

Minutes Greater Manchester Moving Main Board Meeting

Subtitle	AGM
Date	18/09/2025
Time	9:30 - 12:30
Location	GM Moving, House of Sport, Rowsley Street, Manchester, M11 3FF
Chair	Mike Perls MBE
Attendees	Sarling, Joe, Sarah Brown-Fraser, Will Baker, Dan Cropper, Lee Davies, Richard Davis, Leanne Feeley, Caroline Grime, Jill Harrison, Warren Heppolette, Eve Holt, Abigail Irozuru, Hayley Lever, Marisa Logan-Ward, Mike Perls MBE, Steven Pleasant MBE, Matt Stocks and Beth Sutcliffe

1 Welcome, introductions, and apologies

9:30

Minutes:

Apologies: Sally Carr MBE, Rob Mukherjee, Rachael Ntongho
Dialing in: Abigail Irozuru

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 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 AGM

9:40

3.1 Minutes of the 2024 AGM and matters arising

Minutes:

All present approved the minutes from the AGM in September 2024.

Proposer - Leanne Feeley
Seconder - Warren Heppolette

3.2 Approval of final audited company accounts 2024/25

Minutes:

The audited accounts were approved by the Board and signed on 4th September 2025.

3.3 Audit report and recommendations

Minutes:

GM Moving has received a clean audit report, with minor recommendations included in the letter of comment.

3.4 Appointment of auditors

Minutes:

The final appointment of auditors is to be made at the Audit and Risk meeting in November.

Proposer: Dan Cropper

Seconder: Steven Pleasant MBE

3.5 Membership

3.5.1 Re-election of Chair

Minutes:

Warren Heppolette (Senior Independent Director) confirmed that he had liaised with all Trustees and they unanimously agreed to the re-election of Mike Perls MBE as Chair.

3.5.2 Confirmation of Senior Independent Director

Minutes:

Mike Perls MBE confirmed that he had liaised with all Trustees and they unanimously agreed to the re-election of Warren Heppolette as Senior Independent Director.

3.5.3 Renewals

Minutes:

Term renewals and Board Lead roles as outlined below were confirmed and unanimously agreed to:

Renewals

Sally Carr MBE 2nd term from January 2026

Dan Cropper 3rd term from September 2025

Leanne Feeley 3rd term from September 2025

Steven Pleasant MBE 2nd term from January 2026

Board Leads

Sarah Brown-Fraser: EEDI

Dan Cropper: Safeguarding

Jill Harrison: ESG

Sally Carr MBE: Welfare

3.6 Note change to Directors

Minutes:

The Board acknowledged the change to Directors as outlined below:

Abigail Irozuru. Trustee from November 2024

Marisa Logan-Ward. Trustee from June 2025

Eve Holt. Board Observer from May 2025

3.7 Confirmation of committee membership

3.7.1 Nominations and Remuneration

Minutes:

The Board unanimously agreed to continue with the current Nomination and Remuneration committee members as outlined below:

Steven Pleasant MBE (Chair)

Sarah Brown-Fraser

Leanne Feeley

Rob Mukherjee

Mike Perls MBE

3.7.2 Audit and Risk

Minutes:

The Board unanimously agreed to continue with the current Audit and Risk committee members as outlined below:

Will Baker (Chair)

Dan Cropper

Sally Carr MBE

Marisa Logan-Ward

3.8 Organisation reserve levels

Minutes:

Organisation reserve levels were covered as part of the Finance report in the main Board meeting.

3.9 Governance Statement

Minutes:

All present approved the Governance Statement.

Proposer: Sarah Brown-Fraser.

Secunder: Dan Cropper.

3.10 Declarations

Minutes:

Most Declaration of Interest and Good Character forms have been completed and returned.

Action: The Company Secretary (Lee Davies) to chase the outstanding Declarations.

All Trustees have completed their ID verification with Companies House and shared their ID code with The Company Secretary.

4 Story of the Work (Start of the main board meeting)

10:05

Minutes:

Sport England System Partner Reporting Feedback

A report was shared with all present. It shows that over a 36 month period GM Moving were rated at the highest possible standards.

All present agreed that it would be good to share with the team as the feedback shows the sense making process is having traction.

Action: Beth Sutcliffe and Joe Sarling to report back to Board on how GM Moving has connected with the Health Foundation and Manchester University to help further work on measurement and impact.

Inspirational Women

All present watched a short video (link below) highlighting a community group that had benefited from the Walking Fund.

[Inspirational Women](#)

There was a brief update on the Walking Fund and Health Report:

Walking Fund: Following feedback and learning from previous rounds of grant giving there has been an increase in the grants that community groups can access through the Walking Fund. The fund is currently open, and the take-up has been brilliant. The team are working to engage in areas where there has been less engagement.

Action: Joe to share link to Walking Fund with Leanne to support uptake in Tameside.

Health: GM Moving are trying a new approach to evaluation, exploring interventions in a specific neighbourhood(s), to analyse how they are and could have impact.

5 Strategy

10:10

Minutes:

Slides were presented providing an overview of the strategy paper.

The presentation summarised recent delivery across Greater Manchester, including progress on core themes. National policy changes and the evolving

role of Sport England were noted, with an emphasis on clearer impact measurement and storytelling. Updates were provided on strategic investments and support services, alongside early planning for the GM Moving Conference in Autumn 2026. Thanks was extended to all who had contributed to this important work.

A discussion took place regarding strategic investments, specifically on how the Board will determine whether value is being achieved. It was agreed that the Board needs to understand the purpose of any material investment, and that clear time-frames would be helpful. The cost-benefit and value assessment process was highlighted as a useful tool.

Action: Develop the strategic investment progress table further, incorporating feedback from the September Board meeting.

The Board discussed support services in detail. It was acknowledged that the Sport England feedback presents opportunities. There was also interest in gauging the appetite for GM Moving's services and understanding what current projects might be indicating. It was emphasised that services should be focused on areas where collective AP Network challenges exist and therefore have most value for GM Moving to help progress, for example, in evidence and evaluation.

A reflection was shared on GM Moving's recent work in the Liverpool City Region. GM Moving operated in the region for 2–3 weeks over a four-month period, deploying specific skills and expertise to support those conversations. The approach taken was gradual, creating space initially before discussing operational methods.

Board members queried some practical arrangements regarding the support provided in the Liverpool City Region. Agreements on costs, time monitoring, and the balance between time spent in and out of Greater Manchester were communicated. The importance of building trust and valued relationships was reiterated, while remaining mindful of the overarching mission: promoting active lives for all. The need to identify how any surplus would be invested was highlighted, along with the importance of considering pricing in the event of VAT registration.

There was a brief discussion regarding the possibility of involving international partners in the GM Moving Conference. A recent example was cited from a conference in Paris, where organisations from multiple countries were successfully hosted.

It was noted that moving the Conference to an autumn date would be a positive step, given that local elections are scheduled for May 2026.

The section concluded with a discussion on the current changing social, political and economic context and the need to support and have conversations with the team whilst staying appropriately politically neutral. Resilience training was suggested as something that could help the team. It was noted Exec will lead a discussion with the team at Team Tuesday.

Minutes:

Slides were presented, highlighting several key topics from the attached NRC People and Process report.

Annual Performance Development Review (APDR)

The Board received an update confirming that all recommendations from previous meetings have been completed, with particular focus on budget forecasting, moderation processes, and manager development. A robust mid-term forecasting and moderation exercise has been completed, with results aligning with previous modelling and consultant expectations. To strengthen performance management, consultant Lucy Maxwell-Scott has been commissioned to deliver targeted training for line managers. Looking ahead, approval of estimated APDR costs will be required for inclusion in the 2026/27 budget. Overall, progress remains on track towards achieving a fairer and more balanced distribution of competency and pay across the organisation.

The Chair of the Nominations and Remuneration Committee, Steven Pleasant MBE, commended the team for effectively addressing the Board's previous APDR recommendations.

Recruitment of a new Chair (Led by Warren Heppolette)

A slide was presented on the proposed approach to recruiting a new Chair. It was agreed that the process should include a review of the candidate market, consideration of appointing a specialist recruitment agency, the establishment of a steering group to oversee governance and compliance, and the development of a clear process and timeline with a formal handover from the outgoing Chair. The steering group, comprising Matt Stocks (Strategic Director – People and Operations), Hayley Lever (CEO), Warren Heppolette (Senior Independent Director), and Sarah Brown-Fraser (Trustee), will lead on identifying a recruitment specialist. Internal candidates were asked to contact Warren directly. The Board unanimously agreed to the approach.

Board Evaluation

Under the Code for Sports Governance, an independent Board evaluation is required every four years, with the next due in 2026. Discussion focused on the timing of the evaluation with regards to the appointment of a new Chair. The Board unanimously agreed to conduct the evaluation after the appointment. This will allow the new Chair to participate directly, take ownership of findings, and use the evaluation as an on-boarding tool.

GMM Partner Survey

The presentation highlighted an overall strong performance, with satisfaction improving across all roles (lead, support, connect), the consistent demonstration of organisational values, and the Net Promoter Score increasing from 85 to 92. Key focus areas moving forward include improving the sharing of evidence and demonstrating impact, enhancing local leadership and influence, raising visibility of activities and their benefits to people and communities, and promoting more effective collaboration through clearer and more accessible communication. It was noted that including a geographical breakdown of results in the future would

be useful.

Updates were given on each cross cutting theme from the Business Plan

Environmental Sustainability: Consultants are now on board and will soon be able to provide GM Moving with preliminary Carbon Footprint data, which may inform potential process changes. The initial workshop with the consultants was productive and addressed the broader strategic considerations for GM Moving.

Equity, Equality, Diversity, Inclusion (EEDI): The importance of celebrating and showcasing progress was highlighted, with suggestions to utilise events such as National Inclusion Week. Internally, it was noted that consideration should be given to our recruitment processes.

It was requested that opportunities be explored for Board members to participate in future EEDI-related training such as the pronouns training recently completed by the team.

Action: Exec to share relevant training and events with Board on an ongoing basis – it was agreed the Board WhatsApp group was an appropriate place to do this.

Safeguarding: It was acknowledged that significant effort has gone into developing GM Moving's safeguarding standards over recent years. GM Moving has again met the Child Protection in Sport Unit (CPSU) safeguarding standards. There is a clearer understanding of the broader safeguarding context within GM Moving, with Sport Welfare Officers operating effectively across clubs. Policy implementation has been a key focus, including the use of scenario exercises to test GM Moving's procedures.

Technology and Digital: It was noted that GM Moving does not currently require a Board Lead in this area, as there is considerable coverage across the organisation and various trustees play a role with the specific expertise they bring. In addition, Abigail Irozuru kindly offered her overall support. Dan Cropper is assisting with the review of the draft Artificial Intelligence policy.

The achievement of Cyber Essentials accreditation was recognised, as was the resolution of the Wi-Fi issues at House of Sport.

7

11:40

Audit and Risk

Minutes:

An overview of the risk report was presented in the slides.

It was noted that where risks have been identified, there are also associated opportunities, particularly in relation to collaboration with partners. The investment risk was highlighted as an example, as it also presents opportunities through the Be Well programme.

A brief discussion on IT security took place. It was confirmed that GM Moving has Cyber Security insurance and has recently achieved Cyber Essentials accreditation. Upcoming cyber improvements were noted, including increased use of Multi-Factor Authentication (where available) and

the introduction of a Mobile Phone Use Policy. The need for training in these areas was also acknowledged.

Support Services risks were acknowledged and are being monitored. They will be discussed further at the next Audit and Risk committee meeting.

Action: Lee Davies to investigate Cyber Security training for the team.

The PESTEL acronym (Political, Economic, Social, Technological, Environmental, Legal), was presented as a way of identifying areas of risk, and will be discussed further at the next Audit and Risk meeting in November.

Action: Richard Davis will send a survey to get Trustee views on risks aligned to the PESTEL acronym.

7.1 Finance Report

12:10

Minutes:

The Head of Finance (Caroline Grime) gave an overview of the Finance Report.

Annual Performance Development (APDR) Review - Budget

The APDR review is now complete.

The Board unanimously agreed to the APDR budget for 2026/27.

All present acknowledged the positive impact Caroline Grime has had at GM Moving since joining as Head of Finance, along with the leadership of Will Baker as the Chair of ARC. Both were congratulated.

8 AOB

12:25

Minutes:

A Women and Girls in Movement, Sport and Physical Activity Stakeholder Event taking place on 9th October.

Action: Lee Davies to share the invite to the Women and Girls in Movement, Sport and Physical Activity Stakeholder Event with the Trustees.

Hayley's first book is ready to go to the type-setter and she has been encouraged to get some testimonials on her leadership, and the book/her writing. Trustees were invited to share some reflections in the next couple of weeks.