

Greater Manchester Moving > ^ < v

Minutes Greater Manchester Moving Main Board Meeting

Date	12/12/2024
Time	9:30 - 12:30
Location	GM Moving, House of Sport, Rowsley Street, Manchester, M11 3FF
Chair	Mike Perls MBE
Attendees	Will Baker, Sally Carr MBE, Dan Cropper, Lee Davies, Richard Davis-Boreham, Leanne Feeley, Jill Harrison, Warren Heppolette, Abigail Irozuru, Hayley Lever, Rachael Ntongho, Mike Perls MBE, Steven Pleasant MBE, Joe Sarling and Matt Stocks

1 Welcome, introduction and apologies

9:30

Minutes:

Apologies: Katy Calvin-Thomas, Rob Mukherjee, Sarah Brown-Fraser

Via Teams: Leanne Feeley, Jill Harrison

Mike introduced the meeting:

Good meeting to end the year on - setting the strategic direction for the year ahead.

Welcome Abigail to her first GM Moving board meeting.

Abigail: Background in high performance sport. Bought into what GM Moving are doing and the overarching strategy.

Welcome back to Matt.

Matt: Brilliant to be back after an epic 9 months with amazing experiences. Since returning spent time with each member of the team, getting to know them on a more personal level. Looking to connect more over the next 12 months.

Mike checked if everyone present was available for the Away Day on 12th February. All are available.

2 Minutes of previous meeting and matters arising

9:35

Minutes:

All actions completed.

Will requested a slight amendment to the previous minutes in relation to investing free reserves into our charitable objectives - **Action:** Lee All present approved the minutes.

3 Nominations and Remuneration

9:40

Minutes:

Steven gave an overview of the papers and acknowledged it had been an intense period for the team.
He thanked Hayley and the team for their persistence in keeping the team on track, and keeping it true when it could have gone in different directions.

Steven asked for reflections:

Sally (in reference to 'going up a gear'): How do GM Moving ensure they don't stay in that gear?

Hayley: Spoke about this in Team Tuesday, regarding this being the 'new normal'. What are we creating for ourselves? Can GM Moving start the New Year with different rules for ourselves. Share and learn best ways of working, increasing capacity where we can.

Matt: Looking to the future. APDR window opens in January. Lucy Maxwell Scott (HR Consultant) and Steven are helping with the moderation for Exec members. Will be an ask of the board in the March meeting to consider and approve recommendations.

He will present a draft of the new Business Plan at the February Away Day. Thanks to Lee and the rest of the team for meeting CPSU requirements. Seen an increase in levels of engagement and collective leadership across the team.

Capacity and contracts:

Joe left the room, returning after the capacity and contracts discussion

Purpose to discuss the recommendations in section 2 regarding three members of the team. Using reserves to maintain capacity during Eve's secondment and whilst waiting for funding announcements.

Recommendations:

- Joe Sarling: Extend contract by 2 months to 31st August to enable sufficient crossover/transition following Beth Sutcliffe's phased return from maternity leave.
- Niamh Carroll: Extend contract by 2 months to 31st August (pending Hazel Musgrove sharing plans for return from maternity).
- Oliver Thomasson: Extend contract by 6 months to 30th September whilst awaiting the national review of CYP funding.

There was a consensus that this was low risk and that there was more risk in not doing it.

Mike asked if the extensions were long enough?

Hayley: Need to look at the bigger picture with Eve's role. There will be a strong sense of where things are at in January when Eve's secondment is reviewed. Looked into different scenarios.

Warren asked if the board should have an equivalent paper in 6 months' time?

Hayley: Might need to do it sooner and will require N&Rs sign off. The whole structure will be looked at before April - this is part of that picture. Will cover in the Away Day.

Mike: Had conversations with Hayley, Steven, Warren and Will. Acknowledged how brilliant the team is. National and international

reputation is high. Permission needed to build capacity. There are free reserves in the organisation. There to help us move when there are tail winds. Appetite to go forward. Any counter or supporting views?

Jill: Makes sense to have the capacity as it could be damaging to let people go. If we leave it, then the Exec Team get dragged into the day to day work.

Warren: High performing team during a turbulent period. Risk to our reputational position if GM Moving don't mitigate capacity challenges.

Steven: The organisation has responded in the right way. The board needs to kick on.

Hayley: The Merseyside bid has gone in, and Sport England are supportive of our approach to support other places. Need to be clear on what GM Moving are charging for to backfill capacity and ensure no detriment to GM work. Need to reassure Sport England that we are still delivering for Greater Manchester - clarity of mission and alignment to our objectives are key.

Staff Survey

Lee presented some slides on the staff survey and welcomed feedback.

Hayley: Teamwork is something to explore further, how do we understand the question? Also morale - asks about perceptions of the whole organisation's morale, which is a different question to asking how an individual's own morale is. Good to explore further to deepen understanding.

Will: Curious set of results. Never seen a score so high for 'great place to work'. It was lower in May, what pulled it down then? What is the risk point that caused this - something to keep an eye on.

Abigail: Important to communicate the hard work and connection that is going on.

Mike: Natural thing that the busier an organisation gets the more siloed it becomes.

Hayley: Reflected on a good discussion with the N&Rs committee a few weeks ago which will be played back with the team alongside these comments from whole board.

Richard: Positive results possibly impacted by changes in the team since May.

Matt shared with the board that GM Moving are considering making changes to the sequencing and frequency of staff surveys. Possibly one a year in addition to the Active Partnership Network national survey in the winter so there is not two surveys at the same time/straight after each other.

4

10:10

Audit and Risk

Minutes:

Will gave some reflections as it has now been a year since he joined the board.

- New Head of Finance in place and working well.
- Better consideration regarding risk (across the organisation).
- Better understanding of how risks are understood in financing (e.g. using reserves for charitable objectives).
- The board need an additional board member for the Audit and Risk committee to replace Sanjay.

The organisation has come on leaps and bounds, giving us a good platform to go forward.

Mike thanked Will and acknowledged the impact he has had.

Will thanked the A&R committee for their input over the year (Dan, Sally, and Sanjay).

Richard talked through the finance papers, including:

- Investment timelines.
- Risks - in a strong position. The Team are now a lot more versed on this.
- Reserves.
- Finance Report - Good piece of work from Caroline. She is due to attend board meetings in March 2025 and September 2025.

Richard asked if there was any feedback from the board?

Will: Business planning for free reserves. What can GM Moving do to make a greater impact with our charitable objectives?

Hayley: Capacity creation within the team is needed.

Mike: In periods like these, investment is normal.

Dan: Important to communicate the purpose of the role(s).

Jill: People want security and reassurance.

Sally: Does capacity have to be in house? Could it be done in a blended way like the work GM Moving have done with Merseyside? (eg using trusted consultants and partner organisations to augment our capacity).

Richard (agreeing with Sally's point): It is more time bound. When people are looking for security giving 1 or 2 year contracts can be problematic.

Hayley: GM Moving have a framework of consultants. Meeting taking place to discuss soon. Updates to follow. Good to hear permission to look at capacity.

5 Environmental sustainability plan

10:40

Minutes:

Lee shared a slide on the journey the team went through to get the Environmental Sustainability Plan completed.

Action: Lee to share additional Environmental Sustainability slides that weren't covered on the day.

Jill added some reflections:

- Measurement of GM Moving's Carbon Footprint is the next step.
- ESG is part of the template- first time it has been used but, in some cases, it's been left blank.
- ESG is a big topic. Does the board need training?

Hayley: Carbon Literacy is our baseline. Need to consider what is meaningful to go into the papers. Will need some practice/support on what to include in the template.

Will: Could there be an ESG dashboard?

Matt: Exec to take away and consider. Conversations coming up about how this is weaved into Priority Plans alongside EEDI in a meaningful way as well, which will help.

Action: Bring a report to the December 2025 board meeting '*we said, we did*' regarding the Environmental Sustainability Plan.

6

Break

10:55

7

Strategic ambition paper

11:10

Minutes:

Joe took the Board through slides regarding the 'wider support service'.

Mike asked the trustees if they understood and if they had feedback?

Jill: Really good and clear presentation. A few points:

- Always start with what the customer wants. GM Moving have a good idea of this already.
- GM Moving have the right skills across the organisation with everyone behind what it is doing.
- Tailoring the programme around customer needs will be more accepted.

Steven: 'Develop once, do it many times' - do GM Moving know what those things are?

Joe: Typically want conversations (for example on leadership and system change). GM Moving can produce collateral such as guides/videos/podcasts etc. If interested they can have a look, but likely to escalate to them needing further assistance. Use our own capacity to get people to the first step.

Will offered some questions to think about:

- Who delivers?
- What do we deliver?
- How do we know it is what we promised to deliver?
- How do we price?
- How do we manage risk?
- What do we 'want to be famous for'?

Mike: What is the next step?

Joe: Will bring back to the Away Day and next board meeting. Design in what the framework looks like. Trying to draw a ring around what the work is. Test it a little bit.

Mike: It would be great to go through the vision in February. What GM Moving will be famous for, objectives, elements of the product, then promotion.

Rachael: Can GM Moving exchange advice/resource?

Jill: It would be good to get a sense of what people are willing to pay. GM Moving could try to understand the investment upfront (e.g. marketing costs), then workout when they could expect a return.

Abigail: GM Moving could survey people, then ask additional questions after. Collate all requests and provide a quarterly webinar that sits on the website.

Will: If looking to extend what GM Moving does we should pause and think about how it sits within our charitable objectives. Might need to check the articles.

Mike: Bring to the Away Day for further discussion.

Action: Bring 'Support Services' to the Away Day for further discussion.

8

11:40

Where next?

Minutes:

Mike set the scene on a reflective discussion on the year and vision of where GM Moving go next:

International and national reputation established.

GM Moving can see the appetite from the new Government. How is this going to help the health inequalities agenda?

Start with the end in mind. What will it look like 5 years from now?

Humility has always been part of the way GM Moving operate, but we also have a responsibility to lead on this agenda.

Other things to consider - succession plans and capacity. 4 trustees due to leave in 2027 (Matt has requested extensions for Warren and Sarah).

Warren continued:

Did GM Moving go far enough with the MoU? Was it transcendent? We've now got 3 years of income certainty which is very rare.

Reflection - Humility is currently ahead of our responsibility for leadership.

Responsibility to move into leadership spaces is something GM Moving need to seize. There are 3 categories of contributions:

1. Our contribution to national partners and peers.
2. The core business. Most significant energy boost since 2014 devolution. Need to lean into the 10 year growth and prevention strategy and articulate our contribution to Live Well.
3. Contribution to the national movement, going slightly beyond where we've been (exemplary version of an Active Partnership to..?).

Steven agreed with Warren's analysis.

Once in a decade opportunities arise under a new Government. GM Moving are fortunate to have assets in Greater Manchester that gets us into this space.

Leanne: Need to be realistic in terms of where local authorities are. Still looking at cuts to the budget. How do GM Moving make sure all local authorities in Greater Manchester have this opportunity whilst balancing the books?

Sally: Do GM Moving need clarity on what the fully funded core offer will be then what is additional. Do GM Moving also need an additional vehicle for the service (i.e trading arm)?

Richard: Is there a sense that other Active Partnerships will be needing our services? How will GM Moving be seen across the Active Partnership. Should it be a joint venture with some partners? GM Moving can lead and bring others on board.

Will reiterated Sally's point about needing a trading arm/subsidiary.

Hayley: The question is when?

Will: The board have a responsibility to safeguard the assets of the charity. GM Moving should get some advice.

Mike: Great discussion. Moving in the right direction, with thoughtfulness behind everything.

Mike asked the group to focus on this in the build up to the Away Day in February.

9

12:10

AOB

Minutes:

Everyone thanked Katy for her contributions to GM Moving as a trustee. We've stayed in contact with other trustees who have stepped off and would like the same with Katy. Would be good to find the mechanic to keep them involved in a more formal way. **Action** for Matt.

New Trustee: GM Moving will be looking for someone with a good understanding of Government and Public Sector, and will also want them as a member of the Audit and Risk committee.