

Greater Manchester
Moving > ^ < v

Governance Statement
2024/25



Introduction and Governance Structure

GM Moving is a Greater Manchester charity. **Our purpose** is to change lives through movement, physical activity and sport. We play a strategic leadership role in support of [GM Moving](#), the Greater Manchester wide movement, for movement. **Our mission** is to lead, support and connect the Greater Manchester system that creates the conditions to enable Active Lives for All, uniting communities and creating more equal and inclusive places so that people can lead happier, healthier and more fulfilled lives.

We are one of 42 [Active Partnerships](#); a network of system partners working with [Sport England](#) to support the local implementation of our collective national [Uniting the Movement Strategy](#).

The [GM Moving Business Plan](#) sets out our vision and purpose, our values and the way we work, who we are and what we do. It describes how we support people and partners across the system and outlines our value and contribution to [GM Moving in Action](#), the city region's strategy for physical activity.

GM Moving is a Company Limited by Guarantee, registered in England and Wales. The Company number is [3258930](#). GM Moving is also a registered charity ([1059115](#)).

Our [Articles of Association](#) are the constitution by which the company is governed.

We place great emphasis on remaining 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.

The [Code for Sports Governance](#) sets out the levels of transparency, diversity and inclusion, accountability and financial integrity that are required from an organization in receipt of UK Government and National Lottery funding from Sport England. It is based on five basic principles of good governance (1) Structure (2) People (3) Communication (4) Standards and Conduct and (5) Policies and Processes. In 2024, we were recognised as fully meeting this Code of Governance. Associated documentation can be found on a designated section on our [website](#).

Role of the Board

We have a clear governance structure, led by a [Board](#) which is collectively responsible for strategic decision-making and the long-term success and impact of GM Moving as a charity. It is exclusively vested with the power to lead it. The Board is properly constituted. The Board is made up of a

maximum of 12 board members with the core purpose being to:

- Make high quality decisions to allow GM Moving to grow its value.
- Be the ultimate decision-making body and accordingly exercise all of the powers of the organisation.
- Be responsible for setting the strategic direction of the organisation and maintain the vision, purpose and values.
- Provide leadership in developing, approving and monitoring the implementation of our [Changing Lives Together Business Plan, 2023-5](#).
- Ensure that the company operates to the highest standards of governance and risk management.
- Complies with its governing document, charity law, company law and any other relevant legislation or regulations.
- Agree strategic priorities for funding and investment and ensure that financial information is accurate, and that controls, monitoring and reporting systems are robust and defensible.
- To provide scrutiny and constructive challenge regarding operational matters (delivery plans, policies, performance).
- Fully support child protection and safeguarding issues.

The statutory duties of GM Moving Trustees are:

- To ensure that GM Moving complies with its governing document (Articles of Association), Charity law, Company law and any other relevant legislation or regulations.
- To ensure that GM Moving pursues its charitable objectives as defined in its governing document.
- To ensure GM Moving uses its resources exclusively in pursuance of its objectives.
- To contribute actively by giving firm strategic direction to GM Moving, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets.
- To safeguard the good name and values of GM Moving.
- To ensure the effective and efficient administration of GM Moving.
- To ensure the financial stability of GM Moving
- To protect and manage the property of the Charity and to ensure the proper investment of the Charity's funds.
- To appoint the Chief Executive Officer (on recommendation of the Nomination/Remuneration Sub-Committee) and monitor their performance.

Board Structure and Meetings

The board meets 4 times a year and has an annual Away Day. There are two sub-committees: Nominations & Remuneration and Audit & Risk. Each

meets twice a year. They all have their own Terms of References: [Main Board](#), [Nominations & Remuneration](#), [Audit & Risk](#).

Board membership and meeting attendance as of 31st March 2025.

Member	Attendance	Sub-committees	Attendance
Mike Perls MBE	5/5	Nominations & Remuneration Committee	1/2
Warren Heppollette	4/5		
Rob Mukherjee	2/5	Nominations & Remuneration Committee	2/2
Sarah Brown-Fraser	2/5	Nominations & Remuneration Committee	2/2
Sally Carr MBE	5/5	Audit & Risk Committee	2/2
Katy Calvin-Thomas*	1/3		
Daniel Cropper	4/5	Audit & Risk Committee	1/2
Sanjay Bhandari*	0/2	Audit & Risk Committee	0/1
Cllr Leanne Feeley	4/5	Nominations & Remuneration Committee	2/2
Steven Pleasant MBE	3/5	Nominations & Remuneration Committee (Chair)	2/2
Jill Harrison	5/5		
Will Baker	5/5	Audit & Risk Committee (Chair)	2/2
Abigail Irozuru**	3/3		

*In September 2024, Sanjay Bhandari stepped down, as did Katy Calvin-Thomas in December 2024.

**In November 2024, Abigail Irozuru joined the Board as new Trustee.

Meeting dates

Main Board	Nominations & Remuneration Sub Committee	Audit & Risk Sub Committee
20 June 2024	8 May 2024	16 May 2024
19 September 2024 (including AGM)	4 November 2024	14 November 2024
12 December 2024		
12 February 2025 (Away Day)		
27 March 2025		

All Trustees receive an agenda and board papers at least one week in advance of meetings to help them make an effective contribution at the meetings. Minutes and actions from all meetings are recorded by the Company Secretary and circulated to Trustees after each meeting. Redacted versions of the minutes are published [here](#).

Financial Audit

GM Moving undertakes an external, independent financial audit on an annual basis. Sumer Audit completed the audit for 2024/25 and has reported a clean audit with no significant findings to report.

Equality, Equity, Diversity and Inclusion

The Greater Manchester Moving Team and Board have co-produced an [Equality, Equity, Diversity and Inclusion \(EEDI\) Plan](#) which sets out our ambitions and commitments over the next two years (2024-26). It will incorporate our actions, activities and pledges to drive meaningful change. It will hold us to account in maintaining and improving our existing EEDI work, whilst also introducing new approaches and endeavours where gaps have been identified. The plan has been guided and informed by evidence, data and insight and as well as benefitting from knowledge and expertise drawn from across a range of external partners.

People Plan

Launched in April 2024, our [People Plan](#) provides an overview of the strategies, commitments, systems and procedures pertaining to our aim of being a great company to work for and with. To us this means a place where we all inspire, grow, lead, learn, move and thrive together. We embrace the joy of this journey with a sense of fun, fulfilment and belonging. Acknowledging that our people are our greatest asset, we invest in our workforce, so they are all happy, healthy, productive, high-performing, motivated and empowered to reach their full potential.

Environmental Sustainability Plan

Launched in December 2024, our [Environmental Sustainability Plan](#) sets out our ambitions and commitments from 2024 to 2030, incorporating actions, activities and pledges to drive meaningful change. It will guide our Board, team, investors, and stakeholders, and hold us to account for reporting on our progress and impact in working more sustainably.

Evaluation

The Board, led by the chair, undertakes and maintains in writing a record of an annual evaluation of its own skills and performance and of individual Trustees. The Senior Independent Director conducts the Chair's annual performance appraisal during this time also. A Trustee Survey is completed too, along with a skills matrix which is updated annually.

Declaration of Trustee Interests

Trustees, staff, and volunteers have a legal duty to act in the best interests of GM Moving, in line with its governing document, and to avoid potential conflicts of interest. Trustees must declare any interests, gifts, or hospitality related to their role using the provided Declaration of Interests form, which sets out what should be reported. Declarations are made annually and are also a standing item on the agenda at each main Board meeting.

Declaration of Good Character

All trustees complete a Declaration of Good Character annually, in line with the Seven Principles of Public Life (the Nolan Principles). This ensures that trustees uphold the highest standards of integrity, accountability, and ethical conduct, and provides assurance that the governance of GM Moving is transparent and trustworthy.

Risk Management Review

The GM Moving Risk Management Plan and Risk Log was reviewed in May and November 2024 by the Audit and Risk sub-committee. The plan is based on guidance from the Charity Commission and includes risks associated with strategic, operational, financial, reputational and legal & compliance. The matrix lays out a philosophy of risk management based on identifying levels of risk and establishing an appropriate organisational response to risks falling within each level. The placement of each risk within the risk map is calculated by multiplying the Impact of risk score (1-5) and the Likelihood score (1-5) to give an overall risk score. The headline risks emanating from the plan can be found [here](#).

Decision making

The Board are in place to make high quality decisions that enable GM Moving to grow its value. Examples of decisions made in 2024/25 include:

- Approval and sign-off of the Business Plan 2025–27.

- Authorisation of the level of free reserves and surplus free reserves.
- Approval of the refreshed Memorandum of Understanding (MOU) with Sport England.
- Sign-off of the People Plan and Environmental Sustainability Plan.
- Appointment of one new Trustee.
- Approval of the final audited Company Accounts for 2023/24.
- Reappointment of auditors for 2023/24.
- Re-election of the Chair and Senior Independent Director, along with trustee renewals.
- Governance Statement for 2023/24 adopted.
- Approval of the Cost-of-Living Adjustment and annual pay progression awards.
- Setting the Board's aspirations for 2025, focusing on ambition, resilience, influence, collaboration, and leadership.