

Minutes Greater Manchester Moving Main Board Meeting

Date	14/03/2024
Time	9:30 - 12:30
Location	GM Moving, House of Sport, Rowsley Street, Manchester, M11 3FF
Chair	Mike Perls MBE
Attendees	Sarah Brown-Fraser, Will Baker, Sanjay Bhandari, Sally Carr MBE, Lee Davies, Richard Davis-Boreham, Leanne Feeley, Jill Harrison, Warren Heppolette, Eve Holt, Hayley Lever, Mike Perls MBE, Steven Pleasant MBE and Beth Sutcliffe

1 Welcome, introduction, and apologies

9:30

Minutes:

Apologies:

Katy Calvin-Thomas, Rob Mukherjee, Dan Cropper

Online: Sanjay Bhandari.

Mike thanked everyone for their time and the work they do, and reminded the group why we are here: To change lives through movement, physical activity, and sport.

Congratulations to Beth on her pregnancy.

Congratulations to Sanjay on his MBE.

Mike reflected on the last meeting:

Right to the Streets: Powerful. Used by the Home Office. Taken away by those who were present and amplified.

Staff Survey: Continues to inform a lot of our work.

Away Day: Positive, Progressive Stability, Counter Cultural.

Risk and Opportunity: Re-framing approach to risk. Mitigating risk and leveraging opportunity. Will has helped us take risk to a different level.

2 Minutes of previous meeting and matters arising

9:35

Minutes:

Outstanding **Action** to share Partner Survey feedback - Lee and Beth to pick up.

Minutes - all board members approved.

3

9:45

Sport's contribution to GM Moving

Minutes:

Richard Davis-Boreham introduced Katie Thompson and Claire Vibert: Both work specifically in the sport space. 8 months work to re-engage sport relationships. Giving us an update on where we are up to.

Claire and Katie presented slides detailing their work on sport and physical activity (see attached story of the work slides).

Claire led on introducing the team, ambition, multi-sports facilities, The Movement Fund, and NGB engagement.

Katie led on the new Sport and Physical Activity Welfare Lead role (her role), why it was created, and the impact they are hoping for.

Sally offered follow up conversations with Katie and Claire. She spoke of the National Youth Agency standards in the sports sector which has involved both CPSU and Ann Craft Trust.

Steven: Are we different in terms of our relationships with NGBs or does everyone do the same?

Claire: We are doing it differently and getting attention. There is interest in what we are doing, but we can still learn from others.

Leanne spoke of the issues in working class communities accessing facilities and how to direct them. In addition stated she would like to see more boroughs engaged who are also tackling inequalities.

Hayley offered to follow up with Leanne - **Action**

Warren: We have encouraged a wider sense of what being active and moving looks like, but feel we haven't spent enough time changing sport. Could be a tipping point for GM Moving and NGBs. Need to spend more time on this (as a board).

Mike: We can also look at this from a trustee recruitment point of view.

Action: Include Sport in recruitment criteria for the next trustee.

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10:05

Strategy and Strategic Communications

Minutes:

Hayley Lever presented slides on Strategic Communications (attached) and invited Jill Harrison to share her story as a new trustee at GM Moving.

Jill talked through her timeline in the attached slides.

Love the idea of GM Moving, but what and how seemed alien coming from the private sector.

The interview was fantastic although it wasn't easy. It said a lot about the positive culture.

Getting up to speed and meeting people was challenging due to time pressures. Impostor syndrome had to be overcome considering the backgrounds of others.

The first board meeting was impactful and I was glad to be involved.

Everyone was united on the Away Day in thinking about the future of the organisation and looking to the year ahead. Using own background to help

create clarity in what we say. Working on a task to write down what GM Moving does.

Can add value by telling stories and communicating via social media. People want to know what I'm doing next and are thinking differently about their own movement. Realised how much of this is talking to each other and bringing people together.

Hayley brought in Steven who has been on a longer journey with GM Moving.

Steven talked through his timeline (included in the slides): Reflect both personal and GM journey. Starting with the ambitious Manchester Independent Economic Review in 2009. Wanted Greater Manchester to be 'world class' but productivity was low.

GM Moving challenged the orthodox way we do things and the journey is a reflection of that.

Hayley brought the group back to the Strategic Communications and Influence slide.

Mike: We see a commitment to deliver within the team. It's on us to give clear direction. Board members role is to enable clarity.

Warren: No hierarchy and not linear. More tidal than anything else. We need to set out our stakeholder map and be ready for opportunities. Continuity of purpose also helps, understanding what our offer is. There is value in GM Moving and the length of its history. We tell a coherent story with purpose.

Sally: (Referring to the Lundy Model): Our impact is outward facing. Can we use internally to frame what we are doing?

Sarah: We used to have an influencer map. Could be useful to use again. Useful to find who audiences could and should be.

Action: Hayley to follow up and work with Exec, Sally, Sarah, Steven, Warren and Jill to look at policy and influence and strategic communications to develop a plan for this year and focus our efforts

5 Governance Code

5.1 Overview of Governance Action Plan

10:35

Minutes:

Beth Sutcliffe presented slides on the Code of Sports Governance Action Plan (attached).

Submission of key documents by 31st March including:

- Scheme of Delegation
- EDDI Plan
- People Plan

- ESG Statement

An immediate action was to check levels of comfort with the new Scheme of Delegation including the amendments suggested by Will on email (regarding membership of the sub committees). Check that the Terms of Reference are also accurate.

All approved the amendments to the Terms of Reference as recommended by Will - **Action** - Lee to update before submission

5.2 EEDI Plan (including sign off)

10:40

Minutes:

Sarah Brown-Fraser asked for thoughts on the EEDI Plan that she and the team had been working on with Matt Stocks.

Mike: Brilliant work. There's a lot in there. How do we feel about it?

Sarah: It is manageable. Operations, Exec, and Board have all been involved.

Hayley: Already embedded within the team.

Beth: Steering groups owns it which keeps it manageable and helpful.

Sally agreed that the work was fantastic, but mentioned two areas that required attention:

- The Equality, Equity, Justice picture isn't up to date. Sarah suggested we do a new one. **Action - Beth to speak to Ollie to design a new one.**
- The board composition isn't up to date. Beth informed that the current data was base done June 2023, and will be updated before submitting.

Beth asked if there was any other feedback from the board?

Leanne: It could be helpful to reference people, groups, and/or localities in the pictures. Helps to tell a story. **Action** - Beth to ask Marketing Team to add

Mike: Love the approach to Governance. Not just a tick-box, it is about embedding.

Beth asked if we were happy to sign off the plan?

Proposer: Jill Harrison

Secunder: Steven Pleasant

5.3 People Plan (including sign off)

10:50

Minutes:

Beth provided each member of the board with a copy of the People Plan.

The advice is to have everything in one place.

The plan will go to N&R's for sign off. **Action** - Board members to provide comments/feedback on the plan. Beth to send out a copy via email.

5.4 Environmental Social Governance - statement of intent

10:55

Minutes:

Hayley Lever commenced an open discussion to help set our ambition and statement of intent which is due for sign off at the end of March.

Eve: Sport and physical activity sector has matured in this area. There is a willingness to go further.

Hayley asked what the role of the board is in this space, and also stated that we need a board ESG Lead.

Jill offered to take on the role of ESG initially, and to support with the statement/plan based on her experience.

Action: Hayley asked the Board to think about the ESG Statement (attached) and for feedback via email before submission.

6 Audit and Risk

11:15

Minutes:

Will Baker led the Audit and Risk update.

Head of Finance Recruitment:

Interviews have taken place, but not yet found the right candidate.

Richard: There are measures in place for the day to day running of the finance function. Elenepha (Finance Lead) has been given some additional responsibilities, and we are also recruiting a temporary Finance Lead to support Ruby (Finance Lead). In addition, Eddie will also be kept on a retainer through this period.

Pensions accounting:

Will shared that we need to account our pension contributions differently going forward. In summary:

- GM Pension Fund (GMPF) is a defined benefit scheme (as opposed to defined contribution).
- This means that we pay into the GMPF pot, which makes it more difficult to account.
- We need to account for the liability and promise of benefit. The amount of funds we currently have with GMPF is an asset.
- Currently, it is not showing as a liability on the balance sheet due to our pot being part of another pot.
- The next accounts need to account for the asset and liability on the accounting sheets. It doesn't change anything except the way we account for it.
- We have to act because it has been identified. GMPF can inform us on how much of the pot is ours.

Steven: Any implications if the outcome was a deficit?

Will: The process doesn't change. It just makes the numbers more visible. It will help sharpen our focus. Possibly review on an annual or bi-annual basis.

Sally: Does it impact our reserves policy?

Will: Any surplus is not available to spend on anything else. Any deficit is isolated.

Will informed the group that there were no decisions to be made. It is just a change in how they are accounting for pensions.

Risk Register:

Will talked through updates to the risk register.

Likelihood x impact gives the overall 'gross' risk score. When we include the risk response we can then generate an overall 'net' risk score (net risk likelihood x net risk impact). In addition, if we consider required actions we can then calculate a 'target score'.

We are aiming to boil down risk to a manageable size at board. Leaving lower level risks for Exec and other members of the team.

Reserves Policy:

Will talked through the Free Reserves Framework slides (attached).

Mike asked Will to explain to the trustees what their responsibilities would be if funding was withdrawn.

Will:

- Have charity's best interests at heart.
- Potentially wind down.
- Have a sensible reserves policy in place.
- Sufficient buffer in place to allow us to transfer or wind down.

At the next board meeting we will drill into the numbers that relate to the reserves framework.

Finance Paper:

Richard talked through the attached finance paper.

Will finished by updating on some training opportunities for trustees -

Action - Will/Lee to share the training opportunities

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11:45

Nominations and Remuneration

Minutes:

Steven talked through the attached N&R's paper:

Currently working out the best approach to Beth's maternity leave.

Roles funded via ICP have been extended by 4 months whilst we wait for the outcome of the budget.

Steven asked Lee to share the safeguarding update from the attached N&Rs paper:

Lee:

- Our policies and procedures on safeguarding are robust and up to date.
- We have been challenged by the Child Protection in Sport Unit (CPSU) to provide more evidence on how we influence external partners in relation to safeguarding and welfare.
- We have set up a Safeguarding working group and are working to action plan to provide this additional evidence. We also want to build in processes that enables us to continue evidencing this work.
- We are also helping the CPSU to understand our organisation more and why we are unlikely to have safeguarding concerns reported to us. We can include conditions in agreements with third party's that they meet safeguarding standards and have effective procedures in place. However, we need to maintain confidentiality.
- We had one safeguarding risk highlighted to us in relation to Activity at the House of Sport. This was reported to GLL who have acted on our feedback.

Sally mentioned that she can share information regarding the National Youth Agency's safeguarding standards - **Action**

APDR Moderation:

Steven led the discussion on the APDR moderation process. The Executive Team left the room for this discussion.

Recommendation: To approve all that is outlined in the password protected paper included as a link in the agenda.

Following a discussion all trustees approved the recommendations.

Action - Look at ways to improve and strengthen the process in N&R's.

The Executive Team returned to the meeting.

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12:05

AOB and future meetings

Minutes:

GM Moving Conference

Action: Eve will follow up with an email to all Board Members. 900 people attending across many sectors and regions.

Action: Trustees to let Eve know if you're attending.

Mike spoke about Sanjay wanting to stay involved with GM Moving as an advisor when he eventually moves on. He will be attending and taking part in the conference.

Mike thanked everyone for their contributions.