

Annual Governance Statement for the academic year 2017–2018`

The Board of Trustees of Greenhouse Sports Limited is fully committed to good governance and to helping the charity deliver its purposes effectively. Good governance at Greenhouse Sports enables and supports compliance with relevant legislation and regulation and promotes a culture where everything works towards fulfilling the charity's vision. To illustrate Trustees' commitment to governance, set out below are the main developments in this area for the academic year 2017-18. This statement follows the format recommended by Sport England's Code of Governance.

Significant governance actions and changes

The Directors of Greenhouse Sports are its Trustees for the purposes of charity law. The Board of Trustees administers the charity and meets regularly throughout the year. All strategic development decisions are taken by the Trustees.

The Trustees serving during the year were:

- Jeff Berman (Chairman until 8 March 2018)
- Michael de Giorgio
- Luke Ellis
- Lynn Gadd
- Penny Linnett
- Andrew Lowenthal
- David Meller (resigned 24 January 2018)
- Nicholas Prempeh (appointed 4 October 2017)
- Jill Sherman (appointed 14 June 2018)
- Michael Sherwood (Chairman since 8 March 2018)

Company Secretary: Georgia Cocks (appointed 4 October 2017)

Prior to the appointment of Georgia Cocks as Company Secretary on 4 October 2017, the role had been filled by Marianne de Giorgio.

- In March 2018, long-standing Chairman, Jeff Berman, stepped down as Chair (whilst remaining as Trustee) and Mike Sherwood took on the leadership of the Board. Both Trustees have a wealth of experience and expertise, not least from their involvement with Greenhouse Sports from the start.
- During the year, Trustees made a significant investment to further promote good governance and manage the key risks of the charity. Initiatives included:
 - **Safeguarding & Child Protection (SCP):**
 - A Safeguarding audit was completed (November 2017), to assist in evaluating our procedures for SCP;
 - Benchmarking research was carried out (November 2017) to: (i) benchmark our SCP practice against other similar/ relevant organisations; (ii) ensure that we are following best practice in this field; and (iii) identify any areas where improvements could be made.

- **Health & Safety (H&S):**
 - Trustee working groups successfully monitored and managed the progress and H&S compliance of the Greenhouse Sports Centre refurbishment;
 - A programme of H&S training has been ongoing for all employees (this forms part of a comprehensive 'Essential Operating Standards' training programme);
 - Dynamic risk assessments have become a standard part of activity planning;
- **Impact:** Following the update of the charity's Impact Strategy work was carried out with Loughborough University researchers to scope the impact of our programmes. Follow-up research is in progress, to investigate the consistency of the Greenhouse Sports model, which specific elements of delivery lead to desirable outcomes for young people and how that impacts skills related to employability.
- **Staff survey:** A staff survey was completed in the summer seeking a wide range of views on topics such as well-being, engagement, retention and leadership and management.

Compliance with Sport England's Code of Governance

- On 31 October 2016, UK Sport and Sport England unveiled a new Code for Sports Governance, a requirement of the government's strategy '*Sporting Future: A New Strategy for an Active Nation*', published in December 2015. The Code sets out a single set of governance requirements for the first time.
- The Code applies to all organisations within the UK who receive funding, and sets a number of compulsory requirements under five very broad '*principles of good governance*', being: Structure; People; Communication; Standards & Conduct; Policies & Processes.
- Greenhouse Sports has made a formal commitment to fulfilling these detailed governance requirements within set timescales. The vast majority of the Code's requirements have already been met. The outstanding actions are set out below.

Areas for further development

- Code of Governance actions to be completed by end of December 2018:
 - Review of performance and structure of the Board.
 - Identify further actions to be taken to support diversity targets.
 - Ensure the organisation prepares and publishes on its website information (approved by the Board) about its work to foster all aspects of diversity within its leadership and decision making, including an annual update on progress.
 - Strengthen our strategy for engaging with, and listening to, our stakeholders

Director attendance at Board and committee meetings

Greenhouse Sports Directors are passionate about the charity's mission to use sport to engage young people and improve their life chances. Attending Board and Committee

meetings is considered an essential part of achieving this mission. Inevitably there are some occasions when a Director cannot attend due to other professional commitments.

Board meeting attendance

- Four Board meetings held in academic year September 2017- July 2018
- Percentage of Directors attending each meeting: 100% (Oct); 77% (Dec); 100% (March); 62% (June).

Committee meeting attendance

- **Centre Governance Committee:**
 - Meetings held involving two Directors and key members of the Centre development team.
 - Five meetings held in period, four with 100% Director attendance; one with 50%.
- **Finance Audit & Risk Committee**
 - Four meetings in period
 - Three meetings with 100% Director attendance; one with 75% (representing one Director unable to attend).
- **Operations Committee**
 - Three meetings in period
 - Two meetings with 100% Director attendance; one with 75% (one Director).
- **Health & Safety sub-committee**
 - Four meetings attended by Director with H&S remit: 100% attendance
- **Safeguarding & Child Protection (SCP) sub-committee**
 - Monthly meetings held with SCP lead Director attending alternate months: 100% attendance

Annual reporting on progress against strategy – some key highlights

- **Inspirational coaching and mentoring – key statistics:** In 2017/18, our coaches delivered over 9,500 hours of one-to-one sport and mentoring sessions, giving young people quality individual attention to work on their sport and talk through anxieties or issues they may have been facing. Over 38,000 hours, our coaches offered consistent access to sport for our participants, ensuring they had a safe place to be active and socialise in a positive way.
- **Aim of Greenhouse Sports' programmes:** To achieve the following outcomes:
 - Developed Social, Emotional, Thinking and Physical (STEP) skills in participants
 - Improved physical and mental wellbeing
 - Sustained participation in sport and physical activity
 - Improved engagement with school and education
- **The Greenhouse Centre:**
 - After 78 weeks of construction, to refurbish an almost 200 year old Grade II* listed building, the Greenhouse Centre opened its doors to the Westminster community in April 2018.

- The Greenhouse Centre vision is to provide access and opportunity for people of all ages and abilities to get active and experience the benefits of working with our high-quality coaches.
- The Centre will also help enhance existing programming for the charity, providing a home for our Greenhouse Sports Table Tennis Club, and additional opportunities for our current participants to work with our coaches at the weekends, during the holidays and when additional facilities are required.
- Since opening, we have welcomed over 500 members, held capacity school clubs for local primary school children, and hosted many local community organisations to run workshops on wellbeing, health and nutrition.
- Their Royal Highnesses, the Duke of Cambridge and Prince Henry of Wales, attended our opening launch event on 26 April 2018, where they cut the ribbon alongside current Greenhouse Sports apprentice coach, Khadra.
- **Increased stakeholder voice – Youth Council:** Our Youth Council is in its second year and is going from strengthen to strength. It brings the voice of our participants to the fore in shaping our programmes. Fourteen participants joined the meetings, training days and workshops over the past year. Members also played an important role in the Greenhouse Centre Gala opening evening. The Youth Council is a key part of the development of both the charity and our young people.
- **Coach Core programmes:** As the founding delivery partner of Coach Core, the apprenticeship programme from the Royal Foundation of the Duke and Duchess of Cambridge and Prince Harry, Greenhouse Sports was proud once again to employ three apprentice coaches to learn their trade from our coaches. One of the apprentices delivered a speech at the Greenhouse Centre launch in front of the Duke of Cambridge and Prince Harry. The Coach Core programme is an important part of our learning and development pathway as we support young people to employment.