

# Greater Manchester Moving > ^ < <

GM Moving In Action

Update March 2022

#GMMoving

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# GM Moving In Action

## Our framework

### > Our Mission

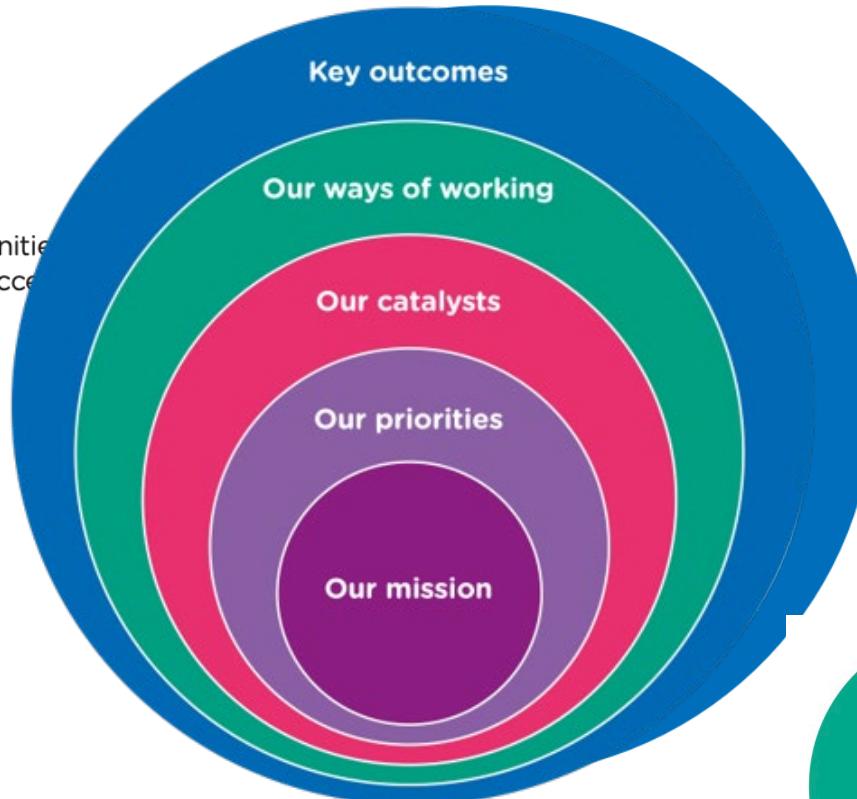
- Active lives for all

### > 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



### Enablers

#### How we create the conditions:

- Involving local people & growing assets
- Strategic leadership enabling collective leadership
- Effective work across & between sectors
- Transforming governance & processes
- Learning & adapting

# People, families, communities: Active Lives For All

**Our Commitment: To work with and meet the needs of Greater Manchester people, families and communities, in all their diversity, to enable everyone to live an active life.**

People, families and their communities are integral in creating the right environment, opportunity and motivation to becoming active. We know we need to do more to meet communities where they are today, develop our collective understanding of their priorities and challenges, and enable them to make sustainable changes to their habits and behaviours so they can lead a healthy, active life.

## Priorities:

- > Enable **children and young people** to lead active lives and to move every day with greater choice, say and independence in when and how they move in safe and age appropriate ways.
- > Create the conditions for **adults moving in everyday life**, designing into everyday habits, routines, activities and spaces; building on momentum to enable movement to become normal.
- > Celebrate an **active life in older age** in a way that is age positive and inclusive, dismantling systemic ageism, creating and embedding age-friendly language, structures, spaces, places and activities.
- > Be pro-active and targeted to **enable active lives for all**, regardless of age, race, sex, gender, sexuality, faith, disability, caring responsibilities, income, wealth or postcode. To include: developing **anti-racist culture and structures**; making facilities and infrastructure fully inclusive of **disabled people** and **people with long-term health conditions**; and increase opportunities for **low income families to be active**.

# Headlines: People, Families, Communities: Active Lives for All

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- **The Active Lives data** suggests activity levels **have now plateaued** for adults and appear to be **increasing** for children and young people, after a steep decline in number of people who were active or relatively active during height of pandemic (Adults: 68.9% active 2019-20 and 69.5% in May 2020-21, Children 39.6% active 2019-20 and 41.7% active 2020-21).
- **Inequality gaps:** we have carried out deeper analysis of the active lives data to identify and unpick for demographic, socio-economic and spatial inequality groups in activity rates and how they intersect. (slide deck with data available) This info is now being shared with partners/localities to help inform targeted implementation and delivery and further deep dives. Biggest gaps are for over 55s with a LTHC, NS SEC 4-5 & 6-8 (potentially semi-routine/ less secure work), not just most deprived areas, links to South Asian and Black ethnicities).
- **Insight:** Data is considered alongside voices of people with lived experience and people and partners in close proximity to the most inactive communities in GM to co-design and co-deliver.
- **Activities include:** Further development of new GM Moving LGBTQ+ network, GM Moving Inclusion network focusing on access for disabled people, and newly developing GM women and girls Active Lives working group.
- 20 GM licences for schools to pilot **Active Schools Framework**.
- Plans to host **Sport England Tackling Inequalities Conference** in Manchester in June.

# Children and Young People

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## What did you set out to do?

### Active Education

- Understand the gaps in local offers from School Games and how GM approach can support and add value.

### Youth Voice

- Connect the ambitions of GM Moving and work of GreaterSport to the GM Youth Combined Authority (GMYCA)

### Positive Social Outcomes

- Work with an arts organisation to engage young people in physical activity to understand the difference in approaches/reach.
- Explore what's needed to create a clear, consistent narrative that translates CMO guidance for young people into something that matters to them. Build on the system readiness around mental wellbeing, galvanized by #BeeWell.

## What happened (activities)?

### Active Education

- Learning session with head of Impact Trust (Pupil Referral and alternative provision) to School Games Organisers to understand their priorities challenges faced by settings and apply to wider work. Following pilot approach at a setting in a school in Bolton and additional funding to continue the offer after school.

### Youth Voice

- Supported recruitment of youth board members from GM Moving representative organisations, with GM Active consequently submitting an application.

### Positive Social Outcomes

- Funded Z-Arts to run school workshops in modern/interpretive dance which supported young people to be creative, build confidence and express themselves in covid-recovery.
- Engaged in conversation with #BeeWell, GM Youth Alliance and presented at GM Reform Board to understand what we already have to build on and where the gaps are for a CYP Narrative/Campaign that connects physical activity and mental wellbeing in young people.

## What did you learn?

### Active Education

- Ipsative - never measure a child against anybody else but themselves, more literacy and social skills than formal subjects, apply to School Games context and translate our offer.

### Youth Voice

- GMYCA connected their outcome around wellbeing to GM Moving under the umbrella of physical wellbeing and will look to invite the team to present our plans in the coming months for scrutiny, challenge and connections.

### Positive Social Outcomes

- Young people continue to struggle to readapt to life outside of covid-restrictions, vocalising concern around proximity to others and physical contact (within choreography.) Our appetite for stories and quotes from young people are more difficult to collect than we give organisations credit for – evident within the film footage provided by Z Arts.
- There's appetite from the #BeeWell youth steering group to create a youth led campaign around increasing your physical activity to improve your mental wellbeing. How can we take more of unapologetic approach similar to Bee Well to be owned by partners and recognised as valuable to their own work.

## What's the value – stats & stories?

### Active Education

- AP/PRU settings now offer provision

### Youth Voice

- Using the wider system rather than creating our own youth steering group allows for better representation and embedding of messages.

### Positive Social Outcomes

- 40 young people, varying levels of confidence and activity levels. New organisation connections and support to connect to wider agendas other than arts/culture i.e. social prescribing and consider long term financial planning rather than reliance on grant funding.
- 50 representative organisations/individuals consulted on shaping the work before we've even appointed an agency, looking for real co-creation and ownership.

## What did you set out to do?

- **GMHSCP – MSK:** GM Heath and Social Care Partnership - Musculoskeletal (MSK) Conditions workshops for people working across the health system and beyond.
- **Employability:** We have hosted a series on meetings with locality employability leads and 'Ingeus' to explore ways to grow the excellent work which is happening in Rochdale, Oldham and Wigan in particular.

## What happened (activities)?

- **GMHSCP – MSK:** We are working in collaboration with The Business Health Group and Rener Wellbeing on a series of 4 workshops which will be repeated twice. Along with recording and releasing a podcast for the GMHSCP system.
- **Employability:** We are looking at putting a programme of staff development and knowledge sharing together which will be focused on managers, ambassadors and integration co-ordinators and will be similar to the work we did with DWP on training the trainer.

## What did you learn?

- **GMHSCP – MSK:** MSK is one of the highest cause of sickness absence across the partnership.
- **Employability:** Ingeus believe that being active helps their participants with their confidence which is a vital part of anyone returning to work.

## What's the value – stats & stories?

- **GMHSCP – MSK:** The work will help to address a key part of the HSCP approach to employee health and wellbeing. We learnt that we shouldn't presume that people that work in hospitals or healthcare know anything about looking after their own health and physical activity levels.
- **Employability:** Developing a joined up approach bringing LP locality leads, GM Moving, GreaterSport and Ingeus together.

# Active Older Adults

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## What did you set out to do?

- Planned to **launch the GM Falls report across** the system and nationally with key partners from the strategic planning group.
- Planned to make future progress with the **Health, Social Care and Physical activity working group**, including the implementation of the framework and key objectives (this includes targeted work with the Dementia United team and the Alzheimers Society Nationally).
- Confirm the **funding to develop the Future Fit Training course** in partnership with GM Active for physical activity and older people.

## What happened (activities)?

- Held the '**Falls Prevention in Greater Manchester: Delivering Integration and Reconditioning**' webinar in collaboration with the GM Falls Collaborative strategic planning group.
- Attended and became a member of the **Alzheimer's Society physical activity expert advisory group**, working collaboratively with external experts from a range of subject areas including dementia, physical activity, public health, behaviour change and evaluation.
- Meeting with the Boost Investment Fund group to review the '**Active Ageing' GM Active Future Fit Training course**. Working to further review the plan and funding of the course. Awaiting to hear back from GM Active regarding co-funding the course development

## What did you learn?

- **Falls Prevention/Deconditioning is a key priority across Greater Manchester** and there is a vast amount of support to embed the report/recommendations across the system.
- The impact of Covid-19 on services such as the GM Health and Social Care Partnership is still very much apparent. Need to make sure the ask and support of the Health, Social Care and Physical Activity working group is as clear as possible to make sure we can start to see the impact of this work/understand the value.

## What's the value – stats & stories?

- Commitment to a **true whole-systems approach** to falls prevention through the GM Falls Collaborative.
- Added value to the system through the development of the Health, Social Care and physical activity working group. We can create the noise by influencing across all agendas for physical activity, working to secure strategic buy-in, making sure this is **adopted across policy level within the GM Health and social care partnership**.

# Tackling Inequalities

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## What did you set out to do?

- Increase **insight and understanding** around the differences and gaps in activity levels between different demographic, socio-economic groups and people living in different places.
- Combine **stats and stories** to create a more rich and comprehensive picture and story to share, **to inform and influence** delivery plans across the system and to help ensure resources are targeted to people, places, activities for the greatest difference.
- Increase distributed leadership on tackling inequalities – embed as everyone's role and understand support needed,
- **Complete distribution of Tackling Inequalities Funding phases 1-3**, to support participation in physical activity of people and communities across GM who have been most negatively impacted by Covid. Capture learning on the process and stories of change to inform phase 4.
- Successfully design and submit **phase 4 bid for Together Fund**, building on learning to date.

## What did you learn?

- Biggest gaps in activity levels are for over 55s with a LTHC, NS SEC 4-5 & 6-8 (potentially semi-routine/ less secure work), not just most deprived areas, links to South Asian and Black ethnicities).

## What happened (activities)?

- **Deeper analysis** of the active lives data carried out with Press Red to identify and unpick across and within demographic & socio-economic groups and in different places, to include analysis of multiple & intersecting disadvantage (slide dec with data available) This info is now being shared with partners/localities to help inform targeted implementation and delivery and further deep dives.
- Listening to and involving people most impacted, to include further development of GM Moving LGBTQ+ network, GM Moving Inclusion network focusing on access for disabled people, and newly developing GM women and girls Active Lives working group.
- Commissioning evidence review around women and girls, sport and physical activity.
- Co-designing Sport England Tackling Inequalities Conference to be hosted in Manchester in June.

## What's the value?

- This combination of activities enables us to consider data alongside voices of people with lived experience and people and partners in close proximity to the most inactive communities in GM to co-design and co-deliver.
- Smarter allocation of resources.
- Increased trust and collaboration.

# 2

## Inclusive participation and access: Move your way!

**Our Commitment: To widen access and participation in physical activity, sport and active travel to create a greater, more inclusive choice of ways to be active every day.**

We want everyone in GM to be able to move, in whatever way works for them. Everyone has different motivations, capabilities and opportunities to move. We need to do more to tune in to what matters to people, what they like to do and to the realities of their lives, thereby widening the opportunities for them to move. By working together, we can ensure that moving, in whatever form – be that active travel, sport or exercising at home – is within easy reach of every person in GM. We want everyone to have the opportunity, the inspiration and the freedom to get moving and keep moving.

### Priorities:

- > Move **physical activity, sport and leisure** within easier reach of people, increasing access, inclusion and participation of communities who are currently underserved and underrepresented.
- > Enable the greatest number of people possible to **walk routinely**, for pleasure, for travel, for themselves and for the environment, as a walking city region.
- > Replacement text for this paragraph - Champion a transformational growth in active travel, making **active travel** the natural choice for short trips. Helping to double and double again cycling trips and increase walking trips by one third by 2040.
- > Accelerate GM-wide progress to ensure people are **digitally supported to move more** at home and outside and via a local physical activity and sports offer, through a diverse and inclusive choice of on-line support, activities and services.

# Headlines: Widening Access and Participation in Sport, Leisure, Walking and Active Travel

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- **Participation rates** – Walking for leisure increased (25% to 33%) whereas walking for travel decreased (21% to 13%). Gardening increased (from 13% to 19%). Traditional sport decreased (from 19% to 15%).
- Partners are working together to identify how we best gather and collate more comprehensive and meaningful participation data and insight across GM and benchmark – work in progress.

## Activities include:

- New **GM Walking and Cycling Coordination and Advisory Group** established and convened, key priorities identified around Children and Young People, Over 55s, active environments, behaviour change, co-benefits, influencing and advocacy.
- All 10 GM boroughs signing the **International Walking Charter**
- **GM Walking Festival** plans in place for whole of May 2022
- Successful distribution of **Tackling Inequalities Fund** phase 3 to community groups across GM to widen access and participation and bid submitted for phase 4.
- Successful **GM Active Travel Social Prescribing** bid, preparing for 2<sup>nd</sup> stage.
- Multiple **active travel loneliness bids** submitted in GM by different partners
- Implementation planning for **GM Leisure Pivot** and launch of **GM Active Strategy**
- Promotion of **toolkits** for GM Walking, GM Daily Mile, GM Active Workplaces and Wellbeing at Work
- Joined Advisory Group for **International Working Group for Women and Sport and Physical Activity**, to be hosted in UK 2022-26
- Exploring need/potential for a GM framework for sports events to maximise social, environmental and economic benefits and legacy
- 89 **GM Walking grants** distributed, and activities taken place to support voluntary and community groups to encourage everyday walking.
- **Research** being commissioned to understand the sport, physical activity volunteering landscape across Greater Manchester.

# Sport & Physical Activity

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## What did you set out to do?

- Working with GM Mental Health Foundation (GMMH) who are seeking different ways to reach men to try balance a long observed inequity in access to talking therapy services, to make links with local professional sports clubs, and get support from our GM Moving network.
- Large societal problem in GM, with male suicide rate 75% male in GM, so aim to form partnership approach to normalise help for men.

## What happened (activities)?

- GreaterSport facilitated a discussion alongside GMMH Foundation with a number of professional sports clubs/charities and National governing bodies, initially around football, cricket, rugby league and union clubs.
- Possibility of an appropriately pitched/worded advert (with self-referral URL) on the official club sites, fans forums, part of community outreach programmes, may reach men who we may not otherwise reach.

## What did you learn?

- Main focus that came from collective group was to promote self-referral route, through sport clubs or organisations across GM. This is about normalisation and encouraging men to step forward, but also for people to talk about NHS services and have access to signpost.
- Not necessarily having social media as the main focus, as there is still a need to reach out and speak to men, particularly in 'non clinical' settings, face to face, eg.in stands or in club or programme environment.

## What's the value – stats & stories?

- Working as a wider collective there are lots of opportunities to amplify this
- GMMH are working to develop URL, and information that clubs can use.
- Opportunities to work with GMMH foundation on training for workforce in sport

## What happened?

- The GM Active 'We Move As One' strategy is now finalised and will be launched in March. Our strategy will be brought to life by our workforce with four priority work streams that cut across our 14 strategic objectives;  
    Health and Wellbeing, People, Digital and Sustainability
- The GM Prehab4Cancer and recovery programme is a finalist in the 'Best Not for Profit Working in Partnership with the NHS' category at the HSJ Partnership Awards ceremony on Thursday 24<sup>th</sup> March.
- The full independent service evaluation of the Prehab4Cancer programme which was launched (commissioned by NHS South, Central and West Commissioning Support Unit).
- Cohort 2 started their Transformational Leadership journey on the 15<sup>th</sup> November and 24 members of staff are on the course. Cohort 1 submit their 100-day plans on the 8<sup>th</sup> April. A graduation/learning event is scheduled for the 22<sup>nd</sup> April.
- We have recruited 6 Strategic Business Partners; Cornerstone Design and Marketing, Fitronics, Raspberry Beret, Technogym, Future Fit for Business and Quikswitch and 12-month agreements started on the 01<sup>st</sup> February.

## What's the value?

- Our strategy is a great statement of intent of what we are trying to achieve, and highlights are key priorities moving forward. This will be used to focus our collaborative efforts which will have the biggest impact on the health and wellbeing of our local communities.
- Recognition of the outstanding contribution the Prehab4Cancer team has made to healthcare and the positive impact the programme has had on thousands of cancer patients living in GM.
- The evaluation highlighted Health Care Resource Use & Associated Savings (ROI), Mortality Impact & Physiological Measures, Patient Reported Outcome Measures and Benefits to Patients, Pathways & Systems - this will be presented to NHS England.
- More GM Active staff empowered to play a greater role in developing new wellness services and innovative, cross-sectoral responses to current and emerging population health needs.
- Established sector organisations committed to and adding value to our purpose and vision. Helping us to identify solutions to our current challenges and priorities and positioning themselves so that they can best support us.

# GM Walking Ambition

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## What did you set out to do?

- Paper to GMHSCP outline priorities for 2022-23 investment
- GM Walking Festival May 2022 preparation and stakeholder engagement
- Share learning about toolkit approaches -GM Toolkit learning event
- Share the GM Daily Mile Toolkit outside of GM
- Shape job profile and recruit to Project Lead role
- New dates for Walk Your Way workshops and create plan for establishing the cascade training network
- Develop and use 'key messages'

## What happened (activities)?

- Website development, newsletters, new festival assets all produced
- Job advertised and shortlisted (interviews March 2022)
- Sharing of locality work by walking leads
- Cycle and Stride delivery Panel

## What did you learn?

- Relevance of a tangible approaches (festival)to demonstrate GM Moving in Action to a wide range of agendas
- Value of targeted promotion to engage partners in events
- Ability to tailor key messages to help with clarity of purpose and benefit of the walking work
- Potential to engage and repackage toolkits in different ways (e.g. themes, or for types of users, workshops) and re-promote
- The breath of work that's happening in localities and opportunity to support connections with social prescribing and walking grants
- 

## What's the value – stats & stories?

- Toolkit learning event 36 attendees
- Extension of contracts for HSCP funded roles (Sept 2022)
- The Daily Mile Fit For Life Toolkit launched 31st Jan 2022
- Deliverables developed for 2022-23

# Active Travel

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## What did you set out to do?

- To support increased understanding, collaboration, advocacy and alignment across the system on active travel, so together we are ‘more than the sum of our parts.’

## What happened (activities)?

- New **GM Walking and Cycling Coordination and Advisory Group** established and convened, key priorities identified around Children and Young People, Over 55s, active environments, behaviour change, co-benefits, influencing and advocacy
- Successful **GM Active Travel Social Prescribing** bid, preparing for 2<sup>nd</sup> stage.
- Multiple **active travel loneliness bids** submitted in GM by different partners
- Raising the voice of GM Active travel at events, includes **Living Streets Webinar**, **Manchester Lady Pedal event** and **Panel on active travel and sustainability at Active Partnership Conference**.
- All 10 GM boroughs signing the **International Walking Charter**
- GM Partners submitted bid for £2.5m for **Our Streets** project, supporting community-led action to enable shift from car dependency to walking, cycling and wheeling.
- Partners including GMP, TfGM and GreaterSport working together on **Safer Streets bids** for GM with focus on women and girls.
- Active Travel Deep Dive with GM Moving evaluation partner

## What did you learn?

- Walking for travel decreased (21% to 13%)
- Challenges around GM Clean Air Zone.
- Appointment of Dame Sarah Storey as Active Travel Commissioner and Vernon Everitt as Transport Commissioner.
- Identifying key capacity gaps in the system

## What's the value – stats & stories?

- Partners are working together to identify how we best gather and collate more comprehensive and meaningful participation data and insight across GM and benchmark – work in progress.
- Increasing culture of openness, collaboration and joint working, avoids duplication and enables partners to better target resources for greater impact.
- Increased understanding of the barriers to participation and how to close inequality gaps to enable active travel for all.
- Shared learning nationally – invited to contribute towards national platforms and conversations to help create conditions across UK.

# 3

## Active places: wherever you live, work and play

**Our Commitment: To grow and spread place-based active approaches, environments and partnerships to create the conditions for an active life in localities, neighbourhoods and across the city region.**

We recognise the different strengths, challenges and opportunities in different neighborhoods and communities and grow what's good. We work together with local people, statutory and voluntary organisations in place to co-design places, spaces and solutions that work for them. Testing, adapting and learning as we go.



### Priorities:

- > Create the **conditions within a place** to enable active lives for all, involving local people, growing local assets and addressing spatial inequities.
- > **Work together in place** for active homes, active schools, workplaces, community centres, services, anchor institutions and neighbourhoods.
- > Embed **good active design principles and best practice** into policy, practice and governance, designing active travel and active living into the built and natural environment.

- Seeing and hearing increased examples of people and **partners working together in place** at locality and neighbourhood level. E.g., stories of place-based approaches working and shared learning through GM local pilot.
- **GM Moving conversations taking place in each district** around local approach/priorities for physical activity.
- **Active environments** –identified need to bring together senior GM leaders across planning, sustainability, place, health, transport to explore shared vision and commitments and potential framework/principles to promote good active urban (co)design and development– for healthy, sustainable, equitable places.
- **Active neighbourhoods –Healthy cities research** on active neighbourhoods highlighted key enablers and barriers to success to include importance of involving local people early on and an empathetic approach. Identified need for increased system capacity to support local engagement, involvement, co-design and advocacy and for shared learning and articulation of behaviour change, co-benefits and vision – building on GM Streets for All and Danger reduction strategies.

## What did you set out to do?

- Work and Health – Develop the conversation, relationship and engage GM work and Health at a strategic level to further the work taking place in the localities
- Creating Active Schools Framework (CAS) – Replicate the Bradford CAS model in GM.
- Health – Took a test and learn approach to work with specific localities to understand the barriers to whole system work with Health in a place.

## What happened (activities)?

- Health – Convened a meeting with a mixture of colleagues from Trafford and Stockport, from a variety of roles including Physical Activity, Public Health, Frontline Healthcare, VCSE and Leisure Providers.
- Co-production week – 23 sessions delivered, with a variety of presenters to over 200 participants. More details can be viewed [here](#).
- Creating Active Schools – Meeting with Local Pilot leads and Active Education leads to identify 20 schools.
- Work and Health - Strengthened relationship between a commissioned provider and localities to support work and health outcomes. Progressed conversation at GM level with strategic leads.

## What did you learn?

- Health – Conversation was welcomed by localities and the opportunity to think about what's possible, and how this links into the 'Live Well' part of the Mayors Manifesto.
- Work and Health – The strength of the discussion now lies in the narrative surrounding the work. Ensuring the narrative is appropriate to the audience and gaining senior leadership buy in.
- Creating Active Schools – Bradford model won't work in GM, need to work with Local Pilot and Active Education leads to GM-ify it.

## What's the value – stats & stories?

- Health – A future meeting to be convened, plus conversations around future of PACC, how PCN, VCSE and evaluation can be utilised moving forwards.
- Co-production week – identified common desire to “join dots” across sectors to drive system change and continue the conversation. Have started working on making this happen.
- Creating Active Schools – Active Lives identifies that low sec children aren't getting required minutes during school curriculum. This could be a way to get children more active during school time.

# Active Design

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## What did you set out to do?

- Collate, spread and embed good active design in Greater Manchester and beyond. To support shift towards greater co-design of spaces & places for all.

## What happened (activities)?

- **GM Moving conversations taking place in each district** around local approach/priorities for physical activity.
- **Active environments** –identified need to bring together senior GM leaders across planning, sustainability, place, health, transport to explore shared vision and commitments and potential framework/principles to promote good active urban (co)design and development– for healthy, sustainable, equitable places.
- **Active neighbourhoods –Healthy cities research** on active neighbourhoods highlighted key enablers and barriers to success to include importance of involving local people early on and an empathetic approach. Identified need for increased system capacity to support local engagement, involvement, co-design and advocacy and for shared learning and articulation of behaviour change, co-benefits and vision – building on GM Streets for All and Danger reduction strategies.
- **Raising the voice of GM Moving and physical activity** –delivering 40min Key Note Speech for Institute of Landscape Architects; Contributed towards Common Good Event
- **Developing good practice** – working with Publica to develop recommendations on Gendered Lens on Design of Streets and Public Realm to support Active Lives for All.

## What did you learn?

- Seeing and hearing increased examples of people and **partners working together in place** at locality and neighbourhood level. E.g., stories of place-based approaches working and shared learning through GM local pilot.
- **Increasing interest in GM and nationally** in active design/ active environments.

## What's the value – stats & stories?

- **Increased opportunities for shared learning** - Invites from people and partners nationally to hear what is going on in Greater Manchester to share learning and practice, e.g. asked to share with South Tees Active Partnership and Local Pilot; key note at Royal Chartered Institute for Landscape Professionals conference.
- **Increased advocacy** for good urban design and consideration of what this means for different people and active lives.

# 4

## Whole system integration: Build back fairer through active lives

**Our Commitment:** To work together as one GM team to lead, model, advocate for and embed a whole-system approach to physical activity, creating the conditions within a healthy, green, socially just city region where everyone can move and live a good life.

The GM Moving approach to increasing physical activity has learning to contribute to public service reform in Greater Manchester, to tackling structural inequalities in place and Uniting the Movement for more active lives across England. GM Moving can be a conduit to reduce inactivity and as a pioneer, connector and catalyst to help the wider system explore new ways of working to address societal inequality, environmental breakdown and to support and enable greater wellbeing for all.

### Priorities:

- > Realise the potential of GM Moving to support **better individual and collective physical and mental wellbeing**, in both the short and longer term.
- > Support **whole system integration centring around health, care and wellbeing in Greater Manchester neighbourhoods**.
- > Work and lead alongside others to **dismantle structural and systemic inequalities** which stand in the way of a good and active life.
- > Lead, learn, and move together to help develop as a mature, enabling **system for change**.
- > Realise the potential of movement, physical activity and sport to support individual and collective **economic inclusion wealth creation and an inclusive economic reset**.
- > Increase the active participation of local people in civic life and **grow community power, assets and decision-making**.
- > Play our full part to limit and respond to ecological breakdown, reducing carbon-emissions, increasing biodiversity and being **good ancestors for future generations**.
- > Contribute to '**Uniting the Movement**' across England, creating the conditions for an active nation to transform lives and communities through sport and physical activity.

# Headlines:

## Mature & Integrated System

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- **System maturity** - GM Moving stakeholder survey carried out seeking feedback on role and value of GM Moving in the system, results being collated. Conversations also taking place to deepen insight. Surfacing challenges posed by governance and processes and processes/models for redesigning/re-modelling to create more enabling system. E.g. GM Moving Active Travel Deep Dive in progress, bringing partners together to explore system maturity, enablers and barriers
- **Integrated policy** - continued exploration between partners of ways to embed physical activity within GM policy, strategy, structures and infrastructure e.g. Physical activity included in GMCA decision-tool and potential for more explicit inclusion in locality plans.
- Embedding within **GM Integrated Care System** and structures e.g. whole-system localities conversations around embedding health and physical activity and 'live well' approach, e.g. colleagues came together to share learning across Trafford and Stockport roles including Physical Activity, Public Health, Frontline Healthcare, VCSE and Leisure Providers. **ICS strategic co-investment** with agreed set of priority actions that support health and care integration with physical activity at neighbourhood, locality and GM levels (initially 2022-2023)
- Working with partners as part of **#Beewell** to provide integrated approach to young people's mental health and wellbeing
- Partners continued work together around **active ageing**, including well attended webinar on falls prevention.
- Partners working together to support **wellbeing at work** and GM wellbeing toolkit
- Partners working together across VCSE, faith, equality and health networks to centre communities and lived experience and **realise social and economic co-benefits** of physical activity and sport to help address inequality.
- Partners working together to increase contribution of sports and physical activity sector in making progress towards GM's **sustainability and environmental targets**. Identified need to develop new structures and comms to support everyone to play full part.
- Providing support to the delivery of **Physical Activity Champions Training** to health professionals across Greater Manchester.

# Health and Care Integration

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## What did you set out to do and what happened?

- Develop a clear set of work areas and deliverables to begin the implementation of GM Moving in Action (provide link to plan on website)
- Create the conditions for strategic and collective leadership around this priority.
- Progress key areas of work, eg GM Active Pivot to Wellbeing, Commissioning for Wellbeing, Primary Care workforce development, support GM Live Well work.

## What happened (activities)?

- Action and progress against all deliverables within a distributed leadership model across organisations (GreaterSport, GMHSCP, GM Active, TfGM, GMCA and VCSE leadership)
- Exploration of the ways of working required, and the indicators of progress and change that would support this area of work.
- Identification of blockages, barriers and common issues within this area of work, which need our collective attention across the system.

## What did you learn?

- This is a big area of work and there is need and opportunity in many places, parts of the system. Clarity of purpose and prioritisation is key.
- There are some common enablers that the GM layer of the system can help with; governance and processes, commissioning approaches, workforce development, public narrative and communications.
- Vision, strategy, tools and resources are important but they won't achieve the required outcomes until relationships and networks are grown and strengthened at neighbourhood level. Clarity about the GM contribution to this is key.

## What's the value?

- The opportunity to support and enable health and care integration with physical activity across the whole of GM, making a meaningful impact at neighbourhood and locality levels.
- The value in understanding common barriers and enablers and being able to support, respond and unblock.

# Wider System Change

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## What did you set out to do?

- Provide strategic leadership and support across GM to hardwire physical activity into structures, systems and activities and to work together to address structural and systemic barriers to an active lives for all.

## What happened (activities)?

- **GM Moving stakeholder survey** carried out seeking feedback on role and value of GM Moving in the system and **system maturity** results being collated. Conversations also taking place to deepen insight.
- Surfacing challenges posed by **governance and processes** and processes/models for redesigning/re-modelling to create more enabling system. Sharing learning nationally through Sport England and Active Partnership network and convening group to share learning in GM.
- GM Moving **Active Travel Deep Dive** in progress, bringing partners together to explore system maturity, enablers and barriers.
- Partners working together across VCSE, faith, equality and health networks to involve local people and grow local assets –e.g. exploring ways to routinely centring communities and lived experience.
- Contributing to co-design of future structure for delivering VCSE Accord and commitments of VCSE Leadership Group.
- Contributing to GM VCSE Inclusive Economy group and thinking and next steps around sustainability agenda.
- Exploring how best to capture and realise social and economic co-benefits of physical activity and sport to help address inequality.

## What did you learn?

- Identified need to develop new structures and comms to support everyone to play full part.
- Is going to continue to take time to develop structures and communication that enables collective action and leadership needed.
- The need to make what we are doing and the underpinning values/principles/intentions more visible e.g. through stories and public narrative.

## What's the value?

- Partners working together to increase contribution of sports and physical activity sector in making progress towards GM's **sustainability and environmental targets**.
- Coming together as people and partners to support community leadership and power to include GM community leaders/activists, GreaterSport, Lankelly Chase, 10GM, GM System Changers, Elephants project, New Local, New Citizen Project, GM Community Power Shift network and others.

# 5

## Culture change: Everyday moving

**Our Commitment: To create the conditions for a cultural shift to make moving a normal part of every day for all.**

Everyone moving, every day – whoever, wherever and whatever your way, the day, or the weather!



### Priorities:

- > **Use inclusive language, imagery, stories** to promote moving as a normal part of live for all. Be intentional about who, where and what is represented to speak to different audiences and celebrate role models who are commonly underrepresented in our media. Normalise moving for all, rather than ‘in and out groups’.
- > **Dispel the notions that ‘car is king’ and the ‘weather is awful’** by challenging and shifting the myths and metaphors commonly used which are barriers to an active life.
- > **We are ALL active souls,** help spread and grow the active souls/soles movement, encouraging each other to wear whatever footwear and clothing enables them to actively get about.
- > **Challenge the assumptions and expectations that act as barriers to people moving,** such as level of knowledge or ability needed, or the need for specialist clothing and equipment. Create a more expansive and inclusive framing for moving, showing that it’s about moving in whatever way works for you, not *just* about ‘sport’
- > **Highlight the benefits of physical activity for our mood and mental wellbeing, both in the moment and in the longer term** as a way to connect, take notice, keep learning, give and keep active as five ways to wellbeing. Invite people to give things a go, to notice the benefits, to share and encourage others.

# Marketing and Communications

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## What did you set out to do?

- Winter and colder weather often leads to a decline in the number of people being physically active outside. Aim was to motivate and support residents to remain active during the winter. **#WhateverTheWeather**.
- Greater Manchester Mayor's manifesto commitment to link our GM Moving campaign and a new campaign to promote regular physical activity focusing on its benefits for mental health for men.
- Recognise the value of narrative to support culture change and 'raise the voice of physical activity'. Upskill staff and prepare them for media interviews.

## What happened (activities)?

- Worked with GMHSCP Population Health team to develop a brief for a mental wellbeing campaign and commissioned agency.
- Content production of 3 social media videos showing various weather conditions and where appropriate, safety elements to help demonstrate how to be active outside safely.
- GreaterSport outward facing team attended training and developed GM Moving key messages

## What did you learn?

- Urban and gritty locations – ie streets with housing and rubbish bins visible provoked a positive reaction from locality (Oldham) as resonating better with the local place. Whilst more visually appealing, consider less use of green spaces in the forthcoming **#KeepMoving** video production.
- The value of key messages to provide clarity and consistency of narrative. Three key message work for meetings, writing and for interviews.

## What's the value – stats & stories?

- WTW videos generated 407,687 impressions and a reach of 134,378 overall over a 4 week period on a media spend budget of £500.
- A range of examples of how we are spreading the key messages through different media such as Podcasts, Radio Interviews, Blogs and presentations.
- First email out to all GM Councillors – introduction to GM Moving (ongoing will be quarterly)

# People and Leadership:

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## What did you set out to do?

- Prepare to launch next phase of systems leadership work in April
- Explore how people and leadership contributes to the priority plans of other teams
- Develop thoughts around volunteering and the role of GreaterSport
- Identify and connect with others doing similar work around systems change and leadership development

## What happened (activities)?

- Systems Leadership calendar of events developed.
- Meetings held to explore opportunities around CYP and walking. Plans developing.
- Volunteering Intern recruited and Volunteering Research Brief developed.
- Meetings held or being organised with partners doing similar work (Lankelly Chase/ GM System Changers. GM Movement for Community Power. NHS NW Leadership Academy).
- Contributing towards Sport England's national leadership programme.

## What did you learn?

- Looking at how to embed a community of learning across the systems leadership approach and the local pilot forum
- Completing a course with the Open University. "Developing your Leadership style". Learning about different theories of leadership and how these are relevant to own practice and context
- Thinking about CVS capacity to engage. Need to understand capacity and pressure across the system, and how we can support this

## What's the value – stats & stories?

- Lovely feedback from the Co Production Conversation: "This is amazing. How brilliant it was and how far ahead in this stuff you are...the quality of the thinking and feeling and the debate and creativity of you all. Respect!"

# Evidence & Evaluation

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## What did you set out to do?

- Diversify perspectives collectively contributing to and applying the GM Moving evaluation by building capacity and capacity in the system within roles
- Strengthen understanding of the impact of Covid on inequalities and inform future planning for recovery in the GS team, locality strategies and the Together Fund Phase 4

## What happened (activities)?

- Key messages from the evaluation peer review group and media training drafted and incorporated into a blog
- Developing indicators of change session, led to Active travel deep dive to trial process, shift in the LP evaluation for locality leads to capture evidence to release embedded researchers' capacity to explore deep dive topics wider than steering group perspectives
- Series of Active Lives workshops commissioned (GM, Stockport & Bury with Salford, Oldham, Tameside & Rochdale planned before end of March)
- Summarizing TIF phase 1&2 impacts with Phase 3 learning for Phase 4 application, whilst co-developing process for and capturing Phase 3 impacts

## What did you learn?

- Keep it simple to begin with, value in just noticing examples even if can't explore all in depth, and don't move on until that step is embedded and valued both individually and reinforced overtly strategically

## What's the value – stats & stories?

- Long term building capacity within roles for capturing evaluation and learning is the only sustainable solution, to date limited by embedded researchers commissioned capacity, ultimately critical to whole-systems working
- Risk of exacerbating inequalities by only exploring activity levels at overall level, a more nuanced understanding enables more informed planning as well as being able to influence through narrative

# Greater Manchester Moving > > > >