

GREATERSPORT

Board Meeting

23rd June 2022, 9:30am – 12:30pm, Chamber Space - Manchester

Present

In person - Mike Perls MBE (Chair of the Board), Warren Heppolette, Richard Roe, Rob Young MBE, Cllr Leanne Feeley, Katy Calvin-Thomas
Via Zoom- Sarah Brown-Fraser, Sanjay Bhandari, Dan Cropper, Justine Blomeley (via Zoom 9:45-11:00)

Executive In Attendance

Beth Sutcliffe, Richard Davis-Boreham, Matt Stocks (Minutes), Hayley Lever (Via Zoom)

Guest Speaker

Tim Crabbe (presentation – Agenda Item 4)

Apologies

Dr Marilyn Comrie OBE, Rob Mukherjee, Eve Holt, Lee Davies

Agenda Item	Discussion	Actions	Who
1. Welcome, Introduction and Apologies – Mike Perls MBE	<p>Mike Perls welcomed all attendees and reminded everyone we are here to take decisions and change lives.</p> <p>Following this a recap of what took place at the meeting in March was given including Seamus from Value Alpha observing, flywheel development, Active Lives presentation and the reward project sign off. It was noted that the way the minutes captured the rigour on this is something we need to maintain.</p>		
2. Minutes of previous meeting and matters arising – Mike Perls MBE	<p>All action were complete.</p> <ul style="list-style-type: none"> - The ALS session was postponed due to a delay in receiving some raw data from Sport England. It will be rescheduled once we have this. - Recognising that an ‘action for all’ request isn’t always the best way to elicit a response, Lee Davies has set aside July to conduct 1-1 phone calls with each Trustee to consider their own L&D needs. Noms & Rems agreed to put forward access to opportunities, as opposed to prescriptive package of training. <p>Rob Young and Richard Roe approved the March minutes.</p>	<p>Book in new date</p> <p>Schedule and conduct calls</p>	<p>Lee Davies</p> <p>Lee Davies</p>
3. Introduction to the ICS - Warren Heppolette and Katy Calvin-Thomas	<p>Mike Perls introduced this item by stating that its purpose, and future such updates, was to allow macro environment knowledge to be shared.</p> <p>A presentation was given on the ICS introduction.</p> <p>Actions</p> <ul style="list-style-type: none"> - Reflect on what has been presented and build this into our thinking - Executive Team to take forward Warren’s ‘contributions’ and Katy’s ‘questions to start’. Ask them for a follow up conversation to explore them in more detail - Share the slide deck 		<p>All Exec Team</p> <p>Matt Stocks</p>

<p>4. Future Direction and Role of Board Mike Perls</p> <ul style="list-style-type: none"> • GM Moving Evaluation Team Tim Crabbe • Ambition Group/Flywheel • Evaluation follow up 	<p>Mike Perls introduced Tim Crabbe from the GMM Evaluation Team, and he presented back what have we learned, what's changed for GreaterSport and how can we use the learning.</p> <p><u>Feedback</u></p> <p>We need to hold onto the key points noted on the last slide (Evaluation model) and consider how this relates to what we're testing at the moment.</p> <p>Need to consider this in context of current external environment, and that advocacy on placed based working maybe slightly weaker now and may involve some repositioning of capacity.</p> <p>What is the evaluation telling us and how do we apply this now. Allowing for 'variation' is good, however we need a shared set of outcomes. This will make our ability to evaluate easier. Balance between common objectives and variation key.</p> <p>Agreed to pick th up again in September.</p> <p><u>Board Evaluation update</u></p> <p>Mike Perls thanked Matt Stocks for his rigour and effectively guiding Board through this process. The outcome was that the Board is firmly inside the high-performance quadrant, and this represents a very healthy platform for the next stage of its evolution. Our ambitions should now consist of:-</p> <ul style="list-style-type: none"> • Continue to make informed decisions. • Relationship between the board and the management. High challenge but with radical candour, care personally, challenge discreetly. • Continuous improvement. We need to be clear on how we judge what success looks like and how we present this. • Ensure 'inequalities' is front and centre of what we do • System Leadership. We need clarity on who are our key stakeholders and the strength of these relationships. 		
--	---	--	--

	<ul style="list-style-type: none"> • National Leadership. Permission given to continue to learn from and lead nationally. • Boost of efforts to bring international best practice into our work. Remit to gather and curate partner best practice cities globally. <p>Action: Develop a set of questions for priority plan reviews that ensures tackling inequalities feature in each. Should also feature in quarterly sensemaking.</p> <p>Action: Carry out some stakeholder mapping and include Rob Young’s suggested +2, 0, -2 approach. Bring this back to Sept Board with a roadmap of how we are going to approach this.</p> <p><u>Feedback</u></p> <p>Great overview and will channel our focus.</p> <p>Regarding evaluation, risk is context can get lost. We should start conversations from this point. How would you like us to report back, particularly on tackling inequalities?</p> <p>Could adopt Equality Impact Assessments when embarking on any work. Think what our key priorities are/where the greatest impact will be. Trying to tackle all inequalities at the same time won’t work.</p> <p>We should be embedding Equality Impact Assessments into out polices, processes.</p> <p>It was reminded the Board meeting is not the only place to bring this into view. The new board platform will aid this.</p>		<p>Exec Team</p> <p>Exec Team</p>
<p>5. CEO Update</p>	<p>Not delivered by Hayley Lever however included.</p> <p>Proud of</p> <ul style="list-style-type: none"> - Good Employment Charter Status - Culture- moving to high challenge as well as high support- radical candour - Starting to embed monthly log practice 		

	<ul style="list-style-type: none"> - Influencing Sport England and relationships across national networks - People from outside GM asking for us to share our story and learning- and the feedback <p>Hopeful about</p> <ul style="list-style-type: none"> - Active Lives data trajectory – faster than national recovery at this point (from Covid impact) - Approach to MEL internally - Impact of Debbie Sorkin’s system leadership session – slides attached. <p>Struggling with</p> <ul style="list-style-type: none"> - Stakeholder Survey approach – need to think about it and how to get more meaningful ongoing feedback and data - How to best support Sport England to operationalise their MEL approach in ways that is aligned <p>Want to do next</p> <ul style="list-style-type: none"> - A meaningful dashboard of indicators for the organisation- looking forward to boxing this off! 		
<p>6. Exec Report - Beth Sutcliffe</p>	<p>Beth Sutcliffe outlined the new organisational approach to Measurement Evaluation & Learning.</p> <p>Q: Are you unpicking what’s not working as much as what is? Beth replied Yes, it’s part of the process. Not being categorised as successes or failures.</p> <p>Matt Stocks commented that the evaluation framework is consistent across the whole organisation. It applies to our BOPs/Finance Teams as much as LP/Walking.</p>		
<p>7. Audit & Risk Report – Richard Roe</p>	<p>Richard Davis-Boreham provided an overview of the finances and risks, highlighting: -</p> <ul style="list-style-type: none"> - Some issues we’ve faced with Rochdale payroll. - The uncertainly regarding the Cost of Living negotiations. 		

	<p>https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/857987/CC14_new.pdf</p> <p>The three recommendations above were approved.</p>		
<p>8. Nominations and Remuneration Update–Rob Young</p>	<p>Rob Young was pleased to report that recruitment into vacancies had gone well with successful appointments being made, one an internal candidate which was good to see. That said, we still have work to do to increase the 'diversity' of our pool of applicants. Both from a demographic point of view but also across sector/industry (still very much from sport/PA backgrounds). We are really stepping up our efforts with this now. Part of which includes learning from best practice.</p> <p>Action: Ask of Trustees to make Matt Stocks aware of good inclusive recruitment practice. Action: A state of play picture to be presented to Board in Sept, including our own diversity (Board and wider team).</p> <p>Matt Stocks talked through the 6 priorities that sit within the Staff Survey Improvement Plan.</p> <p><u>Comments</u></p> <p>Stark contrast between ability to work flexibility and working environment. Also, what is the balance between support and challenge? Do staff want more of one or the other?</p> <p>What level do those who want more challenge operate - Leads, middle mgt, exec?</p> <p>Results generally what we expected. The office situation needs resolving and understanding whether views expressed were just a point in time or persistent feeling.</p> <p>Rob Young reassured Trustees that having conducted a thorough audit of how we are performing against the Code for Sports Governance, we can confidently demonstrate a high level of compliance against all the requirements, existing and new. There are 49 requirements in total and we have a duty</p>		<p>All Matt Stocks</p>

	<p>to remain Code compliant by the end of December 2022. Current RAG ratings are 33 Green, 9 Amber, 4 Red (linked to EDI and Environment) and 3 are not applicable.</p> <p>The main revisions in the new code relate to our commitment to Equality, Diversity and Inclusion, Welfare and Safety, and Environmental sustainability.</p> <p>Rob Young asked what the level of rigor do board need on this, to ensure they are well enough informed.</p> <p>Response was assurance that we are compliant or working towards requirements, and highlighting potential risks would be appropriate.</p> <p>Matt Stocks said that an action plan is now being drawn up and a more comprehensive update will be presented back to the main Board in September. A paper will be circulated ahead of the meeting.</p>			Matt Stocks
9. Future Dates	<p>2022-3 Main Board</p> <ul style="list-style-type: none"> ○ 22nd September: including AGM ○ 8th December: Draft Business Plan 2023-5 <p>2022-3 Nominations & Remuneration Sub Committee</p> <ul style="list-style-type: none"> ○ 24th November <p>2022-3 Audit & Risk Sub Committee</p> <ul style="list-style-type: none"> ○ 11th November 			
10. AOB	<p>Hayley Lever reported that we have achieved Good Employment Charter status.</p> <p>Mike Perls informed that Graham Whitham has stepped down from the Board with immediate effect.</p> <p>Action: He asked all Trustees to consider the skill set we should be looking for and to e-mail him with one area we should bring in.</p>	Send e-mail to Mike		All