the Salmon Conservation Attainment 2022-2023 project (SCF-22-0150)
- 9.4** To include project delivery deadline projections in project reporting

**Rationale:** Following the review of projects proposed, the Board was satisfied to approve all but two projects due to the need for further information/assurance.

**MOTION:** **Approval of Habitats and Conservation Funding 2022 [excl. SCF-22-0142 and SCF-22-0150]**

## 6. RISK MANAGEMENT - UPDATE

### 6.1 Corporate Risk Register 10.23

**Paper(s) distributed:** Corporate Risk Register 10.23

**Presenting:** Chief Risk Officer, F. O'Donnell

**Action(s):** Noted by Board members.

### 6.2 ICT Risk Register

**Paper(s) distributed:** ICT Risk Register

**Presenting:** Chief Risk Officer, F. O'Donnell

**Action(s):** Noted by Board members.

## 7. STRATEGIC UPDATE

### 7.1 IFI Review of Business Development Function - February 2022

**Paper(s) distributed:** IFI Review of Business Development February 2022

**Presenting:** Clarion Consulting, Pat Millar

P. Millar provided a detailed outline of the scope and findings of the IFI review of the Business Development function. The review addressed; whether the division was aligned with effectively delivering on IFI's strategic objectives; the organisational structure; services and activities and reporting processes. He provided detail of his review of the activity of the Project Management Office (PMO) and RBD teams. Mr Millar stated that it was critical that roles are clarified so that staff understand 'who does what' so that responsibility and accountability are clear. The Board recognised that there is insufficient expertise and capacity. The CEO stated that he would be proposing to appoint a Chief Ecologist, who would have responsibility for ensuring projects are delivered, RBD Directors responsible for delivery of projects in their district with the support of the PMO. P. Millar stated that it was necessary to continue to build capability to stay in line with the progression of governance. He stated step 1 was to assign a clear project owner and step 2 was ensuring capability and capacity building to make efficient as possible.

The CEO stated that although a lot of time goes into producing reports on projects, but that dissatisfaction has been expressed at Board that the level of reporting is not providing information needed in the format required. This leads to frustration on monitoring the progression of projects.

A discussion ensued on the level of expertise required and where it should sit within the organisation structure. P. Millar stated that he is very confident that the issues are well diagnosed, and once addressed will work well but there is a need for extra resources/expertise, and that these processes need a full mapping and re-engineering exercise.

P. Millar discussed the breadth of the roles of Angling Advisors noting that each of the advisors had other functions/projects that absorbed a significant portion of their time. Mr Millar also stated that he had seen more information publicised about IFI's work in the last year compared to the previous 5, as a result of the work of the Communications Unit. He stated that he was of the belief that the Education and Outreach function was needed and made sense where it is. He noted that the licensing/logbook was the responsibility of one member of staff and this posed an operational risk i.e. single point of failure. He noted that the proposal to replace Bradán would help address this issue.

The Chair summarised the recommendations provided in the report. P. Millar was thanked for his work and presentation and left the meeting.

**Rationale:** Following the detailed discussion and assessment of the review and recognition of the need to re-align the Business Development Unit, the Board was satisfied to adopt recommendations as outlined.

**MOTION:** **Adoption of the recommendations of the Review of Business Development Function**

### 7.2 IFI Business Continuity Plan March 2022

**Paper(s) distributed:** IFI Business Continuity Plan March 2022; ICT Disaster Recovery Plan 2021 v0.1

**Presenting:** CEO, F. O'Donnell

**Rationale:** It was noted that the ARC had reviewed these plans and the Board was satisfied to move to approval.

**MOTION:** **Approval of the IFI Business Continuity Plan**

## 8. BOARD COMMITTEE CHAIR REPORTS

### **8.1 Audit & Risk Committee Meeting Minutes (February 9<sup>th</sup>)**

**Paper(s) distributed:** ARC Meeting Minutes 9 February 2022

**Presenting:** ARC Chair, B. Orbinski -Burke

B. Orbinski-Burke updated members on the ARC meeting of February 9<sup>th</sup>. She drew attention to outstanding internal audit recommendations and a compellation of risks by committee members.

**Action(s):** Noted by Board members.

### **8.2 Audit & Risk Committee Annual Report 2021**

**Paper(s) distributed:** Audit & Risk Committee Annual Report 2021

**Presenting:** ARC Chair, B. Orbinski -Burke

B. Orbinski-Burke presented on the annual report of the ARC which illustrated the numerous and wide-ranging issues dealt with in 2021. This included meeting with representatives of the OCAG and detailed assessment of Internal Audit reviews.

**Action(s):** Noted by Board members.

**8.1** Task Internal Auditor with review of matters raised by Board members on March 2<sup>nd</sup>.

### **8.3 Audit & Risk Committee Review of Effectiveness 2022**

**Paper(s) distributed:** Report on the Audit & Risk Committee Review of Effectiveness 2022

**Presenting:** ARC Chair, B. Orbinski -Burke

B. Orbinski-Burke noted the review to Board members stating that the feedback provided was anonymous. She highlighted the insights gathered to be follow-up on. She indicated that membership of the ARC would be on their next meeting agenda.

**Action(s):** Noted by Board members.

## 9. ITEMS FOR APPROVAL

### **9.1 Habitats and Conservation Funding 2022**

Taken earlier in the meeting.

## 10. Management Assurance

### **10.1 Monthly Protection Plan Review**

**Paper(s) distributed:** Monthly Protection Plan Review – February 2022

**Presenting:** CEO, F. O'Donnell

**Action(s):** Noted by Board members.

This concluded the business of the meeting.