



# CHANGING OUR LIVES TOGETHER

## GREATERSPORT STRATEGY



PARTNERING



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## WELCOME

**GreaterSport is an award-winning charity passionate about making Greater Manchester the most active region in England.**

We are one of the leading County Sports Partnerships in the country and have a unique and trusted partnership with the Greater Manchester Combined Authority, the Greater Manchester Health and Social Care Partnership, the 10 Local Authorities across Greater Manchester and Sport England. This enables us to bring expertise, value and leadership to the acceleration of sport and physical activity participation and excellence to support 2.8 million people in the conurbation.

The role of GreaterSport is to help create the conditions for success, participating and encouraging collaboration and co-production, brokering relationships and sharing insight of people and places.

This strategy follows on from our previous strategy 'Changing Lives' which was launched in 2010 and helped to drive a period of real progress, leading into and capitalising from the once in a lifetime experience of the London 2012 Olympic and Paralympic Games. This included the target for Greater Manchester to achieve one million people active across the city-region by 2017 and we are delighted that this has been achieved with the support of our partners.

We are also proud to have led a step change in the way physical activity and sport are seen as real contributors to the health, wealth and wellbeing of residents within Greater Manchester leading to the launch of Greater Manchester Moving (GM Moving), the plan for physical activity and sport in Greater Manchester.

That said, there is still much work to be done, particularly in terms of tackling higher than average levels of physical inactivity and stubborn inequalities that exist in the city-region. In our favour, no city-region in the UK better understands the role that physical activity and sport can play in delivering wider social, community and economic outcomes.

Together with our partners, using the principles of co-production and collaboration, we have a strong track record of delivery. This strategy drives the charity forward with clarity and purpose to achieve even more and increase the number of people in Greater Manchester whose lives are positively affected by engagement in physical activity and sport.



**Yvonne Harrison**  
Chief Executive Officer



Changing Our Lives Together is future focused, with action reflecting changes in society. Understanding people's behaviours and attitudes will be crucial to developing our approach to helping people to prioritise physical activity across all stages of their lives.

We will build from the strengths in our sector and our communities and work with people using the principles of co-production. Arguably we will never have a better chance! The role of physical activity and sport has clearly been recognised at the highest levels of decision making within Greater Manchester and GM Moving sets out the high-level ambition to transform how people engage with, and benefit from, leading more active lives. GreaterSport wholeheartedly commits to working alongside partners in Greater Manchester to realise our collective ambition, providing a united voice and bringing coherence, simplicity and connectivity to the physical activity and sport landscape.

**CHANGING OUR LIVES TOGETHER OUTLINES OUR COMMITMENT TO GREATER MANCHESTER MOVING. THE TIME IS NOW...**

# 1. A SHARED AMBITION FOR PHYSICAL ACTIVITY AND SPORT IN GREATER MANCHESTER



**1.1.** GreaterSport is a leading County Sports Partnership, operating as a charity with a unique and trusted strategic partnership with the Greater Manchester Combined Authority, Health and Social Care Partnership, the 10 local authorities in Greater Manchester and Sport England. Our vision is to change lives through physical activity and sport and help to make Greater Manchester the most active region in England.

**1.2.** Working closely with partners nationally and across Greater Manchester we bring expertise, value, leadership and a strong track record of delivery to the acceleration of physical activity and sport engagement in the city-region.

**1.3.** GreaterSport believes that physical activity and sport has a major contribution to make to the health, wealth and wellbeing of Greater Manchester residents. This is the ambition outlined within GM Moving: The Plan for Physical Activity and Sport (2017-21), which is the 'comprehensive plan to reduce inactivity and increase participation in physical activity and sport that is aligned to the Greater Manchester Population Health Plan priority themes and wider reform agenda.'

**1.4.** As a key partner in the development and ongoing delivery of GM Moving we fully endorse the shared ambition that it champions, aligned to the overall vision for Greater Manchester, 'to make Greater Manchester one of the best places in the world to grow up, get on and grow old.'<sup>1</sup>

**1.5.** Changing Our Lives Together drives us forward with clarity and purpose, and describes how GreaterSport wholeheartedly commits to working alongside our partners to help achieve life changing outcomes for people across Greater Manchester.



<sup>1</sup> Our people; our place: the Greater Manchester Strategy (2017)



# 1. A SHARED AMBITION FOR PHYSICAL ACTIVITY AND SPORT IN GREATER MANCHESTER

## WHAT DOES SUCCESS LOOK LIKE?

1.6. GreaterSport, together with our partners, will work collaboratively to deliver 12 priorities within Greater Manchester:

### 1. POLICY AND STRATEGIC ARCHITECTURE

Lead **policy, legislation and system change** to support active lives, ensuring that physical activity becomes a central feature in policy and practice related to planning, transport, health and social care, economic development, education and the environment.

### 2. ACROSS THE LIFE COURSE

Provide strategic leadership to **secure system change for physical activity and sport across the life course**, with person centred, preventative approaches in an integrated system.

### 3. START WELL

Ensure that **children aged 0-4 have the best active start in life** with physical literacy prioritised as a central feature of starting well.

### 4. DEVELOP WELL

Make Greater Manchester the **best place in England for children, young people and young adults aged 5-25 to grow up**, developing their life chances through a more active lifestyle, with a focus on reducing inequalities.



### 5. LIVE WELL

Increase physical activity and sport across the **adult population**, reducing inequalities and contributing to health, wealth and wellbeing.

### 6. AGE WELL

Make **active ageing** a central pillar within the Greater Manchester Ageing Hub supporting the Greater Manchester ambition for an age friendly city-region, which will lead to better health, wellbeing and independence.



### 7. PLACE

Develop **more active and sustainable environments and communities** through active design and infrastructure.

### 8. ECONOMIC GROWTH

Maximise the contribution of the physical activity and sport sector to **economic growth** across Greater Manchester.



### 9. WORKFORCE

Build the knowledge, skills and understanding of the **workforce** across Greater Manchester to embed physical activity, make every contact count and develop a diverse workforce fit to deliver the ambitions of GM Moving.

### 10. EVIDENCE, DATA AND INSIGHT

Ensure that **evidence, data and insight** inform the development of policy and practice to support active lives.



### 11. EVALUATION

Embed **high quality evaluation** into all **GM Moving** work, developing quality standards, helping to understand impact, learn and improve, and support advocacy.

### 12. MARKETING AND COMMUNICATIONS

Deliver high quality **marketing and communications** to support messaging and engagement of people from priority audiences in active lives.



2 MILLION  
MOVING  
BY 2021



## 1. A SHARED AMBITION FOR PHYSICAL ACTIVITY AND SPORT IN GREATER MANCHESTER WHAT DOES SUCCESS LOOK LIKE?



**1.7.** These priorities are aligned to the Government's five outcomes for Sport: Physical Wellbeing; Mental Wellbeing; Individual Development; Social and Community Development and Economic Development.

**1.8.** Within a Greater Manchester context this means a focus on achieving these outcomes aligned to Stronger Together: The Greater Manchester Strategy, Taking Charge of our Health and Social Care in Greater Manchester and the Greater Manchester Population Health Plan 2017-21. We are fortunate in Greater Manchester as we start from a position of relative strength - no city-region in the UK better understands the role that physical activity and sport can play in delivering wider social, community and economic outcomes.

**1.9.** To demonstrate that we are on the right path we aspire to work with our partners to achieve a target of 2 million people moving more by 2021. This contributes to the shared target for 2025 that has been developed for GM Moving.

**1.10.** We believe that everyone has a role in contributing to these priorities and together we will make it happen. Our role is to create the conditions for success.

### CHANGING LIVES TOGETHER TARGET

2 million people in Greater Manchester moving by 2021



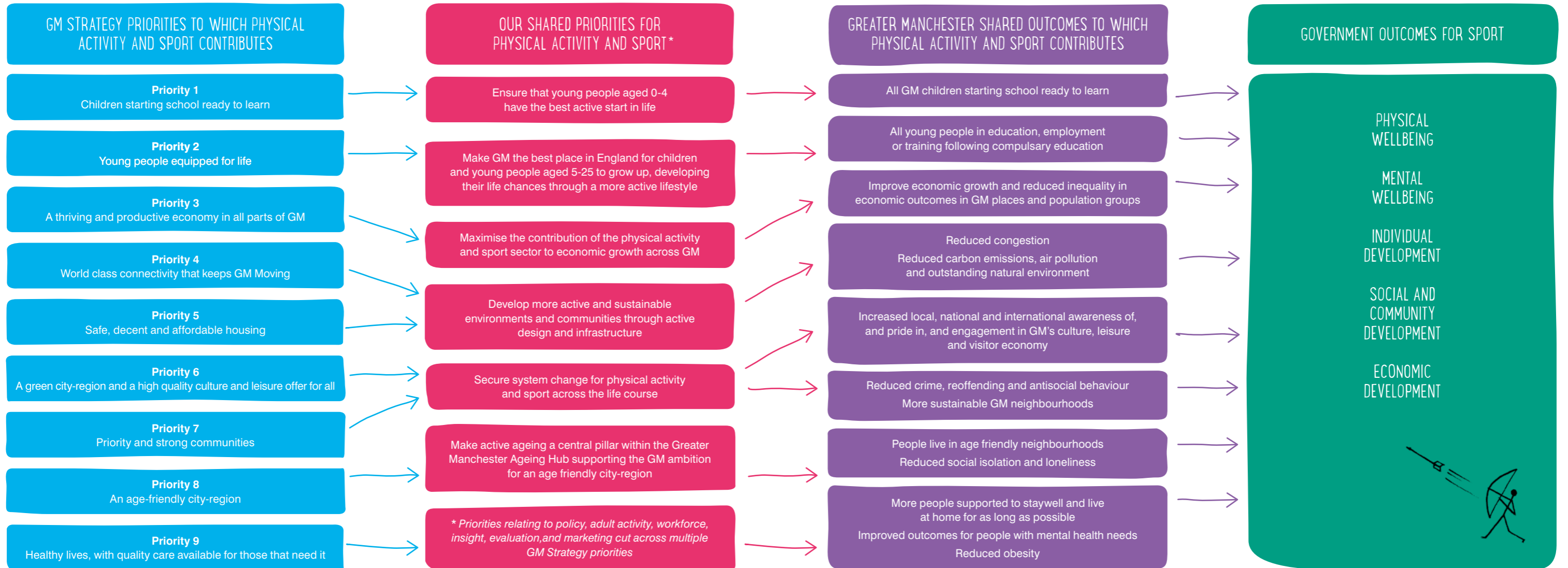
### GM MOVING TARGET

Double the rate of past improvements - 75% of people active or fairly active by 2025

# 1. A SHARED AMBITION FOR SPORT AND PHYSICAL ACTIVITY IN GREATER MANCHESTER

## WHAT DOES SUCCESS LOOK LIKE?

Figure 1 – Aligning the priorities and outcomes of the Greater Manchester Strategy and GM Moving to deliver the Government outcomes for sport



# 1. A SHARED AMBITION FOR SPORT AND PHYSICAL ACTIVITY IN GREATER MANCHESTER CONTEXT

**1.12.** This strategy follows on from our previous strategy Changing Lives which was launched in 2010 and helped to drive a period of real progress, leading into and capitalising from the once in a lifetime experience of the London 2012 Olympic and Paralympic Games. This included the target for Greater Manchester to achieve one million people active across the city-region by 2017. The most recent data shows that this target was exceeded with 1,009,180 people regularly active in Greater Manchester, saving the area £647,590 in NHS costs in the first year alone. However, whilst this is something for our partners across Greater Manchester to be proud of, we know that there is still much work to be done, particularly in terms of tackling higher than average levels of physical inactivity and stubborn inequalities that exist in the city-region.

**1.13.** Accentuating the individual, social, wellbeing and economic positives of taking part in physical activity and sport and addressing the risk factors of physical inactivity are important to delivering the wider ambitions for the city-region as set out in the Greater Manchester Strategy.

**1.14.** In our favour, no city-region in the UK better understands the role that physical activity and sport can play in delivering wider social, community and economic outcomes. The model of sport-led regeneration through the 2002

Commonwealth Games has helped to influence the sporting landscape across the country with London and Glasgow adopting similar approaches to regeneration. The city is ranked 5th in the 'World's 25 Ultimate Sport Cities' by Sports Business Magazine and has been described as 'culturally iconic' for sport, particularly with the professional football teams and the presence in the city-region of organisations such as British Cycling; England Squash, GB Taekwondo, and British Swimming.

**1.15.** Major sporting events have also featured strongly and help to promote sport and a feeling of pride in a community. This includes both elite and mass participation events, such as the Great Manchester Run, Europe's biggest 10k event.

**1.16.** Whilst there is economic, social and technological uncertainty ahead we do have a very clear sense of direction from the Government Strategy for Sport (Sporting Future: A New Strategy for an Active Nation), with its focus on the outcomes that can be achieved through physical activity and sport.

**1.17.** Our strategy is future focused with action reflecting changes in society – there is a growing and ageing population, with people's perception that they are increasingly time poor which is contributing towards a more sedentary lifestyle. Understanding people's behaviours and attitudes will be crucial

to developing our approach to helping people to prioritise physical activity across all stages of their lives.

**1.18.** This strategy highlights that we need to build from the strengths in our sector and our communities, but we will not achieve our ambitions just by doing the same things more efficiently; a step change is required to maximise the positive benefits to population health and wellbeing, the economy and to communities across Greater Manchester. We need to take a whole systems approach to embed different ways of working at scale.

**1.19.** Arguably we will never have a better chance, the role of physical activity and sport has clearly been recognised at the highest levels of decision making within Greater Manchester and GM Moving is specifically outlined as a key delivery plan towards achieving the ambitions of the new Greater Manchester Strategy.

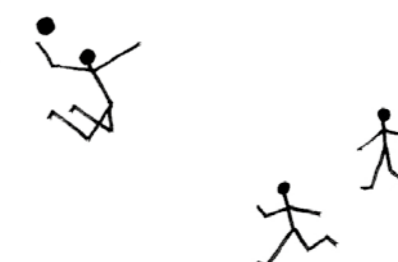
**1.20.** In developing this strategy, we have spoken to lots of organisations, asked questions and listened to understand challenges, priorities and the common areas that we are all striving towards. We value the opinions of those organisations we work with because we know our strength comes from our ability to work effectively with a broad network of organisations. We are grateful for this support and look forward to achieving some outstanding things over the coming years.

**1.21. Progress since our Changing Lives Strategy**  
Alongside our partners, we can be proud of the progress made since 2010. The following are some of the key headlines. Together we have helped to:

- Get one million people doing regular activity - Increased participation from 982,887 in 2010 to 1,009,180 in 2017 (+26,293).
- Increase the direct economic value of sport in Greater Manchester to £1,245.4 million.
- Increase the number of people volunteering in physical activity and sport by 12,703.
- Grow the level 3 School Games from engaging 1,500 people to 5,938 per annum.
- Launch a new GM Under 5's offer which now trains 192 people per annum in early years physical activity.

**1.22.** Our four business aims and our values underpin the work that we do. Since the launch of Changing Lives, GreaterSport has improved in each aim:

		2010/11	2016/17	Improvement
Be valued by our partners	NPS score	11%	54%	+43%
	Satisfaction rating	83%	100%	+17%
Be financially secure with a broad financial portfolio	Reduce admin as a percentage of expenditure	9.8%	8.0%	-1.9%
	Total non-Sport England funding generated into GM (£)	£365,746	£428,997	£63,251
Be a great company to work for	Staff NPS	50%	68%	+18%
	Staff agreeing GreaterSport as a great company to work for	81%	100%	+19%
To be recognised as the go to organisation and thought leaders for our sector	Percentage of partners who feel GreaterSport is a recognised brand	54%	75%	+21%
	Percentage of partners who have a good understanding of GreaterSport	69%	88%	+19%
	Awards won	0	5	+5





## 2. OUR ROLE

### 2.1.

As a charity and the County Sports Partnership (CSP) for Greater Manchester, GreaterSport has core responsibilities supported by Sport England.

The role of a CSP is a complex one - GreaterSport is not a delivery organisation or simply a conduit to investment.

We provide leadership, a common narrative for physical activity and sport in Greater Manchester, we broker and facilitate relationships, participate in, and encourage genuine collaboration and co-production. We develop and share insight, help to define what good looks like, share good practice across the network and help ensure we have a workforce fit to deliver the ambitions of GM Moving.



### 2.2.

We have the following primary functions:

- To provide leadership within Greater Manchester for physical activity and sport, championing the contribution that physical activity and sport can have across strategic priorities within Greater Manchester. We are not alone in providing leadership – it is incumbent on the whole system to step forward, but along with organisations such as the local authorities and GM Active we have a key strategic role on behalf of the network.
- To create a united voice, bring coherence, simplicity and connectivity to the physical activity and sport landscape. We will help to translate and facilitate connections to other sectors and vice versa to support action against the shared priorities. We will keep abreast of and engage with developments and governance structures in Greater Manchester, representing the sector and keeping our network well informed.
- To support organisations in bringing the ambitions of GM Moving to life.

- To help land the ambitions of Sport England's Strategy, Towards An Active Nation within Greater Manchester.
- To work with our partners to develop a detailed understanding of people and places in Greater Manchester connected to our priorities for physical activity and sport.
- To source and develop products, programmes and interventions in collaboration with local and national partners.
- To help embed and scale up good practice.

### 2.3.

In doing this well we will achieve our core business aims:

- To be valued by our customers and partners.
- To be financially secure with a broad financial portfolio.
- To be a great company to work for.
- To be recognised as the go to organisation to add value, and thought leaders for our sector.





## 2. OUR ROLE

### FACILITATING A SHARED COMMITMENT

#### 2.4.

For the GM Moving plan to succeed, the commitment of everyone with the power to support transformational change is needed, to get behind the ambition and play their part.

This is where GreaterSport comes in. As informed by our partners, we recognise that a crucial part of our role is to support a wide network of public, private and voluntary organisations to contribute to these priorities of GM Moving. This is a continuation of the role that we have been doing for a number of years, except there is a challenge for us to go further in terms of:

- A clear national policy directive to have a much stronger focus on tackling inactivity and addressing inequalities.
- Our ability to broker and facilitate an even wider range of relationships.
- The recognition of the scale of the health and social care challenge within Greater Manchester and the need to demonstrate the contribution of physical activity and sport towards prevention and early intervention.
- The need for even greater insight regarding people and places across Greater Manchester to help inform what we do.
- Helping to embed change at scale and pace.
- There is greater accountability for delivering the outcomes.

#### 2.5.

In supporting GM Moving we fully endorse the principles of working that are laid out and will work with organisations to help embed these across the system. We will:

- Take a person-centred approach putting people at the heart of what we do.
- Apply the principles of behaviour change and support cross sector workforces to understand how this can inform how we work with people across the life course.
- Adopt a whole systems approach, recognising that there is no one solution to population level behaviour change regarding active lives. We will seek to influence policy, the physical environment, organisations and institutions, the social environment, as well as the barriers, motivations, knowledge and behaviours of individuals.
- Support people at all levels to be a leader within their own sphere of influence, recognising we need both a top-down and bottom-up approach.
- Seek out, facilitate and support genuine collaboration and co-production to help find the solutions that work.

#### 2.6.

The GreaterSport Strategy outlines our commitment to GM Moving and provides a framework for action with partners working across Greater Manchester – public sector bodies including the health sector, sports clubs (professional to voluntary), national governing bodies of sport (NGBs), the education, voluntary and private sectors, alongside communities across the city-region. Everyone has a role to play in bringing it to life to help realise our collective ambitions for Greater Manchester.

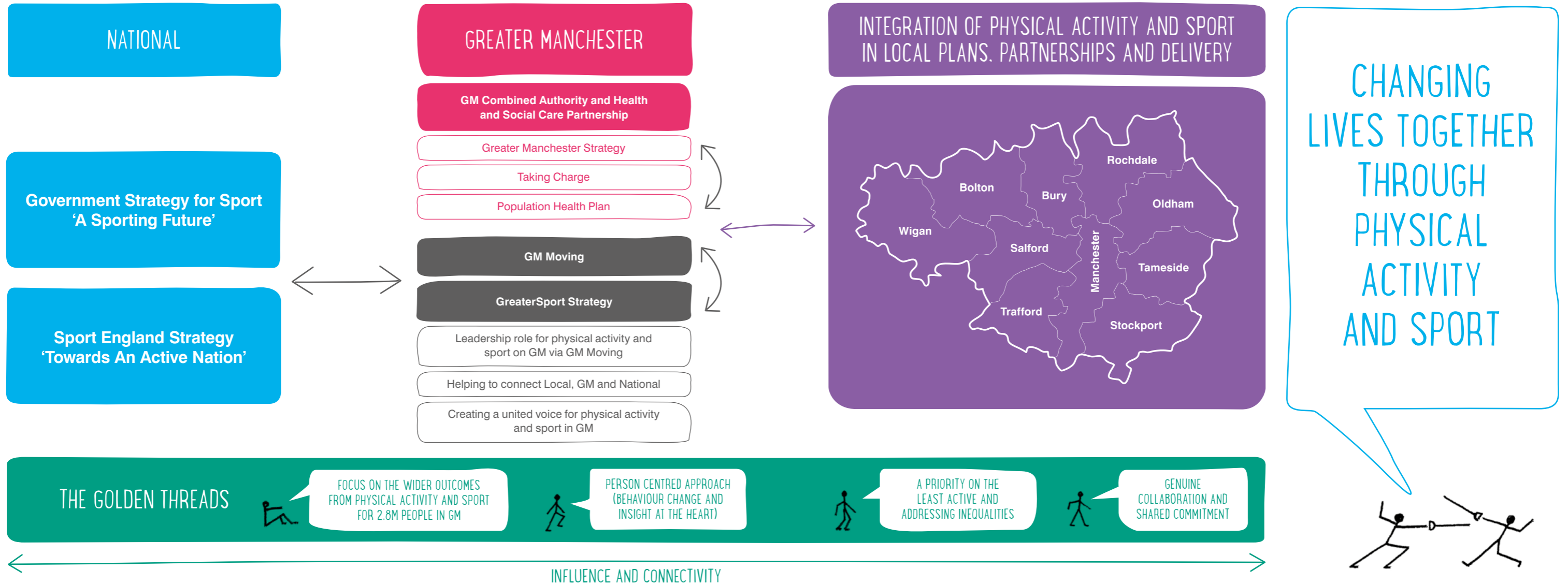


EVERYONE  
HAS A ROLE  
TO PLAY



## 2. OUR ROLE

Figure 2 – The interrelationship between national, Greater Manchester and local strategic plans for physical activity and sport



# CHANGING LIVES TOGETHER

Life is made up of individual moments.  
Moments of movement.  
Moments shared.

From the moment we open our eyes and take our first breath.

We have a desire to move more, to touch, to grab, to crawl, to stand and to walk.

As a child we delight in moments of movement.

Naturally we discover what our bodies have been made to do... move.

We dance, play, run, leap, fall... And get back up again.



When we begin to move together;  
*we teach,  
we inspire,  
we change perceptions,  
we build confidence,  
we build resilience,  
we create communities,  
we become a team.*

Then our team becomes something bigger, ready to push harder to go further and become part of a movement that can change the world.

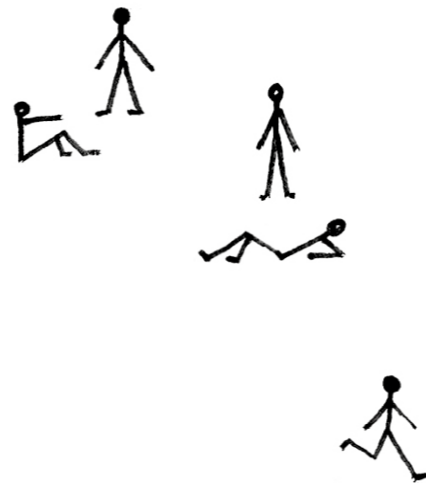


But what about when we stop, when we slow.  
When the hum drum of the daily grind clouds us to what our bodies are capable of.

We begin to sit for longer, our growing to do lists, push away the play.

All too easily the fun of movement is replaced with fear.

Fear of the unknown, fear of time, fear of not being enough.

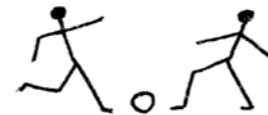


This is where we come in, we are the ones that didn't forget. It is our responsibility to replace the fear with the fun. And reclaim moments of movement for the people of Greater Manchester.

We will celebrate the first breaths and the first steps.

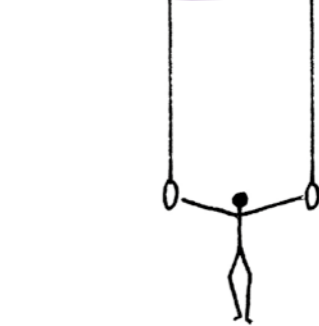
We will understand the strength it takes to sign up, to set the alarm and to turn up.

We will recognise the courage in each bead of sweat and raised heartbeat.



Because it is in these moments of movement that we will;  
*remove stigma,  
unite communities,  
banish loneliness,  
create friendships  
and transform lives.*

Our time is now...  
**WE ARE CHANGING LIVES TOGETHER.**



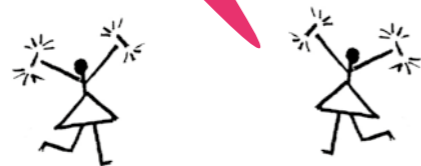


### 3. WHY PHYSICAL ACTIVITY AND SPORT IS IMPORTANT

#### 3.1.

There is a wealth of evidence to highlight that the benefits of an active lifestyle are far reaching and impact positively on people's lives from cradle to grave. Those who play sport and are active are healthier, happier and more likely to be successful in academic and professional life.<sup>2</sup>

'IF A MEDICATION EXISTED WHICH HAD A SIMILAR EFFECT TO PHYSICAL ACTIVITY, IT WOULD BE REGARDED AS A 'WONDER DRUG' OR A 'MIRACLE CURE'<sup>3</sup>



<sup>2</sup>CASE: The Culture and Sport Evidence Programme, 2015. 'A review of the Social Impacts of Culture and Sport by Peter Taylor, Larissa Davies, Peter Wells, Jan Gilbertson and William Tayleur'

<sup>3</sup>Sir Liam Donaldson, the former Chief Medical Officer of England

<sup>4</sup>Department of Health, 2014, Moving More, Living More: Olympic and Paralympic Games Legacy, <https://www.gov.uk/government/publications/moving-more-living-more-olympic-and-paralympic-games-legacy>

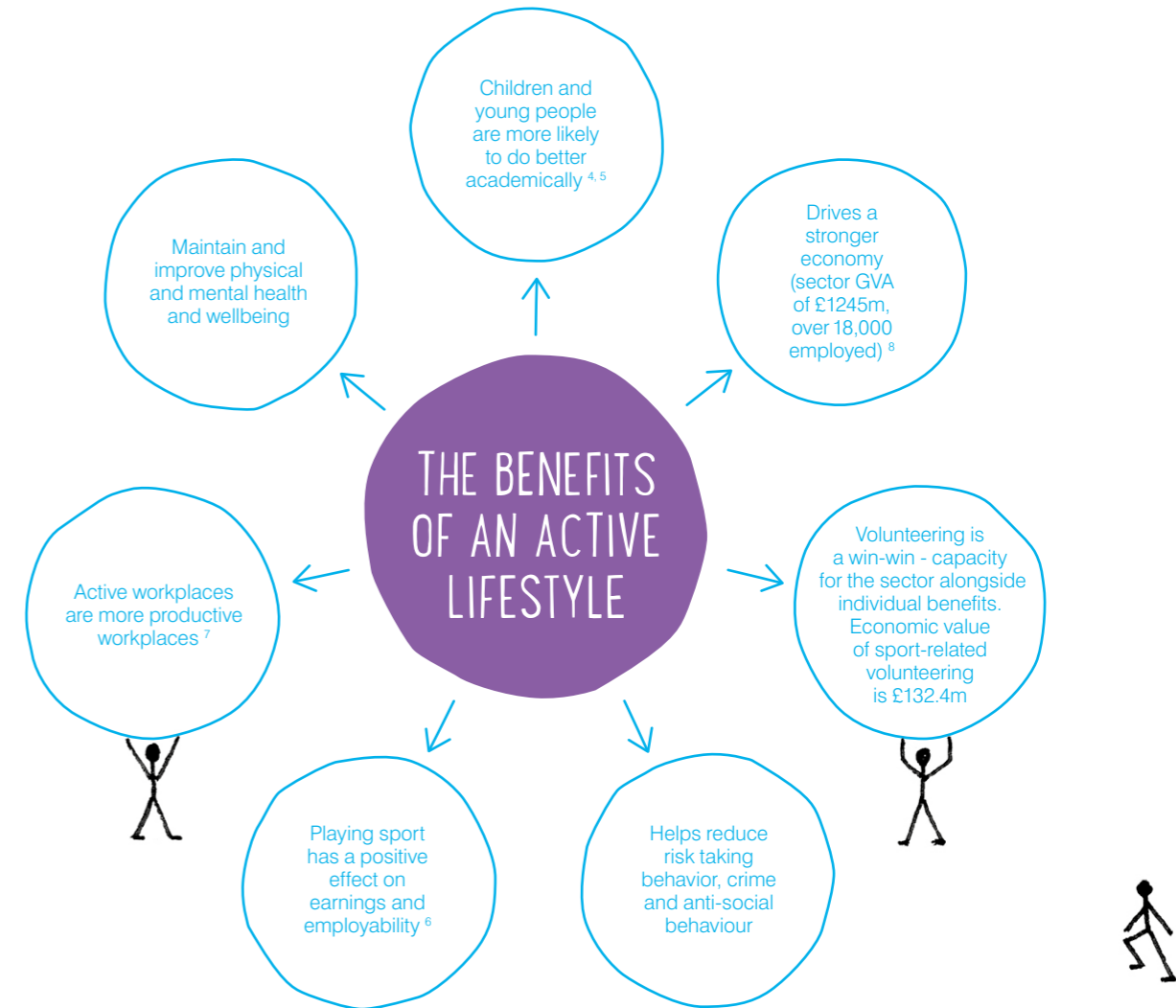
<sup>5</sup>The link between pupil health and wellbeing and attainment: A briefing for head teachers, governors and staff in education settings. 2014 London. Public Health England [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/370686/HT\\_briefing\\_layoutFINALvii.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/370686/HT_briefing_layoutFINALvii.pdf)

<sup>6</sup>The Impact of Engagement in Sport on Graduate Employability, Sport Industry Research Centre, 2013.

<sup>7</sup>Physical activity programmes in the workplace have resulted in reductions of absenteeism between 30% and 50%. (Davis, Adrian, Jones, Marcus (2007) Physical activity, absenteeism and productivity: An Evidence Review See report here.)

<sup>8</sup>UK Active estimates that just a 1% reduction in the rates of inactivity each year for five years would save the UK around £1.2 billion (UK Active, (2014), Turning the tide of inactivity, [http://ukactive.com/downloads/managed/Turning\\_the\\_tide\\_of\\_inactivity.pdf](http://ukactive.com/downloads/managed/Turning_the_tide_of_inactivity.pdf))

Figure 3 – The benefits of an active lifestyle



### 3. WHY PHYSICAL ACTIVITY AND SPORT IS IMPORTANT THE SCALE OF THE CHALLENGE IN GREATER MANCHESTER

#### 3.2.

Whilst being active and engaging in physical activity and sport in the broadest sense, brings many benefits, the evidence associated with physical inactivity is equally compelling.

'PHYSICAL INACTIVITY  
POSES A SERIOUS  
AND GROWING  
DANGER TO SOCIETY:  
IT DAMAGES HEALTH,  
ECONOMY AND  
THE ENVIRONMENT  
AND LIMITS THE  
EDUCATIONAL  
ATTAINMENT  
AND FUTURE LIVES  
OF CHILDREN.'<sup>9</sup>



#### 3.3.

To summarise the challenges faced:

- Physical inactivity is one of the top ten causes of early mortality in England.
- Inactivity is estimated to cost the health services in Greater Manchester £26.7 million per year (2013/14 figures). This figure relates to the main chronic diseases (heart disease, diabetes, CVD and cancer) that could be prevented by exercise.
- Obesity impairs lives, it raises the risk of serious physical health conditions such as diabetes, heart disease, stroke and cancer. Leading increasingly inactive and sedentary lifestyles – linked to time, work and more reliance on travelling by car – has also contributed to the steady rise in levels of obesity.
- 65% of adults and 28% of children are classified as overweight or obese in Greater Manchester, which is significantly worse than the UK average.
- For children and young people, 22% of pupils in Greater Manchester are starting school in reception class with excess weight, which increases to over 35% when leaving primary school. These are much higher rates of childhood obesity than the rest of the country, according to the most recent National Child Measurement Programme (NCMP) data.
- Inactivity affects our mental health. An active life reduces anxiety, lifts mood, reduces stress, promotes clearer thinking and a greater sense of calm, increases self-esteem and reduces the risk of depression. The social and emotional benefits include helping to make friends and connect with people, having fun, challenging stigma and discrimination.
- Reducing the environmental impact of road transport will be critical to supporting our carbon targets and improving air quality, as it accounts for 65% of nitrogen oxide and 79% of particulate emissions. These two dangerous pollutants contribute to respiratory illness, as well as cardio-vascular problems and cancer, leading to around a thousand early deaths in Greater Manchester every year.

<sup>9</sup>Tackling Physical Inactivity – A coordinated approach, All Party Commission on Physical Activity, 2014





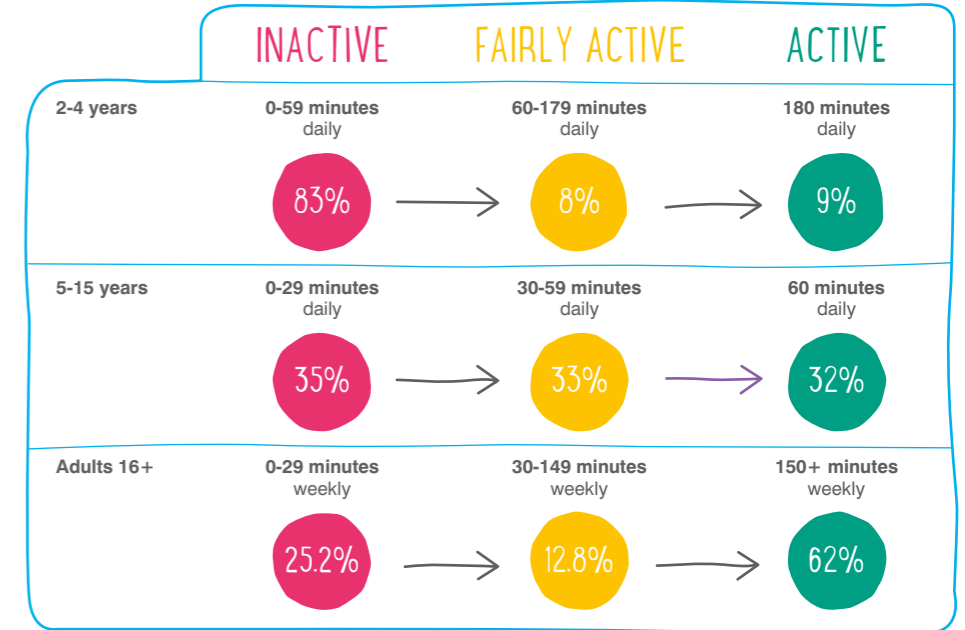


### 3. WHY PHYSICAL ACTIVITY AND SPORT IS IMPORTANT WHERE ARE WE NOW

**3.4.** Despite great progress over the course of our last strategy there is still much to be done to turn the tide of inactivity.

**3.5.** Figure 4 summarises the current levels of physical activity in Greater Manchester against the Chief Medical Officers recommended guidelines.

**Figure 4 – Levels of physical activity across the lifecourse** <sup>10</sup>



1 IN 4 GREATER MANCHESTER ADULTS (16+) ARE NOT ACTIVE ENOUGH TO BENEFIT THEIR HEALTH



<sup>10</sup> Data from Active Lives (2016) and the Health Survey for England (2015)



### 3. WHY PHYSICAL ACTIVITY AND SPORT IS IMPORTANT WHERE ARE WE NOW

LET'S DO IT TOGETHER!



**3.6.**  
In analysing the current participation picture in further detail there are a number of challenges and inequalities that are identified:

**38%**

of Greater Manchester adults (16+) are not active enough to benefit their health.

**25%**

are inactive.

THIS IS HIGHER THAN THE NATIONAL LEVEL, AT 22%<sup>11</sup>

Levels of inactivity vary between localities, ranging from

**22-33%**

across the ten boroughs of Greater Manchester, and also across various under-represented groups.



Between the upper (1-2) and lower (6-8) socio-economic groups, levels of inactivity rise from 16.3% to 33.9%.

**33.9%** ↑  
**16.3%**

#### INEQUALITIES IN ACTIVITY LEVELS

There are huge inequalities in activity levels between the different socio-economic groups, those of different gender, disability and age.



**FEMALES 27.1%** **MALES 23%**

27.1% of females are inactive compared to 23% of males.

Trends indicate that the inequality gap between males and females is larger than the national gap and still widening.

The proportions of inactive people from

**ASIAN, BLACK, CHINESE, MIXED AND OTHER ETHNICITIES**

are all higher than those from

**WHITE BRITISH BACKGROUNDS**

**20.8%**

of those without a disability are inactive compared to

**36.8%**

of disabled people with one impairment

**34%**

of people reporting two impairments

**47.4%**

47.4% of people with three impairments.

Trends indicate that the inequality gap is larger than the national gap and is still widening.

Disabled people with three impairments or more, people in the lowest socio-economic groups (6-8) and people over 55 are almost

**TWICE AS LIKELY TO BE INACTIVE**

as non-disabled people, people in the highest socio-economic groups (1-2) and those aged 16-34.

Levels of inactivity range across the life course from 18.4% between the ages of 16-25 and 33.2% for those aged 65 and over.

**AGES 16-25 18.4%** **AGES 65+ 33.2%**

<sup>11</sup> Active Lives Survey, November 2015 - November 2016, Sport England

### 3. WHY PHYSICAL ACTIVITY AND SPORT IS IMPORTANT

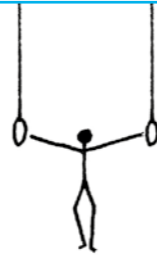
#### WHERE ARE WE NOW

#### 3.7.

We recognise that our approach has to engage the least active in society, addressing the inequalities by age, class and gender that currently exist. In aiming to reduce inequalities the intention is for action to be universal, but with a scale and intensity that is proportionate to the level of inequality – so will inevitably target the most vulnerable and disadvantaged and will help to deliver many of the broader outcomes for Greater Manchester.

#### 3.8.

Our whole systems approach to physical activity and sport won't lose sight of the need to find effective and efficient ways to support those who are already active to further develop and maintain a resilient habit. We know that sport is a key feature in people reaching physical activity guidelines – ensuring high-quality provision in all aspects of the customer experience is vital.



IT IS ALSO IMPORTANT THAT WE CONTINUE TO PROVIDE THOSE WHO HAVE TALENT WITH THE PATHWAYS AND OPPORTUNITY TO FULFILL THEIR POTENTIAL IN SPORT, IN DOING SO, HELPING THEM TO BECOME POSITIVE ROLE MODELS FOR OTHERS.

PEOPLE IN GREATER MANCHESTER WANT TO GET MORE ACTIVE



### 3. WHY PHYSICAL ACTIVITY AND SPORT IS IMPORTANT OVERCOMING THE INTENTION-ACTION GAP

**3.10.** People in Greater Manchester want to get more active and these levels of latent demand have been growing over the lifetime of our last strategy. This has been evidenced through both Sport England and Health and Social Care Partnership insight.

**3.11.** According to Sport England analysis nearly 59% of adults state they want to do more sport than they currently do. This is not just the already active wanting to do more, but includes 28.1% of people who are currently inactive.

**3.12.** Recent engagement through 'Taking Charge' (2016) showed that 55% of people in Greater Manchester do want to be more physically active.

**3.13.** We recognise that saying you want to do more and actually being more active are two very different things. A key role for our new strategy is to better understand the barriers to a more healthy lifestyle to help people to overcome the intention-action gap, whether this is resources (time and money), the environment, provision of information or about personal confidence.

**3.14.** Public knowledge about healthy lifestyles is actually shown to be quite high. The reason they are not taking the next step is because their barriers are not always being addressed in the design of programmes and interventions, including the messages and methods of communication. Evidence based interventions are therefore important.

'EXTENSIVE RESEARCH TELLS US WE DON'T HAVE TO PROMOTE THE BENEFITS OF SPORT AND PHYSICAL ACTIVITY. ALMOST EVERYONE KNOWS IT IS GOOD FOR THEM. AND MOST WOULD LIKE TO DO MORE. WE NEED TO MAKE THAT AN EASY, PRACTICAL, ATTRACTIVE CHOICE, ESPECIALLY FOR PEOPLE WHO TEND NOT TO TAKE PART IN SPORT OR ACTIVITY NOW: WOMEN AND GIRLS, DISABLED PEOPLE, THOSE IN LOWER SOCIO-ECONOMIC GROUPS AND OLDER PEOPLE.'  
(TOWARDS AN ACTIVE NATION)

55% OF PEOPLE IN GREATER MANCHESTER DO WANT TO BE MORE PHYSICALLY ACTIVE





### 3. WHY PHYSICAL ACTIVITY AND SPORT IS IMPORTANT THE STRATEGIC AND POLICY CONTEXT

#### 3.15.

The strategic commitment to the physical activity and sport agenda is significant with the positioning of physical activity and sport at the heart of the Greater Manchester Reform Agenda and the aspirations within the Greater Manchester Strategy, helping to accelerate the scale and pace of change. GreaterSport is contributing to the leadership of this agenda, including wider advocacy work at a national and local level.

#### 3.16.

Devolution and the ambitious approach to population scale health improvement has led to the development of a unique relationship between the Greater Manchester Combined Authority (GMCA), the NHS in Greater Manchester and Sport England, who signed a Memorandum of Understanding (MoU) in July 2016, committing to working together to;

*“Locate sport and physical activity more strongly in the narrative, structures, systems and strategies of Greater Manchester’s health improvement and wider social and economic outcomes, align with the priorities at both a Greater Manchester and locality level, and ultimately to work together to lead the way towards a much more active and healthy population.”*

#### 3.17.

The MoU aims to place the customer first and central to all thinking and delivery, while contributing to prevention and early intervention in the health and social care landscape, articulated in ‘Taking Charge’ which explicitly references the role of GM Moving in relation to the radical upgrade in population health prevention:

*“Greater Manchester is taking charge of a significant opportunity, as well as a significant challenge, and that as well as taking charge the people of Greater Manchester must also take responsibility – at an individual, community and wider level.”*

#### 3.18.

Physical activity and GM Moving are referenced as one of the 20 themes in the Greater Manchester Population Health Plan launched in early 2017, to support the ambition of the greatest and fastest improvement to the health, wealth and wellbeing of the 2.8 million people who live in Greater Manchester.

*“Each of the towns and cities of Greater Manchester is determined to do this by: helping people to take control of their own and their family’s health; connecting people to the opportunities created by economic growth and reform; tackling the root causes of poor health; focusing on improving the health of the most vulnerable; and providing excellent care for people when they need it.”*

#### 3.19.

Along with the devolution of powers to Greater Manchester, the first Metro Mayor in Greater Manchester was elected in May 2017. The Mayor’s manifesto, Our Manifesto, set out an ambition for the city-region to be a place where people are ready to do things differently and set out a number of commitments to increase physical activity in Greater Manchester.

#### 3.20.

In a landscape of rapid change, it is imperative that our strategy allows us to remain agile and responsive to opportunities as they arise.

OUR STRATEGY  
ALLOWS US TO  
REMAIN AGILE  
AND RESPONSIVE



# OUR STRATEGIC FRAMEWORK

## STRATEGIC FRAMEWORK

### OUR PURPOSE - CHANGING LIVES TOGETHER

#### WHO

A high performing charity passionate about changing lives through physical activity and sport

#### VISION

To change lives through physical activity and sport and help to make Greater Manchester the most active region in England

#### OUR VALUES

Passion - Integrity - Purpose

#### BUSINESS AIMS

Be a great company to work for

Be valued by our customers and partners

Be financial secure with a broad portfolio

Be recognised as the 'go to' organisation to add value, and thought leaders for our sector

#### TARGET

Changing Lives Together: 2 million people in Greater Manchester moving by 2021 contributing to:



**GM Moving's target** of doubling the rate of past improvements - 75% of people active or fairly active by 2025

### OUR SHARED PRIORITIES

**1 POLICY AND STRATEGIC ARCHITECTURE**  
Lead policy, legislation and system change

**2 ACROSS THE LIFE COURSE**  
System change across the life course

**3 START WELL**  
Best active start to life (0-4)

**4 DEVELOP WELL**  
Best place for children and young people (5-25) to grow up

**5 LIVE WELL**  
Increase activity amongst adults

**6 AGE WELL**  
Make active ageing central with the GM Ageing Hub

**7 PLACE**  
Develop more active and sustainable environments and communities

**8 ECONOMIC GROWTH**  
Maximise the contribution to economic growth

**9 WORKFORCE**  
Build the knowledge, skills and understanding of the workforce

**10 EVIDENCE, DATA AND INSIGHT**  
to inform policy and practice

**11 EVALUATION**  
Embed high quality evaluation

**12 MARKETING AND COMMUNICATIONS**  
High quality marketing and communications

### WHAT WE DO TO ACHIEVE OUR SHARED PRIORITIES

Provide leadership

Embed and scale up good practice

Land the ambitions of 'Towards An Active Nation' in GM

Source and develop products, programmes and interventions in collaboration with others

Support others to bring the ambitions of **GM Moving** to life

Bring coherence, simplicity and connectivity to the physical activity and sport landscape

Understand people and places in GM

### GREATERSPORT STAFF WILL WORK:

Innovatively

Collaboratively

Informed

### TO ENABLE GREATERSPORT TO:

Lead

Influence

Develop

Support

### THE OUTCOMES THAT WE CONTRIBUTE TOWARDS

Physical Wellbeing

Mental Wellbeing

Individual Development

Social and Community Development

Economic Development

OUR VISION IS TO CHANGE LIVES THROUGH PHYSICAL ACTIVITY AND SPORT AND HELP TO MAKE GREATER MANCHESTER THE MOST ACTIVE REGION IN ENGLAND





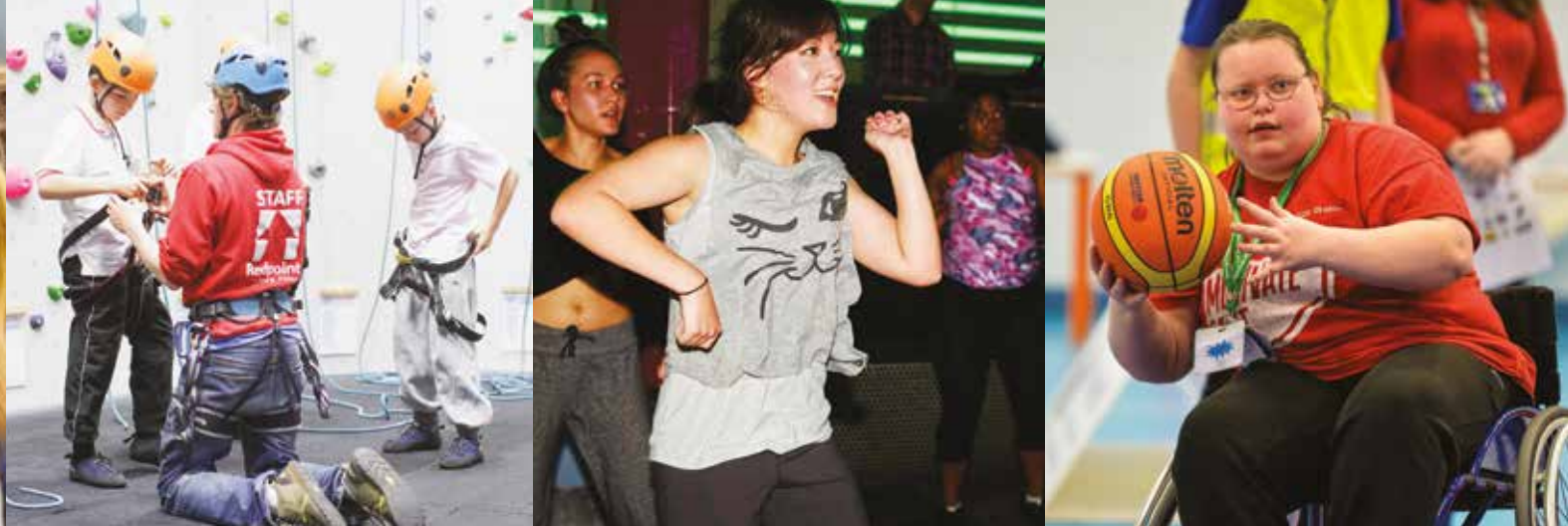
**GreaterSport has identified a number of key actions to take forward against the 12 shared priorities.**

Whilst we support all of the actions identified within GM Moving we know that we are only part of the solution and that other organisations will be better placed to lead on many areas of the plan.

Within the objectives of the shared priorities we will perform four key roles which link back to our primary function:

**LEAD DEVELOP SUPPORT INFLUENCE**

To see our 2018/19 action plan please download it from our website: [www.greatersport.co.uk/actionplan](http://www.greatersport.co.uk/actionplan)



## CHANGING OUR LIVES TOGETHER

**SPORT ENGLAND**

**GMCA** GREATER MANCHESTER COMBINED AUTHORITY

Greater Manchester Moving > ^ < v

**STOCKPORT** METROPOLITAN BOROUGH COUNCIL

**ROCHDALE** BOROUGH COUNCIL

**MANCHESTER** CITY COUNCIL

**Tameside** Metropolitan Borough

**Salford City Council**

**GM ACTIVE**

**Bury** COUNCIL

**Wigan Council**

**Bolton Council**

**TRAFFORD** COUNCIL

**Oldham** Council







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