

GREATERSPORT

Greater Manchester Sports Partnership

Minutes of the Meeting of the Main Board

20th September 2019

**Browne-Jacobsen, Spinningfields, Manchester
9.00 – 12.40**

Present:

Trustees/Directors

- Mike Perls – Chair
- Eamonn O'Rourke - SID
- Rob Young
- Rob Mukherjee
- Sanjay Bhandari
- Katy Calvin-Thomas
- Dan Cropper
- Warren Heppolette
- Jen Mossop-Scott
- Leanne Feeley

Officers

- Sara Tomkins - CEO
- Matt Johnson – Deputy CEO
- Matt Stocks – Senior Development Manager
- Alex Bielecki – Development Manager (Business Operations)
- Shirley Hurst – Development Manager (Activity)
- John Brady – Senior Officer – Live and age Well
- Fran Speakman – Senior Officer – Start and Develop Well
- Lauren Whaley – Daily Mile Northern Co-ordinator
- Jess Simons – Development Officer CYP
- Hayley Lever – Strategic Manager GMMoving

Guest speakers/visitors

- Celia Kavanagh
- Lisa Fathers
- Jayne Molyneux
- Lucy Renwick
- Mojisola Oladiti

1. Welcome and Apologies

Mike welcomed everyone and introduced the meeting. Apologies were received from Richard Roe, Paula Dunn, Sarah Brown-Fraser and Justine Blomeley.

Mike also welcomed the new board members – Leanne Feeley, Dan Cropper and Sanjay Bhandari and gave a brief summary of their background and why they have joined the Board. (Biography information on GreaterSport website)

2. Minutes from the last meeting of 21st June 2019

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

Matters arising

- Warren – we have an opportunity to spread approach taken on rehab for cancer (presentation at last board meeting.)
- MOU – Sara recapped what the MOU is. MOU has been reshaped re behaviours and what is expected. It is currently going through a political sign off – at legal and operational level. It is being tabled at the GMCA board on 25th Oct- to be followed by a media event in terms of sign off.
- **Action** – paper to be circulated once completed.

Declaration of Interest

- No additional declarations at this meeting.

Leadership – Future Thinking

3. Summary of second quarter

Mike commented on it being a time of major change and progression, recapping on few key events that have happened including:

- Matt Johnson is leaving after nearly 10 years at GreaterSport to be Operations Director at Man United Foundation
- Maternity announcements – 3 staff will be going on maternity leave – Karen Broomhead, Hazel Musgrave and Elenepha Gombachika.
- Eamonn O'Rourke's last board meeting after 9 years on GreaterSport board

This meeting has a 'Back to School' agenda

Financial position

Mike outlined that the financial position netted out last year as positive and GreaterSport experienced 60% growth in income and that this financial year GreaterSport is looking at another exceptional growth forecast from £3m to £7.6m (150%), however we are prudent with the out turn figure looking negative (£63k). It is also pleasing to see only one minor audit recommendation and that GreaterSport has diversified its income and the amount of non SE funding grew from 17/18 -18/19 by 70% to almost a £1m and the amount funded to partners again increasing.

KPI	2017-18	2018-19	TREND
Amount of non SE funding	£539,588	£924,568	Positive
Income per full time member of staff	£82,724	£125,734	Positive
Staffing costs as a % of expenditure	51%	44%	Positive
Administration % of expenditure	8.4%	6.9%	Positive
Funding distributed to partners	30%	35%	Positive

Our **12 priorities** are our focus alongside our ambition to be exceptional at leadership, thinking, and governance and be the valued and trusted partner for our stakeholders.

The GreaterSport Breakthrough Plan this year is focused on:

- Being a great company to work for - staff survey results are showing movement from good to great but more work to do...we are not complacent.
- Creating the conditions for digital transformation - again ahead of where we expected to be.
- Knowing what is working and why? – We are continually challenging our data and ask the right questions and encourage insight into action.
- Focus on getting the inactive active – is the clear purpose
- The art of storytelling – is work in progress but we have seen an increase in media profile over the last quarter

Mike thanked the team for the enormous amount of work undertaken since the last board meeting and for the Executive team for focussing on the priorities and driving them through.

Actions

- None

Leadership & Governance

4. Listening into action

Presentation by Matt J and John – an overview of the last 12 months on external and internal feedback.

- Focus on what GreaterSport controls
- Our internal governance is strong
- See presentation re internal and external surveys.
- John outlined 360 approach (using Actus) being used by staff. Scores are used to look at staff training opportunities.
- There is a lot of opportunity for feedback in organisation – but also a lot of change has taken place over the last 12 months. Previous survey results were not good – partly attributable to a change of CEO, major staff changes, increased numbers of new staff, working practice etc. Trends are now improving. John outlined a real change. There is a good environment to work in. Changes in policies (such as Flexible working) have helped bring about a change.
- Quest – industry standard. Our assessment was high.
- We are also asking our key stakeholders about how we are working.
- Change of who our key partners are – not so much around NGB's but health and other partners.
- See feedback overview slide on RAG rating on internal and external approach. Green in all areas apart from amber in 'Internal Organisation'.

Key points at end of discussion:

- Warren/Katy have been engaged with part of the process.
- Ambition from the board has stepped up and therefore changed expectation and atmosphere in the organisation.
- Warren – Our level of self-awareness not seen elsewhere – especially in public sector
- Katy and Warren offered an open door policy to GreaterSport staff
- GMCA – Leanne – deadline for next round of funding – opens in October 2019. Deadline for submission is November which is a tight turnaround. We need to be clear about what we do and our focus.
- Rob Y – funding and thinking ahead. Relationship with Sport England and local partners is crucial
- Rob Y – great to see the progress we have made.

- Jen noted that GreaterSport needs to walk external partners through the reasons as to why we have changed (e.g. with NGB's) – they need to understand our journey
- Eamonn – we could have been defensive. We have been very open with everyone. Positive impact/change.
- Mike asked about why integrity is lower. Sara suggested that it was because we didn't focus on it in the hedgehog principle. Katy – it was worth being honest, and upfront. We need to be good at communication – otherwise people join up the 'wrong dots' – both internally and externally.
- Rob M – it is about creating internal connections. Rob meeting with Nick and Alex to help our work in improving communication.
- Mike – grateful that board asked for us to focus on it – we have moved forward. Going from good to great – need to look at more where we move from informal to a formal system – e.g. Trafford doing our HR.

Thought Leadership & Influencing – Back to School

5. Overview

The external speakers were formally welcomed to this session to help lead and support the board on their/our work in the world of education.

Session to immerse us into the world of Children & Young People – to outline the complexity of the system. Work in groups to look at opportunity

Celia Kavanagh (DfE)

- Work at a national level.
- Operating budget £90b.
- Exceptional times – Westminster in a turmoil! 3 year funding cycle not been set – rolled over for 1 year.
- DfE partnered up with DEFRA and HMRC
- Ofsted – more focus on pupil development and welfare
- New – School Sport and Activity Action Plan (published July 2019) – see presentation.
- There is an opportunity to support schools to improve their PE and School Sport offer to pupils. Jayne M – focus on a smaller number of partnerships - £1.5m over approx. 15 - 20 areas.
- Note DfE priorities:
 - Schools teach pupils about the importance of maintaining active and healthy lifestyles.
 - PE is compulsory in the national curriculum at all four key stages.
 - Ofsted expects extra-curricular to complement and bridge gaps in the curriculum offer.
 - Two DfE led policies - Primary PE and Sport Premium and School Sport and Activity Action Plan.

Jayne Molineux (Sport England)

- Important that we are looking at Children and Young People
- 4 things to highlight:
 - We need a united voice as the sector and to collaborate – fragmented system
 - Help schools to extend the school day
 - Common language – difference between physical activity, school sport etc.
 - Empowering children and young people

We need to focus on a few things not everything. What can GreaterSport do well rather than a scattergun approach?

Lisa Fathers (Director of a teaching school and partnerships):

- Challenges facing head teachers – fragmented system, school budgets, class sizes growing bigger, higher accountability, changes in examination system, quality of what children are getting (not just exam level passes), Brexit.
- Teachers have all the above to consider – balance of pressures of above with sport/physical activity agenda
- Not as much time for teachers to chat with pupils – awareness of issues
- Fall in school readiness
- Increased mental health issues
- Declining well-being

6. Day in the life

- The board divided up into 3 different groups and looked at different scenarios that a child may be experiencing.

Actions

- Rob Y – asked what is the follow up? Fran outlined the potential for an Active Schools toolkit (similar to Active Workplaces toolkit).
- There is a Comms plan using the Headteachers Alliance – there may be a conference at the end of January. Further information to be sent when available.

Leadership & Governance

7. Executive team report

Overall, a productive and busy few months:

- Significant progress across all the teams
- Highlights include:
 - Stride forward with 7 leisure trusts opening their data.
 - Successful School games – 1,600 participants. Good coverage in the media.
 - Investment – around cricket strategy – partnership working with ECB – use cricket to improve young people’s lives. Working with all 10 boroughs.
 - Launch of ‘That Counts’ – packs of information available for trustees
- Jen – asked about the link of ‘This Girl Can’ / and empowerment of girls to cricket strategy – there is a focus on girls in the strategy and, for example, South Asian women.
- Mike – our GMCA funding is at risk– we are increasingly strategic important – need to retain or increase the GMCA funding.
- Leanne – outlined that funding will be for next 2 years (from 2019) and then a 4 year funding cycle (2021 onwards) from the cultural budget – need to find out if we sit in that or are we different?
- Warren – do we need to case make between now and November? Need to engage key decision makers

Actions:

- Ensure we receive information on funding and make a case in our application for funding.

8. Audit & Risk update

- Trustees approved £2m investment in 90 day account (higher rate of interest)
- It was noted that the GMMoving team need a credit card application approval.
- Dan – need policy around use of credit cards
- Annual audit resulted in, yet again, an unqualified audit with only one action – to update our declaration of interests form
- Need to look at auditors – we have used Slade & Cooper for several years and it was recommended that GreaterSport looks at the market to ensure value for money and as a matter of good practice

It was confirmed that decisions of the above nature should be delegated to the sub-committee and need not be brought to the main board for discussion.

Pension discussion.

At the last meeting of the board it was agreed that a report be tabled around GreaterSport pension options. (See Agenda item 9 and circulated paper). The report has been submitted by Hymans-Robertson but, due to the complexity of the information and the need to make a quality decision it was suggested (by Katy) that Audit & Risk sub-committee invites Hymans-Robertson to a meeting to deeper understand the implications and costs of change.

Action:

- Discuss pension report at the next A&R meeting – invite Hymans to deliver the report and answer appropriate questions.
- To ask Hymans-Robertson to update the report based on the 2019 Actuarial Valuation (expected December 2019)
- Identify companies that could undertake our annual audit and obtain quotes in line with our procurement process.

9. Noms and Rems Update

- New board members (Leanne, Dan and Sanjay) were formally recommended and welcomed to the board following a robust, open recruitment process.
- Dan and Sanjay agreed to join the A&R sub-committee.

AGM

The following items were discussed in regard to the GreaterSport AGM.

- Minutes of the last meeting – were taken as read and approved
- There were no matters arising
- Mike Perls was re-elected as Chair of GreaterSport and Warren Heppolette as Vice-Chair/Senior Independent Director.
- The Governance Statement (submitted as part of the agenda papers) outlined the change in Directors over the 2018/19 period.
- N&R membership confirmed as Mike Perls, Rob Young, Paula Dunn and Sarah Brown-Fraser
- A&R membership confirmed as Richard Roe, Sanjay Bhandari and Dan Cropper

- It was agreed (as previously highlighted) to test the market for Auditors as Slade & Cooper have been the auditors for several years now.
- The Final Audited Accounts were approved by the Board
- The Audit Report and recommendations was approved noting the only recommendation was updating the Declaration of Interest form
- The Declaration of Interest Form to be updated (see above) and circulated to all Directors for completion.

FUTURE FOCUSED

In conclusion Mike noted the following:

- General invite to all board members plus partners to events such as School Games and Sports Awards (see dates below)
- Great session from Fran on Education/Children & Young People and pulling in the external speakers
- Thanks to the Executive Team for all their work in the last quarter

Any Other Business

- Rob Y – asked about the process for replacing Matt J.
 - Mike – noted that there was a whole new challenge/opportunity. What is the opportunity now? Sara to look at structure and rebuild/change based on opportunities.
 - Katy said we need to start with the ambition and then look at the functions to get there.
 - Mike - Talent in the existing team also needs to be recognised.
- Matt S – performance reviews – thanks for the support from board (these are now in diaries)
- Sara – asked if there were any priorities that we need to discuss at future meetings? Mike – to discuss with trustees and respond.
- Mike and the board said farewell and thanks to Eamonn – impossible to replace! 9 years of service, insight, and knowledge etc. A genuine heartfelt thanks was given (plus a small leaving gift)
- Eamonn said he had been involved since inception of GreaterSport – as an organisation GreaterSport does well at looking ahead and working at pace. Working with 10 LA's is unique. We are an exemplar.
- Rob – Eamonn has had a big impact on board – has been a wise council to us and offered a strategic lens to help us to position us to where we are today

Action

- Set up a process for the replacement of Matt J/Deputy CEO.

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

Forward Plan

- Sports Awards – 15th November – The Point, Lancashire Cricket

Next Main Board Meetings

- December 12th at 8.30 for 9.00 start. Note this is a **Thursday**.

Future Sub - Committees

- 11th November - Audit & Risk
- 21st November – Nominations & Remuneration

Table of Actions (21st June 2019)

Agenda item	Lead	Action / Issue	Progress	Completed
9	AB	To circulate a new Declaration of Interests form to trustees for completion.	Circulated to all board members for completion	