



**SPORT NORTHERN IRELAND
DECEMBER BOARD MEETING
Wednesday 16th February at 9:30am**

AGENDA

<p>Present: Board members: George Lucas Jay Colville Richard Bullick Wendy Elliot Gavin Boyd Denise Burns Kieran Harding Denise Burns</p>	<p>In attendance: Adrian Doherty, Chief Operating Officer Richard Archibald, Interim Director of Sport Orlagh Watters, Interim Head of Sports Systems John Hart, Head of Policy & Innovation Colm Jennings, Board Secretary Laura Carland, Hosting</p>
--	---

ITEM	PAPER No.
<p>1. Apologies Antoinette McKeown, Chief Executive Wilma Erskine Darryl Petticrew Kyle Ferguson</p>	
<p>2. Register of Member's Declarations of Interest</p>	
<p>3. Minutes of Previous Meeting</p>	
<p>4. Chair's Remarks The Chair welcomed everyone to the meeting and queried the ARAC agenda to ensure that risks will be reviewed and updated where necessary. The Vice Chair confirmed ARAC agenda and meeting taking place on the 28th February 2022. The Chair commented on the status of the Corporate Plan. Chair noted the hard work of the ELT and staff. The Chair advised on the importance of having the Business Plan for 2022/23 and the Partnership Agreement agreed with DfC, and submitted for Board approval on the 16th March 2022.</p>	
<p>5. CEO Report – For Information Members noted the issue raised on Boxing in the Olympics and welcomed the work and comments from CEO on this matter. Members also discussed recent events regarding Women's Irish rugby team. <i>Board Members noted information within SNI/22/00</i></p>	SNI/22/00

6.	<p>Communications Report – For Information Members content with Comms Report</p>	
	<p>Comms & Stakeholder Engagement Plan Paper – For Information Comms & Stakeholder Engagement Plan – For Information</p> <p>JH advised the Board of new Communications manager and staff officer in post with third member due to start in March.</p> <p>Members welcomed this and noted the growing ability of Sport NI to advocate for sport, as demonstrated this week in the breaking news regarding Stadia funding.</p> <p>Members queried if we are matching up the issues in the power interest grid accurately. JH recognised that this is a rough or crude method of measurement. The grid recognises that certain departments or groups have to be within category 1 and that even those with in the lower tiers are recognised, not treated any less or differently but in the impact they may have upon Sport NI and could move into higher or lower tiers depending upon circumstances at the time. Members welcomed this and recognised the value that this brought.</p> <p>Members noted that Sport NI are not always visible in their contribution even though Sport NI is working in the background. At times Sport NI has not necessarily claimed the credit that is due, with the additional resourcing, good news stories etc. Members look forward to seeing the impact of this dedicated staffing resource.</p> <p><i>Board Members noted information within SNI/22/01 and SNI/22/02</i></p>	<p>SNI/22/01 SNI/22/02</p>
7.	<p>Corporate Plan 2021-26 – For Information</p> <p>Chair asked for comments. Members noted this has been discussed thoroughly in previous sessions. Members added that the draft Corporate Plan as stands is excellent and is a document of which the organisation can be proud.</p> <p>AD informed Members that the Corporate Plan 2021-26 is currently with the Minister for consideration.</p> <p><i>Board Members noted information within SNI/22/03</i></p>	<p>SNI/22/03</p>
8.	<p>Delegated Decisions Paper & Appendix – For Approval</p> <p>Chair noted Member had raised a point in advance of the meeting regarding retrospective approval.</p> <p>Member stated certain decisions can be made by Board Members and others by the organisation according to the McBride Judgement. Member's concern was that some of the decisions brought to the Board had been made by the organisation and there was not a sufficient amount of information provided on those decisions. Are the Board discharging their duties effectively and providing the support to officials that is needed?</p> <p>AD agreed with Member's concern. It is entirely right Board Members can only make the decisions. Acknowledged that due to timing it could delay the process of projects being delivered but that this would not be an adequate defence if called to account to this. AD recommended the ELT discuss this further and return to Board in March to address.</p> <p>Members discussed over/under payments and what was included in Letter of Offers in accordance with the approved budget.</p> <p>Member queried if the amount of award was relevant. Members were advised that the initial point of principle is that only Board Members can make the decision, and it was</p>	<p>SNI/22/04/01 SNI/22/04/02</p>

	<p>particularly noticeable given that the decisions this month related to quite a large amount of funding. RA added that there is a need to shift to a longer-term gaze and have more timely information.</p> <p>Chair noted Members comment on proportionality and a possible solution would be to schedule a quorum of Board members to make decisions if needed.</p> <p><i>Board Members approved papers SNI/22/04/01 and SNI/22/04/02</i></p>	
9.	Transition Programme 2022-23 – For Decision	SNI/22/05
	Sporting Winners Transition programme – Business Case For approval	SNI/22/06
	Sporting Clubs Transition Programme – Business Case For approval	SNI/22/07
	<p>OW provided brief context to concept of the papers and purpose of the Transition programme.</p> <p>Members recognised the work that has gone into the programme development and the impact this will have on the sport sector.</p> <p>Members welcomed the programme but noted this is the second extension and queried if a review of the programme is scheduled and if this will be internal or external. OW advised of discussions on the evaluation and that the Board will be kept up to date as it progresses.</p> <p>Member queried if this could or should have been included within the decisions paper. AD noted this came up after the decisions paper.</p> <p><i>Board Members approved papers SNI/22/05, SNI/22/06 and SNI/22/07</i></p>	
10.	Covid Recovery Programme Update – For Information	SNI/22/08
	<p>RA provided context on scheme, noted level of interest and approximately £5.1m with an indicative budget of £5m discussed prior to launch of programme. There is good coverage across sports and council areas, which is welcome news.</p> <p>RA added that the team are currently reviewing the information provided to check for any anomalies and are working from largest awards down.</p> <p>Chair noted year-end spend requirement. RA confirmed this and that the intention is to carry out assessments as quickly as possible and to try to bring these to March Board to meet year-end spend.</p> <p>Member queried assessment of representative groups. RA noted representative groups have not been analysed yet, but will be in order to link to Super Output Areas where possible.</p> <p><i>Board Members noted information within paper SNI/22/08</i></p>	
11.	Everybody Active 2016-21 Every Body Active Programme Summary Year 1-5 – For Information Every Body Active 2016-21 Report Card – For Information	SNI/22/09 SNI/22/10
	<p>OW provided brief background and noted the need to identify what has actually changed. Meeting targets for representative groups is very important but is it sustainable and has it made a last change.</p> <p>RA noted the shift from outputs and targets to outcomes and substantive change. Chair noted that this would be of great help in planning forward.</p> <p>OW raised issue of output and outcome being used interchangeably when they should not be. The measurements were output focussed. This demonstrates a need for a greater understanding of outcomes; how to deliver outcome change and measure outcome change. Member noted the need on how to address sustained participation going forward.</p>	

	<p>Member asked if the benefits of sport and physical activity needs to be addressed with potential participants.</p> <p>Member stated the debate going forward is focussing on quantity and quality. The bigger challenge will be linking with community partnerships and having their involvement as part of the planning process. Member also noted the papers have been very detailed and very informative.</p> <p><i>Board Members noted information within paper SNI/22/09 and SNI/22/10</i></p>	
12.	Community Planning Investment – For Information	SNI/22/11
	<p>RA noted the connection here as raised previously by a Member, and the critical nature of the partnerships. RA added that each council area is different and will have competing priorities, which will require Sport NI to be more flexible going forward to achieve outcomes rather than outputs. This could lead to a more agile approach by council's and a greater range of projects.</p> <p>JC advised this had previously been discussed, noting the difference in outputs and outcomes and that this shift had been more aligned to a move from data to case studies and the impacts on life experience.</p> <p>Members queried resourcing within Sport NI in working with the 11 Council's. OW advised it is currently heavily under resourced. A new manager is due to begin in March and several officers are not currently in their substantive role. However, this is being addressed through ongoing recruitment. RA added that in recent years projects had become smaller and more granular which required greater input from staff. Going forward Sport NI is seeking to take a step back from this level of detail which should also assist on resource intensity.</p> <p><i>Board Members noted information within paper SNI/22/11</i></p>	
13.	Revised Board Schedule	
	<p>Member queried the timing of Board meetings and sprint session to facilitate planning. Chair advised Board meetings are scheduled 9:30 – 12:00, Workshops 9:30 – 14:00, and training is 3 hours.</p> <p>AD advised there will need to be a meeting of the Board and ARAC for June regarding the Annual Report and Accounts. This will be updated at the 16th March.</p> <p><i>Board Members noted information within revised Board schedule</i></p>	
14.	A.O.B.	
	<p>Members asked for an update on:</p> <ul style="list-style-type: none"> • Indication of year-end spend figures • The proposed staff survey. <p>Member noted the quality of papers produced for this meeting, but also that the length of the papers when received quite close to meeting is challenging and that issuing of papers be prioritised going forward. Chair advised of similar queries particularly regarding financial position.</p> <p>AD advised that today's meeting was originally scheduled as a workshop and that teams had been working towards having financial information for March. However, managers have indicated Sport NI is on track for spend within 1%. AD informed Members of challenges in meeting year-end spend due to procurement delays. Member asked if this could inform a business case for a procurement officer? AD advised that by government</p>	

policy Sport NI has to procure through CPT and CPD and that an internal procurement officer would not change this.

AD apologised for delay in issuing of papers and noted this is a priority for ELT going forward.

Members were informed that a company has been appointed to conduct the staff engagement survey, which is scheduled to be completed by end of March 2022.

The Chair noted the importance of updating of financials going forward. AD accepted this and advised their absence on this occasion was solely due to the nature of this meeting changing.

Member queried the ToR for the staff survey. Who is drafting the survey? Will there be input from Board for questions the Board might like to ask of staff? Members were informed there would be two sessions with staff to inform the survey. Members asked if Board could have sight of the survey before issuing to staff. AD agreed that following staff consultation, the Board would have sight of the proposed survey for review and input.

Members discussed utilising this survey as a baseline to establish what is working and what is not, and to use the findings as a valid measurement tool for improvement going forward. This will mean raising and tackling difficult issues. AD confirmed this is how the ELT view the survey as well and how it intends to use the findings.

Chair asked if there is a timeframe for this and AD advised not at present as the project initiation is taking place this afternoon.

Vice Chair raised a potential change to the audit plan. Several HR audits have not progressed due to staff availability within the team and alternative audit areas were proposed. Members agreed subject to assurance from AD that there are no problems that the organisation is aware of that would be picked up by audit and would now be missed with this delay. AD updated Members on long-term absence of HR manager, the appointment of new SO and acting HR manager. The substantive HR manager is now on a phased return and will be focussing on a payroll review. AD is not aware of any issues within HR function that would be picked up by audit at this point. Members asked if the HR audits would be carried forward next year? AD advised that one would and one would not. Member asked if this would affect other audit areas for next year. AD and Vice Chair will review audit plan and update Board.

The Chair asked LC to issue a formal invitation to KH and MD, DfC in advance of the 16th March Board Meeting.

AD advised of procurement of Decision Time and the three modules within it, and the benefits of this system. AD asked when Members might wish training to take place in this and that training is 1 hour. Board discussed training in advance of April Board Meeting, proposed w/c 4th April.

Chair thanked everyone for attending and closed meeting.

The meeting concluded at 11.25am.

Date of next meeting

Wednesday 16th March 2022 @ 9:30am

Signed by Sport NI Chair: *George Lucas*

Date: 16/02/22