

GREATERSPORT

Minutes of the Meeting of the Main Board

18th March 2020

Virtual meeting (Zoom)
9.30 – 12.30

Present:

Trustees/Directors

- Mike Perls – Chair
- Sarah Brown-Fraser
- Rob Young
- Dan Cropper
- Sanjay Bhandari
- Marilyn Comrie
- Katy Calvin-Thomas
- Leanne Feeley (joined 10.40)
- Jen Mossop-Scott
- Richard Roe

Officers

- Hayley Lever
- Eve Holt
- Richard Davis-Boreham
- Beth Sutcliffe
- Matt Stocks
- Alex Bielecki

Observers

- Graham Whitham
- Justine Blomeley

1. Welcome and Apologies

Mike Perls welcomed everyone and introduced the meeting. Apologies were received from Rob Mukherjee.

2. Minutes from the last meeting of 10th Dec 2020

The Minutes of the last meeting accepted as a true and accurate record (by all present).

Matters arising

- The Away day was very successful. It was noted that there was an excellent paper from Emily Woodward-Esseen.

Declaration of Interest

- No additional declarations at this meeting.

Operations

3. Governance – Trustee appraisal

- This sits alongside individual board appraisals conducted by Mike Perls.
- There was an overall positive outcome from the survey.
- Main points identified in presentation.
- Consistent response on the direction of travel from all board members – Covid recovery, financial recovery, risk, inequalities etc.
- Mike Perls picked up board dynamics – thanks to all for working well together.
- Young people gap on the board identified. What would trustees like to see?
 - Graham Whitham – what was intended for Youth Alliance?
 - Hayley Lever – we could ask Fran Speakman and Jess Eastoe to come to the board and share conversations?
 - Matt Stocks re Youth Voice commitment. The CYP team are plugged into existing structures and have been working alongside Diane Modahl on [Greater Manchester's Young Person Guarantee](#) . This is allowing us to be closer to wider and more diverse groups of YP (rather than use a single voice)
 - Sanjay Bhandari – there is a need to make sure that there is a voice and mechanism to get into the board. Need to distinguish between voice and vote.
 - Mike Perls – suggest bring Fran Speakman and Jess Eastoe to next board to update on the work, and for us to consider whether there is more we could do to bring youth voice to the Board.
 - Hayley Lever suggested we could clarify the voice we need in guiding the work, as distinct from the role of young people in the governance of the organisation, as part of this.
- Marilyn Comrie – is learning from other boards and is joining the Local Enterprise Partnership. Can bring ideas back to GreaterSport Board
- Ask around CPD for the Board. What would help in moving forwards? Action: Board members to feed needs/ideas back to Alex and Matt.

Actions

- Francesca Speakman and Jess Eastoe to next board.
- Board members to feed CPD needs/ideas back to AB/MS.

4. Audit & Risk sub-committee

- Richard Roe highlighted a couple of areas of focus:
 - Closing this year's accounts
 - Looking at budget for 21/22
 - Not looking at longer term budget at the moment until there is more certainty on future funding.
 - Review of risk strategy
- Richard DB – there is a deficit predicted but much reduced. Covid has impacted on expenditure with savings made in several areas.
- We are still in 'growth area' of reserve policy.

- Recommendation is that 21/22 budget agreed but will come back to the board in December with a fuller picture and 4 year planning.
- Budget forecast agreed by all.
- Board happy with future budget plans.
- Reserves (see slides):
 - 3 levels in our reserve policy
 - Currently we have to hold 6 months reserves which is higher than the market average.
 - How do we want to use the Growth band?
 - Richard Roe's– we set our reserve level to ensure we are able to look after staff appropriately and also because of the longer term financial uncertainty. There is a risk in carrying too much reserves, but doesn't want to shift minimum position at this moment in time. Could change once we have a future picture of funding.
 - Katie Calvin-Thomas agrees best to hold current position until we have a clearer picture.
 - Jen Mossop-Scott - if we are between green and amber then we should use if there is a significant need.

Actions:

- Note the current position and review when longer term funding picture is known- through Risk and Audit scenario planning process

5. Noms & Rems

- Pay policy paper
 - Paper outlines work done to date and outcome of discussion in Noms and Rems.
 - Need for independent thinking on this rather than just in-house.
 - Two quotes but proposed to go with the lower quote (Maxwell Scott).
 - Jen Mossop-Scott– the logic is sound. Agree with decision.

- Richard Roe – job evaluation can be unsettling for staff so important to get the right support for staff. Important to get equality in the pay structure for staff.
- Mike Perls – we also need a clear communication plan.
- Organisational form and structure diagram/Kumu.
 - Rob Young – would welcome any board feedback on the approach as a move away from a hierarchical structure.
 - Any other experiences or ideas?
 - Jen Mossop-Scott – likes the approach. Would anyone feel alienated by the proposed approach?
 - Katy Calvin-Thomas likes the approach. Had thought about if alongside it that people should see roles and who they report to. To be able to see the connections.
 - Graham Whitham – likes the approach. Different people will respond to it differently depending on how they view it (depending on personality types).
 - Sarah Brown-Fraser – not accessible? Dyslexia, visual impairment etc.
 - Marilyn Comrie – in terms of fluidity. Junior staff who are able to 'step up' – need to be aware of how people are remunerated.
 - Sanjay Bhandari. Trade off of mapping by accountability vis a vis mapping by task. Need to be clear about who is managing individual staff.
 - Action: agreed both needed-the Kumu version and the more traditional structure diagram, to respond to feedback above.
- Organisational review
 - See plan for organisational review slide.
 - Strategic context changing – link with GMMoving and funding.

Actions:

- Feedback by 22nd March 2021 to Matt Stocks and agreed both needed - the Kumu version and the more traditional structure diagram, to respond to feedback above.

Strategy

6. CEO update

- Two areas to think about:
 - Risk around change and uncertainty – thinking about the next phase. What would 'good' look like into the future?
 - We are in a transition year in terms of funding.
 - Strategy will help us decide.
 - Need to have continued honest and open conversations with staff about direction.

- Katy Calvin-Thomas. Staff feedback in her experience is that they want clarity of the end result rather than sharing all the issues/concerns and the journey to get to the end result.
- Graham Whitham – a lot happening at the moment – strategy, remuneration, fixed term contracts ending etc. need to do it all at the same time but for individuals can be hard. Need to be able to navigate carefully with staff. Timing is important.
- Governance support
 - Lots of support from individual board members on different areas and seeking to balance demands, asking the right things of the right people. Need for continued dialogue about how it feels.

Action

- Note the report

7. Executive Report

- Format has changed – make it easier to collate information and make more visual approach.
- A few key areas to highlight:
 - Workforce system development - community leadership landscape review.
 - Embedding learning from evaluations within local pilot and GreaterSport. We are supporting nationally on this – conversations with Sport England, other Active Partnerships etc.
 - GM Walking grants – 5 larger grants and 80+ smaller grants. Getting some good stories and feedback on the value of the grants to groups.
 - Daily Mile – hit milestone of 500 primary schools signed up. Also launched Daily Mile toolkit – to be able to take it into community groups and settings. Lots of resources available.
- Feedback on the new format:
 - Leanne Feeley – how does the message get out across GM? Is there a gap getting out to the lead members? Need to keep profile up with organisations and the funders. Beth outlined that a new website is being developed that will help with that, with a section on localities.
 - Mike Perls – granular communication is important particularly with Councillors. Eve Holt – we are looking at how we close the gaps but also educating about how we reach everyone.
 - Mike Perls – we need to make sure communication doesn't get lost in the strategy.
 - Marilyn Comrie – is there a need for the development of an app to access information rather than relying on dissemination of information.
 - Graham Whitham – picked up issue of communication to elected members. Need a concerted effort to engage with them from the outset.

Actions

- Note the report

8. GreaterSport Business Plan (April – Sept 2021)

- Matt Stocks outlined the 6 month plan. Redesigned to make it more accessible/readable.
- Teams given more autonomy on how plans are shaped – but as a balance for a need to get some consistency.
- Need to make sure we capture the value of our work.
- We have reduced the number of priorities. Language has changed (no longer start well, live well, age well etc.).
- Katy Calvin-Thomas – likes the layout – we need to understand the resource available around children and young people. Can we piggy back into existing programmes already in place?
- Hayley Lever – journey we are on with a lot of our programmes – need to influence and embed our work within existing programmes as Katy describes.
- Matt Stocks – picked up on a previous discussion at the Board Away Day on the 'economic engine'. Would it be useful to have a 'resource required' slide?
- Mike Perls – inequalities is key. Wider lens of poverty.
- Marilyn Comrie – so much linked to poverty. We need to recognise that. Lack of awareness of poverty across the region. How does that problem get tackled?
- Katy Calvin-Thomas – Covid – has had a disproportionate impact on the poorest people across GM.
- Mike Perls – need to be more explicit and timescales in terms of marketing.

Action

- Add a 'resource required' slide to business planning and once completed recirculate.
- Pick up points raised in the conversation in next phase of business planning/action.

9. GM Moving Strategy update

- Eve Holt update on GMMoving refresh.
- Launch meeting to be discussed. How this is done – both online/digital engagement but also some GM wide events/happenings as Covid restrictions ease.
- Plan on a page (engagement plan) is all happening or planned.
- Engagement has been phenomenal – 800 people have come to listen/feedback – across a wide range of groups.
- Lot of connections being made between people and groups.
- Challenge is in follow up – how do we set/enable the conversations.
- A Poverty Action group link emerging (in conjunction with Graham Whitham). Opportunity for us to sit and listen.
- Similar conversations with Marilyn Comrie.
- Mike Perls/Leanne Feeley- ensure we are connected to both mayoral manifesto and local political leadership going forward.
- Graham Whitham – need to get balance right in influencing manifesto vis a vis other strategies and plans.

- Warren Heppolette – Greater Manchester Strategy is key as important for the next decade.

Action

- Exec to ensure action responding to this guidance and feedback in the next phase.

10. GreaterSport Business Plan (Oct 2021 onwards)

- What does everything mean for the future business plan – what will it look like?
- Business plan rather than a strategy. Hayley outlined:
 - Scope – we need to describe vision and purpose and what is our role and values etc.
 - Our vision on a tattoo – could we all wear it?!
 - Our role in the whole system approach
 - What does Sport England want all Active Partnerships to do across the country – noting they are not our only investor, but an important conversation.
 - Our Core Values
 - Our Behaviours
 - Our values and contribution
 - How it all comes together
 - Our people and leadership – how we organise ourselves.
 - Next steps – need to clarify what we want the business plan to include.
- Anything missing? Does it make sense?
 - Rob Young (on role slide) – need to include horizon scanning, innovating etc.
 - Sanjay Bhandari (on tattoo slide) had one reservation – would changing lives together describe us sufficiently different to some organisations. Is it a clarion call?
 - Jen Mossop-Scott – agree on Sanjay Bhandari’s comment – no active or movement aspect – needs a bit of a flip on its head.
 - Jen Mossop-Scott - also, what are our big goals – what are we really aiming for. Needs to be better articulated.
 - Hayley Lever– gap around economic engine which has been identified –will include.
 - Mike Perls – is any of the language just jargon in our world – does it communicate. How easy is it to read?
 - 18 month cycle will, hopefully fit in with funding.

Action

- Exec to ensure feedback is taken on board in next phase of planning.

Any other business

- None

Next Board Meetings

- 29th April (Board and Staff Away Day)
- 24th June
- 23rd September (including AGM)

Future Sub - Committees

- Noms & Rems – 6th May 2021
- Audit & Risk – 20th May 2021

Table of Actions (18th March 2021)

| Item | Lead | Action / Issue | Progress | Completed |
|------|------------|--|---|-----------|
| 3 | Matt S | Invite Francesca Speakman and Jess Eastoe to next board. | Invited them both | Yes |
| 3 | Matt S | Board members to feed CPD needs/ideas back to AB/MS. | | |
| 4 | Richard DB | Note the current position and review when longer term funding picture is known- through Risk and Audit scenario planning process | | |
| 5 | Matt S | Kumu version and the more traditional structure diagram required to respond to feedback. | | |
| 8 | Matt S | Add a 'resource required' slide to business planning and once completed recirculate. Pick up points raised in the conversation in next phase of business planning/action. | Team Tuesday session took place on this and has now been incorporated into all plans. | Yes |
| 9 | Eve H | Exec to ensure action responding to this guidance and feedback into the next phase. | | |
| 10 | Hayley | Exec to ensure feedback is taken on board in next phase of planning. | | |