

GREATERSPORT

Greater Manchester Sports Partnership

Minutes of the Meeting of the Main Board

12th December 2019

**Browne-Jacobsen, Spinningfields, Manchester
9.00 – 12.20**

Present:

Trustees/Directors

- Mike Perls – Chair
- Sarah Brown-Fraser
- Rob Young
- Rob Mukherjee
- Sanjay Bhandari
- Katy Calvin-Thomas
- Dan Cropper
- Warren Heppolette
- Jen Mossop-Scott

Officers

- Sara Tomkins - CEO
- Matt Johnson – Deputy CEO
- Hayley Lever – Strategic Manager GMMoving
- Matt Stocks – Senior Development Manager
- Alex Bielecki – Development Manager (Business Operations)
- John Brady – Senior Officer – Live and age Well
- Hazel Musgrove
- Emily Woodward-Esseen
- Helen-Louise Smith

Guest speakers/visitors

- Francis Markus – Principle Researcher (GMCA)
- Tim Crabbe, CEO of Substance

1. Welcome and Apologies

Mike welcomed everyone and introduced the meeting. Apologies were received from Justine Blomeley, Richard Roe, Leanne Feeley and Paula Dunn.

2. Minutes from the last meeting of 20th September 2019

The Minutes of the last meeting were accepted as a true and accurate record (proposed by Warren, seconded by Rob).

Matters arising

- Money received to support opening of schools out of school hours – £81,328K

Declaration of Interest

- No additional declarations at this meeting.

Leadership – Future Thinking

3. Summary of 3rd quarter

- Mike thanked the involvement and time of board members in supporting the priority reviews for GreaterSport teams
- Both N&R and A&R have met (see below and minutes). A lot of activity for both sub-committees – particularly the Noms & Rems around future changes and recruitment.
- Mike thanked the board for support around interviews, structure, planning etc.
- It was recognised that the board is in growth mode. Not letting money sit in reserves but this brings a higher degree of risk. We need to mitigate risk and stay on a clear path.
- Matt Johnson's last board – Mike and the board formally thanked him for all his hard work over the last 10 years and for keeping on working right to the end!
- Highlights:
 - £63k – £35k reduction in outturn. Genuine risk next year over costs. Need for income to grow further and to keep a close eye on expenditure
 - CYP data released – there is an increase in people being active (young people) – improving faster than England average.

4. The future – where we are now, where we want to be, how do we get there

- Sara ran through a presentation on the position (see presentation)
- Who we are and what we do – this is the basis of our purpose
- SWOT - Strengths around audit, quest etc. but weakness around future financial position, but opportunity around the new leadership and governance.
- Hayley delivered her presentation and thanked for the opportunity to take over the reins. (See Hayley presentation)
 - Massive opportunity around integration of the whole system across GM
 - Importance of GS role in GM strategy
 - People looking to us around the whole system approach. What's working and what we do next?
 - There is opportunity to shift from programme delivery
 - E.g. Active Ageing – doors open to adult care world
 - CYP – schools not prioritising children having active lives – opportunity to influence this.
 - There is a need to learn what works
 - One team – support to help them be leaders, enablers etc.

Mike outlined the fact that there is a significant challenge:

- What is the vision for an active GM – what does it look like?
- Sanjay identified that there is a long list of priorities – how do we choose between them? Which will take time or which can be done quickly
- Warren – presentation clarified a lot of things. Realisation of undergoing a mind-set shift – GM Moving and GreaterSport. We need to be clear about short and long term work areas. Need to ensure that GreaterSport is not overwhelmed in work areas.
- Rob M – how the miracle happens is powerful. Turn people into players.
- Jen – 4 strands/buckets things that make most impact. Need to base our Away Day on these:
 - Know what we do/don't do – short term
 - Know what we do/don't do – long term
 - What we rely on others to do
 - Execution - let the organisation and the community know what we don't do
- February strategy day - suggest that the focus is based around Jens '4 buckets'?
- Rob Y – there is a risk over next 6 months in terms of recruitment process.
- Rob Y – there is a need to push integration of the whole – internal comms methods, how staff work etc. there is opportunity to develop this now.
- Katy – we need to look at how we formally link into organisations making changes on the ground. Need clear links with delivery agents. How do we build into the dna of organisations 'on the ground' to get people moving.

Actions

- Board Strategy Away Day to support the focus of what we do, don't do, who leads what and our clear priorities and breakthrough plan.

Thought Leadership & influencing – measuring what counts

5. Greater Manchester Strategy – tracking performance against key ambitions and Local pilot evaluation – how are we measuring system change?

- The board welcomed Francis Markus (principle researcher from GMCA) and Tim Crabbe (CEO of Substance) and received presentations (see separate presentations) on their areas
- Francis presented on how physical activity is reflected in gm strategy?
- Tim outlined work on measuring what counts – the local pilot evaluation and how that is done.
- The approach is to create evermore plausible explanations of how things change/happen.

Actions

- None

6. Latest Active Lives Data

- Hazel presented on the Active Lives data (see presentation)

- Matt J added some context. We have a strong internal team but we need to translate information better and get it out to those that need it.
- Matt outlined the digital transformation journey including progress to date.

Questions/comments:

- Tim Crabbe – we need to understand what the catalyst to change is.
- Francis Markus - GM has a good reputation in evidence based policy making
- Warren – insight and understanding is really helpful. Poorer people in wealthy areas do worse than poorer people in poor areas is a good example of how the information is proving useful
- Rob Y – we are now able to have the conversations we weren't able to before.
- Hayley – we need to ensure it informs our leadership development work – continually inform the way we work.

Actions

- None

Leadership & Storytelling – Inactive to Active

7. GM Mayors employment charter and active workplaces

An update on the GM Mayors employment charter and active workplaces was presented by John Brady including an activity with board members working in groups to look at their own work circumstances

- What are the barriers in workplace that stop you being active?
- Trying to change approach to how you get activity into your day – (see presentation)
- How do we enable a live well day for all?
- What culture change would be needed in your workplace to enable the live well day and simple steps?
- Rob – success is the understanding and learning of what is happening and how that is used.
- Hayley – need to look at how people construct their working day.
- Mike - where does this sit on the priority list? Needs to be some discussion at the Board Away day in Feb 2020. Need to open this up further.

Actions

- Greater emphasis on evaluating impact and story telling

8. That counts

- That Counts update was delivered by Helen-Louise Smith
- Helen-Louise gave a presentation of the current picture
- End of phase 1 research has now been completed
- In the process of understanding how the campaign has performed.
- Campaign has landed well – no criticism of the campaign with a positive reaction

- Findings from tracking research are due out next week.
- Phase 2 aims outlined (see presentation)

Actions

- Circulate the tracking findings when they are finalised
- See 'ask' slide – and separate email

Leadership & Governance

9. Executive team report

- Matt S – pulled out the highlights from the Executive report.
- Particular thanks to the board for supporting Priority Reviews and guiding, supporting and advising staff.
- Underspend on some programmes – working with Sport England on how this is managed and to mitigate risks.
- Katy – how, as a board, can they support staff in the transition stage as there are a number of potential risks.
- Mike suggest send notes on each stage of the transition process – strategy, knowledge etc.

Sports Awards discussion

- Successful awards again this year. However, key people will not be here next year (Karen on maternity etc.). a number of questions to discuss including
 - Do we want to continue?
 - Do board agreed to continue to underwrite it £10-15k?
 - Do we change the name? etc.

Rob Y – we should continue it. No one else will do it! Challenge is the financial model.

Warren – lack of main speakers – was a stroke of genius! As it came over as genuine stories

Rob M – name issue – perhaps look at changing it.

Mike – we are doing something we are not experts in. We can own the IP but put no resource into it. Plenty of companies can deliver it but need to find right people.

Jen – can we tie it to other North West campaigns?

Actions:

- Agreed Sports Awards would continue to be underwritten (£10-15k) with an attempt to try and reduce this investment but reviewing the costs and also growing the potential investment and also to change the name.

10. Audit & Risk update

- Trustees received minutes from the last meeting in the board pack
- Key areas were an update on:

- Finance report
- Audit
- The future structure and funding implications

Action:

- None

11. Noms and Rems Update

- Hayley now in place – in a transition stage with Sara. Sara’s leave date yet to be finalised
- 2 roles interviewed this week –
- Director of Operations:
 - No appointable candidates.
 - We have a plan – some ideas that need exploring. Potentially around internal structure.
 - Mike – need to make sure that any internal changes don’t impact on an already busy staff
 - Sanjay – can we promote from internally? Possibly change the remit
- Strategic Director
 - Potential discussion with one of the candidates – with a change of focus.

Katy asked around the issue of pay? Can someone give us a development opportunity for a couple of years? Mutual benefit between organisations.

Action:

- Continue to explore options for directors to support Hayley and a revised suggestion would be re-submitted in the New Year.

FUTURE FOCUSED

Any Other Business

- Put dates in your diary (if not already in) for future dates (see below)
- Note that the Away Day has been moved to the 6th February 2020
- Office accommodation. Costs obtained from Bruntwood but would far exceed what we are paying at the moment. Need to work on improving what we have.

Forward Plan

- Board strategic away day – Thursday 6th Feb (provisional at Browne-Jacobsen)
- 19th Feb (13-14:30)–Mayor/SE Round table – future of GM Moving

Next Board Meeting

- Fri 20th March – 08:30-12:00 (tbc)

Future Sub - Committees

- 26th May– Audit & Risk – 13:00-15:00
- 14th May - Nominations & Remuneration – 10:00-12:00

Conference, events etc.

- 25th March – Winter School Games
- 11th May – GM Moving conference
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Table of Actions (12th December 2019)

Agenda item	Lead	Action / Issue	Progress	Completed
4	Sara, Hayley	Board Strategy Away Day to support the focus of what we do, don't do, who leads what and our clear priorities and breakthrough plan.		
7	John Brady	Greater emphasis on evaluating impact and story telling		
8	Helen-Louise	Circulate the tracking findings when they are finalised See 'ask' slide – and separate email		
10	Karen	Agreed Sports Awards would continue to be underwritten (£10-15k) with an attempt to try and reduce this investment but reviewing the costs and also growing the potential investment and also to change the name.		
11	Sara	Continue to explore options for directors to support Hayley and a revised suggestion would be re-submitted in the New Year.		