

Minutes Greater Manchester Moving Main Board Meeting

Date	12/06/2025
Time	9:30 - 12:30
Location	St Thomas Centre, Ardwick Green North, Manchester, M12 6FZ
Chair	Mike Perls MBE
Attendees	Sarling, Joe, Sarah Brown-Fraser, Will Baker, Sally Carr MBE, Dan Cropper, Lee Davies, Richard Davis, Leanne Feeley, Caroline Grime, Jill Harrison, Warren Heppolette, Eve Holt, Abigail Irozuru, Hayley Lever, Rachael Ntongho, Mike Perls MBE, Matt Stocks and Beth Sutcliffe

1 Welcome, introduction, and apologies

9:30

Minutes:

Apologies - Steven Pleasant MBE, Rob Mukherjee

Mike Perls MBE introduced the meeting. He thanked everyone for their contributions and hard work. He also acknowledged the good attendance to this meeting.

The Board were reminded of its purpose - to change lives through movement, physical activity and sport, and were asked to express their views and perspectives, given the importance of the meeting

Eve Holt was congratulated on her recent appointment as a Board Observer.

The meeting commenced with a video from a recent Tackling inequalities Network event, showcasing some of the great work by the GM Moving team.

2 Minutes of previous meeting and matters arising

9:35

Minutes:

All present approved the minutes from the previous Board meeting, with every action having been duly completed.

3 Strategy and ambition

9:40

Minutes:

Slides were presented providing an overview of the strategy and ambition paper, with the Executive putting forward the recommendation to progress with option 2 – evolution, highlighting this would include investment of designated funds into (i) the new business plan’s cross-cutting themes - environmental sustainability, EEDI, welfare and safeguarding, and tech and digital (ii) the recruitment of a new Project Support role and (iii) awarding additional responsibilities to an existing role.

In addition, this option includes the creation of a new evidence and evaluation post to proactively identify business opportunities, along with

investment in governance and legal support.

All trustees were thanked for their input, and were invited to offer further comment.

There was broad agreement that Option 2 is the most appropriate route given the current environment.

It was suggested that Option 3 could be considered an overarching, long-term goal and potentially form part of Option 2 and it was noted that GM Moving now have more clarity regarding its customer base and offer. Also, the importance of addressing legal and governance structures.

The findings from the recent staff survey were considered relevant, particularly in relation to team capacity and there needs to be clear communication on what it will look like and how they will deliver benefits for both Greater Manchester and national stakeholders.

The paper was described as well balanced but that the approach still needs to sit in the conscious of GM Moving and ensure the Board has confidence in the organisation's capacity to deliver.

The issue of capacity was raised repeatedly, with particular attention on project management demands, associated costs, the opportunity being greater than the resource and the need for legal advice. The Board also queried whether existing networks could be used to access support pro bono, asked that we consider knowledge transfer and to build this in from the start.

It was reiterated the importance of aligning to our charitable objectives in order to safeguard the organisation's reputation.

One trustee shared insight from a similar process undertaken in their own organisation, emphasising the need to frame the language around our charitable status and focus on income generation rather than profit.

A request was made to explore further the idea of a phased transition between Options 1 and 2. It was noted that Option 3 could risk GM Moving's reputation, particularly in terms of its commitment to distributed leadership.

The Board were reminded of the strong level of challenge brought to the Executive at the previous meeting and that the response from the team has been outstanding.

A request was made for greater clarity around how GM Moving is spending its resources and the measurable impact of that expenditure.

The Executive pointed out that there was something emerging around neighbourhood investment and asked what role we can play in the next phase, and if it connects to this conversation. It was proposed that consultancy-generated income could potentially be reinvested into this area.

The Chair then asked to hear from each trustee on what they would like to

recommend?

There was clear support for exploring a path between Options 1 and 2, with a suggestion that GM Moving should further exhaust the potential of Option 1 before advancing.

It was recommended that governance and legal considerations be prioritised, with external advice sought to inform any decisions. Greater clarity was requested on the risks associated with Option 2.

There was a preference for seeing the options as a continuum rather than distinct choices. This approach would allow flexibility and the opportunity to address capacity constraints as progress is made.

Capacity remained a key concern for those in favour of Option 2, with calls for a clear understanding of what can realistically be delivered.

There was a desire to shift the conversation from ongoing debate into concrete action, building on earlier discussions around legal and risk considerations.

A request was made for a forensic understanding of the cost-benefit of expenditure. It was emphasised that there needs to be clear visibility on where investment is being made and the value it delivers.

The Executive/Head of Finance (HoF) then provided some detail on the strategic budget, stating that there will be 2 designated funds:

- 'Business Improvement and Efficiency' fund to improve the internal efficiencies of the organisation and linked to the themes within the business plan 2025-27.
- 'Organisational evolution' fund for the additional costs allocated to the evolution of our support services offer.

With Trustees' endorsement, the Chair confirmed both designated fund budgets while requesting that a clear and robust process be put in place for the release of these funds.

Action: Establish procedures for the approval and release of designated funds, incorporating appropriate oversight and sign-off through NRC and ARC - Matt/Richard/Caroline

4

10:35

Nominations and Remuneration

Minutes:

4.1 People and Process Report

A number of key topics from the people and process report were presented.

Pay progression review

It was reported that since the last Board meeting, an in-depth review of our Annual Performance and Development Reviews (APDR) was conducted involving NRC, ARC, Executive Team, Lucy Maxwell Scott, Business Operations, and Finance Team. Following which 7 recommendations were

put forward to address, advance, and mitigate the identified concerns and challenges.

Trustees were asked to approve the recommendations, which they duly did.

An action was noted to pull out the pay progression budget line to better understand year-on-year differences - Richard/Caroline.

Trustees were thanked for their work on this, particularly Chairs of both NRC and ARC.

The chair of ARC acknowledged the framework as appropriate, but emphasised the need for more rigorous application.

It was questioned whether the entire progression process should be reviewed due to limited capacity for movement at higher levels.

It was confirmed that this has been thoroughly discussed and that the existing framework will remain unchanged. The framework's integrity is maintained, and progression to date aligns with expectations.

Staff capacity and capability

It was reported that after a period of significant change throughout 2024/25, the staff structure is more settled including the Executive team almost being back to full strength. Beth Sutcliffe has returned from maternity leave and will be working 2.5 days per week initially. Joe Sarling has been appointed as GMM Strategic Director.

It was also noted that Alex Crompton has joined us on a one-year placement as a Youth Ambassador.

Trustee tenures and succession planning

The NRC is proactively developing a clear and transparent succession process to ensure smooth and effective leadership transitions.

Mike Perls MBE will be stepping down as Chair in June 2026. Warren Heppolette and Sarah Brown-Fraser have both had their terms extended to help support the transitions.

In line with the Code for Sports Governance, the Board is required to carry out an independent evaluation every four years. The most recent was in 2022, meaning the next is scheduled for 2026. The NRC has agreed that it makes both practical and strategic sense to align this with the search for a new Chair.

Trustee recruitment

The appointment of Marisa Logan-Ward as a new trustee was confirmed. Also, Eve Holt as a Board Observer.

It was stated the recruitment process was robust and well-executed.

Marisa Logan-Ward joined the meeting and introduced herself. She shared that she is delighted to be joining the Board.

Business Plan and Priority Plans.

It was reported that all suggested amendments from the March Board

meeting have now been incorporated into the Business Plan, which has now been published alongside 12 Priority Plans. Trustees were thanked for their feedback.

Code of Governance: Equality, Equity, Diversity, and Inclusion compliance

GM Moving's EEDI plan is now fully compliant with the Code for Sports Governance. This is a significant milestone.

Sport England gave excellent feedback, describing GM Moving as an inclusive employer brand.

Sarah Brown-Fraser was thanked for her input as the Board EEDI lead and remarked that this was a fantastic achievement.

Action: Circulate EEDI Plan - Lee

4.3 People Dashboard

The purpose of having a People Dashboard was reaffirmed before highlighting some key outputs and outcomes, namely:

- Considerable headcount increase, growing from 25 to 41 since 2020
- Turnover is stable and comfortably below the national average.
- Although sickness absence rates have increased, they remain below the national average. The rise is largely due to a couple of team members being on unrelated long-term sick leave.
- Satisfaction and wellbeing data remains positive.

The board was informed that, following a debrief by the NRC regarding the staff survey, there was a desire to shift towards ongoing climate monitoring rather than a reactive, 'weather-vane' approach, focusing on long-term trends and underlying culture rather than short-term or isolated feedback.

4.2 Staff Survey

Slides were presented containing key highlights and areas for improvement. Overall wellbeing, satisfaction and L&D remain exceptionally high, supported by a strong NPS.

Teamwork and satisfaction with roles were highlighted as key priorities. The Board recommended that the Executive team:

- (i) analyse morale data
- (ii) explore employee tenure and how it relates to the time required for team cohesion
- (iii) assess the impact of recent technology issues, and
- (iv) examine specific drivers of role dissatisfaction, such as working beyond contractual expectations or insufficient strategic direction

Action: Escalate the issues with the WiFi at House of Sport - Lee

5

Break

11:20

6

11:25

Audit and Risk

Minutes:

6.1 Strategic Budget

This item was largely covered in other sections of the meeting, so it was agreed to move on to the Finance Report.

6.2 Finance Report

The Head of Finance (HoF) gave an overview of the finance report and finance dashboard.

A query was raised about the finance team's capacity and the new member's integration. It was confirmed they are settling in well, that another team member has become a Specialist Finance Lead, and upskilling efforts are ongoing.

Referring back to the conversation on strategic ambition, the HoF asked for clarification on how to approve spending for the strategic budget?

Trustees approved the budget for option 2 as that part of the funding will be ring-fenced.

Regarding how to conduct a forensic review of Business Plan investment, it was confirmed that Board wants a mechanism to examine significant expenditures, including a cost-benefit of each.

Action - Create a process/mechanism for approving spend from the business plan designated fund - Matt/Richard/Caroline

6.3 Risks

An overview was given on the risk report and emerging risks were highlighted, including the Supreme Court's ruling and growing threats related to cyber security and AI. Work is underway, including pursuing Cyber Essentials accreditation and developing AI policies and guidance. However, it was noted that the current budget allocated to this is limited, suggesting a need to explore alternative budgeting options.

Welfare reform and the upcoming Accessibility Act, effective end of June, were noted, especially for the new website. A request was made for us to create a subset of related risks until they become business as usual.

A request was made to include the Board Chair transition as a risk, taking into account its potential impact and determining the optimal timing for communication.

Action - Create subset of risks related to the strategy ambition - Joe

7

12:10

AOB

Minutes:

Thanks were extended to everyone for their contributions to an important meeting. Appreciation was expressed for the team's outstanding work, with

a reminder to the Board that their role is to create the conditions that enable this success.