

Greater Manchester  
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# Priority plan: Business operations -

Governance, HR, Finance and Risk



# **Business operations - Governance, HR, Finance and Risk**

## **Our aim**

To provide high quality governance, HR support, business operations and financial expertise to ensure GM Moving is financially and legally compliant, a great company to work for and one that promotes and embeds equality, diversity and inclusion, and environmental sustainability.

# Business operations - Governance, HR, Finance and Risk

## Our priorities

### Business operations

- Ensure we remain compliant with all statutory, regulatory and contractual requirements, including but not limited to those set by the Charity Commission, Companies House and the Code for Sport Governance.
- To drive forward our commitment to promoting fairness, equity, equality, diversity and inclusion. Ensure we recruit, promote and retain staff and talent in a way that ensures our workforce draws from and reflects ethnically and culturally diverse communities in Greater Manchester and is inclusive of disabled people.
- To provide sound and knowledgeable Governance and HR advice and direction to the Board of Trustees, Executive and wider team.



# Business operations - Governance, HR, Finance and Risk

## Business Operations continued

- Ensure that all Human Resource operations are carried out smoothly in a way that supports staff to be their best.
- Provide suitable Learning and Development opportunities for staff relating to Business Operations and ensure engagement across the team. Support all staff in their HR and Finance work.
- Maintain compliance around HR/Governance policies through review and improvement.
- Take positive action on environmental sustainability.
- Provide strong Business Operations support ensuring that effective IT, communications and administrative systems are in place so that the organisation can function successfully on a day-to-day basis.



# Business operations - Governance, HR, Finance and Risk

## Our activities

### Business Operations

- HR policies regularly updated with a particular focus on new employee recruitment and safeguarding.
- Implementation of the Code for Sports Governance including our EEDI plan and development of an Environment, Social and Governance action plan.
- Embrace digital innovation and solutions to assist in the efficiency and effectiveness of business operations.
- Continue to develop HR software with accurate records and onboarding of new starters.
- Having established a successful return to the office, maintain a flexible, high quality working environment that is conducive to high performance.



# Business operations - Governance, HR, Finance and Risk

## Business Operations continued

- High quality support to the Board and Trustees of Greater Manchester Moving including all operations around Board meetings and activity.
- Risk management plan updated in line with any identified risks and mitigation of them as part of a whole organisation risk framework.
- Remaining committed to and evolve the Reward Project, with particular attention to enhancing the performance and development framework to define and support high performance.



# Business operations - Governance, HR, Finance and Risk

## Changes (So what?)

### Business Operations

1. **Policies:** Increased diversity of applicants for vacancies. Updated grievance, disciplinary, and capability policies that interact with and support each other, giving the best chance for positive outcomes. Better understanding of our environmental sustainability through the development of an Environment Social and Governance action plan.
2. **Digital innovation:** Online board platform and HR software to be used to their optimum. Increasing efficiency and ability to record accurate information. Consider other areas for digital innovation such as recruitment and PDR's.
3. **HR software:** Improved processes for new starters. Individual responsibility for employee records overseen by the Office Manager.
4. **Working environment:** The provision of positive working environments that enable continuous high performance.



# Business operations - Governance, HR, Finance and Risk

## Business Operations continued

5. **Board support:** Increased engagement with individual board members from the team, tapping into their areas of expertise for the benefit of Greater Manchester Moving.
6. **Risk management plan:** Risks are minimised and proportionate, allowing a considered approach to opportunities.
7. **Reward Review Project:** Incremental improvement to processes relating to performance and development. Based on open feedback from the competency reviews, giving employees the best chance to develop.



# Business operations - Governance, HR, Finance and Risk

## What's the change we will see?

### Transforming governance and processes:

- Positive action that creates the opportunity for more diversity within the team.
- More thoughtful approach to risk mitigation. Allowing us to identify and act on opportunities.

### Learning and adapting:

- Commitment to understanding our environmental impact and contributing to the environmental sustainability in Greater Manchester.
- High quality working environment for the team. Building on the successful move into House of Sport.

### Progress captured through:

1. Recording and analysis of diversity data of all applicants for our vacancies.
2. Updates to the new risk register, including mitigations and tangible targets.
3. Engagement and feedback into our Green Plan.
4. Direct feedback from the team, and feedback from the staff survey.



# Business operations - Governance, HR, Finance and Risk

## Our priorities

### Finance

- Investment of reserves - building relationship with Investec and managing the reserve investment.
- New auditors - building relationship and managing the transition from Slade & Cooper to Carpenter Box.
- Financial processes efficiency - exploring a digital approach to our financial systems - expenses, purchase orders, authorisations. Shifting our payroll management to a new supplier.
- Sound financial management - managing the in year pressures on the core and programme budgets e.g. COLA.
- Strategic oversight of Greater Manchester Moving finances and unqualified audited accounts.



# Business operations - Governance, HR, Finance and Risk

## Our activities

### Finance

- Completion of annual grant reconciliations for all major awards.
- Processing grant claims 23/24 - SE, GMCA & others.
- Closing of 2022/23 accounts and preparing draft accounts ready for annual audit (Greater Manchester Moving and Local Pilot).
- Roll-out of QuickBooks to all budget holders for a more effective actual vs budget monitoring and providing accompanying training to staff.
- Provision of monthly management accounts for budget holders and quarterly insightful forecasts & analysis for Exec Team and Board.
- Review of financial controls and policies in line best practice.



# Business operations - Governance, HR, Finance and Risk

Changes (So what?)

## Finance

1. **Internal Systems:** Put in place best practice systems, processes and controls that are proportionate to effectively deliver the expected outcomes the 3 major changes: new auditors, new payroll management company and the new investment company.
2. **Digital Reporting:** Improved monthly financial reporting by providing live reports to budget holders through QuickBooks Online. Financial reports will be available to budget holders by the 10th day after month-end enabling better monitoring and enhancing better decision making by managers.
3. **Digital Payment Processing:** We will explore and implement a digital approach to purchase order and invoice approval system, creating a more automated and efficient system for all staff.
4. **Investments Oversight:** Provide Board and Exec Team insightful reports and analysis investment performance.



# Business operations - Governance, HR, Finance and Risk

Changes (So what?) continued

## Finance

5. **Financial Policies:** Update financial policies in line with internal and external developments and implementing changes within the organisation.
6. **Business Partnering:** Provide better and improved finance business partnering role to project managers across the organisation with the support of our finance officers.
7. **Cash Flow Monitoring:** As a result of the new investment strategy, we will have regularly review of cash flow requirements necessary for the continual operation of the charity.

