

Greater Manchester  
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# Priority plan: Business operations -

Governance, HR, Finance and Risk



# **Business operations - Governance, HR, Finance and Risk**

## **Our aim**

To provide high quality governance, HR support, business operations and financial expertise to ensure GM Moving is financially and legally compliant, a great company to work for and one that promotes and embeds equality, diversity and inclusion, and environmental sustainability.



# Business operations

## Governance, HR and Risk

### Our priorities

- Ensure we remain compliant with all statutory, regulatory and contractual requirements, including but not limited to those set by the Charity Commission, Companies House and the Code for Sport Governance.
- To drive forward our commitment to promoting fairness, equity, equality, diversity and inclusion. Ensure we recruit, promote and retain staff and talent in a way that ensures our workforce draws from and reflects ethnically and culturally diverse communities in Greater Manchester and is inclusive of disabled people.
- To provide sound and knowledgeable Governance and HR advice and direction to the Board of Trustees, Executive and wider team.
- Provide suitable Learning and Development opportunities for staff relating to Business Operations and ensure engagement across the team. Support all staff in their HR and Finance work.
- Maintain compliance around HR/Governance policies through review and improvement. Ensuring HR activities are carried out smoothly.
- Take positive action on environmental sustainability.
- Provide strong Business Operations support ensuring that effective IT, communications and administrative systems are in place so that the organisation can function successfully on a day-to-day basis.





# Business operations

## Governance, HR and Risk

### Our activities

- HR policies regularly reviewed and updated with a particular focus on new employee recruitment and safeguarding.
- Implementation of the Code for Sports Governance including our EEDI plan and development of an Environment, Social and Governance action plan.
- Embrace digital innovation and solutions to assist in the efficiency and effectiveness of business operations-including accurate records and onboarding of new starters.
- Maintain a flexible, high quality working environment that is conducive to high performance.
- High quality support to the Board of Trustees including all operations around Board meetings.
- Risk management plan updated in line with any identified risks and mitigation of them as part of a whole organisation risk framework.
- Remaining committed to and evolve the Reward Project, with particular attention to enhancing the performance and development framework to define and support high performance.



# Business operations

## Governance, HR and Risk

### What's the change we will see?

Progression against the 5 enablers of change:

- Involving local people and growing assets
- Learning and Adapting
- Effective work across and between sectors
- Strategic Leadership enabling collective leadership
- Transforming governance and processes

### How will we know?

Progress captured through:

- Monthly reflections and quarterly sensemaking by enabler including capturing:
  - Increased diversity of applicants for vacancies,
  - Updated grievance, disciplinary, and capability policies that interact with and support each other,
  - Development of an Environment Social and Governance action plan,
  - Increased use of HR software and ability to record accurate information
  - Understanding of other areas of digital innovation such as recruitment and PDR's.
  - Staff survey demonstrating the provision of a positive working environment.
  - Increased engagement with individual board members.
  - Risks are minimised and proportionate,
  - Incremental improvement to processes relating to performance and development.
- Bi-yearly updates to priority plan tracker of enabler maturity with evidence
- GM Stakeholder Survey perceptions of enabler maturity across the system
- Deep dive research for emerging priority themes via observations, interviews or commissioned evaluation





# Business operations - Finance

## Our priorities

1. **Internal Systems:** Put in place best practice systems, processes and controls that are proportionate to effectively deliver the expected outcomes the 3 major changes: new auditors, new payroll management company and the new investment company.
2. **Digital Reporting:** Improved monthly financial reporting
3. **Digital Payment Processing:** Explore and implement a digital approach to purchase order and invoice approval system, creating a more automated and efficient system for all staff.
4. **Investments Oversight:** Provide Board and Exec Team insightful reports and analysis investment performance.
5. **Sound financial management** - managing the in year pressures on the core and programme budgets e.g. COLA.





# Business operations - Finance

## Our activities

- Review and update financial policies and processes in consideration of internal and external developments and implement changes in line with our organisational objectives and best practice.
- Provide better and improved finance support to budget leads across the organisation including QuickBooks training to all budget holders for a more effective actual vs budget monitoring.
- As a result of the new investment strategy, we will have regularly review of cash flow requirements necessary for the continual operation of the charity.
- Completion of annual grant reconciliations for all major awards.
- Processing grant claims 24/25 - SE, GMCA & others.
- Closing of 2023/24 accounts and preparing draft accounts ready for annual audit (Greater Manchester Moving).
- Provision of monthly management accounts for budget holders and quarterly insightful forecasts & analysis for Exec Team and Board.





# Business operations

## Finance

### What's the change we will see?

Progression against the 5 enablers of change:

- Involving Local People and Growing Assets
- Learning and Adapting
- Effective work across sectors
- Strategic leadership enabling collective leadership
- Transforming governance and processes

### How will we know?

Progress captured through:

- Monthly reflections and quarterly sensemaking by enabler
- Bi-yearly updates to priority plan tracker of enabler maturity with evidence such as:
  - All budget holders having access to and competent and confident in the use of QuickBooks
  - Management accounts reports available to all budget holders to review by 11th of each month. - Unqualified audit report.
  - Un restricted reserves increasing by interest earned from the banks and investment (investec).
  - Feedback from staff members.
- GM Stakeholder Survey perceptions of enabler maturity across the system
- Deep dive research for emerging priority themes via observations, interviews or commissioned evaluation

