

Greater Manchester  
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Priority  
plan:

Business  
Operations  
& Finance



# Business Operations & Finance

## Our shared ambition

Our goal is to deliver excellence in governance, HR support, business operations, and financial expertise, ensuring GM Moving remains both financially and legally compliant. We are committed to being a great company to work for and with, promoting equality, equity, diversity, and inclusion, while upholding a strong commitment to Environmental, Social, and Governance responsibility, welfare, safeguarding, and effective risk management.



# Business Operations

## Our contribution

- Ensure compliance with all statutory, regulatory, and contractual obligations, including those from the Charity Commission, Companies House, and the Code for Sport Governance.
- Promote fairness, equity, diversity, and inclusion through recruitment, promotion, and retention practices that reflect Greater Manchester's diverse communities, including individuals with disabilities and older talent.
- Provide expert Governance and HR advice to the Board, Executive, and wider team while overseeing smooth HR operations that empower staff to perform at their best.
- Deliver learning and development aligned with our Learning & Development Strategy.
- Maintain and improve HR and Governance policy compliance.
- Support the implementation of the Environmental Sustainability Plan.
- Support strong business operations through effective IT, communication, and admin systems.





# Our activities

## Lead

- We are committed to the ongoing implementation of our EEDI Plan, laying a strong foundation for the organisation to effectively address inequalities. We lead by example, ensuring our actions align with our values.
- Embrace digital innovation and solutions to assist in the efficiency and effectiveness of business operations, including the adoption of AI technology where appropriate.
- The Risk Management Plan is updated to align with identified risks and mitigation strategies within the organisation's risk framework. The Business Operations Risk Register is periodically revised to capture opportunities arising from risk mitigation.

## Support

- Continue to develop HR software with accurate records and onboarding of new starters.
- High quality support to the Board and Trustees of Greater Manchester Moving including all operations around Board meetings and activity.
- Remaining committed to and evolve the Reward Project, with particular attention to enhancing the performance and development framework to define and support high performance.

## Connect

- Safeguarding policies and procedures are regularly reviewed and updated to ensure alignment with best practices. These standards are consistently upheld and promoted across the organisation.
- Maintain a flexible, high quality working environment that is conducive to high performance.

# What's the change we will see?

## Transforming governance and processes:

- Positive action to enhance diversity within the team, nurturing a more inclusive and dynamic work environment.
- Strategic risk mitigation, enabling the identification and capitalisation of opportunities with greater foresight and efficiency.
- A well-defined organisational framework for the responsible and effective use of AI, ensuring alignment with best practices
- and ethical considerations.

## Learning and adapting:

- Commitment to Environmental Sustainability: Actively assessing our environmental impact and contributing to sustainable initiatives across Greater Manchester.
- Leadership Development: Enhancing the skills of current and future line managers to support team growth and facilitate seamless succession into new and existing roles.
- Enhanced Learning & Development: Updating our mandatory Learning and Development programme to align with organisational needs and best practices.
- Strengthened Safeguarding Practices: Reviewing and refining safeguarding processes, ensuring a well-informed team that upholds best practices.
- Annual Performance Reviews: Reviewing and updating the Annual Performance Review process to drive continuous improvement and employee development.





## How will we know?

- Collection and analysis of diversity data for all candidates applying to vacancies.
- Regular updates to the risk register, incorporating mitigation strategies and measurable objectives.
- Strategic integration of AI across the organisation to drive performance excellence.
- Ongoing execution of the Environmental Sustainability Plan, with clear progress indicators for each goal.
- Seamless transitions into line management, nurturing confident leadership at all levels of the organisation. Evidenced via staff survey feedback.
- Clear and structured mandatory learning and development protocols, including regular refresher courses.
- Adherence to safeguarding best practices, supported by ongoing collaboration with CPSU and Ann Craft Trust, ensuring we meet their minimum standards.
- Continuous feedback loop for the APDR process, identifying improvement opportunities while maintaining fairness and transparency.

# Finance

## Our contribution

- Increasing unrestricted income to grow free reserves and support long term financial sustainability. Making our money work harder for us through investments and high interest reserve accounts.
- Effective use of technology to reduce manual processing and improve the efficiency of finance processes across the organisation.
- Developing a strong, skilled Finance Team working together to provide the best possible financial support to the organisation (Good to Great). Working with the Active Partnerships Network and increasing our contribution in that space.
- High quality, accessible financial information to support effective strategic decision making.
- Robust controls and financial management processes to ensure unqualified annual audits and compliance with financial rules and regulations and the Charities SORP.
- Ensuring investments and policies align with our commitment to environmental sustainability, ethical financial practices and social responsibility.



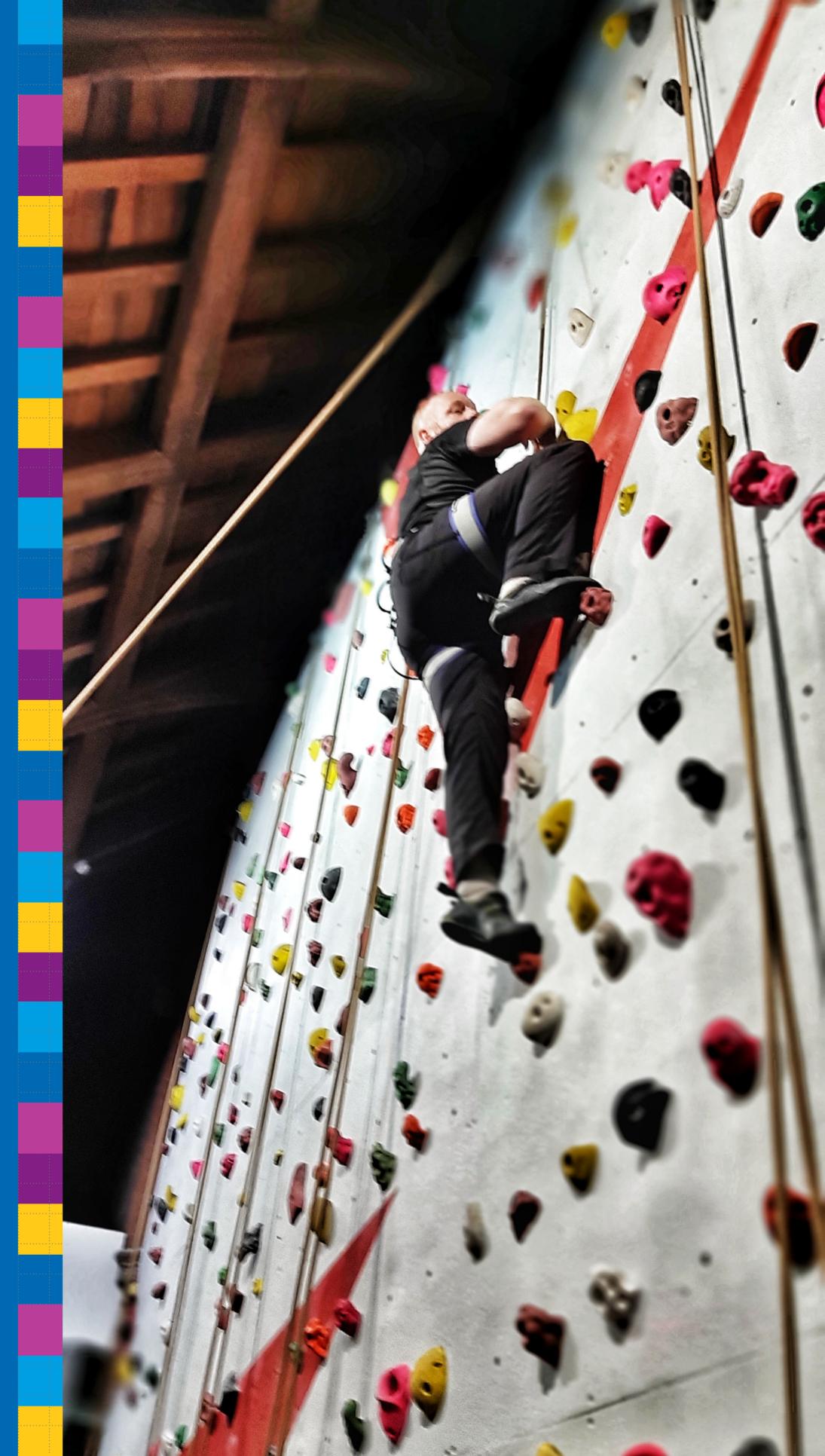


# Our activities

- Streamline GM Moving's bank accounts and introduce measures to ensure interest payments are maximised and cash is available at required levels throughout the year. Manage fixed term investments to generate income from free reserves. Work with the Executive Team to diversify revenue in support of meeting the long-term ambitions for growth and leadership.
- Implement a new Finance System to improve efficiency of processes around payments, expenses, purchase orders and approvals. Investigate the potential for the use of AI as part of this work. Review opportunities for integration with other systems (website, CRM, banking).
- Develop our professional and technical skills through learning and development. Sharing skills and knowledge within the team and nurturing a culture of personal and professional growth. Working closely with other Teams to better understand the work and focus more on business partnering. Developing our relationships with other Active Partnerships and attending the annual APN Finance Day.
- Development of the monthly management accounts process and reports for Board and the Audit and Risk Committee to ensure the information provided is accurate and accessible with clear messaging. Developing the use of KPIs as part of the process. Leading on the annual Budget and 6 monthly Forecast process to support effective strategic financial planning.
- Review and update financial policies (Procurement, Expenses) to ensure best practice is followed and providing training for staff as needed. Creation of a Finance Handbook to ensure processes and controls are documented and followed within the Finance Team. Membership of Professional bodies and attending conferences and training and development opportunities to ensure the team are up to date with regulatory requirements, changes to the Charities SORP and best practice.

# What's the change we will see?

- Better cashflow management with a streamlined banking process. Earning interest across more of our funds. Continuing to utilise investment opportunities for our free reserves.
- A more efficient Finance Team creating more capacity for business partnering and strategic support across the wider team.
- Slicker month end and year end processes with provision of high-quality financial information to support budget holders, Strategic Leads, Exec and Board.
- A self-reflective and proactive Finance Team able to meet the changing needs of the organisation. Attendance at annual APN finance meetings and regular work with Finance Leads across the network for knowledge sharing and support.
- Detailed bottom-up budgeting and forecasting processes to ensure budgets and forecasts remain accurate and up to date with budget holders actively involved in the process.
- Creation of a Finance Handbook with robust controls. Updated Procurement and Expenses policy. Statutory Accounts prepared in line with the Charities SORP including disclosures around Environmental Sustainability.





# How will we know?

- Increased investment income and interest from bank accounts. Increase in earned income and in the number of unrestricted income streams.
- Less time spent by the Finance Team on transactional processes and more time spent working with non-finance colleagues and external stakeholders. More capacity in the rest of the organisation due to reduction in time spent on finance processes.
- Monthly and annual finance deadlines are consistently met. Increased interactions with the APN finance network.
- Board and Exec able to make decisions more quickly and confidently due to high quality financial information being readily available.
- Unqualified annual audit each year and Annual Accounts finalised for approval at September Board and submitted on time to Charities Commission and Companies House.
- Statutory Accounts include disclosures relating to environmental sustainability practices. Banking and investment arrangements are in line with our Investment Policy to ensure we make environmentally and ethically sound investments.

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Greater Manchester  
Integrated Care Partnership

**GMCA** GREATER  
MANCHESTER  
COMBINED  
AUTHORITY

