

Greater Manchester  
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# Chair Recruitment Pack

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# Welcome

GM Moving exists to change lives through movement, physical activity and sport. This drives everything that we do and motivates every single person engaged with our organisation.

We lead, support and connect people and partners across our brilliant city-region to enable Active Lives for All, uniting communities, and creating more equal and inclusive places so that people can lead happier, healthier, and more fulfilled lives.

We can only achieve this by surrounding ourselves with outstanding individuals as we go on our journey. This is where you come in. We are excited by your interest in joining us on this mission and we would like to thank you for your interest. It is important to all of us, that we recruit a superb candidate to continue to grow and develop our organisation and our work. We promise you that it will be an inspirational and developmental move.

The role of the Chair, and the relationship between Chair and CEO is a vital and powerful one. Building on existing strengths, we have worked together to grow and transform our organisation over the last eight years. The next phase is equally exciting and important for our mission. We will be undertaking a Board evaluation in the spring, alongside the transition to new leadership. We'll also be clarifying our role as a system partner to Sport England and Greater Manchester partners for 2027 and beyond.



# Welcome (cont.)

We both pride ourselves in providing outstanding leadership, governance, thinking, and evaluation. We have worked tirelessly to create the culture and the conditions for our people to thrive. Our value and impact is demonstrated in the feedback we receive from people and stakeholders, and our strong reputation as a trusted organisation, both locally and nationally.

Our people are our strength, from the Board to Executive and our wider Team. Their collective commitment to our cause is second to none. This is what makes this such a special organisation to be part of.

We are a values-led organisation guided by passion, integrity, and purpose. We recognise and embrace the benefits of having an inclusive and diverse Board and see increasing diversity and inclusivity at Board level as an essential element to achieve our stated aims and objectives. As an organisation we believe we should be reflective of the people within our communities and as such we are always looking to strengthen our already talented and committed Board by recruiting from underrepresented groups.

This pack is designed to provide you with the information you will need to make an informed decision about working with GM Moving and clarity on the expectations of the role. We are happy to answer any questions you may have to aid your understanding of this role and its contribution to Active Lives for All.

Mike Perls MBE (Chair) and Hayley Lever (CEO)



# Our purpose, vision and mission

GM Moving is a leading Greater Manchester charity. Across our city region, we play a strategic leadership role in support of GM Moving in Action, Greater Manchester's whole-system strategy for physical activity.

Nationally, we are one of 42 active partnerships. Together, we work to create the conditions for an active nation. We work closely with Sport England to support the local implementation of the Uniting the Movement Strategy.

## Our purpose

GM Moving exists to change lives through movement, physical activity, and sport.

## Our vision

Thriving communities that are happier, healthier, and more active.

## Our mission

We lead, support and connect a Greater Manchester system\* that creates the conditions to enable Active Lives for All.



\*The term 'system' refers to all factors that affect physical activity, including people, whether in a formal role or informally on a personal level.

# Our values

Our core values of passion, integrity, and purpose were collaboratively developed with our Board, team, and partners. They are the foundation of our work, guiding everything we do and how we do it, including the decisions we make.

We commit to living our values through our everyday behaviours. They will be evident in our work and in our relationships both internally and with those we collaborate with.

We hold ourselves and each other accountable, embedding these values and behaviours into our recruitment processes, onboarding, and leadership development.

We use them as a tool for reflection during performance and development reviews, supporting organisational growth, and driving continuous improvement.



Our values and behaviours

[Read 'Our values and behaviours' document here](#)



# Supporting GM Moving in Action and movement building

GM Moving in Action is the shared strategy for physical activity across Greater Manchester. It sets out our collective goals, commitments, and priorities through to 2031.

## > Our Mission

- Active lives for all

## > Our 5 key priorities

- People, families and communities
- Inclusive participation and access
- Active places
- Whole system integration
- Culture change

## > Our 7 catalysts

- Involving & engaging
- Marketing & comms
- Investment
- Governance
- Digital access & innovation
- Learning, research & insight
- Leadership & workforce



## > Our ways of working

- Values-led
- Whole system
- Movement-building
- All leaders
- Enabling change
- Learning together

## > Key outcomes

- Physical & mental wellbeing
- Individual development
- Social & economic inclusion
- Strong communities
- Environmental sustainability



Increasing system maturity  
across five enablers

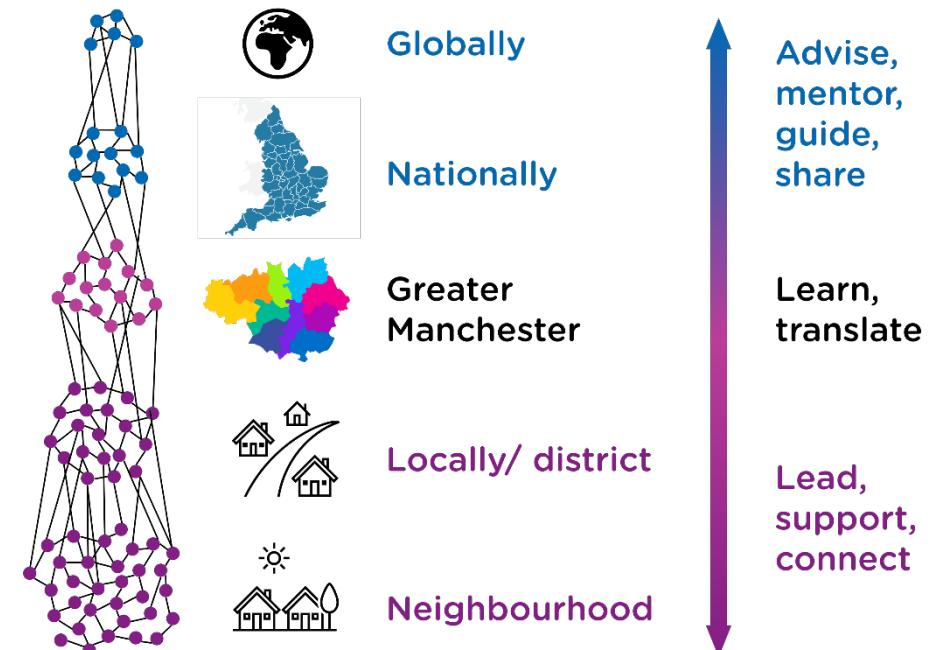
# Supporting GM Moving in Action and movement building (cont.)

We **lead, support and connect** people and partners across the system to develop and deliver on the whole system vision and approach to GM Moving in Action. This is our organisational role and is a critical one in growing the movement for movement. Everyone has a role to play in enabling Active Lives for All - people, communities, and organisations.

All pulling in the same direction, aligned behind three key messages:

- Moving matters to all of us.
- Together we can design movement back into life.
- We all have a part to play.

Through our whole-system, place-based work in Greater Manchester, we are always testing, innovating and learning, and we also recognise that as we deepen our work in the city-region, we need to support the wider movement nationally and globally.



# Delivering GM Moving in Action and Uniting the Movement commitments



# Impact of our work

## What is changing

- Decrease in number of inactive children & adults.
- Narrowing of inequalities in inactivity.
- Increasing positive experiences of children & young people.
- Increase in number of active children & adults.
- Closing inequality gaps between places and groups.
- Tracking the pooling & targeting of resources to meet greatest need.
- Decreasing inactivity in neighbourhoods.



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**Story of our work**  
24-25

GMCA NHS Active Partnership Sport England

[Read our latest Annual Report here](#)

[Read our latest Activity and Health Report here](#)

## Our awards and accreditations



New data shows that in Greater Manchester, 50.1% of children and young people are now considered active. This is the highest rate ever recorded. But with one in three children and young people doing less than 30 minutes activity per day, there's a real opportunity to keep building on this progress.

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**Activity and impact:  
Integrating movement  
into Greater Manchester's  
health systems**

**2024/25**



# Impact of our work (cont.)

## What our team think

- 100% of employees agree that Greater Manchester Moving is a great place to work.
- 100% of employees agree that Greater Manchester Moving gives them opportunities to learn and grow.
- Our Net Promoter Score (NPS) is 73.

## What our partners think and say about us

- 100% of partners agree that our work is visible and inspiring.
- 100% of partners agree that we lead by example.
- GM Moving has a strong commitment to purpose, values, and making a real difference.
- A trusted partner who listens, challenges constructively, and adds value.
- Passionate, knowledgeable, and solution-focused.
- Inclusive, kind, and human in their approach.

## Conclusions for our last Board evaluation

- The Board performs strongly in its relationships with the Executive, wider environment, and itself.
- Board composition is strong.
- Behaviours inside the boardroom are positive.
- Key areas of governance process score highly.
- The Board is firmly inside the high-performance quadrant in terms of Board effectiveness.



## GM Moving Conference 2025

- 839 attendees with up to 200 viewers watching online
- Attendees came from across the sector, representing local, regional and national organisations and bodies.
- Feedback was overwhelmingly positive, with attendees feeling “inspired”, “motivated”, “inspired”, and “hopeful”.

# Our Board



**Mike Perls MBE**

**Chair of the Board**  
**Nominations and Renumbrations Committee**

Chief Brand Officer, Science in Sport



**Warren Heppolette**

Senior Independent Director

Director: Prevention Demonstrator Greater Manchester Combined Authority



**Sarah Brown-Fraser**

Nominations and Renumbrations Committee Member  
Equality, Equity, Diversity and Inclusion Lead

Head of Communications and Policy, Activity Alliance



**Marissa Logan-Ward**

Audit and Risk Sub-Committee Member



**Abigail Irozuru OLY**

Director, Kingsbridge Health Ltd.  
Non-Executive Director, Health Service Safety Investigation Body,  
Non-Executive Director, Stockport NHS Foundation Trust

Former Team GB Olympian, MBA Candidate at  
Alliance Manchester Business School



**Cllr Leanne Feeley**

Nominations and Renumbrations Committee Member

Councillor for Dukinfield/Stalybridge,  
Executive Member for Education, Equalities & Achievement,  
GM of Company Chameleon

## Our Board (cont.)



**Rob Mukherjee**

Director of Transformation, EveryCloud UK



**Will Baker**

Chair of Audit and Risk Sub-Committee



**Sally Carr MBE**

Audit and Risk Sub-Committee Member



**Dan Cropper**

Audit and Risk Sub-Committee  
Safeguarding Lead

Legal & Compliance Director, Elior



**Jill Harrison**

Environmental Sustainability Lead

Executive Director, Bioscript Group



**Steven Pleasant MBE**

Healthy Lives Advisor at South Yorkshire  
Mayoral Combined Authority

# Our Advisors and Observers



Sanjay Bhandari MBE



Eve Holt

Business Consultant and Portfolio independent  
Board Director

Head of Policy and Implementation, Greater  
Manchester Combined Authority



To find out more  
about each trustee,  
[click here](#)

# What Trustees and CEO say about the role of the Chair



The relationship between the Chair and CEO

Hayley Lever - CEO of GM Moving



The role of the Chair of the Board

Warren Heppolette - Board Member



The relationship between the Chair and the Board

Sarah Brown Fraser - Board Member

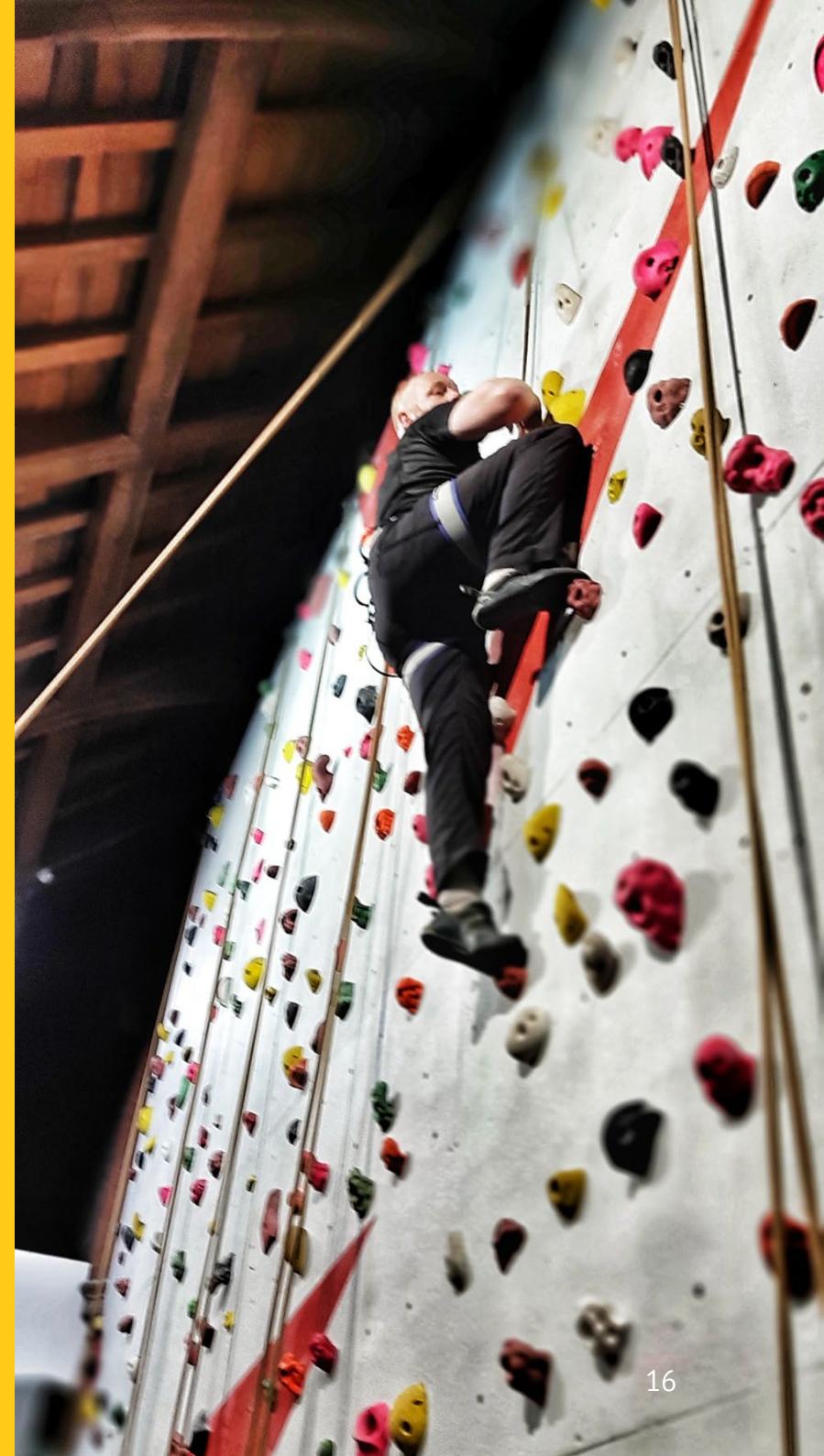
# Role of the Chair

## Leadership and strategic oversight

- Provide leadership to the Board in setting and upholding the charity's purpose, vision, mission, values, and commitment to Nolan's Seven Principles of Public Life.
- Ensure the effective delivery of the charity's strategy, safeguarding its reputation, sustainability, and financial position.
- Work in partnership with, and hold to account, the Chief Executive for delivery of the charity's strategic objectives, including leading their annual appraisal.
- Provide strategic insight, support, and constructive challenge to the Chief Executive and Leadership Team to further the charity's aims and goals.

## Governance, risk and compliance

- Ensure the charity operates to the highest standards of governance, in line with the Code for Sports Governance, Charity Governance Code and its Articles of Association.
- Chair Board meetings, agreeing agendas with the Chief Executive, ensuring high-quality papers, and enabling effective, informed decision-making.
- Ensure the Board fulfils its role, and trustees meet their statutory, fiduciary, and strategic responsibilities.
- Lead Board and individual trustee performance reviews, supporting ongoing development and effectiveness.
- Work with the Audit and Risk Committee Chair to oversee and mitigate risks, cultivating a culture that embraces risk as a driver of innovation and positive change.
- Oversee the charity's performance and impact in delivering its objectives.



# Role of the Chair (cont.)

## Ambassadorship, influence, and advocacy

- Act as an ambassador for the charity, promoting the life-changing benefits and value of movement, physical activity, and sport.
- Build, maintain, and protect strong relationships with key partners, funders, and stakeholders, to enhance the charity's reach, influence, and impact.
- Represent the charity publicly, promoting its work, values, and strategic priorities.
- Advocate confidently and credibly for equality, equity, diversity and inclusion.

## Culture, values, and inclusion

- Uphold and model the charity's values, with a strong personal commitment to equality, equity, diversity, and inclusion.
- Foster a positive, inclusive organisational culture that reflects the charity's mission at Board, leadership, and operational levels.
- Lead with integrity, transparency, and accountability in all aspects of the role.

## Board leadership and effectiveness

- Maintain a diverse, skilled Board with the capability to meet current and future challenges.
- Provide leadership to the Board, encouraging radical candour, open discussion, appropriate challenge, and collective responsibility.
- Work with the Nominations and Remuneration Committee Chair to ensure effective succession planning for the Board and senior executive leadership.
- Commit the necessary time and energy to fulfil the responsibilities of the role.





# Person specification

We are particularly interested in individuals who possess knowledge, skills, and/or experience in the following areas:

## Board leadership and governance

- Proven understanding and experience of Board responsibilities, fiduciary duties, and governance best practices; proven ability to lead an effective, compliant board.

## Strategic oversight and vision

- Experience of shaping and challenging long-term, mission-led strategy with a clear focus on future impact.
- Track record of leadership to deliver systematic change at a regional or national level.

## CEO leadership and performance / Executive Leadership Support

- Demonstrated skill in appointing, supporting, and evaluating CEOs or executive leaders, maintaining a high-trust, high-performance relationship.

## Judgment and decision-making

- Consistent record of making balanced, well-reasoned decisions under conditions of complexity and uncertainty.

## Financial acumen and risk

- Strong understanding of financial planning and strategy, financial management, budgets, controls, and effective oversight and assurance.



# Person specification (cont.)

## Integrity and independence

- High ethical standards, independence of thought, and commitment to acting in the best interests of the organisation.

## Facilitation and Board effectiveness

- Skilled at leading focused, inclusive board discussions that welcome diversity of thought and perspective, enable constructive challenge and timely decisions.

## Stakeholder engagement and influence

- Ability to build strong relationships and influence key stakeholders in support of the organisation's purpose.

## Culture, values, and collaboration

- High emotional intelligence, with the ability to foster a values-driven, inclusive, and high-performing, collaborative Board and team culture.

## Change leadership and organisational resilience

- Experience of steering organisations through periods of significant change, reputational risk, or crisis at Board or Executive level.

## Board or leadership development

- Experience of providing leadership to build capability and develop Trustees, Board, and senior leadership teams.

# Chair of the Board – Commitment and time expectations

Expected annual engagement:

**Board meetings:** Chair and lead four main Board meetings per year (4 half days), ensuring meetings are well-structured, focused on strategic priorities, and facilitate robust, informed decision-making.

**Board away day:** Lead one annual strategic session per year (1 day), focused on long-term planning, organisational development, and reflection on key priorities.

**Sub-committee engagement:** Support and guide sub-committees, which typically meet twice annually, ensuring alignment with overall Board strategy. The Chair may attend sub-committee meetings as needed to provide oversight or guidance.

**Board induction and development:** Lead and participate in a half-day induction for new Board members, ensuring they understand the organisation, governance framework, and strategic priorities. Support ongoing Board development and succession planning.

**Performance reviews:** Conduct an annual performance review with the Chief Executive and support Board-level performance reviews or development discussions as required.



## Chair of the Board – Commitment and time expectations (cont.)

**Strategic oversight:** Provide input to high-priority projects or steering groups, offering leadership, guidance, and oversight on organisational initiatives and sector-wide issues.

**Stakeholder engagement and representation:** Act as the principal ambassador for the organisation, representing it at key events, meetings, and public engagements. Build and maintain strong relationships with stakeholders, partners, and funders to enhance the organisation's influence and impact.

**Culture and leadership:** Champion the organisation's values, promote an inclusive and high-performing Board culture, and foster constructive debate and collaboration.

**Ad-hoc strategic input:** Provide insight and leadership on emerging opportunities, risks, or organisational challenges, supporting the Board and Executive in shaping policy, strategy, and organisational direction.



# General information

## Term of Appointment

The term of appointment is for three years with potential for reappointment subject to satisfactory performance. A Trustee shall not serve more than three consecutive terms of three years (nine years in total).

## Remuneration

Trustees, including the Chair, give their services on a voluntary basis and are not renumerated. While the role is unpaid, reasonable travel expenses and other direct costs incurred will be reimbursed.

## Eligibility

Under the Charities Act 2011, you are unable to serve as one of our Trustees if:

- You are under the age of 16.
- A person who is an undischarged bankrupt or who is otherwise disqualified by law from serving as a company director.
- A person who has an unspent conviction involving dishonesty or deception or who is otherwise disqualified by law from serving as a charity trustee.

## Induction and Training

All newly appointed Trustees will take part in a comprehensive induction programme designed to familiarise them with the organisation, its governance framework, and their roles and responsibilities. In addition, ongoing and role-specific training will be provided throughout the term of appointment to ensure Trustees are well equipped to contribute effectively and to support their continued development.

## Privacy Notice

The information that you provide as part of your onboarding and future time with us as a Trustee will be securely held. GM Moving is committed to being transparent about how it collects and uses data and to meeting its data protection obligations. Our full privacy policy is available via our website <https://www.gmmoving.co.uk/privacy-policy>.



# Equality, equity, diversity and inclusion

## Our commitment

GM Moving is committed to providing equal opportunities and promoting diversity, irrespective of ethnicity, age, gender identity, sexuality, disability, religion, pregnancy or personal circumstance. We ensure we consider lived experiences and personal circumstance when creating an equitable working environment, by promoting a safe, equal and respectful workplace.

Equality, Equity, Diversity and Inclusion is critical for the success of GM Moving and the achievement of our vision. We are fully committed to treating all of our employees, job applicants and volunteers equally and equitably. As an employer, we aspire to being a diverse, inclusive and responsible organisation.

We believe in people. We believe that with the right opportunities, everyone should reach their full potential. We believe that moving more, sport, and physical activity are fundamental keys to unlocking potential. Our aim is to have a workforce that not only thrives but also reflects and understands the communities we work for and with, and one which encourages a sense of belonging for our team and partners.

We believe our Board should reflect Greater Manchester and its people, for who we work with and for.

We are particularly keen to hear from people from underrepresented groups as we know this will allow us to make better, more inclusive and informed decisions, provide wider perspectives, drive change and improve performance.

We want to confront and oppose prejudices, discrimination, injustices and inequity and be accountable for advancing EEDI in all its forms.

We aspire to be a Board that is proactive in not only meeting its legal obligations, but also one that 'walks the talk' that our commitment can be seen and heard internally and by those we work with.

# Application and recruitment process

If you wish to apply, please supply the following:

- An up-to-date CV.
- A supporting statement of 1000-2000 words that fully addresses your interest and suitability for the role, being clear to reference your specific expertise in relation to the understanding, skills and/or experience we are looking for on pages 16-19.
- Details of two referees who can speak authoritatively about you (referees will not be contacted without your prior consent).
- Equal Opportunities Monitoring Form

If you wish to receive a hard copy of the content, or in an alternative format please get in touch.

Supporting statements/covering letters can be accepted in written, video or audio format.

Please email your submission to [recruitment@gmmoving.co.uk](mailto:recruitment@gmmoving.co.uk) with 'Chair of the Board for GM Moving' in the subject line of your email.

Candidates needing any assistance and or adaptations to complete their application should contact us.

The timeline for recruitment is:

**Closing Date:** Wednesday 11 February 2026, 12:00 (Noon)

**Interviews to take place:** Friday 20 March 2026



# Contact us

## Head Office

GM Moving  
The National Squash Centre & Regional Arena  
Rowsley Street  
Manchester  
M11 3FF

## Key Contact

Hayley Lever  
CEO, GM Moving  
[hayley@gmmoving.co.uk](mailto:hayley@gmmoving.co.uk)  
07712 523259

Greater Manchester Sports Partnership is a company limited by guarantee registered in England and Wales  
Company No. 3258930  
Charity No. 1059115

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