



ANNUAL REPORT 2018-19





Chair:
Reflection



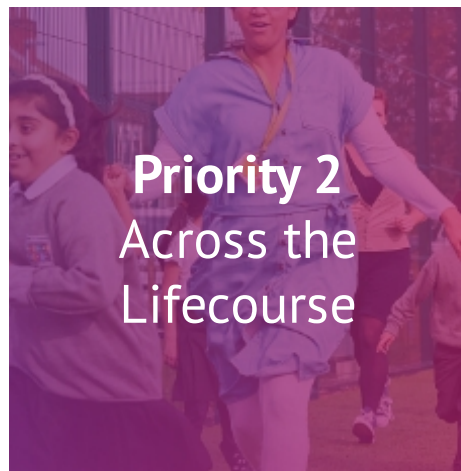
CEO:
Looking Ahead



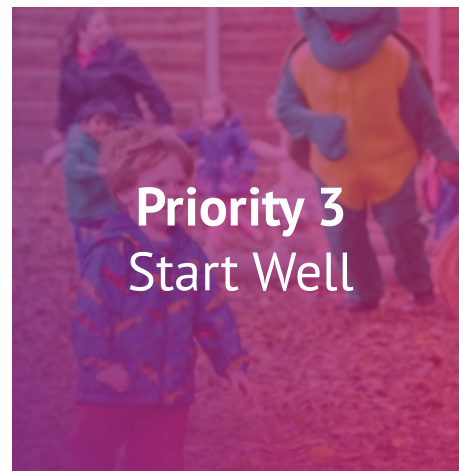
2018-19:
Highlights



Priority 1
Policy and
Strategic
Architecture



Priority 2
Across the
Lifecourse



Priority 3
Start Well



Priority 4
Develop Well



Priority 5
Live Well



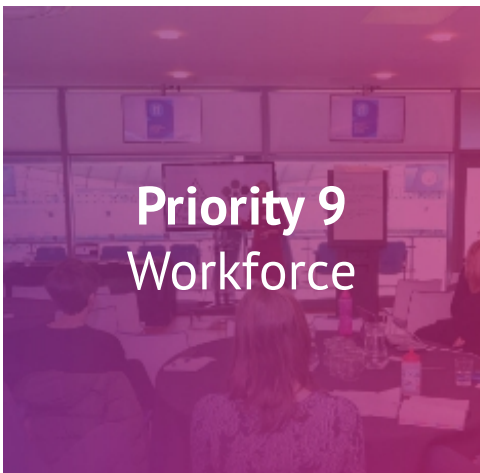
Priority 6
Age Well



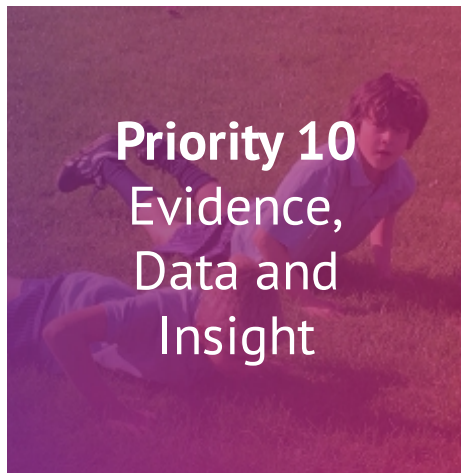
Priority 7
Place



Priority 8
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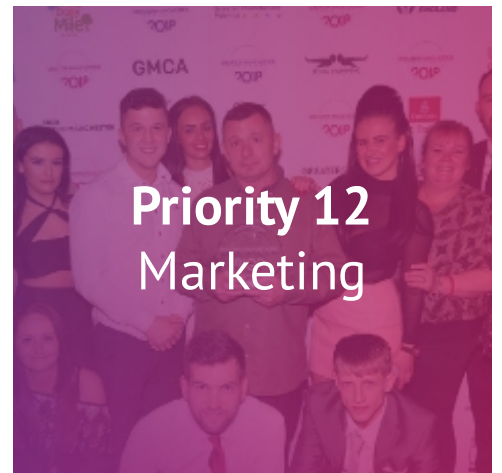
Priority 9
Workforce



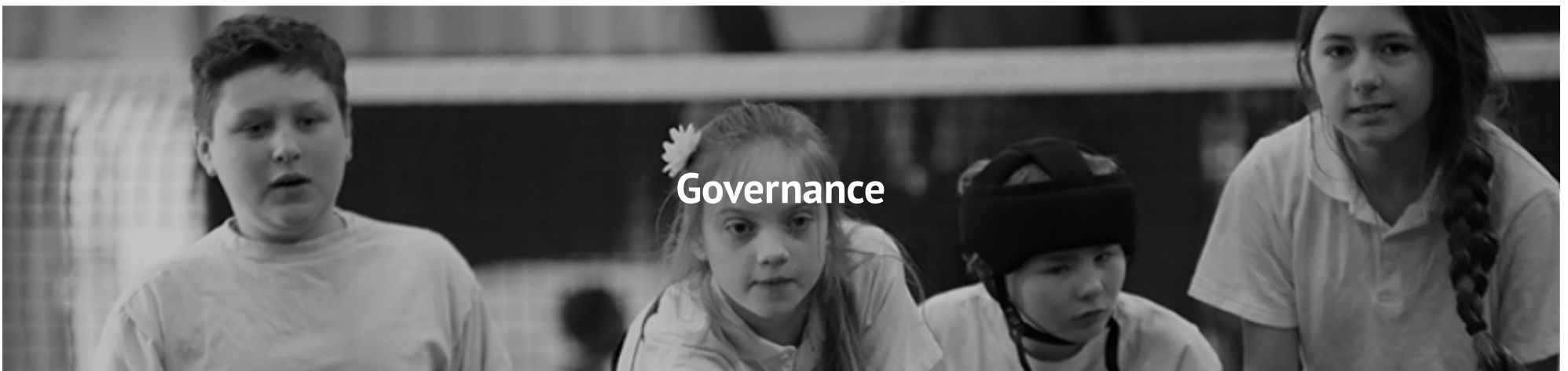
Priority 10
Evidence,
Data and
Insight



Priority 11
Evaluation



Priority 12
Marketing



Governance



CHAIR: MIKE PERLS MBE

Reflection



Reflection

This year we have sharpened the business objectives in order to channel the work that achieves the vision of changing lives. The focus has been to deliver outstanding leadership, great governance, quality thinking and insightful evaluation.

Latest results, show an increase of 40,000 people moving at least 30 minutes a week in Greater Manchester. This continues the positive trajectory we are making towards our goal of 75% of the population active by 2025. Since 2016, there has been a collective Greater Manchester approach enabling more residents to become active, in fact we are tackling inactivity three times faster than the national average:

- **More adults are moving in Greater Manchester, up by 1.7% since 2015-16, which is triple the national average increase of 0.5%**
- **6% of the population is active which is progress towards our GM Moving target of 75% moving by 2025 (increase from 68.2% since 2015-16)**
- **The gap is closing between the least active and most active boroughs in GM.**

These are positive stats but GreaterSport is going beyond the numbers to drive a social change movement.

The annual summary highlights the work delivered in building our network of advocates and partners that together have helped us raise the importance of movement in tackling social inequalities including changing policies; building confidence and removing social isolation; and helping people recovery and prevent health problems.

This work changes lives, with individuals happier and healthier, overall supporting Greater Manchester be a great place to live.

We can't make the difference without our partners and it is great to see at both a strategic and practical level physical activity is changing the way we do things for the better. So I must thank our health colleagues; leisure trust partners; transport; education and charity organisations for their positive work in helping deliver our collective GM Moving ambition. Moving more is prescribed by health, qualified experts are supporting cancer patients get fit for surgery, infrastructure is being invested in to make it easier to cycle and walk around our region, schools are championing our young people to embrace exercise and charities are engaging with our communities to enable people to build activity into their lives. Even our Mayor, Andy Burnham positively promotes being active encouraging all employees to wear trainers to work so that they can move easier throughout their day and be *#ActiveSoles*.

In addition to working in partnership, GreaterSport have to have strong governance. This year we were awarded the highest level of governance as part of the code of sports governance, received another unqualified audit and were rated excellent in our Quest assessment.

I would like to thank the GreaterSport team and trustees. There's been considerable successes throughout the year and many learnings too. To reach our ambitious target of 2 million people moving we need to do things differently and that is what we are doing. With more investment into activity in Greater Manchester than ever before there is a confidence and belief in what we do. With all the incredible partners committed to making Greater Manchester the most active region I know the next 12 months will be equally exciting and I'm very much looking forward to the year ahead.

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CEO: SARA TOMKINS

Looking Ahead



Looking Forwards

What a year we've had in Greater Manchester. When you read some of the stories throughout this report you can see the difference the physical activity sector is making on people's lives and people's thinking. This inspires me, and provides the passion in all of us here at GreaterSport to continue to strive to achieve our ambition. However I emphasise what Mike said in his opening, this is the beginning and there is much more to come; over a quarter of adults (26.8%) are still inactive, which is above the national average of 25.1%.

In the next 12 months we will see;

➤ **Delivery begin as part of the local pilot project. As you have read in this report there has been lots of planning and listening in each area to get to this point. Stakeholder engagement is time wisely invested so we can understanding the audience and how we innovate with the opportunities to enable more people to be active in their neighbourhood. Evaluating what works is hugely important and another key area of the programme. We need to understand what works and doesn't but most importantly why? There will be lots of learnings and it's important we share these and build on them before we scale.**

- **Last year there was some research conducted to understand the barriers of why our residents are not moving and there general awareness of how much they should move for their health. This was the building blocks for a Greater Manchester campaign aimed to raise awareness of the power of movement and provide nudges and hints and tips of how to move more every day. A campaign like no other, of this scale has been seen before in Greater Manchester for physical activity. At the time of writing this, That Counts! was launched by Mayor Andy Burnham at the GM Moving Conference. This marketing campaign compliments the work taking place in the local pilot areas as well as workforce engagement and training. Over the next 12 months That Counts! will continue to raise awareness of the benefits of moving more, how people can move more in day to day life and how many minutes of physical activity per day is a recommended target for resident's health and wellbeing**
- **The Daily Mile continue to go from strength to strength. It's simplicity is infectious. Schools and nurseries are embracing this and I'm looking forward to hearing the impact of more workplaces getting involved in the initiative this year.**
- **The variety of partners is constantly increasing, the workforce is expanding far beyond the typical 'sports people' which provides a real opportunity to ensure physical activity benefits are spread far and wide so that we can really 'go where the inactive are'. It's a challenge but one which the local pilot work and the active ageing programme is really testing.**

➤ **There are so many developments in the technology and digital landscape that it is great to see our sector starting to capitalise on how digital transformation can enable more of us to be active. For example GM Active committed to opening their data this year, this would make finding and booking a session much easier. This is just the start of using digital and data to shape our future strategies.**

The challenges

There is clearly progress to celebrate, but there is a long way to go to reach our target, and address all the inequalities. The need to stay focused on addressing inactivity; enabling those who move less than 30 minutes a week to move more every day, is still paramount.

The key challenges we face on this journey are;

➤ **Over a quarter of adults (26.8%) are still inactive, which is above the national average of 25.1%**

➤ **The gap between those from lower and higher socio economic groups has not closed significantly**

➤ **Over half of Greater Manchester's children and young people (60.1%) are not achieving the Chief Medical Officer's guidelines of 60 minutes of activity each day**

We know that physical inactivity costs the health services approx. £26 million so a more active Greater Manchester would save the NHS money as well as saving lives. I'm therefore heartened to see the number of partners outside the activity sector who now recognise this and want to make a difference. If you think you can support us as we strive to reach 2 million people moving across Greater Manchester then I'd love to hear from you, please email sara@greatersport.co.uk.

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HIGHLIGHTS:

X3

The latest data shows that we are tackling inactivity three times faster than the national average.



1.7%



More adults are moving in GM, up by 1.7% since 2015-16, which is triple the national average increase of 0.5%.

69.6%



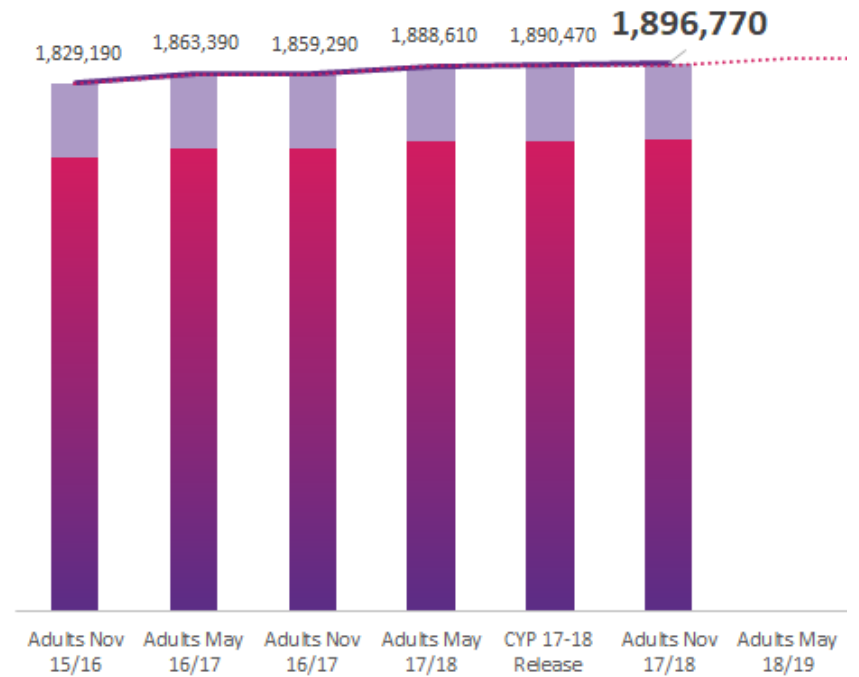
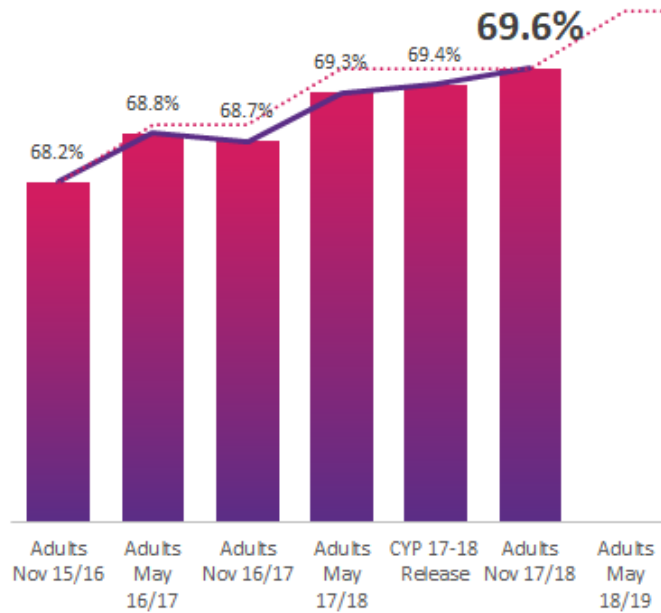
69.6% of the population is active which is progress towards our GM Moving target of 75% moving by 2025 (increase from 68.2% since 2015-16)

75

**% OF PEOPLE
ACTIVE
BY 2025 IN
GREATER MANCHESTER**

2

**MILLION
MOVING
BY 2021 IN
GREATER MANCHESTER**



£13M



Additional investment totalling over £13million to activity in GM.

GAP

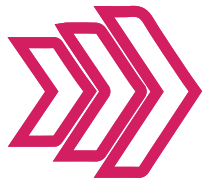


The gap is closing between the least active and most active boroughs in GM. The gap is also closing on gender inequalities, and those with long term limiting illness or disability.

GOVERNANCE



Independent board review - High Performing Board A code for Sports Governance - Highest level of governance Quest Assessment - Identified as an Excellent 'Active Partnership'



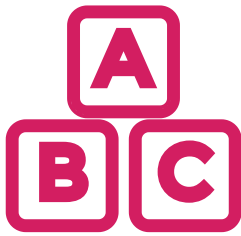
Launched Moving Forces Programme targeting veterans in GM.



Launched Active Ageing Programme targeting older adults in GM.

22%

22% increase in number of primary schools taking part in The Daily Mile.



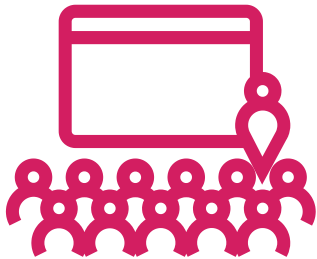
The Daily Mile launched in nurseries and workplaces across GM.



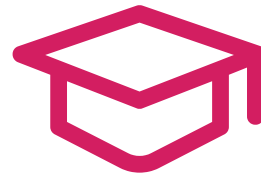
Brand refresh undertaken.



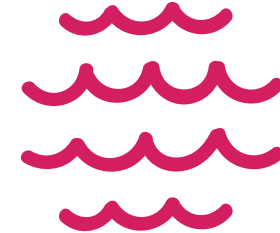
8,732 Volunteers signed up to VIP.



Delivered the inaugural GM Inclusion Conference with 50 attendees.



1,025 people trained or qualified.



Worked with ASA to deliver GM Swim Summit where 45 partners attended with a view to forming the early stages of a swimming strategy for GM.



69 Satellite clubs were funded to be set up which enabled 2,262 young people to access various different activities.



72,745 participants accessed the School Games across level 2 competitions in their local area over the last year, with 5,666 qualifying for and attending a Greater Manchester level 3 event.

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PRIORITY 1:

Policy and Strategic Architecture

- [Our Aim](#)
- [What have we done?](#)
- [Further Details](#)



Our aim

LEAD POLICY, LEGISLATION AND SYSTEM CHANGE TO SUPPORT ACTIVE LIVES, ENSURING THAT PHYSICAL ACTIVITY BECOMES A CENTRAL FEATURE IN POLICY AND PRACTICE RELATING TO PLANNING, TRANSPORT, HEALTH AND SOCIAL CARE, ECONOMIC DEVELOPMENT, EDUCATION AND THE ENVIRONMENT.

What have we done?

Over the last year it feels like the volume button has been turned up. The overall number and quality of conversations we have been having with government, politicians, senior officers, senior decision makers and different organisations in, and outside of, sport has increased. GM Moving is capturing people's imagination as they feel the power that moving more can play in the health and wellbeing of our population.

At a strategic level physical activity is a central pillar of plans and policies from health to transport to urban planning. The importance of movement is being discussed with our young people in schools via The Daily Mile™, it is central to supporting age friendly neighbourhoods, and physical activity is being viewed as the ‘miracle drug’ to our health teams. Meanwhile, workplaces are becoming more active and a digital transformation is enabling the sector to provide thousands of opportunities for people to move more on their doorsteps.

Additionally, the Local Pilot has engaged steering groups in each of the ten boroughs to concentrate this agenda at a local level, encourage innovation, and provide community led solutions to increase activity in some of our most inactive streets. By bringing leisure and health teams together with transport providers and planners, and with groups from public and voluntary organisations who work with young people, those out of work, and people who are struggling with poor health, collectively we can re-think the approach. Together we can understand the barriers at a granular level and then utilise the opportunities, strengths and the community lead initiatives to test, learn and nudge GM towards the ambition of 75% of Greater Manchester being active. This approach is different, it needs to be. Andy Burnham often says ‘[we] do things differently round here’ and the work we are involved in highlights this. Next year will be exciting as the insight and community engagement create some innovative solutions to help Greater Manchester residents move more and to reach our milestone of 2 million people moving by 2021.



PRIORITY 2:

Across the Lifecourse

- ▶ [Our Aim](#)
- ▶ [Why?](#)
- ▶ [What have we done?](#)
- ▶ [Case Study](#)
- ▶ [Further Details](#)



Our aim

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.

Why?

Physical activity can reduce the risk of any death by 30% yet over a quarter (26.8%) of the GM population is inactive and nearly 4 in 10 (39.4%) are not active enough to benefit their health (i.e. not reaching CMO guidelines of 150 minutes a week).

By adopting a life course approach we are supporting and enabling all Greater Manchester residents, regardless of age, ability or personal circumstance, to get moving and incorporate physical activity into their daily routine.

What have we done?

One example of working across the life course is The Daily Mile™. Over the last 12 months GreaterSport has remained wholly committed to the ambition of making Greater Manchester the **world's first Daily Mile City Region**.

Highlights of the year;

- In October The Daily Mile Celebration Day saw 100,000 children from 400 Schools walk, jog and run their Daily Mile.
- In January two Daily Mile Coordinators were recruited specifically to increase the uptake of schools implementing The Daily Mile.
- 45% of primary schools (396) are now taking part in The Daily Mile. This is a 22% increase on last year's figures.
- On the back of the success in Wigan of 'The Daily Toddle', The Daily Mile has extended to nurseries across the County with 34 nurseries now signed up.
- In March the 'Fit For Life' campaign was launched, it was aimed at getting more businesses to commit to daily workplace walking.

Case Study

“The Daily Mile runs all day. We start it at half past eight in the morning where we open it out to parents. So a lot of our staff are seen at half eight talking to parents; going around The Daily Mile giving English lessons [to parents] that just need a bit of confidence [in speaking English].”

“There aren’t really many differences between nurseys and year 6 carrying out The Daily Mile. The minute they enter the pitch, they just run, they’re full of energy and it’s a great way for them to socialise.”

“We’ve seen some real benefits with our children going back to class feeling more energised in themselves, feeling ready to learn, and we’ve seen the engagement in lessons as well, this has really increased”.

Tracey Williams, Stanley Grove Primary School Assistant Head

Further Details

For more information on our work across the life course please contact matts@greatersport.co.uk.

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PRIORITY 3:

Start Well

- [Our Aim](#)
- [Why?](#)
- [What have we done?](#)
- [Case Study](#)
- [Further Details](#)



Our aim

ENSURE THAT CHILDREN AGED 0-4 HAVE THE BEST ACTIVE START IN LIFE WITH PHYSICAL LITERACY PRIORITISED AS A CENTRAL FEATURE OF STARTING WELL.

Why?

91% of children aged 2-4 years old are not meeting CMO guidelines and, therefore, missing opportunities to develop the associated physical, mental and emotional health benefits.

32% of children are not achieving good levels of development, as a measure of school readiness, by the age of 5.

Children starting school ready to learn is fundamental to supporting good outcomes later in life and there is strong evidence demonstrating that physical literacy is an important feature in giving young people the best start in life. We know that sedentary behaviour during early years moderately to largely predicts

sedentary behaviour during middle childhood with physical activity levels also tracking into adulthood.



What have we done?

Over the last 12 months we have worked with a number of early year's stakeholders to raise awareness and highlight the importance of physical literacy. Following a data, evidence and insight review we convened a meeting which saw 70 people input into, and establish, a series of recommendations. These were later accepted by the School Readiness Board.

1

Strategic leadership in Greater Manchester. Parity of esteem between physical development and reading, writing and maths.

2

Raise awareness of the importance of physical activity among early year's staff and parents. In particular, its potential impact on brain development and school readiness.

3

Policies and training to implement a physical development strategy across early year's settings and utilise physical activity as a medium through which to integrate all areas of learning and development into daily routines.

4

Engagement of parents and families. Increased awareness, messaging, support and opportunities within the community.

5 **Support a wide range of professionals and community connectors** with ideas and resources to help engage parents not involved within these settings. With a focus upon engaging those in most need of support to enable engagement in the home environment, consequently helping to address inequalities.

6 **Train and support the system-wide workforce to make every contact count** enabling people across the system (midwives, health visitors, early help services, physios, OT, GP etc.) to support parents with practical ideas and inspiration.

GreaterSport are now working to bring together a physical development working group in relation to school readiness and physical activity in under 5's. This is to enable a better understanding of the GM landscape and the opportunities for collaboration and to further develop the recommendations and budget for the priority areas previously presented to the School Readiness Board.



Case Study: Physical Development Champion Training, Stockport

The Physical Development Champions programme provides early years practitioners with specific guidance on how they can meet Early Years Foundation Stage requirements for physical development. The package

included training and mentoring, access to age appropriate resources, and membership to the PD Champions networking group which enabled shared learning.

Early Years Stockport introduced the programme and trained up 55 'Champions' from across the borough which had the following impact:

- **At the start of the year, before practitioners attended PD Champion training, 40% of the cohort were below age related expectations for 'Moving and Handling'. This figure has now dropped to 10% (Vernon Park Primary School).**
- **On our recent Ofsted report it was noted how beneficial the PD Champion training is, the inspector could see the benefits of this for the children. (Holly Tree Montessori Nursery).**
- **There has been a reduction in referrals to occupational therapists and a reduction in accident forms (Home from Home and Little Faces Nursery).**

Further Details

More information on our Start Well work can be viewed [here](#), or contact francesca@greatersport.co.uk if you have any more specific questions or queries about our work with this age group.



PRIORITY 4:

Develop Well

- [Our Aim](#)
- [Why?](#)
- [What have we done?](#)
- [Case Study](#)
- [Further Details](#)



Our aim

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.

Why?

Sport and physical activity among children and young people has been found to increase attainment, improve mental wellbeing and increase opportunities for social interaction. However, **6/10 children and young people in GM are not active enough to benefit their health.**

What have we done?

GreaterSport have worked to raise the profile of work ongoing within our Develop Well priority in Greater Manchester and realign funding to better target the 'inactive' and improve the health and wellbeing of children and young people.

Education

72,745 participants accessed the School Games across Level 2 competitions, borough level events, over the last financial year with 5,666 qualifying for and attending a Greater Manchester Level 3 event.

Furthermore, Greater Manchester was awarded Local Organising Committee (LOC) of the Year in 2018 to celebrate the network and organisation of the Level 2 and 3 School Games. Conversations which consequently developed have led to a revolutionary change in how the Games will be delivered over the next 12 months to better align the School Games vision to the priorities for Greater Manchester.

Therefore, there is an increased focus on our work to support the inactive, however, we are still providing opportunities for the most confident and competent individuals who thrive in competitive sport. To start this process, innovative formats were trialled in 2019 which focussed on recognising and rewarding the School Games values, such as honesty and teamwork, rather than the traditional points based winners. Feedback from participants and teachers on the utilisation of Spirit Scorecards was extremely positive and something we will look to further develop in the next academic year.

Our work in Primary School Sport Premium saw the 55% of schools reporting their spending correctly in 2016/2017 rise to 72% at the end of the 2017/2018 academic year.

GreaterSport made a commitment in 2018 that Greater Manchester will be the first **Daily Mile™ City Region**, with a vision of 75% schools regularly taking part by 2021. 2018 saw £220,000 of investment, across 18 months, from Sport England to recognise the advocacy work GreaterSport continues to do to support The Daily Mile. Following two celebration events Greater Manchester has seen an increase in participating schools from 191 in April 2018 to over 400 schools in March 2018, an increase of 109%. This work increases the chances of young people reaching the recommendation, outlined in chapter 2 of the Childhood Obesity Plan, of 30 minutes physical activity in the school day.

Community

The Satellite Club investment scheme (funded by Sport England and the National Lottery) saw 2,262 young people access a plethora of different activities across 69 clubs. Activities varied from traditional sports like football, gymnastics and tennis to more unique opportunities including parkour and snow sports. Through working with cross-sector partners, including local authorities, schools and sport clubs, alongside organisations with a reach to communities who

conventionally don't access sports activities, such as The Proud Trust and Bolton Hindu Forum, GreaterSport have been able to support a broad cohort of young people. This year also saw the first of our investments into projects designed by young people, further investment will be channelled to expand this work in the coming year.

Case Study

Josh was new to Boccia but after several practices against his classmates, he was then given the opportunity to participate at the School Games in Bolton. Josh has shown great leadership and determination to encourage his classmates to take part whether they had little experience or not. The team then went on to win the Bolton School Games which secured their place in the Greater Manchester Winter School Games.

While preparing and training for the Greater Manchester Winter School he researched the sport and provided different training drills for the team to try out. He kept his classmates up to date with the most recent set of rules set out by Boccia England.

Boccia has helped develop Josh's communication skills not only from talking to his team mates but from connecting with other children from the competing

schools. It also allows a way for the children to stay active in a calming environment.

“I find it relaxing and use the activity as a stress reliever, it can help with anxiety.”

His teacher Mrs Luck then further commented that;

“The team have worked so well with lots of honesty. The whole school are so proud of them.”

Without Josh striving towards building a team and passion for the sport the team would have not been as successful as they were.

Josh wishes to develop his skills more in Boccia and is looking to take part in more after school activities.

Further Details

More information on our Develop Well programmes can be viewed [here](#), or contact francesca@greatersport.co.uk if you have any more specific questions or queries about our work with this age group.



PRIORITY 5:

Live Well

- ▶ [Our Aim](#)
- ▶ [Why?](#)
- ▶ [Case Study](#)
- ▶ [Further Details](#)



Our aim

INCREASE PHYSICAL ACTIVITY AND SPORT ACROSS THE ADULT POPULATION, REDUCING INEQUALITIES AND CONTRIBUTING TO HEALTH, WEALTH AND WELLBEING.

Why?

Although inequalities are improving differences in activity levels still exist between;

- **Socio-economic groups; upper (36.7%) v. lower (17.8%) socio-economic groups (SES gap 18.9%)**
- **Disability; disabled (43.9%) v. those without a disability (22.1%) (disability gap 21.8%)**
- **Gender; (gender gap 2.4%)**

Physical activity can reduce the risk of, or manage, over 20 long term health conditions, including cardiovascular disease, type 2 diabetes, dementia and depression.

What have we done?

GreaterSport are looking to;

- **Support the early intervention and prevention for people aged 40 – 60 with, or at risk of long term health conditions.**
- **Support people out of work, or people in work but at risk of becoming workless, to become and remain economically active.**
- **Achieve the ambition to make Active Workplaces the norm across Greater Manchester.**

We spend 60% of our waking hours at work so workplaces across Greater Manchester have a vital role to play in helping their employees to be more active. Health and wellbeing is becoming increasingly important to businesses as they are looking to address how their employees can become healthier and more productive. Whilst most areas of wellbeing, such as mental health and stress

reduction, are being addressed, physical activity is, in some cases, being overlooked.

In Greater Manchester each employee is losing up to 1.5% of their working days to sickness absence and this is currently costing businesses across the county £90m a year in sick pay. Physical activity can help to improve health and positively impact on the number of days taken off sick and ultimately save GM businesses money.

In the last 12 months GreaterSport have been working with businesses to find out what can be done to support employees to be physically active during their working days. Our findings concluded that;

- **Many companies fall into the trap of putting sport and activity sessions on without consulting their staff first.**
- **Organisational leadership is vital!**
- **Active Workplaces isn't just about big ticket events like marathons, 10k's and sports competitions. Simple activities such as using active travel, taking the stairs instead of the lift, lunchtime walks, and walking meetings are just as important.**

Case Study

GreaterSport have been working with Didsbury Business Games to support their events with companies based in Didsbury and South Manchester. The Games see teams take part in sporting and recreational events from tennis to sports days to treasure hunts. GreaterSport have further supported businesses, such as John Lewis, British Airways and Swinton Insurance Group, by delivering Active Champions Training. The training helps develop the champions by providing them with useful knowledge and ideas on how businesses can support their staff to move more during the working day.

Through Active Champions Training GreaterSport have developed a network of partners and services who can support workplaces and this has led to the development of the Active Workplaces Toolkit which will provide help and advice on developing health and wellbeing plans which include physical activity. The Toolkit will be developed in summer 2019 and will provide the pertinent information for businesses to plan in embed physical activity. It will include the business case for activity, signposting to partners, such as travel plans from TfGM, and also guidance on supporting people with a disability as well as approaches to help ageing employees to be active or to continue being active once they have retired.

Further Details

More information on our Live Well programme can be viewed here, or contact johnb@greatersport.co.uk if you have any more specific questions or queries about our work.

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PRIORITY 6:

Age Well

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Our aim

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.

Why?

Greater Manchester has an ageing population, people over 70 years old are predicted to increase by 15.2% by 2021. Physical activity can reduce the risk of falls by up to 37% and dementia by up to 30%.

Over 50's are twice as likely to be inactive as the youngest age group 16-34 years and by the time they are 75 they are three times more likely to be inactive.

What have we done?

The Greater Manchester Active Ageing programme has been running since April 2018 and will run until March 2020. It links a programme of co-designed interventions that support older people to become more physically active with wider system work aimed at supporting older people to age well in their communities. The programme is a series of eight pilots that are using common principles across eight different localities to address a local strategic need. In order to achieve this, the programme has been developed in line with the transformational principles of GM Moving and in support of the Age-Friendly community approaches.

The cross-cutting themes which operate across all the GM pilots include;

- **Peer support and the utilisation of community champions to support target groups to become active.**
- **Use of positive images and language to change the narrative and promote a new positive vision of ageing.**
- **Using the principles of co-production and strength-based conversations with older people to encourage more active lifestyles among inactive people aged 55 and over.**

In the past year, across the eight localities, around 3,665 individuals have been involved in the engagement phase of the programme to find and connect with those who are inactive and aged over 55. To encourage the engagement of the target audience with a variety of community events the areas have trialled a variety of marketing approaches including leaflets, banners and word of mouth. The main aim for Year 1 of the programme was to build the profile, connect with key partners, and to drive progress through extensive consultation with inactive older adults within their communities. Six of the eight pilots have begun to deliver against their intended outcomes, with 269 individuals visiting a session and a real impact being had on people's lives.

Case Study

In summer 2018 Link4Life delivered one of the first Active Ageing programmes when they delivered nature walks around Hollingworth Lake Country Park. These sessions specifically targeted carers over 50 years old. There was a real focus around socialising, as such refreshments were provided at the end of the walks as a further opportunity to chat. 65 people engaged in the sessions, most of whom have either been sedentary or only exercising 1-2 times per week.

Gordon Aaron met Link4Life's Active Ageing lead at his veteran's association. He became interested in the programme as soon as he heard 'over 50's ramble',

because he enjoys being outside in the fresh air which he doesn't always have the opportunity to do.

Gordon enjoys both the exercise and social components of the walks giving him not only a sense of being free and brave, but also the feeling that he could 'walk forever.'

Escaping from the stresses of life has also been massively important for Gordon. His wife is in a care home with vascular dementia. He goes to see her every day, but it does mean that he spends a lot of time home alone. The benefits to his mental health have been life changing and provided him with a sense of belonging.

Gordon has achieved a lot since joining the group, however his medal for completing the Manchester Half Marathon, where he came second in his age group, has topped it all. At the age of 83 this is a huge achievement! A marathon has always been a goal of Gordon's but he never had the time until now. Even with the rain pouring down, Gordon still had a brilliant time, pushing through the tough final miles and he even plans on doing it again this year!

Further Details

More information on our work with older adults can be viewed [here](#), or contact beth@greatersport.co.uk if you have any more specific questions or queries about our work with older adults.

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PRIORITY 7:

Place

- [Our Aim](#)
- [Why?](#)
- [What have we done?](#)
- [Further Details](#)



Our aim

DEVELOP MORE ACTIVE AND SUSTAINABLE ENVIRONMENTS AND COMMUNITIES THROUGH ACTIVE DESIGN AND INFRASTRUCTURE.

Why?

Although inactivity is becoming more aligned across Greater Manchester, inactivity levels still ranges from 22.9% in Trafford to 31.6% in Oldham.

What have we done?

Greater Manchester spent the spring of 2018 shaping the proposal to Sport England outlining how we wanted to work differently in Greater Manchester to support our residents to be more active. In July 2018 it was announced that there

would be a £10 million investment into Greater Manchester through GM Moving and the Local Pilot project.

Working within the nine investment principles, the Local Pilot works across all ten localities within Greater Manchester and aims to understand the reasons that communities are inactive. The focus is then upon supporting communities to build on their strengths and enabling them to find a sustainable method to become more active. There are three target cohorts within the pilot, which are:

- **Those aged 5-18, in out-of-school settings**
- **Those out of work, or at risk of becoming workless.**
- **Those aged 40-60 with a long term health condition.**

The pilot has taken a whole system approach to ensure engagement from all sectors, such as planning, transport, housing, healthcare and the voluntary sector.

This year the pilot has seen localities conduct research & insight to fully understand their geographical areas and identify where the three target cohorts are most prominent. Each locality now has a plan based on their research & insight, which they will implement over the next year (2019-20). This is an ongoing process as the pilot aims to take a test and learn approach, which can be flexible, depending on how learning develops from localities.

With localities having begun identifying their target cohorts and neighbourhoods they have been able to begin engaging with the local communities. This has been done through a blended approach to ensure maximum engagement and co-production with local communities, this will continue to develop throughout the pilot. This approach aims to provide a more sustainable approach to tackling inactivity.

A snapshot of each of the localities focus areas can be seen in the image below. There are four additional enablers which support the pilot across Greater Manchester, which are engagement, evaluation, marketing and workforce.

Further Details

More information on the pilot can be viewed [here](#), or contact Jane@gmmoving.co.uk if you have any more specific questions or queries.

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PRIORITY 8:

Economy

- [Our Aim](#)
- [Why?](#)
- [What have we done?](#)
- [Further Details](#)



Our aim

MAXIMISE THE CONTRIBUTION OF THE PHYSICAL ACTIVITY AND SPORT SECTOR TO ECONOMIC GROWTH ACROSS GREATER MANCHESTER.

Why?

The total economic impact of sport in Greater Manchester is £1,245 million.

What have we done?

The last 12 months has seen a record amount of investment into activity in Greater Manchester. Some new funding includes:

- **£10 million – Local Delivery Pilot.** Greater Manchester is one of 12 places chosen by Sport England to work on a new approach to build healthier, more

active communities across England. Around £100 million of National Lottery funding will be invested in the pilot scheme over four years, to create innovative partnerships that make it easier for people in these communities to access sport and physical activity.

- **£2 million – Walking project.** An extra £2m from the region’s devolved health body was granted to help make Greater Manchester the country’s first walking city region. Public sector organisations have been urging nurseries, schools, universities and workplaces to adopt the Daily Mile™ – a free and fun initiative where children and adults run, jog or walk for fifteen minutes every day.
- **£1 million – Active Ageing programme.** Greater Manchester were successful in their application for a £1 million investment to work across the county to support older adults in moving more. Overall, the programme will work with over 4,500 older adults who will hopefully experience some of the benefits of being physically active.
- **£220,000 - The Daily Mile.** Sport England investment to provide a designated resource to support Schools in signing up to The Daily Mile.
- **£320,000 - Moving Forces.** Working with TASC (Tameside Armed Services Community) GreaterSport were successful in being awarded this investment from Sport England for a three-year programme supporting Greater Manchester veterans. The programme aims to provide veterans with an opportunity to be active in their transition to civilian life and into later life

in order to benefit from the physical and mental benefits of activity and socialising with other veterans.

In the last 12 months;

- **35% of funding GreaterSport received went directly to partners in GM to deliver projects and programmes to get people more active this year.**
- **GreaterSport's economic impact contribution to GM (GVA) was £3.1 million.**

Further Details

For more information on the impact physical activity can have on the economy contact Matt Johnson on mattj@greatersport.co.uk.

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PRIORITY 9:

Workforce

- [Our Aim](#)
- [What have we done?](#)
- [Testimonials](#)
- [Further Details](#)



Our aim

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 GREATER MANCHESTER MOVING.

What have we done?

Traditionally the workforce focus at GreaterSport has been on engaging with volunteers, coaches and clubs. Recently we have begun engaging the professional workforce, this includes a wider cohort than just sport development staff. We have engaged staff from over 150 different organisations across a range of sectors including the LGBT Foundation, GM Active, Sport England, Canal Trust, Universities, TfGM and NHS England.

This shift to supporting this area of the workforce is due to this audience having the ability to engage the inactive through their pre-existing work. We are working

with the professional workforce and upskilling them to ensure physical activity and sport is on their agenda and they are aware of the benefits they hold in each of the five government outcomes.

During the last 12 months over 1,000 people have attended at least one of the 43 training opportunities that we've provided. The training has been run with the aim of building the knowledge and skills of the workforce in order to support a reduction in the number of Greater Manchester residents that are inactive. Training has included personal resilience, behaviour change and Asset Based Community Development training.

Testimonials

'I have used the evidence and learning that building resilience has such a positive impact on health. Since the course I have shared [the learnings] both professionally and personally at every opportunity!'

Head of People & Transformation (Personal Resilience Training)

'The training has developed my confidence working with the community [and] speaking to volunteer groups and small organisations that do physical activity together, and try to enhance that offering and attract new participants!'

Further Details

More information on our workforce priority can be viewed here, or contact nick@greatersport.co.uk if you have any more specific questions or queries about this area of work.

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PRIORITY 10:

Evidence, Data and Insight

- [Our Aim](#)
- [What have we done?](#)
- [Case Study](#)
- [Further Details](#)



Our aim

ENSURE THAT EVIDENCE, DATA AND INSIGHT INFORM THE DEVELOPMENT OF POLICY AND PRACTICE TO SUPPORT ACTIVE LIVES.

What have we done?

6 in 10 of Greater Manchester's Children and Young People are not active enough to be beneficial to their health. These were the results from the first release of the 2017-2018 data from the Children and Young People Active Lives' Survey. To achieve our aim of 2 million people moving by 2021 an approach was needed to:

1

Share the results with the education network to make sure that everyone knew how active children and young people are in their area and how to encourage them to become more active.

2

Raise awareness of the survey among the education network and the benefits to schools in completing the survey.

3

Encourage more schools to complete the survey so we have a more robust sample with the 2018-19 results.

In tackling these, the operational networks across Greater Manchester including the Local Authorities, Councils and School Games Organisers, supported in providing opportunities for us to share the Active Lives results with primary and secondary PE leads in their areas. In total ten Primary Link Teacher days were attended where the activity levels, and wider outcome data was shared with the PE leads, as well as how the reports could benefit them within their own school environment. On a more strategic level we engaged the Directors of Children's Services, Local Pilot Steering Groups and Head Teacher's Alliance to ensure strategic support for the survey and to encourage other schools to get involved.

When schools complete the survey they get their own bespoke report this details the activity levels of the children and young people within their school and provides some ideas on how to support their school in becoming more active.

Case Study

Marple Hall in Stockport received their report and decided to drastically change the way that they do sport and physical activity to encourage more young people to be active.

Their report showed that they needed to work on the wellbeing of their students and the amounts of vigorous activity they do. Consistent with the national trend for years 9-11 the wellbeing indicators were not as high as the school would have liked and they believed that it was their duty to change this. The school also found it alarming that only 14% of their young people surveyed completed 30 minutes of physical activity inside and outside of school each day. Knowing that it would have been higher for younger students, the school decided they needed to improve retention at school clubs and provide better links to other external clubs.

Based on the report they have adapted their PE lessons, run quarterly fitness checks with KS3 students, and looked at varying the extra-curricular offer to ensure more students can find something they like.

Further Details

For more information on data and insight at GreaterSport contact hazel@greatersport.co.uk.



PRIORITY 11:

Evaluation

- [Our Aim](#)
- [Why?](#)
- [What have we done?](#)
- [Phase 1](#)
- [Impact](#)
- [Further Details](#)



Our aim

EMBED HIGH QUALITY EVALUATION INTO ALL GREATER MANCHESTER MOVING WORK, DEVELOPING QUALITY STANDARDS, HELPING TO UNDERSTAND IMPACT, LEARN AND IMPROVE, AND SUPPORT ADVOCACY.

Why?

Look forward and imagine that in 2021 we achieved our shared ambition of 2 million people moving across Greater Manchester. We have reduced inequalities and people across the city region are living healthier, happier more successful lives.

Then everyone wants to know how we have done it to share best practice, but we don't know.

What have we done?

To avoid this, we have set up a GM Moving evaluation group which is made up of key GM Moving leaders from across the system. Over the past year they have;

- **Articulated research questions in ways that are true to the whole system approach of GM Moving, taking into account the complexity and emergent nature of this work.**
- **Ensured that we are asking questions that will help us to measure what really matters.**
- **Explored ways to analyse, interpret and share quantitative and qualitative data in meaningful ways that help leaders across the system in their work.**
- **Capture and share the learning in real time; informing and influencing the work and changing leadership practice.**

Phase 1: The GM Moving Journey and Learning (to September 2018)

The team worked with the Revaluation collaborative to capture the journey and the learnings of GM Moving from 2014-2017. This enabled system leaders to learn how they could further influence behaviour change in a complex system. The approach was an innovative process for making and measuring change and it engaged leaders in the system as co-researchers as they participated in the work together. Over 90 Greater Manchester leaders were involved in the work in the form of conversations, workshops and in depth interviews.

The learning has helped in a number of ways:

1

It has captured the journey to date.

2

It addresses some of the key questions that Greater Manchester leaders and those elsewhere are interested in understanding.

3

It has helped to shape the questions that need to be continually explored in the ongoing evaluation.

4

It has demonstrated how evaluation can be emergent and co-designed, rather than a piece of work which is 'done to' the system, from outside, and delivered at the end of the process.

5

A series of pointers for leadership practice which emerged from the work are providing a learning tool for leadership in the context of complex systems. They have helped to start meaningful conversations about the leadership behaviours that are conducive to behaviour change in a whole system approach.

6

The research has provided an evidence base that enables leaders to stay true to the Greater Manchester principles and ways of working, since it demonstrates how those behaviours are a catalyst for change and impact. This helps system leaders to hold themselves and others to account when decisions are being made in the work.

Impact

“In Greater Manchester the report has been useful to GM Moving leaders, but also those working on the wider reform agenda and the Greater Manchester Strategy. It provides useful learnings for a wider audience about system change and how we can influence it. Those in GMCA, GMHSCP, TfGM and other partners are drawing on the learning to inform their approach to system change.” W

“It has helped me to ‘be brave’. I have been more vocal in some meetings than I might have been in the past. An example would be the Statutory Health and

Wellbeing Board which comprises senior elected members, primary care providers and commissioners, public health, local authority etc where I gave feedback on the draft strategy. My feedback wasn't just about content but who, how, conditions for collaboration, leadership etc. I followed up with some observations on the form of the meeting with the Chairman who welcomed them (which was really positive). I followed up with some informal conversations with members who I felt connected with my feedback. I have been able to take this further and a Chief Executive has agreed to bring together a small group from the Board to think through how we need to change practice for improved partnership working.”

Further Details

For more information on our evaluation processes or findings contact hazel@greatersport.co.uk.

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PRIORITY 12:

Marketing

- [Our Aim](#)
- [What have we done?](#)
- [Brand Refresh](#)
- [Case Study](#)
- [Further Details](#)



Our aim

DELIVER HIGH QUALITY MARKETING AND COMMUNICATIONS TO SUPPORT MESSAGING AND ENGAGEMENT OF PEOPLE FROM PRIORITY AUDIENCES IN ACTIVE LIVES.

What have we done?

Part of this priority is to look at ‘celebrating the collective success of organisations and individuals delivering positive outcomes through physical activity and sport in line with the ambitions of Greater Manchester Moving.’ An example of this is through one of GreaterSport’s flagship events, the Greater Manchester Sports Awards.

The 2018 Greater Manchester Sports Awards, took place on 16th November at Emirates Old Trafford with over 500 guests in attendance. The event celebrated the outstanding commitment and achievements made in physical activity and sport across Greater Manchester over the past 12 months.

The event saw the introduction of The Greater Manchester Mayor's Award, which was selected and presented on the night by Mayor Andy Burnham. The Greater Manchester Mayor's Award will award an individual or organisation who is showing outstanding Commitment to GM Moving. This commitment could be as part of their day job or it could be a voluntary role they take on in the local community.

The night featured the motivational guest speaker Claire Lomas who was an active sportswoman at the top level of event riding, when in 2007 a freak accident left her paralysed from the chest down. Claire has not let this hold her back, going on to complete many amazing challenges, including completing the 2018 Greater Manchester Marathon in a robotic suit.

The winners;

- **Greater Manchester Mayor's Award; Greater Manchester Ability Counts League**
- **Sports Achiever of the Year sponsored by Total Swimming Pools; Ewan Wilson (Salford)**
- **Disabled Sports Achiever of the Year supported by Greater Manchester Health and Social Care Partnership; Danny Royle (Salford)**
- **Changing Lifestyle Award sponsored by The Daily Mile; Sally Skellern (Wigan)**

- **Volunteer of the Year** sponsored by Emirates Old Trafford; **Andy Steel (Oldham)**
- **Coach of the Year** sponsored by William Hare Group; **Jane Dennison (Trafford)**
- **Unsung Hero of the Year** sponsored by HGA Creative; **Vivien Makin (Bury)**
- **School Commitment to PE and Sport Award** sponsored by University Academy 92; **Russell Scott Primary School (Tameside)**
- **Club of the Year** sponsored by Steroplast; **Dom Doyle F.C. (Tameside)**

Brand refresh

At the Greater Manchester Sports Awards GreaterSport launched their new look brand. In previous years we have become more strategic and partner focussed but the GreaterSport brand had not transitioned along that journey. The brand refresh was informed by partner feedback and aimed to align GreaterSport's brand with our work and our audience.

Case Study

Dom Doyle FC was formed in 2015 with no money, a second-hand kit and three footballs. It was formed in memory of Dominic Doyle; a popular, talented and hard-working footballer, who was only 21 years old when he was murdered in Denton whilst trying to protect his friend from a knife-wielding gang in 2015.

Dom Doyle FC was formed with a view that their club wasn't just going to be about football, it was going to bring people together and create a community. It would create a family of people from a variety of backgrounds and professions, who share the same vision; play good football in the spirit of the game, keep Domonic's memory alive and raise awareness of knife crime!

Three years later and they now have four teams playing, been awarded Manchester FA 'Team of the Year' award and won 3 cups last year.

Off the pitch they have been just as successful; they have created a community at the club, they allow community groups to use their venue, they renovated a derelict clubhouse and they have supported a number of fundraisers with kit or transport. They have then been true to their vision when setting up, they were part of a Channel 5 documentary about Dominic Doyle's murder and followed this up visiting local primary and high schools in the area to speak to young people and raise the awareness of knife crime, encouraging young people to avoid getting involved with drugs, gangs and knife crime.

Further Details

More information on the Greater Manchester Sports Awards can be found here. Please contact karenb@greatersport.co.uk to find out more about our wider marketing work.

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GOVERNANCE:

- ▶ Our Aim
- ▶ What have we done?



Our aim

COMMITTED TO PROVIDING HIGH QUALITY GOVERNANCE AND FINANCIAL EXPERTISE.

What have we done?

Independent board review - High Performing Board

In 2018 GreaterSport procured Value Alpha to undertake an external independent assessment on how the board functions. In the final report the concluding remarks were:

“For thirty years I have worked with boards and directors the world over, helping them embed high-quality governance to improve organisational outcomes. GreaterSport’s board is the best with which I have worked in all this time - it is astonishingly good, even inspirational. It is not only completely focused on adding value, it succeeds in doing so. And, with a new Chair and CEO in place, it looks set to move to the next level.”

A code for Sports Governance - Highest level of governance

In June 2018 Mike Diaper, Executive Director at Sport England, confirmed that GreaterSport had achieved the highest compliance with 'A Code for Sports Governance'. In Mike Diaper's statement he;

“Recognised that this had been a significant undertaking and [I] would like to express sincere thanks for the hard work and engagement of all those involved. I am confident that all the work will be rewarded in the coming years, as the CSP, prove to be even more productive, sustainable and responsible, as a direct result of the changes you have made”

Since achieving this award GreaterSport has been appointed to be the governing body of the following Sport England investments; Moving Forces Programme and the Local Delivery Pilot.

Quest Assessment - Identified as an Excellent 'Active Partnership'

In November 2018 GreaterSport was the first Active Partnership to be awarded Excellent in Active Communities for County Sports Partnerships! Quest is supported by Sport England and is widely recognised as the leading continuous improvement model designed by the sector, for the sector.

In the report it stated;

“Recent governance and other audits have evidenced that there are robust, transparent and the highest level of governance arrangements in place.”

Unqualified Audit - High quality financial management

GreaterSport is known for its high level of financial management and again had a successful audit with no financial recommendations. Within the audit report it stated:

“In our opinion the financial statements:

➤ give a true and fair view of the state of the charitable company’s affairs as at 31 March 2019, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;

➤ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting

Practice; and

➤ have been prepared in accordance with the requirements of the Companies Act 2006.”

Slade & Cooper

Statutory Auditors