

# GREATERSPORT

## Greater Manchester Sports Partnership

### Minutes of the Meeting of the Main Board

**22<sup>nd</sup> March 2019**

**Browne-Jacobsen, Spinningfields, Manchester  
12.30 – 16.00**

#### **Present:**

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

- Mike Perls – Chair
- Eamonn O'Rourke - SID
- Rob Young
- Rob Mukherjee
- Sarah Brown-Fraser
- Katy Calvin-Thomas
- Jennifer Mossop-Scott

##### **Officers**

- Sara Tomkins - CEO
- Matt Johnson – Deputy CEO
- Matt Stocks – Senior Development Manager
- Alex Bielecki – Company Secretary/Business Operations

##### **(For Future Thinking part of the agenda)**

- Hazel Musgrove – Research & Insight
- Beth Mitchell
- Karen Broomhead
- Fran Speakman
- Eddie Asong
- Helen-Louise Smith
- Nick Lowden
- Lou Robbins

##### **Observer**

- Yvonne

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

Mike welcomed everyone and introduced the meeting. Apologies were received from Paula, Warren, Richard and Carol.

Mike thanked the team for the enormous amount of work undertaken since the last board and did a recap of a few key events that have happened including:

- The Swim Summit
- Marketing pitches
- Moving Forces

- Winter School Games
- Daily Mile celebrations
- Tim Hollingworth – visit from new CEO Sport England

## 2. Minutes from the last meeting of 12<sup>th</sup> December 2018

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

### Matters arising

- None

### Declaration of Interest

- No additional declarations at this meeting.

## Leadership – Future Thinking

## 3. Summary of 2018 and 2019 introduction

- Mike has met/is meeting with all board members – clear that there is clarity around strategy and vision, pace is stretching and challenging but positive.
- Away day – this was a key day based around strategy. Challenge to Exec team – have to understand what we are /are not doing – and how we work at pace to achieve our aims.

### Actions

- None

## 4. Business Planning

- Sara did some scene setting across all GreaterSport team work areas (see presentation) and highlighted the 5 breakthrough areas for board approval:
  - **'Being a great company to work for'**. Externally, GreaterSport is a strong company to work for and we have attracted and recruited some great talent but the staff survey is highlighting the need for more internal focus on bringing the team together and adapting to new leadership.
  - **Creating the conditions for digital transformation**. Progressing the digital plan around opening data and measuring live movement to discover new insights into our audiences and better understand our impact
  - **Knowing what is working and why**. Evolve from understanding and collating the data to interpreting/translating the data and telling a more compelling narrative that is adopted and drives change.
  - **Focus on the Inactive**. Addressing the inequalities and ensuring there is a clear lens with which we look at all our work to ensure we are focused on the inactive becoming active.
  - **Art of Story Telling**. GreaterSport is about striking the balance between being the lead 'voice' for active lives in GM but also celebrating the partners who do brilliant work. This is where the art of storytelling and sharing best practice is needed.
- Team to present on what they are best at, what they need to stop etc. to meet the aims of the strategy.
- Eamonn – we need to be sharper about what we are going to do – be clear about it.

- Jen – little ‘stopping’ – lots still going on. Are we still challenging enough?
- Katy – change of focus – need to get message over well so we ‘don’t burn our bridges’
- Eamonn – no evidence of change to influence large numbers to increase physical activity
- Rob – need to take the learning and scale up.
- Katy – school readiness – what other partners (e.g. in H&SC) – will want to get involved with GS – to ‘partner up’. Needs to be worked up with more detail.
- Rob M – we could look at ‘zero based’ budgeting. Start with saying we are doing nothing and then add in work elements and associated budget rather than looking at what we are doing/identifying what we are going to stop.
- Sarah – lots of packs and toolkits – but what are they doing with it. What is the impact?
- Sarah – need to hear health more in the conversation.
- Yvonne – needs to be ‘not what but how’. Also, around Early Years – how we do we focus on the advocacy – broad agenda. Who are our allies?
- Mike – support for the team around courage and bravery around step change to make a difference. World class will come from purity of message and tenacity with the messages.

Summary of breakout sessions:

### **Breakout 1 (Across the life course)**

#### Start Well

- Where are the greatest opportunities? Which recommendations can we support to have the biggest impact? Advocacy...evidence/insight...tools to help deliverers?
- Use/influence the (delivery) networks (health visitors, sure start centres etc) that operate in this space but don’t have the expertise regarding benefits of physical literacy/activity. Scope out who these are. Katy offered to support this.

#### Develop-Live-Age

- What language are we using when outlining our new focus/way of working, particularly when saying ‘no’. Board giving permission for us to do this, however consider...
  - Taking partners on the journey with us
  - Ensure we don’t burn relationships
  - Have real clarity on what we are striving for and have confidence in the sharpness of your change message
  - To see a step change we need to do things differently, this requires courage and bravery
  - Understand the priorities of the organisations we wish to work differently with e.g. NGBs, FE/HE, share the ambition.
- Surprised to see no reference to Local Pilot in Develop Well plans (as CYP out of school is a target cohort)

### **Breakout 2 (Evidence, data, insight, marketing, finance & workforce)**

- Need to be sharper – less apologetic
- Believe in our decisions (conviction/clarity)
- Are our proposals going to make transformational change
- Who are the future partners we don’t know or engage with at the moment
- Change our language (flick between old – Sport and new Movement)
- Ultimately it’s how we do it and take people with us but also leave them in a positive manner.

## Thinking – Inactive Perspective

### 5. Activity Alliance

- Presentation by Sarah (to be circulated with the minutes)
- B2B focus as an organisation.
- Sarah outlined Activity Alliance (previously EFDS) work areas and strategy
- Message of wanting to be independent but just needing support.
- Inclusion is not just about disabled people. Don't just pick out the 'obvious'. Does every programme have an inclusion element in it?
- Not everyone labels themselves as disabled – there are more people that are disabled than recorded.
- Some stats (see presentation) - average reading age is 9!, 15% are functionally illiterate, 3m colour blind etc. – how do we produce material that meets the needs of everyone – especially if they cannot read?

### 6. Britain Thinks

- Charlotte Malton (Britain Thinks) and Helen-Louise did a joint presentation
  - Marketing budget of £750,000 over 2 years
  - Helen outlined the campaign requirements.
  - Charlotte outlined the work they are doing – 3 phase programme of insight - scoping exercise/development workshops/further research.
  - Campaign design – needs to be more than just a message campaign -
    - More than a messaging design – needs to be Interactive and social.
    - Needs to be reinforced on the ground (mismatch of messaging and marketing material).
    - Must be relatable to a wide audience.
    - Multi-channel approach to reach a wide target audience.
  - Physical activity and moving are the clearest terms but have different connotations.
  - Short term benefits feel more motivating than warnings about long-term health risks.
  - Getting active isn't easy!
  - Messaging needs to be supportive, inspiring and motivating – not guilt
  - People need to see themselves in the campaign – relatable to individuals.
  - Campaign needs to be fun, bold and different.
- Sarah – 'rings true' at national and local level and is resonant with disabled groups.
  - Rob Y – challenge is the implementation of it. Not just the message
  - Katie – need to get the fun element e.g. in 'duck, duck goose? – children not realising that they are being active.

### Actions

- None

## Granular Understanding

### 7. Local Pilot update

- Local pilot and Walking Programme update from Matt Stocks and Lou Robbins.
- Much around system changes, doing things differently etc.
- Packs produced for each area – statistics, focus for each area etc.
- Presentation around creating a 'Walking Region' for GM.

- Walking is an 'entry point' for other forms of activity.
- Walking for leisure, work, activity etc.
- Mike suggested linking in with Northern Power Women.
- Rob Y – balance of doing it properly. Not a 2-3 year process. Takes time to embed.

**Action**

- None

**Leadership & Governance**

**8. Executive team report**

- Big change this year - from 21 to 32 staff this year.
- Staff survey showed decline in all areas – two key areas: one team & leadership and trust and respect underpinning themes.
- Staff stretched both as connectors and influencers. Staff are challenged.
- Needs to be honesty with the full team.
- Challenge doesn't have to be conflict.
- Katy – suggested the introduction of open agenda meetings – not set but allows people to talk about the stress, work etc. they have.
- Jen – about giving people permission to talk about things in a safe environment.
- Mike – put risk on next agenda (rather than rush now).
- Safeguarding – Rob M to take on the role of board lead.
- Eamonn retires as a Board Director in September. Need to appoint a new SID – sit aside from the Chair as a sounding person. Have asked Warren to pick up the role and he has accepted. Keeps the Chair of the board and direction balanced. Sign off at the next board
- Mike informed the board that Carol is going on maternity leave. Wants to be part of the board but cannot put the time in so unfortunately is going to step down from the board. Need to consider a replacement (preferably with a legal background/connection)
- Jen was congratulated on her new job – working for TalkTalk.

**9. Audit & Risk update**

- Paper circulated but an agenda item at the next meeting.

**10. Noms & Rems update**

- Agree the new SID at the next board. Warren been approached and if there is anyone else interested in this role to contact Eamonn.
- Carol Couse is unable to continue to commit to the Board and regrettably is resigning her position and a process of recruiting a new board member will commence and be steered by Nomination and Remunerations Sub Group.

**Action**

- Put risk paper and discussion on next meeting agenda

**FUTURE FOCUSED**

**Any Other Business**

- None

## Date of future meetings (venues to be notified) and events

### Forward Plan

- Daily Mile celebration – 26<sup>th</sup> March
- Summer School Games - 26<sup>th</sup> June
- GM Moving conference 3<sup>rd</sup> May
- Performance reviews – May 13<sup>th</sup> – 31<sup>st</sup>

### Next Main Board Meetings

- June 21<sup>st</sup>
- September 20<sup>th</sup> (including AGM)
- December 12<sup>th</sup>

### Future Sub - Committees

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

## Table of Actions (22<sup>nd</sup> March 2019)

Agenda item	Lead	Action / Issue	Progress	Completed
8	Matt J	Put Risk paper on next board agenda		

### Table of Actions (12<sup>th</sup> December 2018)

Agenda item	Lead	Action / Issue	Progress	Completed
3	GS	Share Steven, Justine, and Hayley presentation.	Attached with minutes	Yes
4	Matt J	Invite all board members to 1 <sup>st</sup> Feb digital day	All invited	Yes
4	Matt J	Breakthrough Plan to March Board meeting	Item 4 on March Agenda	Yes
5	Sara	Workplace Well and role of private sector on agenda for March Board meeting	Update in March Exec Report	Ongoing
7	Sara	Pension review to next board meeting	Paper to go to Risk and Audit in May 2019	Ongoing
7	Exec	Timeline for £10m Sport England funding (pre-Christmas update)	Contract talks in final negotiations. Update provided in Risk and Audit agenda item	Yes
7	Board	Process for the replacement of Eamonn as Senior Independent Director	Board member invited and accepted	Yes – subject to board approval