

# GREATERSPORT

## Minutes of the Meeting of the Main Board

24<sup>th</sup> June 2021

Virtual meeting (Zoom)  
9.30 – 12.30

### Present:

#### **Trustees/Directors**

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

#### **Officers**

- Hayley Lever
- Richard Davis-Boreham
- Matt Stocks
- Alex Bielecki

Also joined by Francesca Speakman, Jess Eastoe, Karen Broomhead and Helen-Louise Smith for items 8 & 9 on the agenda.

#### **Observers**

- Justine Blomeley – until 10.30

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

Mike Perls welcomed everyone and introduced the meeting. Apologies were received from Richard Roe, Marilyn Comrie, Beth Sutcliffe and Eve Holt.

Graham was officially welcomed to the main board and farewells were said to Jen Mossop-Scott as this was her last board meeting.

### **2. Minutes from the last meeting of 24<sup>th</sup> March 2021**

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

#### **Matters arising**

- There is a meeting in early July on additional guidance and information from Sport England regarding the future investment into Active Partnerships

- Kumu software – link to be shared again for staff structure  
<https://www.greatersport.co.uk/staff-diagram-test>
- Business plan has progressed – further update on the main agenda (Item 10)

### Declaration of Interest

- No additional declarations at this meeting.

## Operations

### 3. CEO update/Exec report

- There is a lot going on in the team both internally and externally, with ongoing personal challenges due to the pandemic impact- an ongoing feature of life and work. This includes looking at organisational form, job evaluation, revised strategies etc.
- There is a good balance being achieved with strategy engagement, organisational change and action in the work. Need to ensure focus and prioritisation in line with the timetable.
- Justine – talked about connecting local partnerships. Changes in Active Partnership has come at a good time – it will help to connect the network better. Trying to build on ‘spreading ripples’ from the local perspective.
- The ‘ask’ from Sport England/Tim Hollingsworth is to help and support the thinking and shape. Learning being shared as part of a mutually beneficial space.
- In the team:
  - Support for team through a period of uncertainty. Good feedback from the team.
  - Trickle back to the office – some coming back in but not everyone comfortable at this stage, and the CV-19 picture still changing all the time. Need to be agile and support different needs
  - Office having to close for 6 months for building works in another part of the building – not had chance to assess the implications of this yet.
  - Update: Office is now not closing for a period of 6 months. Conversations ongoing regarding the relationship with Mcr Active. Balance of developing and supporting the team and developing/supporting our external partners and the networks over Greater Manchester.
- Exec report – couple of key points from the report:
  - **Opening up school facilities** – amazing job done by the CYP team in both getting the funding and getting it ‘out of the door’ at pace, and in a universal and targeted approach
  - **Tackling Inequalities Fund** – catalyst for a future way of working. Opportunity to build GM inequalities panel with funding from Sport England.
  - **Active Lives data** – really good work done by the team (Phoebe, Hannah and Emily) on analysis of the data. There is a big drop in engagement but plenty of hope for the future post Covid recovery.

Anecdotally, from providers and deliverers in communities – good signs of re-engagement. Need to be mindful of inequalities in that though.

- Katy – lots that we can share as GreaterSport in being part of the Active Partnership network but we can also gain from collaboration. Shared space enables collaboration.
- Warren – very important. Time used to invest in national network is not always easy but valuable in creating a better set of conditions around the work
- Sanjay – experience of pulling together national organisations in football – not easy. Understanding where you have competing or shared mind-sets is important. Need to acknowledge the 'elephant in the room'. What are the 'no go' areas and those that can be helpful.
- Katy – opportunity to share data around vaccinations and different communities and different offers available. Across GM a rich data stream available -there may be an opportunity to share that and use for targeting for activity and sport.

### **Actions**

- None

### **4. Audit & Risk sub-committee**

- Dan delivered the update from the last Audit & Risk meeting.
- He thanked everyone for the quality of the information prepared for the meetings.
- The Board Conflicts of Interest policy has been updated and will be integrated into the new trustee information pack.
- Investment portfolio – agreed to put together a policy/recommendation paper. This will be submitted to September board. Interest rates are really poor at the moment so looking at the opportunity to maximise our reserves.
- Reserves are in a positive state at the moment.
- Richard DB– cost of living rise may now be awarded. Possibly 1.5% but not agreed yet.
- Risk register – new risks relate to staff, pay etc. and existing risks outlined in the presentation.
- Mike – thanked the Audit and Risk sub-committee for the work and presentation of information.
- Katy – do we have an understanding of the future funding opportunities? Richard stated that we will have Sport England Active Partnership funding for 3 (update: 5) years. We do not have a full picture yet for GMCA and H&SCP funding. Hopefully have a clearer picture over the next 6 months.
- Warren noted that with the pay review/Maxwell Scott work we going to need a strong and collective view on the outcome of the work.

### **Actions:**

- None

## 5. Noms & Rems

- Rob Y – thanked the Exec Team for the quality of information pulled together for the meetings.
- Discussion around board succession planning.
- Graham Whitham's appointment as trustee confirmed (currently a board observer)
- Role descriptors shared – there are a couple of vacancies. It is a good time now for someone with experience in MWB in the team to join. Will look to identify those with particular skills that may be able to fulfil the roles.
- Board succession planning – any views from board members welcomed. Suggested improvements to the process outlined.
- Maxwell Scott (Job Evaluation and pay policy review) is a big area at the moment. Hayley said that Lucy's approach, clarity and rigour (Maxwell Scott) was well received by the team and that she's been impressed with Lucy's quick grasp of the organisation and our role in the system.
- Rob Y is still interim chair of Noms & Rems pending the outcome of the Code of Governance review.
- Diversity survey – needs to be undertaken (linked to code of governance)
- Board evaluation – need to go through the process again – plan to commission the evaluation from January 2022.

### **Actions:**

- None

## Strategy

## 6. Staff survey and Speaking Up group

- Rob outlined that the information previously shared on the survey carried out in April/May. Important to 'deep dive' but not to analyse too far. Lots of positivity in the survey outcome.
- Discussion about growth and career development.
- Theme around relationships – work being done around line management support.
- Warren talked about the Speaking Up working group. Outlined progress on the work to date. There is a relationship between speaking up group and staff survey.
- Mental Wellbeing (MWB) and Dignity At Work (DAW) policies now signed off
- Line Manager sessions also happening now – training and learning opportunity
- Job evaluation work is important in the teams' mind.
- Board member 'drop ins' are valuable.
- 3 areas are brought together in the overlap between blended working, job evaluations and strategy development work.
- Comments from the board:

- Mike – acknowledged that a lot of work had gone into the MWB and DAW policies. Also acknowledged that the Maxwell Scott work was an important area of work and will have impact on the staff.
- Reward and recognition of staff – suggestions welcomed on different approaches – please feed them back to Matt.
- Richard – there is an open communication process across the team. How do we feedback from board to the team so it is a clear way forwards?
- Rob M – don't underestimate the power of collective sense of purpose. It is harder as we are not together at the moment.
- Mike asked what is the return to work approach? If we are vague then staff not sure what to do for the best.
- Katy – had had a good conversation with a couple of the team– conversation led to the amount of work – opened up anxieties about capacity.
- Mike – is there any area in staff survey that we need to really highlight/keep an eye on? Hayley outlined the need to pick the right moment to discuss things with the team regarding the organisational form- as soon as possible to ease any anxieties and to maintain open approach- straight after this Board meeting ideally
- Sanjay – strongest signals were the positive ones. What does quicker decision making mean? Sometimes slower decisions are better ones.
- Warren-we need to maintain the closeness of discussion and engagement with staff.

#### **Action**

- Reward & recognition examples to be forwarded to Matt (All Trustees)
- Exec and team to take forward action plan flowing out of staff survey.

#### **7. Young people engagement** – the meeting was joined by Fran Speakman and Jess Eastoe who gave a presentation of the work being undertaken around Youth Voice.

- There is a need from the team for an understanding of what the Board is looking for – advice from young people, accountability etc.
- There is a lot of 'youth voice' going on in Greater Manchester – the approach is to work with the groups and not re-invent the wheel.
- We are trying to look at different avenues – opportunity to dovetail into other groups
- Recommendations were put to the board for feedback. (see presentation)
- Comments from board:
  - Sarah – co-production important. A big feature in the new strategy. What is the plan? Need to manage expectations with young people so that they know.
  - Sarah – has the same issues in her sector. Same people/groups come forwards. In terms of equality are some groups getting more of a voice than others?
  - Leanne – the focus is now on inequalities. A group has been set up in Tameside and this fits into the work of that group.
  - Leanne – danger of over consulting? Can we check in with GM districts about consultation already carried out?
  - Graham offered support for reaching out to groups if wanted.

## **Actions**

- None

### **8. Brand and narrative** – the meeting was joined by Karen Broomhead and Helen-Louise Smith who gave a presentation on the GreaterSport and GMMoving brands

- There has been some reflection on the brands and how they were working. There were concerns over duplication.
- Both brands will continue but new logo – GreaterSport '*supporting*' GM Moving.
- Also working to support partners to describe their role e.g GM Active (see presentation)
- Comments:
  - Mike recognized the progress that has been made in providing clarity- stated that the secret is getting it to simplicity but that is hard to achieve in itself.
  - Sanjay – have you thought of changing the word '*supporting*' and use '*getting*' instead? Turn it into being a bit more active in its message?
  - Hayley reflected that '*getting*' could feel too top down/doing to people, rather than with them- alignment to principles is important. Discussed the pros and cons of the language and took away feedback to discuss with leads.
  - Rob Y - The debate on the choice of word is interesting. I think it is important to say that the way in which you have brought this together and the interplay between GS and GMM is good. It is simple and clear.

## **Action**

- Helen and Karen to meet and give further thinking around the wording on the logo and feedback to Board

### **9. GreaterSport Business Plan**

- Hayley delivered the Business Plan presentation.
- Organisational form outlined with different options. Working to timescale of September board for decision making, subject to funding confirmation.
- Hayley asked board to look at the presentation and feedback after the board with comments.
- We need to start sharing the thinking with the team.
- Mike stated that there are opportunities that exist and challenges – we need to be ambitious as possible.

## **Action**

- Feedback from Trustees on the Business Plan presentation (Trustees)
- Hayley to share with the team at earliest opportunity.

**Any other business**

- A farewell and good luck to Jen. Thanks for being so supportive and smiley! Board members thanked Jen for all of her work and contributions and poems were read by Hayley and Mike

**Next Board Meetings**

- 23<sup>rd</sup> September (including AGM)

**Future Sub - Committees**

- Audit & Risk – 11<sup>th</sup> November 2021
- Noms & Rems – 25<sup>th</sup> November 2021