

## Minutes Nominations and Remuneration Sub-committee

<b>Date</b>	08/05/2024
<b>Time</b>	11:00 - 12:25
<b>Location</b>	GM Moving, House of Sport, Rowsley Street, Manchester, M11 3FF
<b>Chair</b>	Steven Pleasant MBE
<b>Attendees</b>	Sarah Brown-Fraser, Lee Davies, Leanne Feeley, Hayley Lever, Rob Mukherjee, Mike Perls MBE, Steven Pleasant MBE and Beth Sutcliffe
<b>Absentees</b>	Richard Davis-Boreham and Matt Stocks

### 1 Welcome, introductions, and apologies

11:00

*Minutes:*

Apologies: Richard Davis-Boreham

Steven welcomed everyone and started the meeting with a short video of the GM Moving conference.

### 2 Minutes of previous meeting and matters arising

11:05

*Minutes:*

Minutes approved by all in attendance.

All actions are complete or on track.

### 3 Horizon Scanning

11:10

*Minutes:*

#### **Code for Sports Governance - update from Beth Sutcliffe**

Met most areas. Been asked to dial up in areas of ESG, Welfare, and Risk, with all being considered in board decision making processes. Papers will be tweaked to reflect this.

**Action** - Beth to draft template for future board meetings.

#### **Horizon Scanning**

Steven stated it would be helpful to have a reflective conversation about the purpose of this group and invited Mike and Hayley to give their perspective of the journey this group has been on.

Mike: The group was developed to help the organisation thrive from a people perspective. Catalyst was the Speaking up Group, and it has moved away from just being about people. Also moved to having a separate chair from the board which helps to bring better decisions.

From a strategic point of view - the group was key to bringing Hayley into the CEO role and moving to a more distributive model of leadership across the organisation.

Hayley: N&Rs is a valued space for deeper thinking and visioning. Different

to how it is done with the full board.

Sarah: Opportunity to be an exemplar to other boards. Good with inequality and people, but there is more to do.

Rob: Daunting but this is OK (only Rob's second N&Rs meeting). Will have more to contribute in the future.

Hayley: The tiniest things bring value. For example, cyber security, password protection etc.

Leanne: Helps to show how decisions marry up to vision/mission/purpose. Don't forget the basics. Reflect on whether it is the right name?

Steven: Been a spectator for some of the journey, and aware of the amount of work. Heavy lifting to get us here, but where to next if we want to be an exemplar. Forge the what and the how going forward.

Mike: (Reflecting on the conference): 'Those who live their lives with love - we have their numbers'. Smoking on planes - some things are going to look ridiculous in the future.

Playing in a different way (football analogy). We're high performing, but what else is there?

Sarah: Co-production is a buzz word in sport. Boards need more of that, bringing some of the people that can affect change.

Steven brought in Hayley and Beth for reflections on what they had heard:

Beth: Keep paying attention to the detail. Created an organisation that is thriving. What we do is working. Value from the board is looking ahead and giving us permission to do things differently. Connection at a national level is stronger. How much time do we give to this space - what we do adds up to the collective impact and therefore impacts GM.

Hayley: There's a tangible need for this way of thinking.

Beth: (In reference to being an exemplar): Important to recognise how this gives other Active Partnerships confidence to work in a different way. If others lose their nerve it will negatively impact active lives.

Sarah: We need to be bolder and proud of where we have come from.

Hayley: Being at the front edge takes resilience and courage.

Rob: If we describe what we believe in it creates the next champion, and influences others.

#### **4.1 People and culture update**

11:45

*Minutes:*

Beth gave an update on people and culture (see attached paper):

Been interesting to be involved in a lot of recruitment recently. Reflected on

how we can improve which is helpful for some of Lee's work. Good feedback from interviewees regarding information shared and our values/culture. We're doing something right in terms of communicating our ways of working, attracting stronger candidates and increasing diversity.

Steven asked if Lee could provide some Qualitative/Quantitative feedback as part of the recruitment work.

**Action:** Fully costed and risk assessed proposition for the board in September - Beth

Mike discussed trustee recruitment: Sanjay stepping off, and is 'nationally plugged in'. However, he is keen to stay in an advisory position. Therefore, it feels like someone with a sport background is what is needed.

**Action:** Start the trustee recruitment process. Circulate the pack to board before the June board meeting.

## 4.2

11:55

### **Succession, retention and development**

*Minutes:*

Hayley led a conversation on succession, retention, and development.

Previously we have decided to think differently about succession (e.g. the sabbatical process). This has created opportunities for Strategic Leads in the organisation.

How do we support the gap between Strategic Director and CEO roles? Having conversations with Steven and Mike and putting a draft paper together including: Succession planning/business continuity, retention of talent, confidence for people to develop into Exec positions. The Exec team know that conversations are taking place.

Developing further with the N&Rs committee, Lucy Maxwell Scott and Trafford HR.

Hayley is developing a paper, and would like the N&Rs committee to support. Need this support as Exec can't be involved.

Hayley shared some different scenarios with the committee.

The scenarios have gone into the Risk Register, but we've not gone into detail on how we would deal with each one creatively.

Hayley to share the paper with the N&Rs committee via SharePoint to get input - **Action**

## 4.3

12:05

### **Risk register**

*Minutes:*

Beth discussed the risk register in place of Richard Davis-Boreham.

We want to have risk as a set item at N&Rs, relating to people and culture in particular. We will also highlight the top risks to discuss.

All present agreed to this agenda item going forward.

**5**

12:20

**AOB**

*Minutes:*

**Shadow Board Member**

Mike and Hayley meeting potential shadow board member. Mike asked for permission to go forward. All in attendance agreed.

**Eddie Exit Interview**

Hayley shared that she had a positive exit interview with Eddie which will be good to share with N&Rs

**Matt Feedback/WhatsApp Group**

Hayley informed the group that Matt had been sharing feedback whilst on his sabbatical on our Happy Feedback Teams Channel. Useful process for him to be watching from afar. It would be useful to have a place where things like this can be shared with the board.

Mike agreed to start the process of setting up a WhatsApp group for the board. Need to decide on appropriate boundaries and who will be included.