

## Minutes Greater Manchester Moving Main Board Meeting

<b>Date</b>	04/12/2025
<b>Time</b>	9:30 - 12:30
<b>Location</b>	GM Moving, House of Sport, Rowsley Street, Manchester, M11 3FF
<b>Chair</b>	Mike Perls MBE
<b>Attendees</b>	Sarah Brown-Fraser, Will Baker, Sally Carr MBE, Dan Cropper, Lee Davies, Richard Davis, Leanne Feeley, Caroline Grime, Jill Harrison, Warren Heppolette, Eve Holt, Hayley Lever, Marisa Logan-Ward, Mike Perls MBE, Steven Pleasant MBE, Matt Stocks and Beth Sutcliffe

### 1 Welcome, introduction, and apologies

9:30

*Minutes:*

Apologies: Abigail Irozuru, Rob Mukherjee, Rachael Ntongho

Guests:

Rosie Reeves from GMCA accompanied Eve Holt (observer).  
Louise Robbins (Strategic Lead - Walking and Active Environments) joined the meeting for section 6, Environmental Sustainability.

The Chair (Mike Perls MBE) introduced the meeting. He thanked everyone for their contributions and hard work in recent meetings.

The Board were reminded of its purpose - to change lives through movement, physical activity and sport.

### 2 Minutes from previous meeting and matters arising

9:35

*Minutes:*

All present approved the minutes from the previous Board meeting.

### 3 Actions from previous meeting

9:40

*Minutes:*

All actions have been duly completed.

### 4 Story of the work

9:45

*Minutes:*

The Strategic Director – Health & Operations (Beth Sutcliffe), introduced a video from JD Dance and reflected on the importance of community cohesion and the broader context of GM Moving's impact. The video illustrated how GM Moving's work can contribute positively to cohesion, showing the significant role that physical activity can play. It was recognised as a strong example of how GM Moving can amplify its influence by being more explicit in demonstrating its contribution.

There was a shared agreement that the JD Dance video effectively showed how community led physical activity can support cohesion and a sense of belonging. It was also seen as a good example of collaborative policing and prompted consideration of how similar approaches might be embedded more routinely, while acknowledging the need for care in how policing is portrayed in the context of specific communities. The video was noted to convey forms of social value not reflected in traditional performance metrics.

The discussion reinforced the importance of strategic communications, with the video regarded as a clear and compelling piece of storytelling.

## **5 Strategy**

9:55

*Minutes:*

The CEO (Hayley Lever) reflected on the current flow of work from the Strategic Leads at GM Moving and on the activity of the Environmental Sustainability Group. The CEO also outlined the Executive Team's approach, emphasising that they work efficiently, avoid operating in silos, and remain closely connected.

The CEO noted the valuable observations offered by Joe Sarling, Strategic Director - GM Moving, during his exit interview and confirmed that these insights will be shared appropriately. She also informed the Board of the appointment of Rebecca Murphy as the new Strategic Director - GM Moving.

There was a discussion on the impact and opportunities arising from the recent visits to Greater Manchester by the Sport England Chair (Chris Boardman CBE), and the Sport England CEO (Simon Hayes). It was noted that the day with the Chair and CEO of Sport England had gone well, with the story of GM Moving communicated clearly.

While both visitors were receptive and engaged, there was a sense that further work could be done to differentiate outcomes from impact and to ensure Sport England hears a wide range of stories.

The discussion also highlighted GM Moving as a mission led organisation defined by its purpose and already demonstrating progressive change. Consideration was given to future choices, emphasising the importance of cohesion around shared aims and the need to develop a framework to guide the organisation towards a clear future vision.

There was a strong emphasis on continuing to integrate GM Moving's values into decision making and a reminder to keep these values in mind for the forthcoming Board Away Day.

## **6 Environmental Sustainability**

10:55

*Minutes:*

The Strategic Lead - Walking and Active Environments (Louise Robbins) joined the meeting for the Environmental Sustainability section. Alongside the Board Lead for ESG (Jill Harrison), she presented slides on GM Moving's Environmental Sustainability work.

The Board were reminded that having an Environmental Sustainability strategy is a requirement of Sport England, and needs to be in place by March 2027. The initial strategy has been in place for over a year, but GM

Moving is re-visiting the mission and vision with support from specialist consultants.

Current Sport England measurements don't directly apply but may become more relevant, so maintaining alignment is important. GM Moving is ahead of many partners, with a 2024 plan already in place and a second iteration due in 2026 ahead of the 2027 requirement. Work around EEDI aligns well with environmental aims, with opportunities to strengthen engagement. Social context was emphasised, including practical issues such as public toilet availability and how this affects behaviour, with potential to map facilities as part of the plan. Reflections from earlier carbon literacy training suggested a strong foundation and potential for disproportionate positive impact, supported by networks in green and blue spaces, good growth strategies, and opportunities such as the Live Well initiative. Additional tools like creative climate calculators (e.g. Julie's Bicycle) were suggested as useful resources, offering accessible data to inform future work.

## 7 Nominations and Remuneration

11:25

*Minutes:*

The NRC Chair (Steven Pleasant MBE) started the Nominations and Remuneration section by reflecting on the previous NRC meeting.

The previous NRC meeting was considered productive. Members highlighted the quality of the discussion on opportunity within risk, as well as the constructive challenge involved in shifting mindsets to view risk and opportunity together, supported by the model introduced by the ARC Chair (Will Baker).

It was noted that around half of GM Moving's risks fall within the committee's remit (people and culture), and that it was helpful to sense check both the Risk Register and the committee's responsibilities. This was seen as a potential springboard for the organisation and something worth exploring more widely with the whole team.

The meeting was also considered reassuring with respect to the identified key risks, such as technology, the effectiveness of existing mitigation strategies and controls, and the processes in place for ongoing review and governance.

Overall, it was agreed that it had been a positive and worthwhile meeting.

The NRC Chair highlighted 4 main points from the People and Process report:

- **Strategic Director Recruitment:** 74 applicants, shortlisted to 5 for interview. There was a robust and thorough process, with a successful outcome.
- **Project Support Officer Recruitment:** Lots of interest in this role, with 104 applications received. GM Moving stretched its commitment to diversity as part of the recruitment process by guaranteeing interviews to candidates who identified as being part of one or more of GM Moving's target groups (as published in the EEDI Strategy). This resulted in 15 out of 19 interviewees identifying as being part of at least one of the target groups, including the successful candidate.

- **APDR:** Work on annual reviews is continuing and aligns with discussions from meetings earlier in the year.
- **Recruitment of a new Board Chair:** The NRC Chair handed over to the Senior Independent Director (Warren Heppolette) to update further:
  - All present were reminded that a steering group consisting of the Senior Independent Director, CEO, EEDI Board Lead (Sarah Brown-Fraser), and Strategic Lead - People & Operations (Matt Stocks) had been set up to discuss the best approach to recruiting a new Board Chair. It was decided not to use a recruitment specialist, instead relying on GM Moving's reputational pull and internal processes. GM Moving aims to make the new appointment by March 2026, allowing for a smooth handover from the outgoing Chair and for both to attend the Board Away Day. The independent board evaluation will also run concurrently. The recruitment pack will be finalised over the next few weeks, followed by the promotion of the opportunity and interviews in January/February 2026. The Board is comfortable with the steering group managing practicalities such as communications, shortlisting and interviews

#### **Board Lead updates:**

**EEDI Board Lead (Sarah Brown-Fraser):** The EEDI Board Lead summarised developments included in the attached report, including updates on workforce development, working towards Menopause Friendly Employer status, and looking ahead to establish clear measures for our existing EEDI plan.

**Safeguarding Lead (Dan Cropper):** GM Moving have a good foundation in place and are now looking to elevate our standards further.

**Welfare Lead (Sally Carr MBE):** All present were reminded of the emerging risk of increasing social divisions and the importance of understanding the impact on the welfare of the team.

## **8**

11:55

### **Audit and Risk**

#### *Minutes:*

The ARC Chair (Will Baker) provided an overview of recent developments. Following a thorough auditor appointment process, the decision was made to appoint Hurst, a local firm that is expected to take a keen interest in the work of GM Moving.

The Head of Finance, Caroline Grime, has spent time reviewing how finance is reported to the Board. Both the ARC Chair and the Head of Finance are keen to receive feedback on this.

The ARC Chair also noted that it was encouraging to see risk considerations being reflected in other meetings.

The Strategic Director - Place & Operations (Richard Davis) opened up a discussion on support services, highlighting the questions at the end of the paper

The Board discussed the potential establishment of a support services trading subsidiary, drawing on a range of insights, knowledge, expert advice, including lessons learned with the Liverpool City Region theory of change work. It was noted that staff are gaining confidence and that the income target remains on track. The discussion emphasised the importance of a robust business plan with clear definition of market scope and income potential, while also identifying potential skill gaps within the organisation. There was agreement that a clear manifesto should guide any subsidiary setup, and the potential for risk mitigation through a separate company was noted. No final decisions were made, and actions were agreed for the June Board meeting to explore options further. Discussions centred around benefits of setting up a trading subsidiary to allow GM Moving to maximise trading income and mitigate risks. It was acknowledged that there will be costs and capacity requirements to set up and run the subsidiary, but general feeling among trustees was that this would not be significant and should be formalised in a proposal along with the alternative option to maintain trading income below the £80k threshold.

**Action:** An updated support services paper to be included in the next Board meeting - including recommendation on whether GM Moving goes forward with support services operating at under £80k, or sets up a trading subsidiary. Market scope to be included in the paper - Richard Davis and Caroline Grime

The Head of Finance gave a brief outline of the Finance Dashboard, including updates on financial performance and plans to move to a new finance system (Microsoft Business Central).

There was a brief discussion on managing funding risks.

**9**

12:25

**AOB**

*Minutes:*

The Chair and CEO thanked everyone for their contributions.