

# GREATERSPORT

## Minutes GreaterSport Main Board Meeting

<b>Date</b>	16/03/2023
<b>Time</b>	9:30 - 12:30
<b>Location</b>	GreaterSport, National Squash Centre, Rowsley Street, Manchester, M11 3FF
<b>Chair</b>	Mike Perls MBE
<b>Attendees</b>	Sarah Brown-Fraser, Katy Calvin-Thomas, Sanjay Bhandari, Dan Cropper, Lee Davies, Richard Davis-Boreham, Leanne Feeley, Warren Heppolette, Eve Holt, Hayley Lever, Mike Perls MBE, Steven Pleasant, Matt Stocks and Beth Sutcliffe

### **1 Welcome, introduction, and apologies**

9:30

*Minutes:*

Apologies - Rob Y, Rob M, Sally, Richard R, Justine.

Dialing in - Sarah, Dan, Sanjay.

Mike welcomed everyone to the meeting and reminded us of our purpose: We're here to change lives through movement, physical activity, and sport. The decisions we make help change lives and we have to take that responsibility seriously.

Thanks to all trustees for their effort and commitment. Met with most trustees for 1 to 1's in various settings. Still need to arrange 1 to 1's with Dan, Sanjay, and Leanne.

Away Day minutes have been circulated. Great work by Matt. Powerful stories from Claire Tomkinson, Kelly Rodgers, and Jane Gardiner.

### **2 Minutes of previous meeting and matters arising**

9:35

*Minutes:*

All actions completed and minutes from previous board member approved.

Warren: proposer.

Katy: seconder.

### **3 Board shared purpose and 'dial ups'**

9:50

*Minutes:*

Matt pointed Trustees to the Board Evaluation Summary paper and thanked them for their contributions. He asked for any comments.

Mike: Independent evaluation, 1 to 1's, and trustee recruitment contributed to there being no surprises.

Matt: The Executive Summary gives the best overview. Levelled out ratings are still high so improvement on this year on year will be tough. Relationship between the board and the wider team dropped slightly. Can

we do more with the wider team in the future i.e. such as breakfast with the team as we did before this meeting?

Relationship between the Executive Team and board has gone up. Started to work on this a year ago so this is a positive outcome.

Mike built on the away day and ambitions.

The away day, business plan, brand - give us confidence in the work we are doing. Evidence through Active Lives data showing we are stronger than the national average in many areas.

Paraphrasing Warren 'The evidence shows that the medicine we use is working, but the 'dosage' isn't right'. We can scale up and do more. What does the 'dose' need to be to address inactivity and the equality gap?

A significant time working across GM and nationally. Possibly internationally as well - looking for places that are closer to the right 'dosage'

Mike asked the group for their thoughts from an ambition/confidence point of view?

Leanne: How do we mitigate the risk of working with partners during the cost of living crisis? Facilities closing or reducing. Concerned how we bring partners together to bring the vision forward.

Hayley: Lots of time given to supporting partners behind the scenes. The work isn't always visible. For example, the letter that was sent from Andy Burnham to the Chancellor.

The conversation around tackling inequalities is live in communities and threads through the Priority Plans.

Sport England are doing great work and the Active Partnership Network have a group that focusses on the cost of living crisis.

Leanne: Some of this is out of our control which is my worry. For example, the Arts sector has been told to scale down by 15% because it's not realistic to grow.

Hayley: It's important to identify our sphere of control and influence. We can too much lose sleep over things that are out of our control.

Hayley: The GM Active Pivot to active Wellbeing is a good example. The role we play is to remind people what we are aiming for. For example, the Sport England announcement on the budget. The resource helps with the here and now as well as the future.

£63 million for community leisure included in support for the energy crisis. Lots of work to get a different outcome has been successful. There is a requirement to transform, not just rescue. This is a real opportunity.

Steven: (regarding ambition). Where are we locating the north star (regarding our position with a possible change of government)?

Hayley suggested to build on what was discussed at the away day. It would be good to know the Board's role in political engagement.

Katy: Keeping people's heads up is really important (our job). The reality Leanne described is there for organisations, they still care though. As a

board/executive team we recognise behaviours are changing. Don't let it wobble you. They will come back because they believe in it. The shortest way out can be the wrong way. Tackling inequalities makes the long term difference.

Mike: The best area to start is GM. What is the best approach to get in those rooms?

Steven: Mapping out the landscape is the first thing, which might already be done?

Richard DB: (regarding pivot work): Spoke to local leaders/council members. When we know who is in position the GM Moving agenda will be discussed. Chief Executives are aware of conversations with Councillors. Conversations with Chief Executives will take place before Easter, and with new councillors after the May elections.

Eve: We have a strength in knowledge and relationships with local Councillors. Opportunity to build relationships with Ministers in GM who we haven't taken advantage of yet. Convening of leaders in private across GM works differently and we'll need permission to do it.

Hayley: There is an action to convene and identify the best way forward. There are multiple routes in with leaders in different spaces. Briefing MP's is the next big step.

Eve: Convene MP's for 1 to 1's in place environments from a health system point of view. Bring the vision, what and why.

Sanjay: It is the right approach, but a note of caution. Don't wait for the mapping to be perfect, start now. We know the Shadow Cabinet (although there may be a possible re-shuffle). The policy is in development so start the conversations now.

Sarah: Have an idea of the national picture as well. The national strategy will go into action plans and they'll want case studies. Pick what you can be impactful on or you will be asked to do everything.

Mike: It will be good to see progress on this. Bring an indication of the emerging conversation to the next board meeting.

Beth was asked to update the board on the branding exercise. We did the same exercise with the GreaterSport team ('Six Thinking Hats') as we did at the board away day. From the findings the marketing team are pulling a plan together. Lots still to consider with changing perspectives daily.

Hayley: It was a great way of doing it ('Six Thinking Hats exercise). The culture of bringing the question in the room wouldn't have worked years

ago. There is less tension in approaches like that now. The team day felt different with us being able to explore together. It was good.

Mike: That feels like the norm now (culture). Any timescales?

Beth: Clear we have the permission to take time but once decision is made keen to progress ASAP.

#### **4 Setting and agreeing the strategic direction**

10:35

*Minutes:*

Matt introduced the agenda item, highlighting the purpose to agree the direction of travel and ultimately sign off the Business Plan

Very little change with the Business Plan from what was presented at the Away Day in February. The main work since then has been on the design in which Andrew, Ollie and Lauren in our Marcomms Team have done a great job.

13 Priority Plans sit underneath the Business Plan, highlighting our contribution to the GMM ambition and specific activities we will undertake.

Matt asked the group for any comments.

Mike shared some feedback given to him from Rob Y: The top line ambition is there. What doesn't jump out is the change we are targeting in the time period. How will we know it is working? The Priority Plans give reassurance, with visibility on indicators so we can see distance travelled.

Eve: The depth is there. Drawn from the Priority Plans.

Hayley: We could pull in work from Substance. Active Lives indicator changes visuals and data.

Richard DB: We need to think about how we draw from GM Moving into GreaterSport. Is there a way of doing by proxy?

Leanne: Is it deliberate to not include logos of partners?

Richard DB: Logos are included in the GM Moving Action Plan. This business plan is about GreaterSport's contribution to GM Moving.

Matt: It is an internal facing document, but we are encouraging the team to use it with organisations and adapt accordingly. Logos can be added depending on what rooms you are in.

Eve: When talking about our contribution (to GM Moving) we could include us 'alongside' our partner(s).

Hayley: We could and should reference our funders at the end of the Business Plan.

Sarah: Do the 97 (approximate) slides focus on priority? Agree with Rob Y's feedback. What does the 10 year ambition look like in phases?

Katy: Brilliant document. Would be lovely for a single page on the children's programme (CYP), and a single page for adults (etc). We need to think about how to use with partners, being accessible but without losing the spirit of the document.

Hayley: It is important to say that the Priority Plans are working documents.

Sarah: We need a two sider to present our asks. I can assist with the inclusion design. It is impressive, but stakeholders will want 2 siders.

Warren: The Business Plan and Priority Plan's are good. I wouldn't take anything out. Business Plan reconciles conversations over the last couple of years, it feels settled.

Dan: Visually arresting. It would have been helpful to have had when first joining as a trustee. Agrees with all other comments. Short form versions are needed.

Mike: The vision is that all trustees would have it on their home screens and refer to it when in conversations.

Sanjay: Having a summary will help pull the story out.

Mike: I read them (Priority Plans) with joy. They feel inclusive. Loved the tailored approaches. Good piece of work with the evaluation coming through strongly.

Matt: Great feedback. Short form versions will be shared when completed.

Mike asked for the 'well done's' to be passed on to the team.

Sanjay had to leave the meeting at this point.

## **5 Stories of the work and MEL update**

10:50

*Minutes:*

Carole Pollard (Workforce and Community Champions Lead – GM Walking) joined the meeting.

Beth highlighted that the MEL report is included in the papers and that it compliments this section. From feedback from the Board this format seems to be working well. Story of the Work will remain a standing item on every agenda.

Beth took us through the GM Moving and Health Integration journey and engagement that's helping to shape our priorities and forward plan (slides attached) and welcomed comments.

Warren: (In reference to the health and care model cake picture). Helps you understand the 'dose'. Integrated Care Partnership to sign off the strategy next week. We can then get into the specifics (in the slides) and position something in all 10 localities.

Steven: A compelling slide deck with the key ingredients of success. Important to hold our nerve and avoid making bad decisions due to the current challenges. Landing the message is massively important. Have we refined the presentation enough to 'hit the buttons'. Is it through ours or their lens?

Hayley: The next step is to add challenges and how we overcome them (slides to be updated).

Katy: The presentation gives a compelling argument and I really like it. Building on Steven and Hayley's points - If you think about the audience you can sharpen up the offer. For example, waiting list targets and penalties (in the NHS). If we give part of the solution it would give people the hook.

Mike: Good points. Great story telling relevant to each audience. The timeline is interesting and works against the 'tyranny of now'. Results happen 'now' because of things in the past.

Katy had to leave the meeting at this point.

Action: Beth and Hayley to update presentation as suggested above – sharpen and tailor to different audiences.

Carole presented slides in the GM Walking Fund and welcomed comments (attached).

Mike: Why did some of the walks not continue?

Carole: Funding was sometimes used for staffing. Others bounce from different funding pots. Looking to build on this.

Mike: Fascinating (the presentation). Please can you (Carole) bring reflection back to the board at a later date. Thanks from all the board for your passion and expertise. the story telling was brilliant.

## **6**

### **Audit & Risk**

11:35

*Minutes:*

Richard DB guided us through the Risk Report. No increase or decrease in risk. There is a new risk regarding re-branding. The office move is now a closed risk. All staff are using the office again, including being present for Team Tuesday's, The tech is working well and the Business Lounge is coming soon. We still have use of Tootal and Chamber Space which is beneficial to the team.

Dan: Comfort level there (with risks). No new or emerging risks. It's stable which is a great place to be. Keep tracking, then if anything emerges we can escalate. Improvement because we are now closing risks.

Mike: Is the investment decision on the Risk Register?

Richard DB: On there, but it isn't high at the moment.

Mike thanks all involved with the Audit and Risk committee.

Richard DB presented the finance slides.

Richard DB talked through the finance slides (attached).  
Regarding the Investec investment: No negative feedback received. a paper to be circulated tomorrow (17th March).

Richard DB highlighted the unprecedented underspend.

Mike: Could there be a claw back?

Richard DB: No. Core investment from Sport England is on track, so we will get full investment next year. Well done to Eddie (Finance Director).

Mike invited questions (there was none). Testament to Richard, Eddie, and the team.

Richard DB: New auditors have been appointed (Copper Box). Eddie tendered to 4 organisations. Shared rationale on preference with Audit and Risk committee, which they agreed to. Needed a fresh set of eyes which was the main reason for moving away from Slade and Cooper. Board members present approved the recommendation, but the final decision lies with the Audit and Risk committee.

## **7 Nominations and Remunerations**

12:05

*Minutes:*

Matt started by communicating some new recommended appointments that required full board approval:

Steven to join the Nominations and Remuneration committee with immediate effect. When Rob Y steps down in September he will become chair - Approved.

Sally to join the Audit and Risk committee - Approved.

Mike gave an update on recent trustee recruitment recommendation: We've gone through a rigorous process to find a new chair for the Audit and Risk committee. From the board evaluation we said we would have someone with audit experience, allowing the brains of Dan and Sanjay to look from other angles.

It was a difficult process to find someone from an audit background willing to take on a trustee role. We unearthed Will Baker who has previously led the audit process at KPMG.

Will has been through the recruitment process, met Richard R, Eddie and me (Mike) twice. He was unknown to GreaterSport previously but his references are strong. The Nominations and Remuneration committee would like to recommend the appointment of Will. He will be an observer until September. Then he will become a trustee and chair of Audit and Risk - Approved.

There will also be an additional trustee vacancy in September when Rob Y steps down.

Matt presented slides on the Code for Sports Governance review (attached).

We are required to evidence our level of compliance against 7 new/refreshed requirements, plus to self-assess our position against all the others. The latter requires board approval. It is likely we will be partially compliant against a number of requirements and the board need to feel comfortable with this. The approach taken being one of embedding good governance and that compliance will follow. To mitigate any reputational risks, we have sense checked this with leads at Sport England and AP Network and they both support our thinking. Board also agreed that this is the best course of action.

Hayley: This was reiterated at the Active Partnership CEO meeting regarding culture. An improvement journey rather simply box ticking to comply.

Matt shared Rob Y's feedback: NGB's are going through the same process. He wants to reassure the board that we are in a great position at the moment and that this is the right course of action. It sits on the Risk Register, but not red, so it does not make part of the report.

Hayley: This is a great process (Good to Great).

Beth: Refreshing to hear how Sport England are approaching this.

Steven: How do the board contribute to the Governance Action Plan?

Matt: The Plan will be put forward based on conversations with Sport England . The Exec will lead this process and ensure Board are kept fully informed of developments. Our sub-committees will be utilised to help turn the cogs on this.

Mike: Keeping it live is important. Fits with values and is the right approach.

Matt presented a slide on Charity Objectives updates (attached). Asking the board if they agree with the recommendations (in that we amend our current objects). All agreed.

Lee presented slides on iBabs (attached) and asked if we should renew for another year. All agreed to renew and to keep all licenses required.

Matt communicated that the decisions regarding pay from the recent competency reviews had been agreed by the Nominations and Remuneration committee.

Hayley: Process was guided by Lucy and others involved. We undertook a process evaluation as a team at the Team Day a few weeks ago. Seeing Matt getting people to contribute to the conversation in real time, confident that it was going to be possible because of the culture.

Beth: The conversations with the team are on a different level.

Hayley: The system is in place. Hopeful that in the next staff survey people

feel that high performance is recognised and poor performance is challenged.

Mike: Bravery in the decisions from the leadership team (pay review), which the board agreed to back. Congratulations (to the Executive Team). Outstanding how we continually move things forward.

## **8**

12:25

### **Any other business**

*Minutes:*

Future meetings: Mike asked for future meeting dates to be re-circulated so we can check attendance in advance where possible. We want to try to get as many people present in the room as possible.

Mike thanked everyone for their attendance and contributions. 1 to 1's have shown that we are making a difference and changing lives.