Minutes Greater Manchester Moving Board Meeting

Date	11/06/2026
Time	15:00 - 18:00
Location	Institute of Sport Building, 99 Oxford Road, Manchester, M1 7EL
Chair	Mike Perls MBE
Secretary	Lee Davies
Attendees	Perls MBE, Mike , Sally Carr MBE, Dan Cropper, Lee Davies, Richard Davis, Leanne Feeley, Jill Harrison, Warren Heppolette, Eve Holt, Hayley Lever, Marisa Logan-Ward, Rob Mukherjee, Steven Pleasant MBE and Beth Sutcliffe

1 15:00

Welcome, introduction, apologies

Minutes:

Apologies:
Trustees: Will Baker, Sarah Brown-Fraser, Abigail Irozuru
Observer: Rachael Ntongho
Strategic Director: Matt Stocks
Head of Finance: Caroline Grime

Guest: Nick Reddrop (Strategic Director from 29th June 2026)

The Chair (Mike Perls MBE) introduced the meeting. He reiterated GM Moving's purpose to change lives through physical activity, movement, and sport.

2 15:05

Minutes from previous meeting and matters arising

Minutes:

All present approved the minutes from the previous Board Meeting.

3 15:10

Actions from previous meeting

Minutes:

All actions have been duly completed or are in progression.

4 Purpose, Impact, and Story of the Work

15:15

Minutes:

The Strategic Director – Health and Operations (Beth Sutcliffe) presented slides outlining the purpose, impact and story of the work, and invited comments, feedback and questions from the group.

The group reflected on the progress made in establishing a mature and consistent approach to our whole system way of working. There was recognition that GM Moving now has greater clarity and direction, although further work is needed to identify a suite of measures that can assess outcomes and impact of the work.

The discussion explored different levels of impact measurement, including changes in physical activity levels, the relationship between participation and wider outcomes, and system maturity.

The discussion explored different levels of impact measurement, including changes in physical activity levels, the relationship between participation and wider outcomes, and broader population-level impact.

It was acknowledged that each place has its own ambitions and approaches, and that work should continue to be shaped by local needs and priorities. There was a strong emphasis on ensuring that people on lower incomes have equitable opportunities to benefit from physical activity initiatives, with the continued use of disproportionate investment remaining a key principle. The value of using data to inform decision-making was highlighted, including taking an intersectional approach to understanding inequalities and impact.

The group reflected on the need to present outcomes in ways that resonate with funders and stakeholders, focusing on re-framing evidence and impact in language that is meaningful to different audiences. Logic models were identified as a potentially useful tool to support this work, helping to connect activities, outcomes and impact in a clear and accessible way. It was noted that practical examples of impact are available, but that further consideration is needed regarding how these can be readily accessed and presented when required.

It was agreed that existing work and evidence would be brought together to identify strengths, opportunities and any gaps in the current approach. A logic model template will be shared to support further development. The potential use of artificial intelligence to support this work was also noted.

Action: Pull together existing work and evidence with the GM Moving Team to identify any gaps in the current approach - Beth Sutcliffe

Action: Share logic model template - Warren Heppolette

The agenda item concluded with the viewing of a video showcasing the Moving Learning Forward initiative in Bury. Link here [Moving Learning Forward: How Bury Is Reimagining the School Day]

5 **Audit and Risk**

15:40

Minutes:

Marisa Logan-Ward (Trustee) opened the Audit and Risk (ARC) agenda item by sharing reflections on the recent ARC sub-committee meeting held on 6th May. She noted that the meeting had been engaging and dynamic, with particularly valuable discussions relating to GM Moving's approach to reviewing its Whistleblowing Policy and speaking up.

Finance Report

The Strategic Director - Place and Operations (Richard Davis) presented slides, and summarised the Finance Report.

It was noted that the Head of Finance (Caroline Grime) has commenced work to further enhance the Finance Dashboard. Key financial highlights were presented.

A reduction in employer contributions to the Greater Manchester Pension Fund (GMPF) was noted, which presents a positive financial position but also introduces a potential risk, as the reduction is only in place for a three-year period. This will continue to be monitored through the risk management process.

It was also noted that the Greater Manchester Combined Authority (GMCA) has agreed a further three years of investment.

Reserves, Cash, and, Investments

The Strategic Director - Place and Operations, presented a slide detailing reserves, cash, and investments, which included two decisions to be made by the Board:

1. Delegate authority to ARC for reinvestment of gilts when they mature in July and October 2026.
2. Approve increased protected free reserves.

Board members discussed the frequency of reviewing reserves, cash, and investments and noted that these are formally revisited every 3 months. Assurance was sought regarding the reduction in employer pension contributions and whether this position was fixed. It was confirmed that the current arrangement is agreed, although Board members recognised that future pension valuations could result in contribution rates moving in either direction. Board members acknowledged that pensions remain an area of ongoing risk and scrutiny. It was noted that a detailed pensions report is being prepared, with actuarial input, and will be presented to the Audit and Risk Committee in November to support further consideration of the associated risks and implications.

Decision: Authority delegated to the ARC for reinvestment of gilts when they mature in July and October 2026 - all present agreed.

Decision: Approval of increased protected free reserves - all present agreed.

Support Services

The Strategic Director - Place and Operations, summarised the Support Services paper. This included a recommendation from the ARC to set up the trading subsidiary as a company limited by shares. Advantages of doing this were noted, including; more flexibility, ability to pay dividends into the charity, and tax advantages.

Decision: Set up the trading subsidiary as a Company Limited by Shares - all present agreed.

Risk Report

The Strategic Director - Place and Operations, presented a slide highlighting the top 10 organisational risks. In doing so, a number of related opportunities were identified, including; trading subsidiary, Live Well, Prevention Demonstrator, and Pride in Place. It was also noted that

GM Moving will deliver a 2 day training programme on the sport and leisure system, specifically for local councillors.

6 **Nominations and Remuneration**

16:05

Minutes:

The Nominations and Remuneration (NRC) agenda item was opened by the NRC Chair (Steven Pleasant MBE). He began by highlighting two items that required Board approval:

1. The appointment of Eve Holt as a Trustee.
2. The development of a carbon neutral ambition.

The NRC Chair summarised and presented slides on the People and Process paper.

<u>Staffing Structure</u>

The appointment of Nick Reddrop to the position of Strategic Director - GM Moving was noted.
It was noted that recruitment is underway for two GM Moving vacancies. (Strategic Lead - Healthy Active Places, and Sport & Physical Activity Welfare Lead).

<u>Trustee Succession Planning</u>

Five trustees are scheduled to step down between 2027 - 2028. The importance of succession planning was noted as being a mainstay for the NRC governance work over the Summer, with the aim to bring a succession plan to the board meeting in September.

Eve Holt left the meeting temporarily whilst her potential appointment to the role of Trustee was discussed.

It was noted that Eve not being connected with GM Moving during her time working away from the organisation felt like a loss, and it has been positive to have her contribute to board meetings as an Observer. In addition, it was noted that Eve added value to GM Moving in her previous role as a Strategic Director, and that she will continue to add value as a Trustee.

Decision: Appoint Eve Holt as a Trustee - All present agreed.

Eve Holt rejoined the meeting and was informed of the decision.

The NRC Chair continued with a summary of the slides and People and Process paper.

APDR

No issues were noted. It was highlighted that GM Moving will move into the Mid-Term Performance and Development Review window from 29th June.

Staff Survey

The sequencing of when the Staff Survey reports will be shared was clarified. The NRC were sent the full report on 9th June. A discussion with the team is scheduled for 30th June, after which, a themed report will be shared with the Board.

The approach to this staff survey was reiterated, as it focuses on key themes that surfaced from the Active Partnership People Survey results that were published in January 2026.

The CEO (Hayley Lever) highlighted that there are established cross-organisational working groups with trustee representation, that can also reflect on the race equity and environmental sustainability areas, and that the work programme on ‘Closing the Gap’ will benefit from the insights from this section of the survey.

Action: Ensure the insights are used in these ongoing discussions/groups - (Exec)

People Dashboard

An increase in sickness absence was noted, which will continue to be a main discussion point with the NRC.
This is partly attributed to higher levels of bereavement leave and surgery related absences.
It was noted that there has been an increase in mental health-related absences, and there is a desire to better understand the underlying causes.
An action arising from the recent NRC meeting is to explore ways of supporting managers in having conversations with their teams about mental health and stress.

Lead Trustee Updates

Environmental Sustainability

The Environmental Sustainability Board Lead (Jill Harrison) summarised the importance of GM Moving having a carbon neutral ambition, with consideration being given to aligning ambitions with either the Sport England 2040 target or the Greater Manchester 2038 target.

Discussion focused on the importance of setting a credible ambition that would enable meaningful conversations with partners and stakeholders. It was recognised that GM Moving's direct emissions are relatively low, presenting challenges in achieving significant reductions through operational changes alone.

As a result, attention is being given to emissions from suppliers and the potential role of carbon offsetting. It was acknowledged that offsetting is likely to form part of the overall strategy.

Trustees expressed broad comfort with the proposed direction of travel and recognised that the organisation is progressing well in this area. It was also noted that environmental sustainability reporting requirements to Sport England are expected to commence from 2027.

The Board commended the leadership and progress made in developing this work and agreed that the plan, with a carbon neutral target would be brought to the board in September

Decision: The recommendation to develop a carbon neutral ambition as part of the plan was approved.

Safeguarding

The Board Safeguarding Lead (Dan Cropper) gave an update on safeguarding compliance.
The accountability that the yearly CPSU reviews bring were noted as being useful in helping GM Moving to continually improve its safeguarding processes. This will be supplemented by the completion of the Ann Craft Framework which is due for full completion by October 2026.

Welfare

The Board Welfare Lead (Sally Carr MBE) presented slides relating to welfare matters that had been drawn from across the suite of board papers.

It was noted that staff continue to be supported through personal and professional challenges, with ongoing attention given to strengthening communication and relationships between staff and the Board.

It was recognised that staff wellbeing remains an important consideration, particularly in relation to organisational capacity, the pace and scale of work, and the uncertainty associated with new funding cycles and investment discussions. The group acknowledged the challenges of operating within a complex and changing environment and emphasised the importance of maintaining oversight of staff wellbeing, organisational resilience, and effective support mechanisms during this period of strategic change.

There was an update on employee wellbeing, satisfaction and organisational culture, which continues to present a positive picture. Previous survey results showed strong levels of wellbeing and work–life balance, high employee satisfaction, and a culture where staff feel values are embedded and individuals can be themselves at work. An update was also provided on a working group reviewing the Annual Performance and Development Review process. Feedback from staff highlighted a desire to reduce administrative burden, improve accessibility and understanding from a neurodiverse perspective, provide greater flexibility around pay progression, address the impact of manager - employee relationships on the process, and offer clearer guidance on the evidence required.

The group noted changes to the staff survey approach, which aim to balance meaningful measurement of progress with proportionality and staff engagement. While acknowledging that a shorter survey may provide less detailed insight, it was noted that this will be supplemented by regular temperature checks on key topics such as wellbeing, learning and development, and colleague relationships. An update was also provided on line management training, which focuses on strengthening relationships, building psychological safety, promoting a culture of wellbeing through regular one-to-one discussions, and developing trauma-informed supervision that balances support with accountability.

There was further discussion on levels of sickness absence, with particular reference to mental health. It was noted there is a need and opportunity to strengthen support for line managers to help them recognise early warning signs and have supportive conversations at an earlier stage.

An update was provided on planned work with Heart Leadership to support managers in developing confidence and capability in these discussions.

Action: Bring suggestions/feedback from the Board Welfare Lead into ongoing Staff Survey conversations - Lee Davies/Matt Stocks

7 **Governance Development**

16:30

Minutes:

The Senior Independent Director (SID) summarised the Governance Development paper, highlighting development since the last board meeting in March 2026.

There was a discussion on actions arising from the recent Board Away Day, noting links to previous work on Speaking Up and GM Moving's whistleblowing arrangements. It was agreed that further consideration should be given to the evolving national legal and governance landscape surrounding whistleblowing, particularly in relation to Trustees. The Board recognised potential gaps in current protections and reporting routes (for trustees) and discussed the value of establishing clear processes for raising concerns, including circumstances involving the Chair or Senior Independent Director. It was agreed that existing guidance and best practice should be reviewed, with a view to strengthening the organisation's approach and building on previous ARC actions. Consideration was also given to the scope of individual trustee roles, the provision of trustee training, and opportunities to simplify and consolidate relevant policies and guidance.

An update was provided on the Board evaluation process, with a facilitated session planned as the next stage. Board members were asked to reply to the request for availability sent by the Company Secretary (Lee Davies).

Discussion also focused on strengthening engagement between Trustees and staff. Feedback suggested that current arrangements do not always provide sufficient opportunity for meaningful interaction, and a range of approaches were considered to help nurture stronger relationships and informal dialogue. The Board reflected on perceptions that trustees can appear distant or unavailable due to competing commitments and agreed that further work should be undertaken to identify practical ways of increasing visibility, accessibility and connection between the Board and staff. The concept of an 'empty boardroom chair' approach was noted as a potential option for future consideration following completion of the Board evaluation work.

Action: As part of ongoing policy work, consider/incorporate the following - Lee Davies:

- Trustee policy.
- Reduce/amalgamate existing organisational policies.
- Reach out to Chris Tindenberg from the Active Partnership Network regarding the above.
- Continue to develop the 'Closing the Gap' work following the board evaluation feedback session.

8 **Break**

16:50

9 **Strategy**

16:55

Minutes:

The CEO presented slides and gave an update on horizon scanning activity, with the future funding environment prioritised for discussion.

It was noted that there are forthcoming meetings with Sport England and Active Partnership Chief Executives in Manchester..

An update was also provided on NHS developments. It was noted that detailed funding arrangements are not expected until Q3 - likely around November. In the meantime, the importance of maintaining strong relationships across the system and continuing to understand evolving priorities was emphasised.

The group reviewed the proposed organisational journey and discussed Trustee involvement in future decision-making processes. It was agreed that the first step would be for the relevant Sub-Committee Chairs (Steven Pleasant MBE and Will Baker) to discuss the principles and approaches to financial scenario planning, followed by wider trustee engagement from both committees.

Action: Meeting with Exec and Sub-Committee Chairs in July - Lee Davies
Action: Trustees to engage with the investment planning process through committees and as a whole group at the September board meeting - All Trustees

10 AOB

17:35

Minutes:

No additional items were raised.

11 Chair Transition

17:40

Minutes:

The outgoing Chair (Mike Perls MBE) reflected on his time in the role, noting how board meetings and governance arrangements had evolved over the years, particularly through a greater emphasis on bringing people into discussions and broadening participation. He expressed pride and gratitude at having been part of GM Moving's journey and acknowledged the significant contribution of the CEO, SID, and trustees in supporting his own development. Appreciation was also shared for the depth, challenge and insight brought to board discussions, which had helped drive continuous improvement. In closing, he thanked everyone for their support and explained that he had intentionally sought to create space for the incoming Chair (Steven Pleasant MBE), expressing confidence that GM moving would continue to grow and strengthen under his leadership.

The SID gave some reflections on the outgoing Chair's tenure and thanked him for his service to the organisation. A poem was shared, with reflections from trustees and executive, and a gift was presented.