

GREATERSPORT

Minutes of the Meeting of the Main Board

10th December 2020

Virtual meeting (Zoom)
9.30 – 12.30

Present:

Trustees/Directors

- Mike Perls – Chair
- Sarah Brown-Fraser
- Rob Young
- Rob Mukherjee
- Sanjay Bhandari
- Marilyn Comrie
- Warren Heppolette
- Leanne Feeley
- Jen Mossop-Scott

Officers

- Hayley Lever
- Eve Holt
- Richard Davis-Boreham
- Beth Sutcliffe
- Matt Stocks
- Alex Bielecki

External/Observer

- Justine Blomeley

1. Welcome and Apologies

Mike Perls welcomed everyone and introduced the meeting. Apologies were received from Richard Roe, Katy Calvin-Thomas, Dan Cropper, and Graham Whitham.

2. Minutes from the last meeting of 18th September 2020

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

Matters arising

- Richard Davis-Boreham – the actions from the audit report have been put in place.
- Office space – funding for redevelopment of the offices is no longer available and therefore it is not progressing. Discussion is on-going with GLL re our return to the offices in the New Year.

- The NJC Pay Award increase award has been implemented.
- Strategy work – this is on today’s agenda.
- Audited accounts – these have now been signed off.

Declaration of Interest

- No additional declarations at this meeting.

Operations

3. Speaking up working group

- Warren delivered an update on the work of the group (see slides) and circulated board paper.
- A group was set up as a joint endeavour between Trustees and GreaterSport with clear actions and ambitions.
- A progress report was given across the four areas - Strategic, Structural, Cultural and Personal/individual.
- A visual slide has been created by Eve Holt on the picture at the moment – how it all works together as a cyclical process.

Actions

- To continue the work of the group.

4. Nominations & Remuneration sub-committee

- The minutes of the sub-committee were circulated as part of the Board pack of papers.
- As the newly appointed Chair Rob Young outlined the remit of the committee, noting that whilst then focus will remain on nominations and remuneration, he acknowledged that the scope at times has extended to wider ‘people/culture’ matters, and that as things arise, the question should be asked as to where they sit, so there isn’t a mission drift of this group.
- In October a staff survey was conducted, and separate summary paper has been circulated to the Board.
- Forward plan – themes
 - Pay
 - Openness/speaking up
 - Leadership (Exec style and model)
 - Personal growth and progression
 - Stress
- It was reported that a discussions took place on the future cost of living increases for staff in addition to opening up a conversation about incremental pay and bonus scheme possibilities. Currently GreaterSport provides an annual cost of living increase to all staff based on the negotiations undertaken by the National Joint Council (NJC) for local government services. There is no automatic incremental annual pay increase and we do not offer and don’t apply any bonuses or pension enhancements for any staff.
- Everyone approved the recommendation to continue to use the NJC pay agreement, however, reserving the right to pass this on to staff and/or

amend the rate based on the organisation's financial situation and other inflationary factors such as CPI and/or RPI.

- Work on refreshing our existing pay policy is making steady progress and we are enlisting the support of Trafford HR and external consultants ensure greater transparency, accountability and fairness with regard to setting and reviewing pay across the organisation.
- With a number of Trustees nearing the end of their first three year term (Trustees can serve up to 3 terms of 3 years each), it was acknowledged that it would be good practice to have succession plan.
- Mike Perls – it was agreed that, at the end of a Trustees 3 year term that Trustees need to be invited for continuing terms on membership and that it is not an automatic continuation.

Actions:

- To take this work forward as part of the Pay Policy Review work and for it to sit under Nominations and Remuneration sub-committee.

5. Audit & Risk

- Richard Davis-Boreham (see slides) outlined the current financial position.
- There has been a huge change in finances because of Covid.
- Local Delivery Pilot and GM Walking – there have been positive conversations around additional funding for GM Walking for another year.
- Reserves – we have three bank accounts to spread the financial risk. GS is looking into other options with better returns but increased risk.
- Use of reserves – agreement to use a small amount of money (£40k) to innovate. Also looking at our reserve policy and freeing up some additional monies.
- Sanjay Bhandari – Reserve policy is for a rainy day. The pandemic could be considered to be rainy day. We are in a position to think about the future impact of Covid – we should consider use of the reserves and growth mode in the future.
- Rob Young– we need people led technology not being led by technology.
- Marilyn Comrie – we could become more 'disruptive' – GS needs to look at this. Organisations that emerge stronger are the ones who have had to turn everything on its head. We need to look at investing in blue sky thinking and operate differently – and different sources of generating income – less reliance on traditional funders.
- Mike Perls– we need to explore 'step change' for the future.

Actions:

- Circulate the updated risk register (Richard Davis-Boreham)

6. Sport England Strategy

- Justine Blomeley presented an update on Sport England thinking on Shaping Our Future– see slides.
- Sport England has gone through a good process to arrive at the current thinking.

- The work has helped to shift internal thinking and bring about change.
- Engagement work has been really welcomed – shift from consultation to engagement with people/organisations.
- 10 year transformational strategy – going to have a year of transition and a year of building momentum of what it will look like.
- Focus on tackling inequalities – being heard louder and clearer. Needs to be a golden thread in the strategy.
- GreaterSport has had involvement in the testing of areas.
- Focussing our efforts – need to move beyond where we are. We are not going back to where we were.
- The board acknowledged that there is a need for Sport England to work differently.
- Mike Perls – this was useful for setting the backdrop for future discussions particularly with the forthcoming GS and GM moving strategies.

Action

- Continue to work closely together with Sport England on GM Moving/GreaterSport Strategy.

7. Executive Report

- Beth Sutcliffe delivered the Executive report – a few areas have already been covered/discussed in the meeting.
- Active Lives data – Covid has had an impact – has led to a refocus of staff work and priority areas.
- Beth Sutcliffe summarised the priority reviews (see slides) and a 'where next' over the next few months. Good for internal updating of team but also for board to see the work and progress to date.
- Presentation to be shared on Workplace on work across the organisation.
- Rob Mukherjee – performance reviews are inspiring. Really helpful to understand what is happening.
- Marilyn Comrie – an area of concern is the omission of racial inequalities. John Ameachi video is important to see. Maslow hierarchy/self-actualisation – people struggling are often at the bottom of the triangle. There is a lack of understanding. BAME groups often don't have the time to be involved in consultation. Is there potential to be paid for this? Nothing is ever done, we just carry on as before – we need to see anti-racism. Report on Colour of Power – people who make decisions there are only 12 Black, 20 Asian etc. particularly relevance in post Covid world– need to be part of the design of the future. Need to consider our 'network value'. How can we become a 'driver for change'? Need to create diversity and inclusion that is normalised in GM – there is potential to be disruptive. Anti-racism all our responsibility. How can we become the trail blazer? We need to become anti-racist.
- Eve Holt – this is key to our strategy refresh. We are looking at how we can be bold and be disruptive.
- Beth Sutcliffe– on a programme around leadership inclusion (with Warren Heppolette) – started conversations with staff. Eve is working on a BLM plan for GS.
- Hayley Lever – the Active Partnerships CEO group is also doing some work on this. Board commitment to doing this is key. Traditional partners could be disrupted by us if we take a different stance/lead the way. Consideration of use of language.

- Mike Perls – how can we create a focus in the report on areas we are interested in?
- Sarah Brown-Fraser – similar issues on disability as well. There is a huge impact on disabled people and communities – disproportionate effect of Covid on them. Message is not clear to the public.
- Diversity and Equality Plan for GS to be updated in the New Year.

Actions

- Beth to review format of Exec report presentation.

Strategy

8. CEO Update

- Appreciation – for all the high performance. This is across the whole team and external partners.
- Connectivity is being maintained.
- Board - ambition for relationship between board and team. This pandemic has helped. Significant difference from February when we last properly met.
- Great support from all board members not just in board meetings but priority reviews, speaking up, IT support etc.
- Poem ☺

Action

- None

9. GM Moving / GreaterSport Strategy

- Hayley Lever gave a reminder of the journey from September until now.
- There has been a get together and two follow up meetings – to gather other perspectives. Creating a steering group.
- Updating the GM evaluation work with Tim Crabbe and Katie Shearn– helping us to think about where next. Andy Burnham had been interviewed the previous week. He is fan of GMMoving – we are a progressive influence in the system. This is recognised by Andy.
- Andy suggested GM Moving Strategy could focus on 2 or 3 key policy areas. There is a Framework, project plan in place for this.
- **Beth Sutcliffe**
 - Branding refresh/marketing coms team – resurfaced ongoing discussion of two brands – creates internal tension and confusion.
 - This is an opportunity to think about this – shift how we present ourselves. Opportunity to bring things together (e.g. do we need to continue with two websites?)
- **Eve Holt**
 - Constancy of purpose – not changed.
 - Consistency of approach – around governance, principles, disruption agenda.
 - Has put the initial framework as a 'plan on a page'
 - Active Design – help people to live active lives – co-design work

- How do we do this well – shared developing engagement strategy.
- Work with target groups – working with Marilyn Comrie and others.
- Will work with all the Board members over the next few months.
Focus from January grateful for support of board members to help take conversations to all parts of GM.
- Leanne Feeley – Needs to be a GM conversation, Greater Manchester is 10 districts – need to hear how the 10 voices will be heard not just Andy Burnham. Eve Holt updated to recognise the point about 10 leads, and that we are having conversations in areas all localities. One conversation in each area between January and March.
- Eve Holt – the Tackling Inequalities Fund – is in Phase 3. Working to ensure it goes to specific groups not engaged in Phase 1 & 2.
- Mike Perls– important to get/hear the stories so that we can advocate.
- Hayley Lever – what does the direction of GM Moving Strategy mean for the GreaterSport strategy?
- What’s GreaterSport’s role - lead/support key areas?
- GreaterSport don’t need to write a big strategy – short and succinct – make it clear to the system who we are, values etc. – this unlocks a 1 year business planning cycle. Help us to stay agile and aligned to the purpose. Does that sit comfortably with the board?
- Jen Mossop-Scott – agrees with the approach being taken.
- Warren Heppolette – we need to be punchy and short. Recognise the size of the organisation.
- Key for us to think about the adjustments in approach – picked up Marilyn Comrie’s comments.
- Sarah Brown-Fraser – echo the points raised. What’s the real change and problem? Needs to be higher profile for mentioning disabled and black people. Would like strategy to look and feel different – be obvious.
- Mike Perls– a challenge set. To think differently. GS has support to do so.
- Mike Perls– branding question. Thoughts of board?
 - Hayley – subtle shift? Flip brand? GMMoving – GreaterSport supporting, driving and enabling – the view from Mike/Warren was that GS doesn’t need to be front and centre.
 - GreaterSport could become less visible as a brand – is that okay?
 - Sanjay Bhandari – language is important. Not just the brand but the language. Do we need to be more vocal in the public space? Get the verb write. That will drive the identity. Will share a visual of a ‘solar system’ approach.

Action

- Executive team to take forward the strategy and brand identity work.

Any other business

- None

Next Board Meeting

- 11th February 2021(Away Day)
- 18th March 2021

Future Sub - Committees

- Noms & Rems – 6th May 2021
- Audit & Risk – 20th May 2021

Table of Actions (10th December 2020)

| Item | Lead | Action / Issue | Progress | Completed |
|------|-----------------------|---|----------|-----------|
| 4 | Matt Stocks | To continue the work as part of the Pay Policy Review and for it to be part of the remit of the Nominations and Remuneration sub-committee. | | |
| 5 | Richard Davis-Boreham | Circulate the updated risk register (Richard Davis-Boreham) | | |
| 6 | Hayley Lever | Continue to work closely together with Sport England on GM Moving/GreaterSport Strategy. | | |
| 7 | Beth Sutcliffe | To review the format of the Executive Report presentation. | | |
| 9 | Hayley Lever | Executive team to take forward the strategy and brand identity work. | | |