

# GREATERSPORT

## Minutes of the Meeting of the Main Board

Thursday 9<sup>th</sup> December

Virtual meeting (Zoom)  
9.30 – 12.30

### Present:

#### **Trustees/Directors**

- Mike Perls MBE (Chair)
- Sarah Brown-Fraser
- Rob Young MBE
- Dan Cropper
- Rob Mukherjee
- Katy Calvin-Thomas
- Warren Heppolette
- Richard Roe
- Sanjay Bhandari
- Justine Blomeley

#### **Officers**

- Hayley Lever
- Richard Davis-Boreham
- Matt Stocks
- Beth Sutcliffe

#### **Additional Attendees**

- Lucy Maxwell- Scott

### **1. Welcome and Apologies**

Mike Perls welcomed everyone and introduced the meeting. Ahead of the independent board evaluation in the New Year it was reminded of the Board's role. Namely to create value, take informed decisions and create the conditions to make informed decisions.

Mike Perls highlighted the great commitment Dan Cropper had made to a recent organisational safeguarding review and Hayley Lever highlighted Sanjay Bhandari's contribution to the Active Partnership Network Anti-Racism workshop last week.

Apologies were received from Leanne Feeley, Marilyn Comrie OBE, Graham Whitham and Eve Holt.

### **2. Minutes from the last meeting on 23<sup>rd</sup> September 2021**

The Minutes of the last meeting were accepted as a true and accurate record by all present. All actions were completed from action log.

## **Matters arising**

- There were no matters arising.

## **Declaration of Interest**

- There were no declarations at this meeting.

## **Strategy**

### **3. CEO update**

Hayley Lever expressed her gratitude for all the hard work and impact made by the Executive and wider team over the last three months. The presentation delivered was themed across a number of outlooks:-

- Continuing to adapt our work through the pandemic – that we’re managing the best we can in difficult circumstances.
- Strategic Leadership Enabling Collective Leadership and Effective Working Across and Between Sectors - Reference made to the GM Moving Big Co-Production conversations with GMM Exec Leaders and Leaders across Localities [here](#).
- Learning and Adapting, with the Chris Boardman article an example of making change happen.
- Resilience and Fun - how proud we should be of the team as they demonstrate this day in, day out and the importance of connecting as a team however we can.
- Hayley recited a Poem that reflected on 2021.

### **Actions**

- None

### **4. Executive Report**

Beth Sutcliffe introduced this item by playing a highlights video. Followed by a presentation which pointed out some key achievements and impacts.

The GreaterSport Business Plan and priority plans have now been published [here](#). Priority reviews are also underway with link board members.

Great effort has been made to bring the team together once a month which has been hugely valuable and impactful.

Beth talked through examples of our Leading, Supporting, Connecting role, citing the Big Co-Production conversation, GM Moving in Action Implementation Events and [GM Moving Resource Hub](#).

Also, that we have focussed on the key areas for improvement and development identified in the Sport England diagnostic and the staff survey, including supporting the team to notice and capture impact, change, and value, create the conditions for

better cross team working, developing, and implementing a new Learning and Development Strategy and improving the organisational culture around feedback, appreciation and recognition.

## **Our Voice**

Beth Sutcliffe gave an update of the work to date on our narrative and communications, to engage and resonate with systemwide and community audiences. This includes the Executive and Strategic Leads taking part in media training led by Kate Cocker. 3 key messages have been formed 1) Moving matters to us all 2) We need to design moving back into life and 3) We can all make a difference.

It will also provide a clear way of articulating what we need to invest in – People (capacity and capability), Whole system approaches and Investments that work.

Trustees were asked to comment on either the Executive Report or Our Voice update.

Mike Perls noted that the GM Moving Exec/Local Pilot Network event was a great opportunity to listen and really understand what is going on, and that change does not always require funding, asking if there were examples where we can highlight this?

Warren Heppolette - takeaways and lessons learnt from the GM Moving Exec and Local Pilot session/conversations the previous week, was the value in connecting into localities. Thinking community first and then moving/physical activity lands into the conversation. Need to get more attuned to working this way, in order to help create the conditions to enable localities to thrive. We need to align to localities, not other way round. This is a microcosm of our wider work in reform.

Justine Blomeley remarked on what a powerful afternoon it was. Connectivity between localities and the strategic frame. Testament to the fact that we need to keep the connection from strategic layer to neighbourhoods. Felt like a real shift in coming together – the energy, flattening of hierarchy. It's hard to measure, but you can really feel 'one GM'.

Katy Calvin-Thomas encouraged GreaterSport to make sure that our messaging for is really strong and clear about why it matters. Also, within the public sector non-recurrent funding will be a challenge that lies ahead, and we need prepare and position ourselves for this.

Richard Roe agreed, it's a very challenging environment and we need to ready ourselves.

Sanjay Bhandari asked whether there are broader contextual hooks at Government level we should be aligning to i.e. Build Back Better – Build Back Healthy.

Regarding narrative and communications, Sanjay Bhandari liked the three simple messages. We need to prepare for the difficult/off topic questions we might be asked, when being interviewed. It's advised to have a 'checklist' to including who

are you talking to and who is the audience. The language/tone will change accordingly. Get your 3 messages in from the start.

Mike Perls mentioned the importance of championing youth voice and three key themes to pick up on - environment, mental health and education. This was on the back of an interesting conversation with Francesca Speakman; Mike has agreed to be the youth voice link into Board and stay in regular contact with Francesca and the CYP team's work.

### **Actions:**

- None

## **5. Future Direction and Role of Board**

Three questions were posed by Mike Perls

1. *Looking at the CEO slide deck from 2017, what significant stories or indicators of change have we seen/heard to help us understand progress made as a board since 2017? Comments below:-*

- Viewed this as 2 years + 2 years. Observed a culture reset and shift. The growing of the network, and its arms and legs. We're in more conversations.
- Slides looked very dated and felt slightly insular. We have a much more strategic, system based focused now. See plenty of opportunities, however recognises a risk in managing the breadth.
- Focus appeared to be on Awards and Strategy launch. Board and GS team has new faces, new expertise and you can sense a shift from before. Very sport focused and nothing on inequalities.
- Felt like it was an organisation in start-up mode. Diversity and inclusion was considered low risk then, now it's central. The standout change is the onion slide - this is the massive difference, tactical activity to strategic prioritisation.
- Moved from insular, specific, contained to strategy, externally focused and shared. Now we're seen as a shared asset in GM family. Improved relationship with Sport England, was parent-child/ recipient, now part of their thinking.
- Strategic discussion has enabled us to work through other agencies and taken ourselves into places we weren't in in 2017. Really reflective of previous conversation and our work in neighbourhoods and places.
- We have responsibility to put our current board pack in front of the new board in another 4 years' time.

2. *Listening to Jim Collin's podcast, what would we identify as the key aspects of Greater Sport's 'flywheel'? Comments below:-*

- Support movement creation as well as activities that enable move active lives. Success would be for us not to be pushing the flywheel. Focus on characteristics that enable us to grow the movement. Energy into results/value created.
- Through board and exec we've managed to push our ambition into different directions, that said there is a big groundswell, and the energy is not just our

individual effort. Better connected agendas i.e. Marmot Review, levelling up. We're in a flywheel in our own right but pushing a bigger flywheel.

- Greatest change happens in the toughest/grittiest stuff, and an appreciation for the operating environment: Board creating a safe space to allow space for the tough stuff- high challenge, high support.

3. *As a board, since 2017, we have positively focused on areas that needed our attention to set the conditions for the whole organisation to create value across GM and beyond. As a board, where do we now need to step forwards, backwards, alongside and how? Comments below:-*

- Enable and empower all voices to be heard. Often the same voices.
- Encouraged us to be brave. Engagement is not taking something to communities that's already been decided.
- What new faces do we need around the table. How do add to the excellence we already have. Need to stay at a high level and ask good questions. There is a demand for sophisticated dashboard
- How do measure/understand the value we (board) bring.
- What skills we need now and in the future. Focus on the mission, not the activities. There might not be a gap in the team sheet- maybe more about using people differently/better, perhaps a point for our Away Day. This board responds well to unusual provocations. What kinds of questions can we ask next?

#### **Actions:**

- Executive to bring the observations/questions into the Away Day on 10<sup>th</sup> February.

## **Operations**

### **6. Reward Project report**

Lucy Maxwell Scott, the Reward Consultant joined the meeting.

An overview of the Report's Executive summary was given. Following which Lucy Maxwell Scott guided the Board through all 7 recommendations and decisions that the Nominations and Remuneration Committee had made in their November meeting. It was noted that Richard Roe from the Audit and Risk Committee has been part of this process.

Mike Perls complimented the process to date and was pleased that all the recommendations within the report would go some way to addressing concerns raised with recent staff surveys.

Rob Young praised the work of both sub committees.

Richard Roe stated he was personally very happy with all the recommendations, noting that recommendation 5 needs resolving.

There were no questions asked regarding recommendations 1,2,3,4 and 6. All of these were duly approved by all Trustees present.

A high-level overview of the GreaterSport investment timescales was provided by Richard Davis-Boreham.

Matt Stocks, Hayley Lever, Richard Davis-Boreham and Beth Sutcliffe left the room for the discussion about the Executive reward structure (Recommendation 7).

## **Actions**

- Lucy Maxwell Scott/Executive Team to progress the work based on approval of recommendations 1,2,3,4,6 and 7, pausing on recommendation 5 until the financial envelope is known.
- Lucy Maxwell Scott to check regarding any equal pay vulnerabilities.

## **7. Audit and Risk Committee Update**

Richard Roe and Richard Davis-Boreham presented the Audit Report feedback and recommendations. It was noted that the process had been more robust this time around.

Overall, very satisfactory with 3 recommendations under Governance and Control environments and 2 recommendations under Systems and procedures.

A financial overview was given taking into account GreaterSport's end of the year forecast (core budget), Reserves, Sport England Investment and factors that need to be consider in the next 6 months.

A pre-Board paper Investment Portfolio paper was circulated seeking agreement on the following recommendations:

- To continue to explore the investment of GreaterSport reserves.
- The development of an investment policy for GreaterSport
- To follow the proposed timetable with an investment decision recommendation to GreaterSport Board by July 2022.

All the above were approved by all Trustees present.

Richard Roe presented the updated Risk Register.

Mike Perls asked whether we had any insight on ICS appointment. Hayley thought the was due to be readvertised in the New Year.

Beth Sutcliffe informed the Board that we have received notification from GMHSCP that Population Health investment will be pushed back to end of Jan/early Feb.

## **Actions**

- Richard Davis-Boreham to work through the Audit recommendations to ensure compliance and report back to the main Board after A&R meeting in May.
- Richard Davis-Boreham to carry forward the Investment Portfolio recommendations.

## **8. Nominations and Remuneration Committee Update**

Rob Young reported back on recent N&R activity.

### Staff Survey

It was confirmed that for this and future surveys we will adopt the Active Partnership questions rather than 'The Times 100 Best Companies to Work For' survey. This follows feedback from staff over the disconnect between the two, difficulty in following trends and confusion having two separate surveys causes.

Since circulating the survey to all staff there has been a team session to explore the feedback in more depth, which will be followed up at the Team Away Day on the 16th December to refine and update our improvement/action plan.

Rob Young invited Trustees to comment on their immediate thoughts and takeaways?

It was asked whether there had been a check against verbatim comments and themes responses. To which the reply was yes as this formed part of the analysis by both Matt Stocks and N&R Committee.

Where there have been sizeable dips, this can be turned into a positive thing as it's a sign of staff feeling safe to speak out.

That we are listening/creating conditions to speak up, but recognise the need to have better feedback loops, realising how important this is to people.

That we have agreed to wait until January when we are dealing with 'knowns' to share info with staff about pay, contracts, structure.

Rob Young then highlighted the four priorities as identified by the Executive Team.

### Contract extensions for GMHSCP funded roles

Rob Young stated that both Audit and Risk and Noms and Rems Committees have approved to extend the contracts of those effected to September 2022.

The decision to wait until January to inform staff about pay, contracts, structure was approved by all present.

### Independent Board Evaluation

Rob Young reminded all Trustees that Value Alpha (Seamus Gillen) has been appointed to carry out the Independent Board Evaluation in the March'22.

## **Actions**

- Executive Team to extend the contracts for those roles funded by GMHSCP in January.
- Matt Stocks to work alongside Value Alpha to prepare for the Board Evaluation the March'22.

## **Any other business**

It was reported that the Executive and Marcomms Teams are conducting a review of the GreaterSport/GMM Awards ceremony and asked for volunteers to help us think about this. Rob Mukherjee and Mike Perls offered to do this.

## **Action**

- Mike Perls asked for suggestions/topics for the Away Day in February. The Flywheel is clearly one, however would welcome others. Also, if there were any particular speakers Trustees would like to hear from?

## **Next Board Meetings**

- 10th February 2022 (away day)
- 17th March 2022

## **Future Sub-Committees**

- Audit & Risk – 23rd May 2022
- Noms & Rems – 5th May 2022