

## Minutes Greater Manchester Moving Main Board Meeting

<b>Date</b>	19/09/2024
<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>	Katy Calvin-Thomas, Will Baker, Sally Carr MBE, Dan Cropper, Lee Davies, Richard Davis-Boreham, Leanne Feeley, Jill Harrison, Warren Heppolette, Eve Holt, Hayley Lever, Rob Mukherjee, Rachael Ntongho, Mike Perls MBE and Joe Sarling

### **1 Welcome, introduction, and apologies**

9:30

*Minutes:*

Apologies - Sanjay Bhandari MBE, Steven Pleasant MBE, Sarah Brown-Fraser, Rob Mukherjee

Dialling in - Sally Carr MBE

Mike acknowledged the impact that all trustees have and thanked them for all they do.

Rachael Ntongho (new Board Observer) introduced herself. Looking forward to learning and contributing.

Mike added that he was delighted she accepted the opportunity.

### **2 Minutes of previous meeting and matters arising**

9:40

*Minutes:*

All present approved.

### **3 AGM**

9:45

#### **3.1 Minutes of the 2023 AGM and matters arising**

*Minutes:*

Approved

Proposed: Warren Heppolette

Seconder: Will Baker

#### **3.2 Accounts 2023/24**

*Minutes:*

There has been a delay in the signing off of the accounts. Will gave details on the reasons.

**Will:**

- Pension accounting caused a delay, but the audit will be completed by the end of the week.
- No significant issues; the report will arrive slightly late but will meet the filing deadline.
- The reporting issue is not financial.
- Board sign-off will be required soon, likely in October, following the usual process.

**Mike:**

- Caroline Grime (new Head of Finance) is clear on future objectives and believes stronger reporting is needed.
- The next board meeting will have a different set of reports.
- It's important she takes ownership, and we'll provide the necessary support.

All were happy with the explanation and had no concerns about the delay.

**3.3 Audit report and recommendations**

*Minutes:*

Delay in sign off of accounts (see section 3.2).

**3.4 Appointment of auditors**

*Minutes:*

Delay in sign off of account (see section 3.2).

**3.5 Membership**

**3.5.1 Re-election of Chair**

*Minutes:*

Warren has contacted all trustees separately. All are happy for Mike to be re-elected for another year.

Mike is happy to be re-elected.

Mike added that he will look at a succession plan alongside Warren as there are lots of renewals coming up at the same time.

**3.5.2 Confirmation of Senior Independent Director**

*Minutes:*

Mike has contacted all trustees separately. All are happy for Warren to be re-elected for another year.

Warren is happy to be re-elected.

**3.5.3 Renewals**

*Minutes:*

Mike, Warren, Rob, Katy, and Sarah are all happy to move into their 3rd term.

Sport England have suggested there can be an extension to 4 years for some of the trustees due to so many entering their 3rd and final term.

**Action:** Request an extension in trustee term from Sport England - Hayley

All current Leads are happy to continue in their roles.

Sally has agreed to become the Welfare Lead. Replacing Sanjay who is stepping down from the board.

### **3.6 Note change to Directors**

### **3.7 Confirmation of committee membership**

#### **3.7.1 Nominations and Remuneration**

*Minutes:*

All Nominations and Remuneration committee members are happy to continue.

#### **3.7.2 Audit and Risk**

*Minutes:*

All Audit and Risk committee members are happy to continue.

There is a vacancy due to Sanjay stepping down from the board. A decision will be made on his successor after the current trustee recruitment process has concluded, but before the Audit and Risk meeting in November.

### **3.8 Organisation reserve levels**

*Minutes:*

Delay in sign off of account (see section 3.2).

### **3.9 Governance Statement**

*Minutes:*

The board are happy to approve the Governance Statement.

Proposer: Leanne Feeley

Secunder: Katy Calvin-Thomas

**Action:** Circulate a clean version of the statement - Hayley

### **3.10 Declarations**

*Minutes:*

Awaiting declarations from Leanne Feeley. All others have been completed.

## **4 Audit and Risk**

10:15

*Minutes:*

Richard presented slides and took us through the finance paper.

Will presented slides on Organisational risks and reserves.

Due to the amount of cash held in reserves at the moment it was proposed that we invest the surplus into Government Gilts, with a view to re-investing into the mission of the organisation.

All present agreed.

Mike asked for the view from an Audit and Risk perspective.

**Will:**

- Conservative, as expected.
- We're cautious about the reserves, focusing on how they support our mission.
- The way cash flow operates: we receive funds before spending.

**Mike:**

- Should we consider favorable conditions and not miss the opportunity to invest?
- Does Audit and Risk understand our position both micro and macro, and are they comfortable with investment decisions?

**Dan:**

- The key focus is on using the money more effectively.

**Eve** (bringing the conversation back to risk):

- Risk is now distributed across the organisation. Richard has been involved in team meetings, fostering a sense of ownership throughout. Thanks to Richard for his efforts.

**Will:**

- This supports our goal to be more risk-aware. We understand the risks we take and put measures in place to keep them at an acceptable level, which allows us to explore new opportunities.

**Joe:**

- From an investment perspective, what criteria would prompt us to move away from a conservative approach? Is there a tipping point?

**Will:**

- Right now, the downside risk - losing investors' money - outweighs potential returns.

**Mike:**

- I'd appreciate more input on this. Conditions feel positive, so we shouldn't be overly cautious. We should focus on the impact we can make for every £1 invested.

**Will:**

- Applying our updated reserves policy shows that we have £300,000 of surplus free reserves which should be invested in furtherance of our charitable objectives.

**Warren:**

- I'm thinking along the same lines. My gut says our appetite for risk may not change significantly, given we're a charity. But investment in the organisation is becoming more explicit.

Leanne asked if consideration was given to ethical investment?

**Will:** Yes - this is included in the portfolio. Government Gilts don't require ethical consideration.

**Katy:**

- I feel comfortable with the approach now, despite being outspoken before. The concerns we raised last year have been considered. I can see we will have enough working capital.
- How can we reinvest the surplus? Match funding, for example, would be excellent.

**Hayley:**

- This ties into the team's capacity to consider investment opportunities. While capacity hasn't impacted our ability to deliver, we need to explore how and where to create space for investing reserves.
- We'll revisit this in the N&R and Strategy sections to help us plan for the next period.

## **5 Nominations and Remuneration**

10:35

*Minutes:*

Richard went through the Nominations and Remuneration paper (attached).

### **Recruitment/Capacity**

**Hayley:** We need more capacity in the team.

**Jill:** We have a flexible team—do we need a lengthy process, or can management make decisions? What about consultants?

**Hayley:** Let's give the team a chance to assess their needs.

**Hayley:** Richard has taken on N&Rs and done a great job! Exit interviews were insightful, which will be condensed and taken into N&Rs.

**Will:** Any key areas we can improve?

**Hayley:** Long-term security, growth, burnout, and timing are concerns.

### **Learning and Development Budget**

**Jill:** (At previous workplace) We tried a £1500 L&D budget but settled at £1000 because it wasn't fully used.

**Mike:** What's the progress of those who've used the budget?

**Richard:** It's discussed during the ADPR process.

**Hayley:** Many resources are free, but it's important to make learning and development a regular conversation.

**Lee:** Most spending goes towards coaching.

**Eve:** Seen a transformation in the people I manage through coaching.

**Leanne:** We should also acknowledge unpaid training staff are attending.

### **Technology and AI**

**Mike:** There's a lot of talent we could bring in to assess how AI can improve the whole organisation. It's boosted my business efficiency significantly. Can we explore this further?

**Katy:** AI support is growing, like the NHS with Copilot, which saves time. We should start exploring its potential.

**Warren:** Digital and tech initiatives are a good idea, not just AI.

**Leanne:** I created a business plan using AI tools. Embracing AI will free us up to focus on other tasks.

### **Eve's secondment**

Eve spoke about her upcoming secondment

Coming in at a point where there are big changes in the system. Will be a:

- Navigator
- Protector
- Broker

Will know more when in the role. Leaving an awesome team at GM Moving.

**Hayley:** There's limited time to plan, heightening the risk. We need to move quickly but involve the right people to ensure the process is as effective as possible. We've involved the team with open, productive conversations. I'm happy to share the transition plan if you're interested. Dan is handling the legal agreement, while Warren, Mike, and Steven are helping define the opportunity. Our priority is to steady the ship, map out the work, and organise line management.

Initial Plan:

Hayley - People

Matt - Governance (when he's back)

Jo - Walking, Wheeling, Cycling and Place Making

**Mike:** Absolutely brilliant. All of us understand the mission and responsibilities. Proud to be part of this region - want to see it get better and better. This move (with Eve) - will help us more - no doubt of the talent she's got. She brings the 'how' to everything, always about lifting people, and situations. Great for the region and organisation. Looking forward to seeing what happens.

### **Trustee Recruitment**

Good process so far. Mike and Leanne conducting final interviews today.

**6**

10:55

### **Governance**

*Minutes:*

Not covered.

**Action:** Lee to re-circulate Environmental Sustainability Plan. Trustees to feedback and/or approve.

**Action:** Lee to circulate Governance Dashboard. Trustees to feedback if needed.

**7**

11:15

### **Break**

**8**

### **Strategy**

## 8.1 Reflections. What, So What, Now What. June - September

11:25

*Minutes:*

### **Reflections (since June). Now what?**

**Will:** Ambition, getting better, match funding, opportunity.

What we have left in the tank vs what we want to achieve. That's the challenge I'm hearing.

**Leanne:** Agree with Will. How we manage this change and prepare for it. How we support the senior managers. Important to have an organisation that supports progression.

**Katy:** Chuffed for Eve. A success of the work we've been doing. Not going to be the last one. What is the critical skill set that we need to keep.

**Warren:** Symbolic move (Eve). Lots going on we don't see. The start of mainstream change in how the combined authority works. Don't assume this is the last. Reaction is excitement. Leaves an Eve shaped hole, but creates an Eve shaped opportunity. Opportunity to influence in GM has grown.

**Jill:** Internally ever since I've joined there has been relentless positivity. It is OK that we are having a challenge, the board can support.

**Hayley:** All this is helpful. **Action:** Contact Hayley with help/capacity you can offer.

## 8.2 Strategic Influencing/MoU

11:35

*Minutes:*

Eve went through the MoU slides.

There were no questions.

**Action:** Eve to send invite to Sport England visit and MoU signing.

## 8.3 Place Deepening

11:45

*Minutes:*

Nicole McKeating-Jones (Strategic Lead - Place Partnerships) presented slides on Place Deepening and gave the opportunity for questions/feedback.

**Leanne:** Do these things happen with political support?

**Nicole:** Lucky to have political focus. Initial conversations with senior leaders to get it going. Engagement has had peaks and troughs. Next 3 years - build buy in with leaders again.

**Warren:** Taps into a long standing conversation been having for a few years. Confirmation that we can't drag and drop. Stickiness of the assumption that 'it's happened there - why can't it happen there'. Important to describe what conditions are needed and what is needed from the central team.

**Nicole:** Yes - started this. Evaluation piece that goes alongside this. Narrative refresh of the work. Creating messages to have in our back pocket.

**Richard:** Localities can have conversations about the maturity of their place.

**Mike:** We have these sessions so we can be better ambassadors. What always comes through is the talent we have. Reinforced by Nicole!

#### **8.4 Support services**

12:05

*Minutes:*

Joe presented slides on support services.

Joe asked that we keep 3 things in mind whilst he is presenting:

1. Impact and influence.
2. Impact on capacity
3. Potential for revenue

Following the presentation Hayley asked the trustees if it felt comfortable?

**Jill:** Yes, it's comfortable and ties into our capacity discussions.

**Warren:** Agreed. We need to focus on initiatives that benefit the organisation, keeping SE's perspective in mind. This affects our operating climate and promotes learning. We should be selective about who we support and why.

**Will:** It's important to clarify what we're doing, why, and how it aligns with our charitable objectives. This will serve as a defensive document and provide clarity.

**Hayley:** I'm currently drafting it and can share the draft soon.

**Mike:** It feels like we're heading in the right direction.

#### **9 AOB**

12:25

*Minutes:*

Mike thanked everyone for their contributions to the meeting. The challenges have been heard loudly, with now feeling like one of those times where trustee support is needed. Please ask for the support.