

# GREATERSPORT

## Greater Manchester Sports Partnership

### Minutes of the Meeting of the Main Board

**21<sup>st</sup> June 2019**

**Browne-Jacobsen, Spinningfields, Manchester  
9.00 – 12.00**

#### **Present:**

##### **Trustees/Directors**

- Mike Perls – Chair
- Eamonn O'Rourke - SID
- Rob Young
- Richard Roe
- Sarah Brown-Fraser
- Katy Calvin-Thomas
- Paula Dunn
- Warren Heppolette

##### **Officers**

- Sara Tomkins - CEO
- Matt Johnson – Deputy CEO
- Matt Stocks – Senior Development Manager
- Michelle Knight – Finance & Admin Officer

##### **Guest speakers**

- Pete Burt –Managing Director of Inspiring Healthy Lifestyles (Wigan) and Chair of GM Active
- Andy King – CEO Link for Life (Rochdale) and Deputy Chair of GM Active
- Kirsty Rowlinson – Pre-hab for Cancer Programme Manager (GM Active)
- Helen-Louise Smith – Marketing Communications Manager (GM Moving)

##### **Observer**

- Yvonne Harrison

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

Mike welcomed everyone and introduced the meeting. Apologies were received from Rob Mukherjee, Jen Mossop-Scott and Justine Blomeley.

#### **2. Minutes from the last meeting of 22<sup>nd</sup> March 2019**

The Minutes of the last meeting were accepted as a true and accurate record (proposed by Eamonn O'Rourke, seconded by Rob Young).

#### **Matters arising**

Recap on reasons for why we are here covering the 4 points of leadership, thinking, governance and evaluation.

- Pension Review
- Risk Assessment

### **Declaration of Interest**

- No additional declarations at this meeting.

## **Leadership – Future Thinking**

### **3. Summary of first quarter**

Mike commented on it being a time of major change and progression, recapping on few key events that have happened including:

- The expansion of the workforce –33 staff in total, 21 of which have new roles.
- The feedback from Sport England Quest as being exceptional
- Good relationship links with Tim Hollingsworth
- Great progress on locality plans and evaluation
- Collaborations between London, Yorkshire and Birmingham and sharing learnings
- 500 schools now doing the Daily Mile
- Gaining influence in making activity part of the Mayor’s Employers Charter
- 2 Staff Development Days
- Breakthrough in digital transformation and open data
- Walking Festival 400 walks championed by Warren’s #activesoles
- Storytelling

Mike thanked the team for the enormous amount of work undertaken since the last board meeting and for the Executive team for focussing on the priorities and driving them through.

#### **Actions**

- None

## **Leadership – GM Active Partnership**

### **4. Overview of GM Active**

- Presentation by Pete Burt and Andy King (already circulated)
- 12 organisations moving as one with a strong emphasis on the learning and development of its workforce, ensuring that employees are in tune with all the areas that GM covers.
- Growing in strength through establishing commonality of approach and vision from the start – frustrations initially with having their voice heard
- Fitting into the broader landscape, seeing themselves as business to business rather than business to consumer.
- Working with Swim England on developing a swim strategy.
- Merged with LDP with strong links in the community - Park work, the community space outreach work, links with referrals and the increasing amount of services on offer to children, i.e. Tameside Council is now running most of the after school clubs, most of the activity within schools.

Key points at end of discussion:

- Understand our disparate parts in the system and work as one.

- Support but not muscle in – understanding each other's roles
- Continue strong link with GS to provide leadership and strategy and also have a voice to feedback ideas and influence commissioners.

## 5. Overview of the GM Active cancer pre-hab group – Prehab4Cancer

Presentation by Kirsty Rowlinson (slides have been circulated)

Key points outside of presentation:

- After 7 weeks...112 referrals, 70 people through assessment clinics and exercising
- Disabled clients with cancer – Highly skilled Level 4 trainers, able to adapt service to suit individual's needs. The service benefits from having access to community and leisure rooms and this will help facilitate a wider range of activities.
- Plans for an evaluation partner to report outcomes and impetus for future sustainability. Service has its own data management system. Working with Salford University and MMU to do a 2 year evaluation. Link with Southampton Westfit Trial and sharing of data.
- Zoe Merchant's (Programme Lead for Prehab4Cancer) work aligns with NHS long term plan. Warren to liaise with Roger Spencer regarding a link with this programme.
- Barriers to programme: Upscaling as staff time is intense. Upscale plan to have local instructors deliver exercise sessions and monitor. Problem getting the right qualified staff and geographic spread of qualified professionals.
- Reflection process for staff in dealing with the emotional impact of the job.
- Developing the next step after the 12 week rehabilitation process. How to capture those people after rehabilitation?
- First Regional Collective to commit to plan to make data more available. Intention to have aggregator of their own.

### Actions:

- UA92 opening in Trafford, launching a health and social care degree in 2020. Great opportunity for Workforce and GM Active to collaborate and have input in shaping and moulding the workforce of the future and open up the breadth of career opportunities available. Yvonne to follow up with GM Active
- GM Active/Cancer Pre-hab Group to return to Board at a later date to update on progress. Sara to schedule into future Board.
- Follow up meeting with Warren and GM Active (Pete and Andy) – Sara to organise.

Reflection after GM Active presentation:

- Further exploration of the 'Ecosystem'
- GM Active can make a great difference, doing what they do well
- Are GM Active able to lobby and campaign? Strength in combined campaigning.
- GS role is influencing and strategizing at the bottom. GM Active best placed to do the delivery.
- Cancer referral programmes can improve outcomes by up to 20%. Diabetes referral programmes by 40%. Tapping into this sector could have enormous potential.

## Thought Leadership & Influencing – Story Telling

## 6. MOU refresh verbal update

MOU refresh is underway, specifically working on some of the language to reflect a dual partnership. The refresh will also include some key policy influencing pieces so that GreaterSport/ GM Moving can work with Sport England to influence at a national level.

## Action

- MOU Paper to be ready in July and then circulated to Board and further discussed at next Board meeting in September. Paper will go to the Health & Wellbeing Board and GMCA for approval.

## 7. That Counts presentation and workshop

Aside from the presentation, other points raised were:

- The campaign will use Hits Radio to broadcast a 30 second ad, as well as advertising on buses, travel tickets, bus shelters and outdoor formats, lifts and within supermarkets and shopping centres.
- People felt the campaign was straight forward and simple in getting the message across. It is a good starting point from wherever you are.
- The Richmond Trust will be launching the 'Undefeatable' campaign and there is potential for the two campaigns to collaborate and be complimentary to one another.
- Challenges in rollout to target and attract specific cohorts and to keep the momentum going after the initial enthusiasm.

## Actions

- Circulate the presentation
- December Board to review outcomes and where 'That Count's has penetrated. And to respond to the challenge on how the campaign can increase reach using broadcast channels such as Gogglebox.

## Leadership & Governance

## 8. Executive team report

Overall, a productive and busy few months.

- Significant changes with staff – now have 33 employees with some of the existing staff having new roles.
- The Exec team have been working on improvements since the January survey.
- Breakthrough plan is now live.
- Fully digital with Actus - 360 appraisals have gone well and plan to roll-out to externals in a few weeks.
- Governance & Finance - Difficult process but pleased to announce that the £10 million is through.

Question on what interventions have been put in place since staff survey. Have things improved?

- More accountability through team sub-groups.
- Focus on creating an open environment with improved team cohesion giving example of Great Get Together, team away days, a work environment with safe spaces, walk and talks. Monthly staff one-to-ones with regular opportunity to appraise and improve communication.

Summary of the three areas – Pay and Reward, Leadership style/unity and Workload:

- Re: Pay & Reward, pay has always been the lowest scoring. A benchmark report (Birmingham) for the network showed that pay is slightly higher at GreaterSport. However more support for managers on the pay policy implementation has been actioned.
- Re: workload, this has improved as the number of staff has increased but the managers do keep an eye on balance of Toil and Holiday with busy periods and encourage people to rebalance.

- Re: leadership, adapting to different management style has brought more focus and challenge. The organisation is on a 'good to great journey'. Issues raised in surveys are being addressed with improvements in peoples' development plans, performance reviews, accountability and focus. Clear a new team does take time to settle in and learn how to understand one another, develop trust and stay focussed.

The board re-emphasis that the breakthrough plan for GreaterSport is to be a great company to work for and it needs to improve. Warren, Eamonn and Katy were all happy to support the Board/Executive Team with staff culture.

**Actions:**

- Warren, Katy and Eamonn invited to work with staff. Matt J to coordinate.
- Internal survey due at end of August 2019 as well as the Active Partnership Survey in March 2020. The Executive will be in a position to feedback results in September Board Meeting.

**9. Audit & Risk update**

Risk update on contract and legal review from Richard & Matt.  
Meeting in May 2019 with discussion on 3 areas:

**LDP & Legal/Financial Position**

Huge thanks to Richard Roe and Sarah Whyman for their contributions. Last 9 months spent negotiating contract, in particular clawback and liability. Whilst issues surrounding breach and non-material breach remain unchanged, GS is in a better position with contract.

*Discussion:*

- With no KPIs and a 'loose' way of working - how it that going to work with a very square SE contract?
- There has been some negotiation around The Delivery Partner Agreement with a caveat document overriding some of the contractual terms.
- 8 of the 10 contracts have been signed. Tameside will follow shortly and Bolton will resume once their full legal team are back.

**Pension appraisal**

Paper put forward in May 2019 to Audit & Risk Committee. GMPF Employer contribution is currently 24.4%. Not sustainable in the long term but GreaterSport has no forward plan and don't have expertise on pension liability. Proposal to bring in Hymans Robertson to produce a report on the risks of pulling out with a proposed action plan. This will cost approximately £6,000.

The Board was in agreement to go ahead and get professional advice.

**GMCA Funding**

Third and final year of GMCA Funding of £178,000. Background influencing is taking place with ST making good links with senior members of GMCA.

**Action:**

- Seek expert advice on the future of the pension scheme for the organisation (Matt J)

**10. Noms and Rems Update**

Trustee recruitment

Sadly, Carol Couse has resigned and Eamonn will be leaving in September 2019. Interviews to replace them have already started – three interviews took place on 17<sup>th</sup> June 2019 and another two planned for 28<sup>th</sup> June 2019.

**Action**

- Trustee recommendations to be put forward to the Board for approval

**FUTURE FOCUSED****Any Other Business**

Yvonne is stepping aside from the role of Observer. There has been discussion about setting up an Advisory Group that keeps members past and present in the loop. Yvonne would welcome contribution from the Board, Trustees and senior management team on what its ideal role and function would be and how it can add value to the Board.

20 Minute online training on 'Shining a light on suicide prevention. Opportunity for teams to support this through their work.

Congratulations to Mike Perls on being awarded An MBE in the 2019 Queen's birthday honours list for services to the community of Manchester.

**Action**

- Trustees to respond to Yvonne on terms of reference for an 'Advisory Group'

**Date of future meetings (venues to be notified) and events****Forward Plan**

- Summer School Games - 26<sup>th</sup> June- Etihad
- Sports Awards – 15<sup>th</sup> November – The Point, Lancashire Cricket

**Next Main Board Meetings**

- September 20<sup>th</sup> (including AGM) – am.
- December 12<sup>th</sup> – am.

**Future Sub - Committees**

- 11<sup>th</sup> November - Audit & Risk
- 21<sup>st</sup> November – Nominations & Remuneration

## Table of Actions (21<sup>st</sup> June 2019)

Agenda item	Lead	Action / Issue	Progress	Completed
1	YH	Workforce and GM Active to collaborate on opportunities around UA92 health and social care degree. Yvonne to follow up with GM Active		
2	ST	GM Active/Cancer Pre-hab Group to return to Board at a later date to update on progress. Sara to schedule into future Board		
3	ST	Follow up meeting with Warren and GM Active (Pete and Andy) – Sara to organise.		
4	ST	MOU Paper to be ready in July and then circulated to Board and further discussed at next Board meeting in September. Paper will go to the Health & Wellbeing Board and GMCA for approval.		
5	ST/HLS	Circulate Helen-Louise's presentation on 'That Counts'		
6		December Board to review outcomes and where 'That Count's has penetrated. And to respond to the challenge on how the campaign can increase reach using broadcast channels such as Gogglebox.		
7	MJ	Warren, Katy and Eamonn invited to work with staff. Matt J to coordinate.		
8	MJ	Internal survey due at end of August 2019 as well as the Active Partnership Survey in March 2020. The Executive will be in a position to feedback results in September Board Meeting.		
9	MJ	Seek expert advice on the future of the pension scheme for the organisation (Matt J)		
10	ALL	Trustee recommendations to be put forward to the Board for approval		
11	ALL	Trustees to respond to Yvonne on terms of reference for an 'Advisory Group'		