

# Greater Manchester **Moving** in Action 2021-2031

Active Lives for All

Our renewed strategy  
and call to action



# For a happier, healthier, more connected Greater Manchester

GM Moving in Action is our Greater Manchester strategy for physical activity. It is shaped and powered by GM Moving, our ‘movement for movement’.

Everyone has a role to play in GM Moving; people, communities and organisations, from every sector and place across the city region, pulling in the same direction and with a shared goal to help people move more. We’re united by a shared passion and commitment for **what** we do, **why** we do it and **how** we do it.

This document, ‘GM Moving in Action’ is our strategy, setting out what we’ll do to get people moving more by designing moving into everyday life. Helping people move a little more, making it easier to be active and a natural part of how we all live, travel, work and play in Greater Manchester.

**It is also a call to action, to the people of Greater Manchester, to join in on this quest. To support good lives for all in Greater Manchester.**

## Contents

Our framework	2
Our call to action	4
<b>PART 1: How we got here</b>	
Section one: Why moving matters	6
Section two: GM Moving journey	12
Section three: Moving in a time of Covid-19	16
Section four: Why moving matters more than ever	22
Section five: We are ready for the challenge	28
Section six: Shaping our plan together	32
Section seven: Our collective mission	38
<b>PART 2: What we’ll do next</b>	
Section eight: Our shared commitments and priorities	40
Section nine: Making things happen – The Greater Manchester way	52
Section ten: Measuring progress	62
Join in	64

### A quick note on terminology:

The terms **activity** or **movement** are used to refer to all kinds of physical activity, including sport, planned exercise, and informal incidental activity. Each term speaks to different people and in different ways but all have equal value and place in this narrative and help enable **active lives**.

The term **system** is used to describe the full and wide range of factors that influence physical activity. This includes all the people who influence physical activity, be that formally as part of their role or informally in a personal capacity.

**> Please note: click on the GM Moving in Action stories throughout the document to see the full story**

# 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



# Our call to action

“In my manifesto I said that Greater Manchester should adopt a new post-pandemic mission: Good Lives for All. That means tackling the inequalities Covid-19 has both exposed and exacerbated. It means better transport. And it means making real progress toward our goal of Net Zero by 2038.

Moving is key to all those goals and we need to help everyone find time and space for physical activity in their everyday life. Moving keeps us physically healthy and resilient. It supports our mental health and wellbeing too. An active life needs to be at the heart of how we build back after Covid-19. That includes putting active travel at the centre of our plans for radically improving transport across our city-region.

We’ve made great progress since the GM Moving Blueprint for Change was published in 2017. At the start of 2020 we were on track to reach and exceed

**Andy Burnham, Mayor of Greater Manchester**

our target and GM activity rates were increasing twice as fast as nationally. Then Covid-19 set us back.

We’ve seen that we make the most progress when we use GM’s unique strengths as a city region and work as one team on shared missions. GM Moving is one of those missions. The energy and creativity GM Moving generates can be felt across the whole system. We now need even more people and organisations to join in and to work together as part of this ‘movement for movement’. Whether it’s giving people permission to wear their trainers to work, providing more opportunities for our young people to get outside and to reconnect, or making our streets nicer, safer and easier places for people to move about. Now is the time to embed moving in everything we do.

This strategy is a Call to Action and I would urge you, whoever you are, to get involved.”

**This strategy is a Call to Action and I would urge you, whoever you are, to get involved**





> Please note: click on the GM Moving in Action stories throughout the document to see the full story

# Why moving matters

We are all designed to move. But our modern world is designed and organised to keep us sitting still.

Physical activity and sport contribute to both our physical and mental wellbeing, our social and community development, economic development and individual development.<sup>1</sup> Moving more is key to enabling good lives for all.

### Moving is 'A miracle pill' for everyone

Designing movement back into people's everyday will help us to live happier and healthier lives, enable our communities, places and economy to thrive, and will contribute to a more sustainable city region.

We are not currently moving enough. Inactivity is killing us, it's making us sick and unhappy, unproductive and stressed, and is contributing to environmental destruction and climate change.

> We want that to change and the good news is that it is within our collective power to enable that change to happen.

1. The social and economic outcomes of sport: an evidence review, Sport England

## Why moving matters



### Physical health and wellbeing



Adding life to years and years to life. Benefits include reduced risk of long-term health conditions.



### Mental health and wellbeing



Helps lift the mood, releasing 'feel-good' endorphins, and supports long-term mental health.



### Individual development



Increases school readiness, educational attainment, self-esteem, productivity and independence. Supporting social and economic inclusion.



### Social and community development



Increases social trust, belonging and community participation. Improves road safety, quality of life, environment and place. Reduces loneliness.



### Economic development



Generates good employment, community wealth building and productivity at work. Saves money to the public purse and reduces sickness absence.



### Environmental sustainability



Promotes more sustainable living, travel and places. Contributes to decarbonisation, cleaner air and a greener, healthier environment.

> £4 for every £1 spent

Is the Social Return on investment in sport and physical activity.

> £9.59bn

Amount generated in England by improved physical and mental health.

> £14.22bn

Amount that contributes nationally to enhanced social capital.



# GM Moving in Action stories



“I find walking is fantastic for both mental and physical health. Being out in nature is great for someone like me, who suffers from anxiety and depression. I was also diagnosed with type-2 Diabetes about a year ago, but walking has helped me reverse that diagnosis. I now make videos on YouTube which I hope will inspire people to get out and walk in their local areas, so I couldn't pass on the chance to be part of The Greater Manchester Way and hopefully inspire even more people to walk.”

John



“We run women only fitness sessions four times a week. Empowering and inspiring women to believe in who they are through dance, fitness and connection. I set up BollyFit Active myself as I was frustrated of the lack of women only environments for women training as coaching instructors and for women looking to move more.

It's important to focus on the 'what's in it for me'... not put health and activity in silos, it needs to be part and parcel.”

Shamime

“The broader intra school offer this year has encouraged less confident young people to fully participate and develop an increased level of confidence in PE and school sport related activity. This has inspired more pupils to put themselves forward to be involved in the sports leadership programme for next year. One pupil in year 4 who has never been involved in PE and school sport before has said her ambition is to be able to support the teachers to organise the reception sports day.

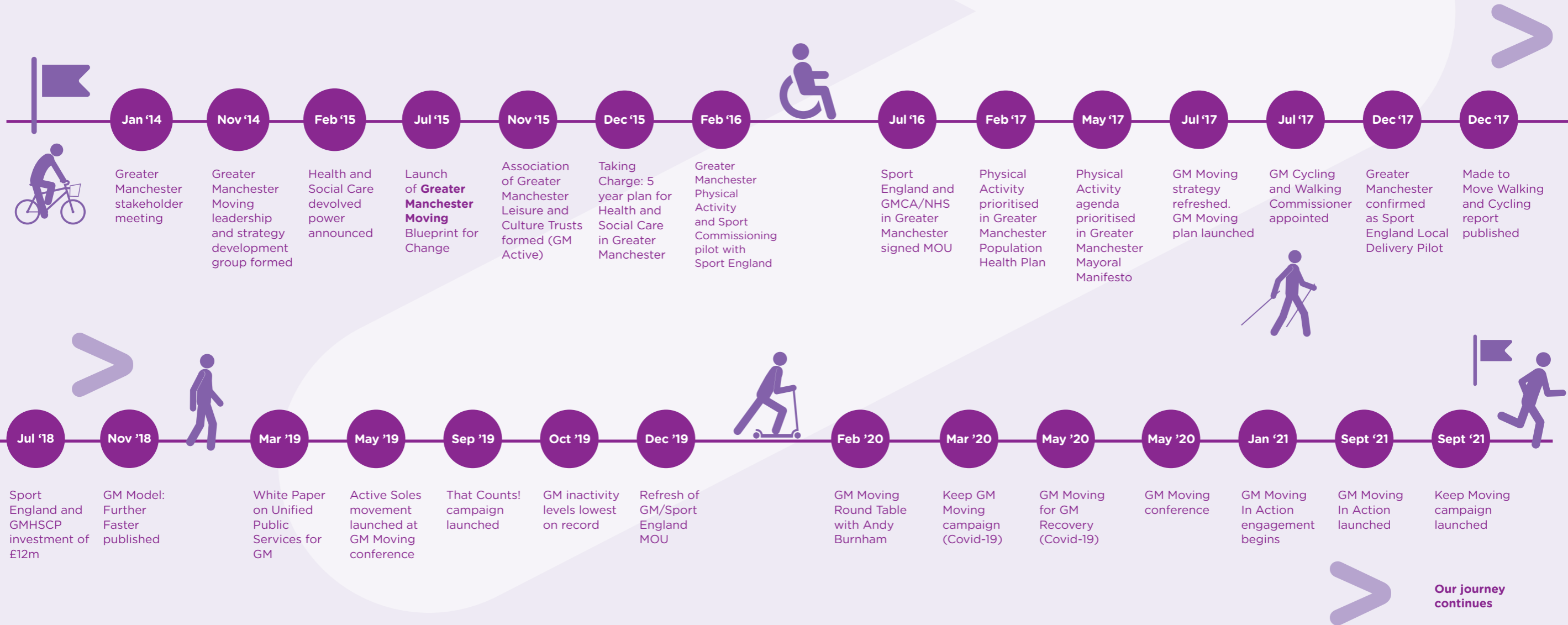
The school will also use the intra school programme of PE related activities to inspire and develop young reporters, photographers and commentators”

Newfold Primary School, Wigan



# GM Moving journey

## The Greater Manchester Moving journey so far







GM Moving has come a long way since a handful of people first came together in 2015. There has been a lot of progress and change during this time, including:

> **More people living Active Lives**

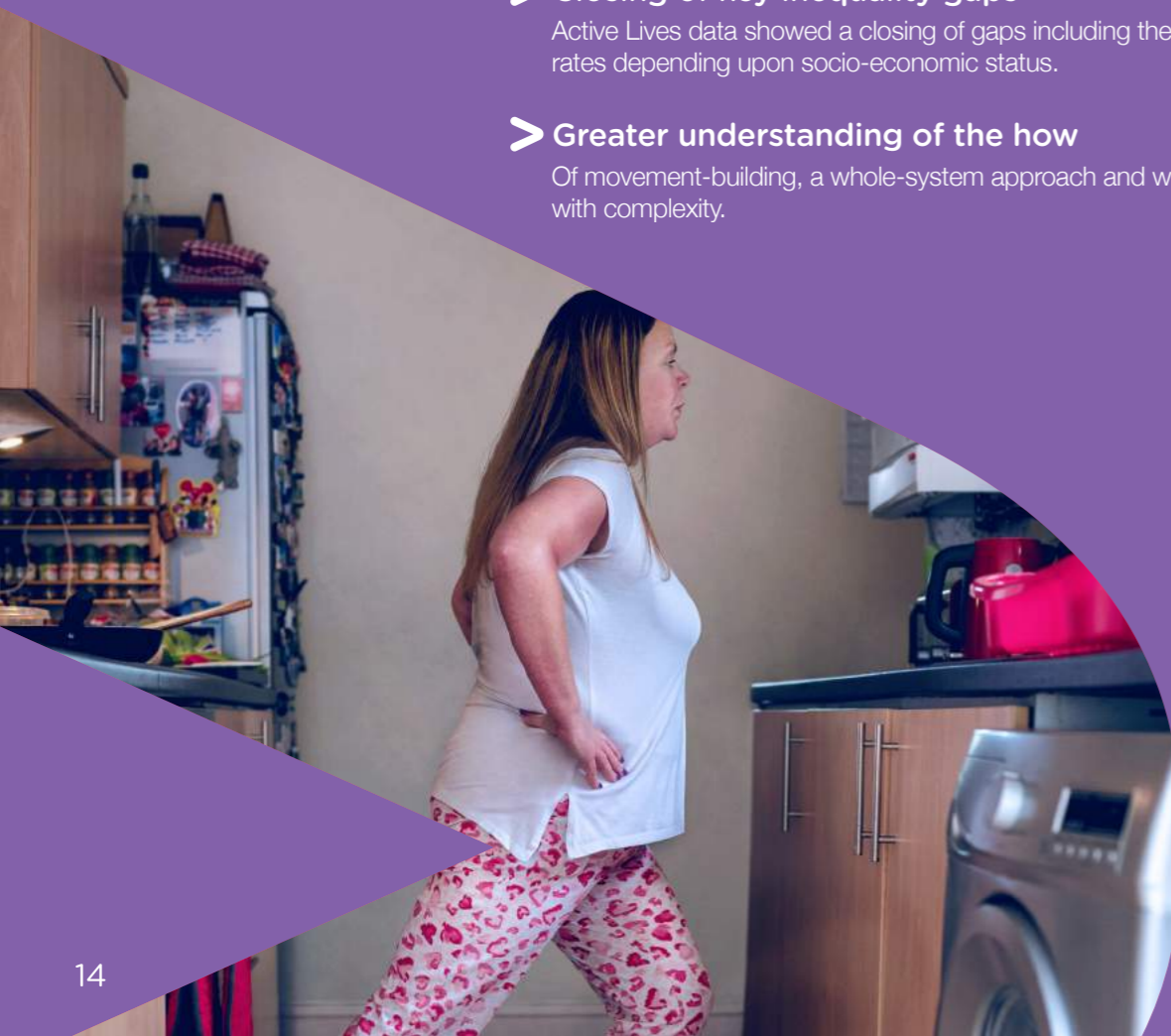
In 2017 we set a target of 75% of people being active or fairly active by 2025. At the start of 2020 we were on track to reach and exceed that target, with data steadily improving. The data for November 2018-19 showed inactivity in Greater Manchester had dropped to 26.2% of the population.

> **Closing of key inequality gaps**

Active Lives data showed a closing of gaps including the gap in activity rates depending upon socio-economic status.

> **Greater understanding of the how**

Of movement-building, a whole-system approach and working with complexity.



> **Growth of the movement and leadership**

In size and diversity with more people and organisations engaged, committed and advocating for physical activity.

> **Collective learning**

Increased openness to be open what isn't working, what feels hard, to name the barriers, seek help and sharing thinking.

> **Shifts in language and visuals**

More inclusive, diverse and expansive, shifting the emphasis from sport to movement and active lives for all.

GM Moving ripples are now seen and felt across Greater Manchester and further afield.



We were successfully reducing inactivity in Greater Manchester at two and a half times the national rate. Then the Covid-19 pandemic hit.

One key indicator of change is the local active lives data released by Sport England every six months. The Active Lives survey is a national survey commissioned by Sport England to measure the physical activity levels of people across England.

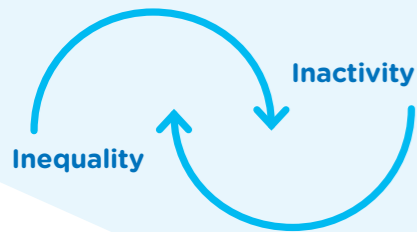
# GM Moving in a time of COVID-19

## The impact of the Covid-19 pandemic on physical activity levels in Greater Manchester, 2020-21

In the space of a few months, the Covid-19 pandemic forced people to completely rethink the way they lived, worked, and got around. Physical activity rates fell and people became more sedentary because of lockdown restrictions, fear, apprehension and all the changes to people's way of living. And these impacts, as they so often do, fell unequally.<sup>2</sup>

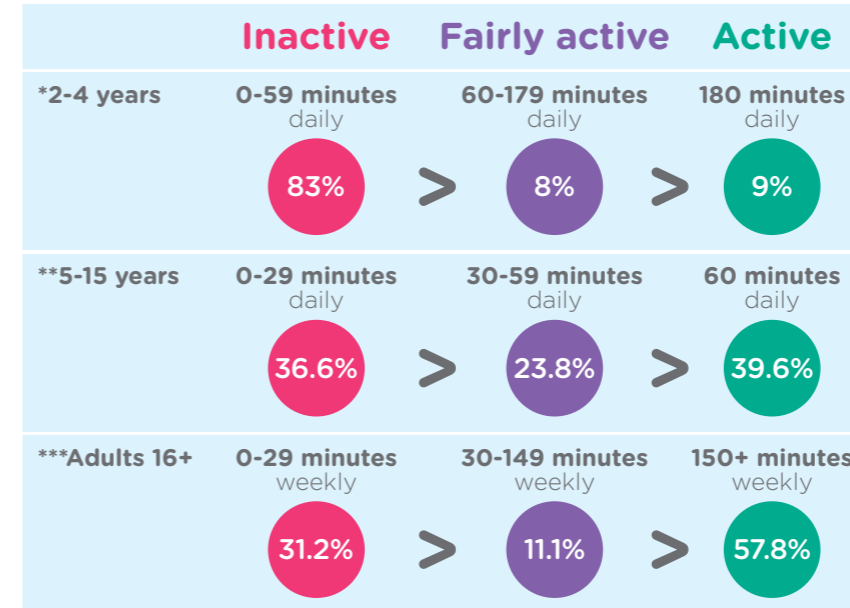
### The unequal impact of Covid-19 on activity levels

- > Inactivity in Greater Manchester rose twice as fast as the national average in the first 12 months of the pandemic.
- > We also experienced unequal impacts between people and communities within GM, with greater reductions in activity rates<sup>3</sup> for disabled people, people with long term health conditions, culturally diverse communities, children and young people, older people and low-income families. For example, the activity gap for lower socio-economic groups compared to higher socio-economic groups, widened from 15.5% to 24.2%.



2. Surveillance suggests that lockdown restrictions associated with the COVID 19 pandemic has, overall, led to decreases in physical activity and increases in sedentary behaviour (Sport England, 2021 Active Lives).  
 3. Cross sectional analysis suggests more pronounced negative effects amongst children and young people, older people, and people with long term conditions (Stockwell, Trott, Tully, et al, 2021).

## Active Lives: The facts



Nov 2019-20 activity rates in Greater Manchester compared to UK Chief Medical Officer physical activity guidelines.

## Changing activity rates in GM 2015-2020

Active Lives Data - whole population % of GM population (adults) who were fairly active or active			GM Moving target
November 2015/16	November 2018/19	November 2019/20	2031
71.5%	73.8%	68.9%	Active Lives For All 2.8 million people moving

\* Health Survey for England 2015  
 \*\* Active Lives Children and Young People 2019/20  
 \*\*\* Active Lives Survey November 2019/20

Inactivity rises to 43.9% in lower socio-economic groups

32.0% of females are inactive

Pre-Covid-19 we were successfully reducing inactivity in Greater Manchester at two and a half times the national rate

First year of Covid-19, inactivity increased in Greater Manchester at almost two times the national rate

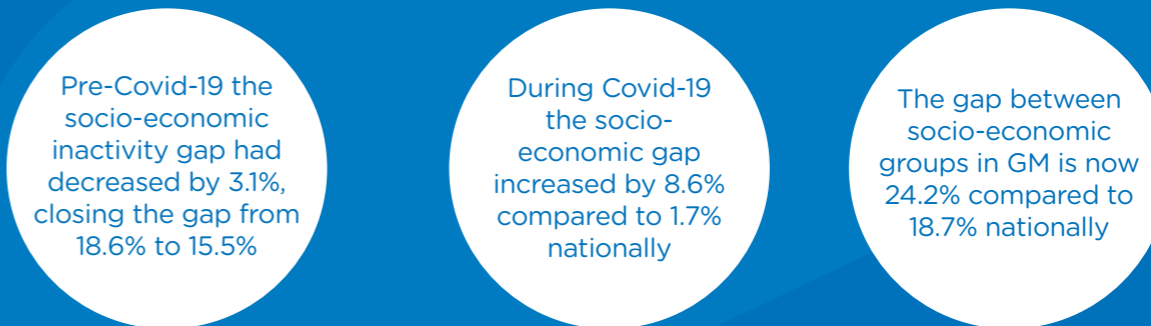
## Equality gaps in activity levels

% of the population that is inactive		
Year	Nov 2019-20	2031 Target
Lower socio-economic groups (NS SEC 6-8)	43.9%	Active Lives For All A closing of all inequality gaps
Disabled people	46.1%	
Black	39.3%	
South Asian	45.7%	
Other ethnic group	48.3%	
White British	28.2%	
White Other	28.6%	
Women	32.0%	
Men	29.7%	

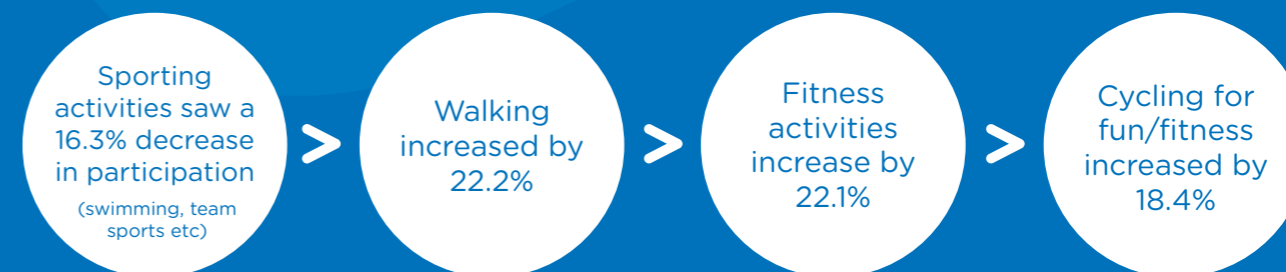
% of the GM population that is inactive		
Year	Nov 2019-20	2031 Target
Children 5-15 years	36.6%	Active Lives For All A closing of all inequality gaps
Adults 16-34	25.2%	
Adults 35-54	29.0%	
Adults 55-74	34.7%	
Adults 75+	53.0%	

## Unequal activity gaps

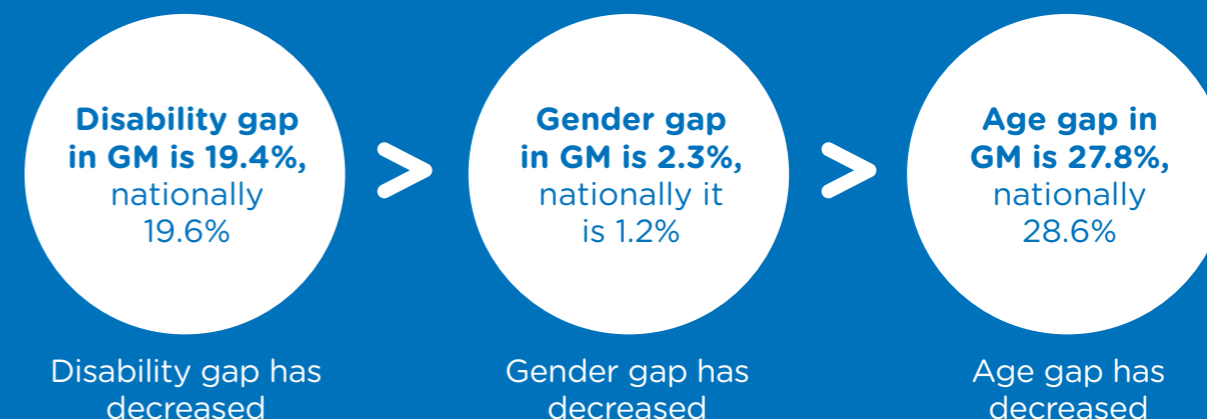
### > Impact of Covid-19 on activity levels of adults and older adults



### > Impact of Covid-19 on national activity levels of children and young people\*



### > Comparing Greater Manchester to the rest of the UK



\*Summer term 2020 compared to Summer term 2019 of Active Lives Children and Young People



## Covid-19 impact on people's lives

The unequal impact of Covid-19 on physical activity rates reflected Covid's broader impact on people's lives as wider inequalities were exposed and exacerbated.

Analysis by the Institute of Health Equity, set out in the Greater Manchester commissioned 'Build Back Fairer'<sup>4</sup> report, illustrates the unequal impact of the pandemic. For example, rates of mortality from Covid-19 in Greater Manchester were 25 percent higher than in England as a whole and differed across Greater Manchester.<sup>5</sup>

The analysis also highlighted the longer-term impacts of Covid-19 include **'deteriorating community and environmental conditions as the public purse is further strained, widening inequalities during children's early years and in educational engagement and attainment, increasing poverty and income inequality, rising unemployment, particularly for young people, and deteriorating mental health for all age groups but again particularly for young people. All of these negative impacts will damage health and widen health inequalities in Greater Manchester.'**

4. Build Back Fairer in Greater Manchester: Health Equity and Dignified Lives, June 2021, Institute of Health Equity.

5. With the mortality ratio in the most deprived decile 2.3 times greater than in the least deprived decile between March 2020 and January 2021.

## GM Moving in Action stories

### Covid-19 learnings and response

The local response of people and partners in Greater Manchester has been phenomenal and has given rise to innovation, new learning, relationships, collaboration and an increased conviction to work together for better health and wellbeing.

It showed how quickly we can change how we do things when we have to, whether this is at an individual, organisational or Greater Manchester level. It showed what can be achieved when action is taken at all levels and parts of a system or place concurrently – in homes, on our streets, as a neighbourhood, as a locality and as one team working across a city region with true Greater Manchester spirit. It showed the power of a whole-system approach in place.

GM Local Pilot learning identifies strategies to help tackle inequalities. Learnings gathered between September 2020 and March 2021, during the Covid-19 pandemic. This evaluation report seeks to understand how the system might be nudged to provide conditions enable active lives.

### Enabling people to keep moving at home with EmpowerYou

GreaterSport and EmpowerYou collaborated during the Covid-19 pandemic to create a video to enable everyone, no matter their ability or health condition to be able to move more at home. With standing, supported, seated and assisted exercises, as well as subtitles and British Sign Language, there is something for everyone. *'The world came to me for a change'.*

**“Covid has put a laser focus on poverty. We have to be realistic about how to engage families if they don't have the money to reach inaccessible things.”**

GM resident, GM Moving and Poverty session



## GM Moving In Action stories



### Keeping Well at Home booklet

The Keeping Well at Home booklet was developed during the pandemic through a collaboration between Greater Manchester Ageing Hub, GreaterSport, The Centre for Ageing Better, Local Age-friendly leads across Greater Manchester, Greater Manchester Older people's network, Healthy Ageing Research group and The Greater Manchester Health and Social Care Partnership. The booklet included tips and advice on ways to move more and move well at home during the pandemic.



**“We added exercise bands to the mutual aid packages to encourage people to keep moving at home”**

Doretta, GM Moving session, Tackling Racism and Racial Inequality



**“Covid opened our eyes to new ways of working”**

GM Council Officer, The Role of Sport, GM Moving In Action session



**GM Moving podcasts**  
Episodes 1-15: Keeping GM moving in a time of Covid-19.



**Milltown to Mountains video:** Shazia, BAME Connect, Oldham shares her walking story.

Please note: click on the GM Moving in Action stories throughout the document to see the full story



# Why moving matters more than ever

We've learnt a lot since we published the GM Moving Plan in 2017. That learning has helped to crystallise and sharpen why moving is important for Greater Manchester.

> Moving matters... to recovery from Covid-19

> Moving matters... to social and economic inclusion

> Moving matters... to environmental sustainability

Inactivity costs **£26.7m** per year



**GM Moving contributes towards key GM goals as set out in the Greater Manchester strategy**



**“Recovery is on many levels – it’s individual, families and community. Movement has a part to play for each of these. The criticality is about looking beyond the physical health benefits that we’ve focussed on for so long. We need to focus on mental health too – Moving is the key to lifting your mood; this is the immediacy of the impact. We feel these benefits in the long term, not just in the moment.”**

Steven Pleasant, Chair, GM Moving and Chief Executive at Tameside Council & Accountable Officer at Tameside and Glossop CCG



**Supporting people to move more is key to a happier, healthier, greener Greater Manchester.**

It is apparent that we cannot achieve our mission of Active Lives for All, unless Greater Manchester pulls together to Build Back Fairer as a whole integrated system. We will always be working in conditions that fight against active live for all, unless we work together to tackle the big challenges in place to include: structural and systemic inequality, poor physical and mental health, an environmental crisis, and at the time of writing a global pandemic.

The GM Moving priorities and approach are therefore shaped within this context.



**Contributing to GM’s recovery from Covid-19**

GM Moving is vital to supporting Covid-19 recovery and resilience and better health for all in the longer term. Our individual, community and collective recovery as a city region depends on it. More people, moving more, will help:

- Address the short and long term deterioration in mental health caused by Covid-19 (at points in lockdown 1/4 of all adults experienced clinical depression, ONS)
- Support people’s return to physical health after contracting Covid-19
- Reverse deconditioning due to inactivity, including loss of fitness, mobility and strength, increased risk of falls and deterioration of long term conditions
- Build resilience to Covid-19 and reduce risk of long term conditions related to inactivity, such as cardiovascular disease, muscular skeletal conditions, cancer, diabetes, mental health conditions and dementia.

**> Please note: click on the GM Moving in Action stories throughout the document to see the full story**

Research has shown<sup>6</sup> that physical activity might be the single most important action individuals can take to prevent severe Covid-19 and its complications, including death as well as contributing to better physical and mental health in the long term.

**“Enabling more people to achieve at least the minimum recommended levels of physical activity is key to reducing these health inequalities.”**

Sarah Price, Chief Officer, Greater Manchester Health and Social Care Partnership.

**GM Moving in Action stories**

**Moving Forces connect**

Former member of the armed forces Ady Hazlehurst found the Moving Forces Connect programme helped him to put new daily routines in place, building foundations on positive ways to improve his overall wellbeing. **“The course has shown me how to be kinder to myself mentally and emotionally. It’s made me see things more positively and find new ways of thinking.”** Ady

6. Research conducted with nearly 50,000 people, see here.





## Contributing to greater social and economic inclusion and equality

There is a clear correlation between inactivity rates in Greater Manchester and the wider determinants of health. The way we cultivate our places, economy, transport, health and care, decision-making structures, community and voluntary sector is key to achieving active lives for all.

GM Moving in Action will tackle the barriers to movement in order to make an essential contribution to how we Build Back Fairer and enable good lives for all, to include;

- Taking a preventative approach to address inactivity and inequality locally.
- Supporting sustainability of sport and physical activity assets in communities.
- Designing active healthy places and liveable neighbourhoods including access to safe, quality green and blue spaces for all.
- Growing community wealth, power and connectivity.



## Contributing to environmental sustainability

Since 2017, a series of Intergovernmental Panel on Climate Change (IPCC) reports have highlighted the pace of environmental breakdown and the scale of action needed and a Climate Emergency has been declared by the Greater Manchester Health and Social Care Partnership (GMHSC), the Greater Manchester Combined Authority (GMCA) and GM Councils.

Sedentary behaviours are carbon-intensive so our core mission of enabling more people to move more, will support wider GM net-zero ambitions. The movement can also help by:

- Promoting active, sustainable travel and decreasing car dependency.
- Reducing our own carbon emissions e.g. across leisure facilities.
- Advocating for greening and bio-diversity as part of active environments.
- Supporting an inclusive, zero carbon and climate resilient economy.

Enabling people to live more sustainable lives and increasing their access to clean air and quality green and blue spaces will in turn support more active lives, and a healthy, socially just city region where everyone can thrive.



**“This is the time for bold thinking and brave action, this is the time for an essential pivot towards a new way of doing things that puts tackling inequality at its heart, this is the time to take Greater Manchester to the next level, a place with good lives for all.”**

Kate Pickett, Chair of the Greater Manchester Independent Inequalities Commission. The Next Level – Good Lives for All In Greater Manchester, March 2021<sup>7</sup>

7. The Independent Inequalities Commission report, 'The Next Level: Good Lives for All in Greater Manchester', sets out the action required to achieve good lives for all.



Please note: click on the GM Moving in Action stories throughout the document to see the full story







2,000

people actively contributing to this strategy.

# We are ready for the challenge

From a small group of people developing the initial GM Moving Blueprint for Change in 2015, to over 2,000 people actively contributing to this strategy. We've grown in numbers, diversity, understanding, courage, clarity and conviction.



My, how we've grown over the years!



### ‘Uniting the Movement’ with Sport England

Sport England’s 10-year strategy ‘Uniting the Movement’, helps set the intention and conditions for working together collaboratively to support active lives for all.

**“Collectively we need to reimagine how we keep movement, sport and activity central to the lives of everyone... We need to respond to people’s real lives and circumstances, to make sure that everyone has both options and opportunities that work for them”**

Tim Hollingsworth OBE, Chief Executive, Sport England.

**“People are looking for something that will make them feel better”**

Kay Keane, Practice Manager, Alvanley Family Practice speaking at GM Moving for GM Recovery event.



### This is the time. This is the place.

We’ve learnt a lot – about the many different reasons moving matters; the many things that influence how much we move; our places; effective ways of working; and about the key barriers, enablers and catalysts for change.

### We recognise the need and the opportunity for change in Greater Manchester.

And we’ve seen positive signs of change and accomplishment, from changing attitudes and perceptions about what it means to be active, to growing a coalition of people from all walks of life and sectors who see physical activity as part of how they can accomplish their goals.

### Stories of change

Our collective progress and learning underpin this strategy, which has been shaped and informed by the many stories of change, of hope, joy and frustration that have been shared and heard over the last six years. These everyday conversations, collaborations and experiences of GM Moving have helped paint a picture of what matters to people and organisations and provide the bedrock for this strategy.

**There is a lot of great work happening in and with communities all over the city region. There is a great deal of pride in what has been collectively achieved, and there are many strengths on which to build.**

It’s impossible to capture the full breadth and depth of activity, learning, leadership and passion within these pages. Stories help provide a window into the many things that are happening across this movement, its place in Greater Manchester’s ongoing cultural, political, economic and social evolution, and its contribution to improving people’s lives, supporting participation and enhancing the places in which we all live, work and play.

**>** Please note: click on the GM Moving in Action stories throughout the document to see the full story

## GM Moving In Action stories

**‘I didn’t like the idea of running alone at night. I asked two other mums to join me and, with that, Solemother was born. Whether you’re tackling your first ever hike or training for a marathon, our group is a sisterhood full of inspiring stories. We’ve had members who’ve experienced unbearable grief, are recovering from cancer or have simply lost all their confidence. Together, we do all we can to support them.’ ‘When we support each other, incredible things happen.’**

Grace, Solemother, Trafford

**“As an individual I am amazed at all the projects that are going on mainly unseen in Greater Manchester.”**

A GM citizen at a GM Moving engagement event May 2021



**“Getting active is really important and can be even more so when you have a disability, as there aren’t as many options out there for you. But it’s not just about moving more, AFC Masters is more than that. We’re about friendship, making connections in the community, building confidence and providing a support network for our members and their carer’s. It’s about mental, as well as physical health.”**

Iain, AFC Masters, Bolton

### Beswick & Clayton, Manchester: A 20-minute neighbourhood?

**“Partners came together in a place, each with different insight, knowledge and networks, united by a common goal to enable people to live a good and active life in their neighbourhood and a commitment to engagement and co-design. As partners there was a shared belief that involving local residents early on is fundamental – working alongside local people to ensure plans are owned and developed by the community for the community”.**

John Brady, Strategic Lead Active Adults, GreaterSport



# Shaping our plan together

Reflecting and refocusing



“It feels like a different audience, and the depth of the conversations has changed.”

Yvonne Harrison, CEO, GreaterSport 2014 to March 2018

The pain, poverty, racism, injustice and inequality that was exposed, and in instances exacerbated, during the 18 months leading up to the launch of this new strategy (2020-21), the impact of Covid-19 and the resurgence of the Black Lives Matter movement, highlighted the need to listen, and listen deeply to people's experiences of living in Greater Manchester and the barriers they face to living a good life, including the barriers they face to moving.

**'Nothing about us, without us'** is the mantra which has informed the process for shaping a shared vision and priorities. This included a series of focused 'GM Moving In Action' conversations between January – July 2021 engaging over 2000 people and organisations from across Greater Manchester.

Just like our work together, these conversations were both big and small, far reaching and targeted. They included conversations centering on GM Moving priorities

for Covid-19 recovery, mental wellbeing, a more inclusive economy, decent work and increasing safety. They explored how to tackle racism and racial inequality, widening access and participation for low-income families, disabled people, people with long term health conditions, children and young people, older adults, LGBTQ+ community, women and girls. They explored the role of sport, active travel, walking, the VCSE sector...and the list goes on.

**"Recover, reinvent, rebuild, reimagine and restore"**

The Role of Sport session

**"It got me thinking differently about how we measure journeys, what success looks like. Play, social interaction, the joy of the journey and the boost to our wellbeing all came out as really important"**.

Session with GM Poverty Action reference group

**"We need to have a lot of empathy for families. Poor mental health in a household will affect everyone in it, so how we all work together to overcome and support the family matters. Digital exclusion has played a big part because it's not just about getting laptops, it's about digital skills, cost, working together"**

Children and Young People session.

**"It is about genuinely listening and sometimes knowing when to step back. Leave the egos or own agendas at the door. Not about the organisation but the outcomes. Not me but we. It is not easy, people's time is limited, but how much time are we proactively investing in reaching across sectors/ audiences, how much value do we really place on it?"**

GM Moving for GM Recovery session

## The journey ahead

This process of listening has shaped the 10-year vision, mission, commitments and priorities defined on the following pages. It has provided a clear direction for our collective work to support and enable active lives for all.

In a rapidly changing landscape, there is much that is currently uncertain and hard to predict. This strategy is to be used as a guiding compass on our 10 year mission. More detailed route maps will be reviewed on an annual basis to enable us all to adapt and respond. We know where we want to get to, but we may have to adjust our course along the way.

Whilst it is a common destination which unites the movement, we believe in the 'joy of the journey' – a joy often found in the unexpected twists and turns, the

new connections gained and the moments of magic that appear when you make a wrong turn, and when you leave space to breathe, to reimagine and for new ideas and possibilities to emerge – space to experience the magic of adventure and discovery.

There is a role for everyone. We need to listen, respond and respect each other, develop a shared language and pace, and support each other to play our best part – as one Greater Manchester team.

Greater Manchester has been doing things differently for a long time. We are well prepared. There is a spirit, a maturity of approach, an honesty and readiness to take things to the next level. Moving together, at depth, with breadth, and with pace is now both critical and possible.

**"More affluent areas often have much more green space, and therefore have much more opportunity to participate and there needs to be much more investment in infrastructure within relatively deprived areas."**

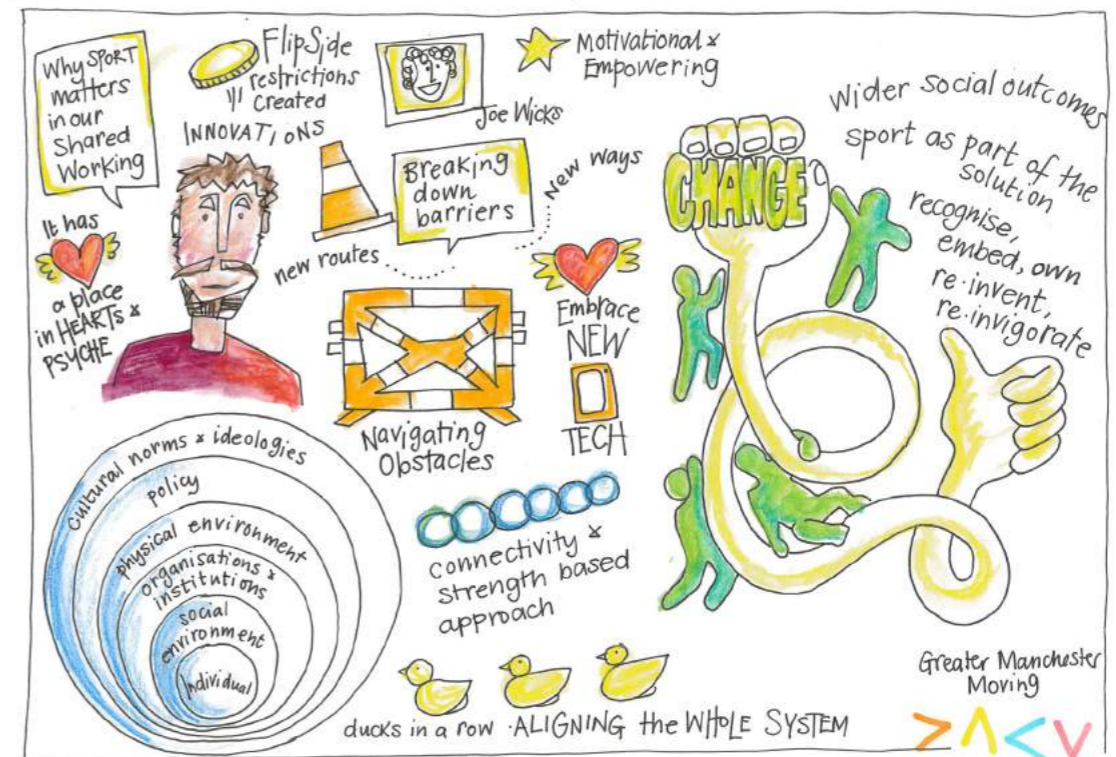
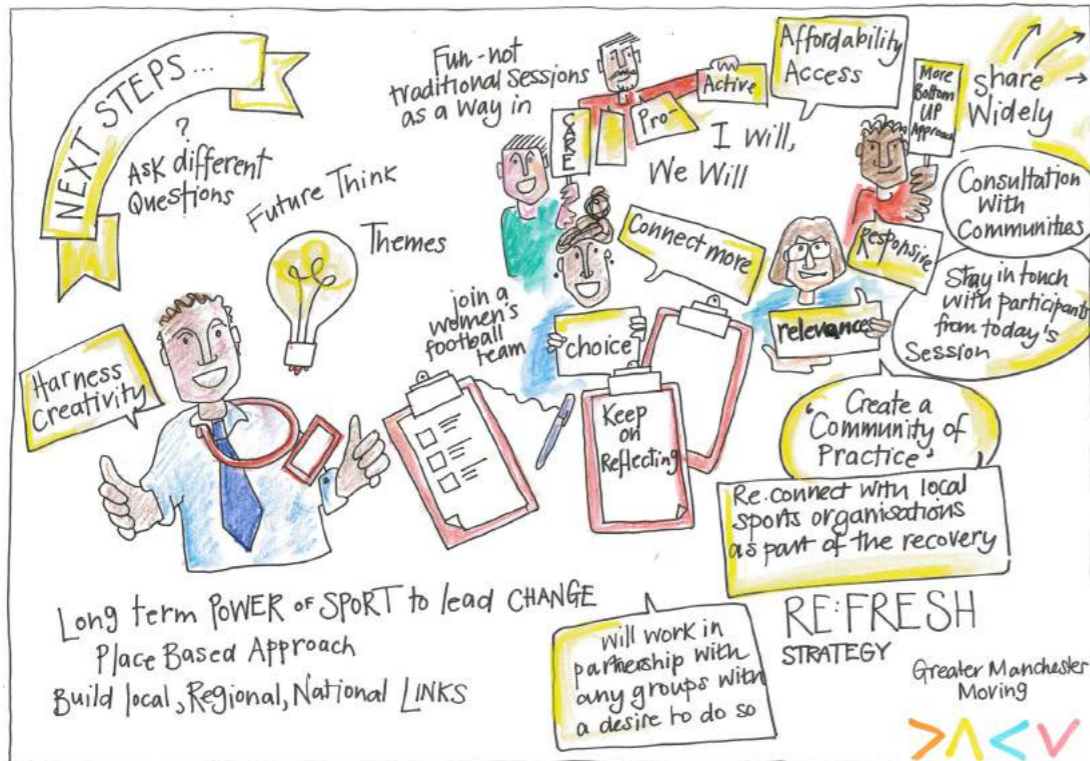
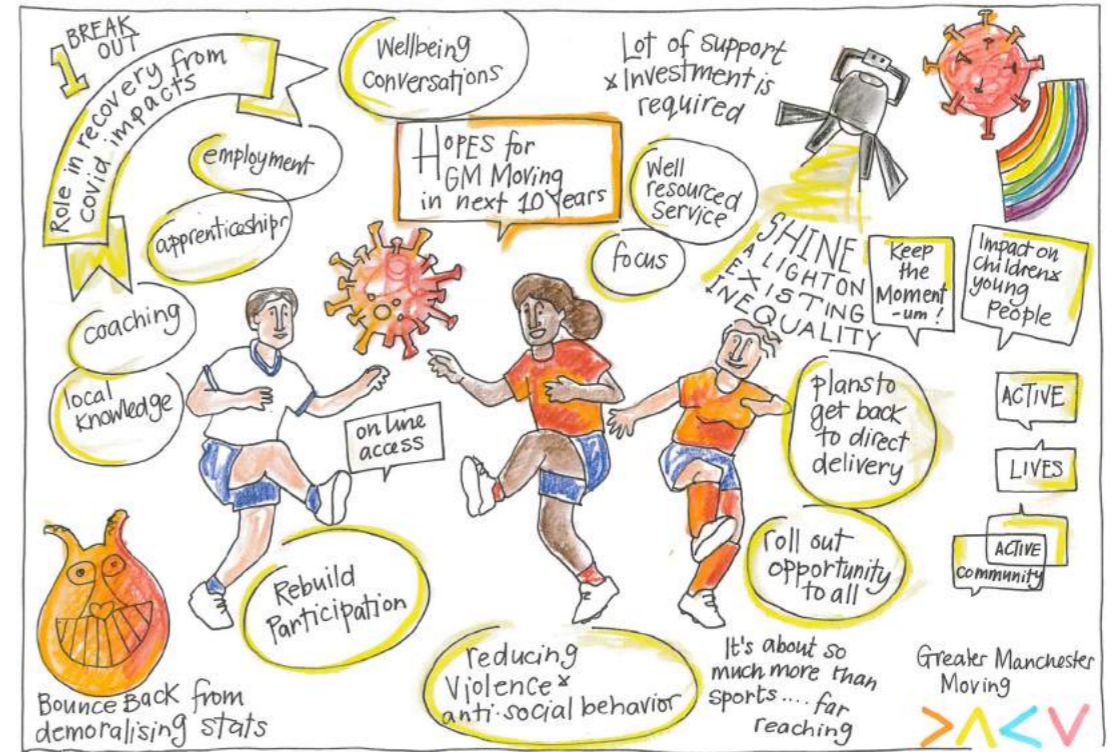
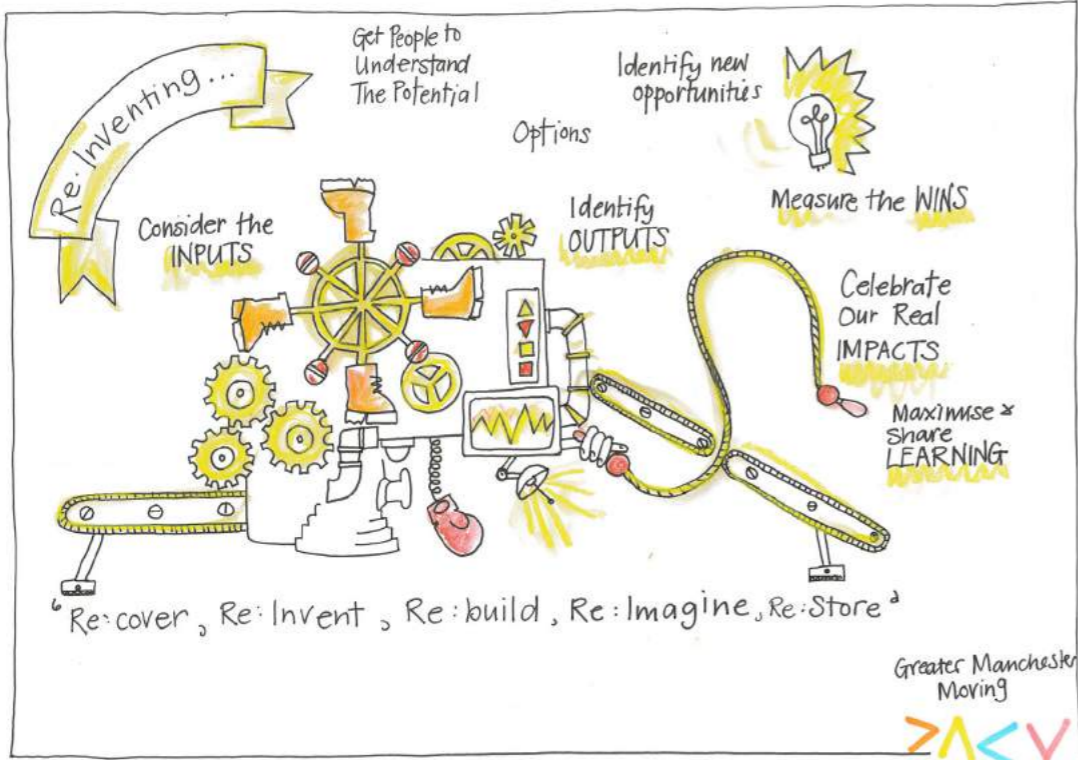
Session with GM Poverty Action reference group







The thinking behind our strategy





# Our collective mission

## Active Lives For All

This is a big agenda and it includes everyone. Being active doesn't mean being an athlete, but it might!

GM Moving In Action seeks to embrace everything that supports people to be active – all the different ways we move, and all the different ways we can help the people around us to move.

The core message is to move your way and to support others to find their own way to move. However ordinary or extraordinary.

## Learning, leading and moving together



Contributing to a happier, healthier more connected Greater Manchester

## Imagine a city region where we see:

Moving as a normal part of everyday life for all. A culture of everyone moving, every day – whoever, wherever and whatever your way, the day, or the weather! Greater Manchester people, families and communities, in all their diversity, moving their way.

Whether it's a night of dancing, the walk to school, gardening, playing out, cycling to the footie match, skipping back from cricket, the junior league, armchair exercises, wild swimming or pool swimming, a jog through the park, climbing the stairs...

Everyone can play a part to help ensure that moving, physical activity, sport and active lives are something everyone has access to and if they want - are able to participate in, instigate and influence. That should be true...whatever our roles; as teachers, carers, planners, policy-makers, neighbours, instructors, coaches, political leaders, public servants, friends and colleagues.

It's about all of us, what makes us tick, the things we do, the places we go, and the friends we make along the way. We are all active souls.



# Our shared commitments and priorities for 2021-31



➤ Please note: click on the GM Moving in Action stories throughout the document to see the full story

## Our five key commitments



**Culture change**

**People, families, communities**

**Whole system integration**

**Inclusive participation and access**

**Active places**

### **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.

### **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.

### **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!

### **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.

### **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.



# 1

## 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.



**Think Family** - “When looking at children’s physical activity levels we came to the conclusion that the best way to achieve a rise would be to involve families alongside their child. Throughout this year we have tried to find fun ways to get children and adults moving, firstly through pavement games on the walk to school then via the duck trail. The children’s ownership of this and input into designs made all the difference in making these true community events rather than something prescribed to them. We had huge impacts for both projects with evidence every day of huge numbers of people getting out and about and moving whilst also having fun.”

Mike, PE lead, Tameside

**> Please note: click on the GM Moving in Action stories throughout the document to see the full story**

### 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**.

### GM Moving in Action stories

#### Active Pavements

– Greenside Primary, Tameside, explored different ways to ensure that their children and families were active throughout the lockdown. In collaboration with the Public Health team in Tameside council, ‘Active Pavements’ was born – fun challenges or games that families could play whilst walking to school or standing in queues at the school encouraging the children to be active. Designs were drawn with chalk outside school – a curvy ladder, hopscotch type game, circles to jump in or a fun track for scooting.

The school have also developed active trails across their local parks to encourage more walking/ cycling. They used a duck template to set up a competition to design a duck and then laminated the winning duck, set up a QR code for the children to scan and encourage them to do an Active challenge when found.

#### School Streets in Greater Manchester

– Greater Manchester aims to have 50 School Streets by March 2022. They will help transform the school run, enable healthier lifestyles and tackle air pollution. A School Street is a road outside a school with restrictions on motor traffic at school drop off and pick up times.

The initiative will help make active travel the natural choice for the school run and enable tens of thousands of Greater Manchester children and families to breathe cleaner air.







# 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.



“Brisk walking has the greatest potential for increasing the overall activity levels of a sedentary population and is most likely to be adopted by a range of ages, socioeconomic and ethnic groups.”

Hillsdon and Thorogood

### 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.
- > 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.

### GM Moving in Action stories

#### GM Moving partners commitment on inclusion

GM Moving partners came together to agree clear commitments for action to increase inclusive access and participation in sport, leisure and physical activity.

**GM Walking** – The Greater Manchester Walking Ambition team was established in November 2018 with the Walking Ambition launched in February 2019. Significant success has been achieved so far.



‘Taking small steps for a walkable Greater Manchester’

GM Walking Animation

“A good stroll’s good for your northern soul. Find your way and see where it takes you.”

The GM Way



# 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.



“The fundamental question is to understand how working with, and in, places, we can address the stubborn inequalities that exist among the least active through community-led solutions.”

GM Local Pilot Process Evaluation

### 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.

### GM Moving in Action stories

**‘Streets for All’** – Greater Manchester’s new approach to planning the streets of Greater Manchester. Putting people first and re-thinking the role of streets. Helping create sustainable, healthy and resilient places and an improved quality of life for those who live, work and visit. To be supported by a Streets for All Strategy and Design Guide, and workforce development, building on the strengths of TfGM’s Bee a Champion programme.







# 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.



“Give money to communities to feedback their own ideas, rather than impose, need to work better, more collaboratively with VCSE, can help introduce into gyms, offer pilot of taster sessions, time given just for them to access, groundwork to help people overcome mental health, to engage with next steps”

GM Moving and Poverty conversation

➤ Please note: click on the GM Moving in Action stories throughout the document to see the full story

### GM Moving in Action stories

“A hard day’s work deserves a fair day’s pay.” One way GM Moving partners can support a more inclusive, sustainable economy is to join others in Greater Manchester in becoming a Living Wage Employer.



### 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.

“With Rod’s continued support, I’ve seen that when one door closes, another can open. I’m now a member of the bowling club, I’m doing a holistic health ‘Men Matters’ course, joining others on weekly walks and after a cooking lesson made my first ever meal (which my wife didn’t think was too bad).”

Patrick from Stockport shares his social prescribing story.

# 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!



**> Please note: click on the GM Moving in Action stories throughout the document to see the full story**

### Priorities:

- > Use inclusive language, imagery, stories** to promote moving as a normal part of life 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.

### GM Moving in Action stories

#### Myth busting: Rainy Manchester?

‘Greater Manchester actually has slightly lower yearly rainfall than cycling utopia, Amsterdam!’ The newly developed TfGM active travel website is helping to bust the myth that ‘our weather is awful’ with facts, tips on how to ‘beat the weather’ and images and videos showing people getting out and active whatever the weather. Like Sarah – ‘Sarah cycles because she likes her independence and she doesn’t have to worry about finding a parking space. She has cycled through thunderstorms and lightning storms and every time her ‘trusty steed’ has got her home.’

#### #ActiveSoles and #ActiveSouls – A new cultural norm is born.

The Active Soles movement has shown that the small things are sometimes the big things, and changing the way we think, changes the way we feel and behave. Like the ‘expectation’ and cultural norm that professional, successful women wear high heels to work.

**“There’s no such thing as bad weather, just the wrong clothing.”**

Chris Boardman, Cycling and Walking Commissioner for Greater Manchester

**Language matters: Using inclusive language.**

#Reeltalk film by 42nd Street: 42 Manifesto

**GM Moving In Action: Imagery matters:**

- Older people.
- GM Active Ageing Programme
- Greater Manchester Older People’s Network



# Making things happen – The Greater Manchester way!

There is a clear ask for action from people across Greater Manchester and a growing recognition that how things happen is as important as what happens.



## Our catalysts: Accelerating system change

We have learnt that if we invest in and pay attention to the following, this will speed up the rate of change across the whole system to enable more active lives.

- > Engage and involve communities** to co-design, co-coproduce, co-deliver and ultimately own sustainable and realistic solutions that enable active lives for all.
- > Shape and share powerful public narrative and communications** that engage and resonate with system-wide and community audiences through positive messaging, imagery, language and stories.
- > Develop people and leadership**, realising the power and potential of a movement of people that is reflective of the population, to inspire, engage and support people to live more active lives.
- > Create a learning culture and evidence-led practice**, where gathering, understanding and using data, insight, evaluation and learning are seen as a valued, integral part of everyone's role.
- > Harness digital technology** to gather and share data, grow insight and learning, test and learn, innovate, connect, signpost, and grow local resources and say in decision-making.
- > Attract, pool and unlock sustainable investment** which is well aligned with GM Moving priorities and approach, and targeted effectively to grow community assets and best support the least active people to move more.



## Our core principles: our values in action

The following core principles have emerged as the bedrock of the GM Moving approach.

- > Person-centred** – enabling people to move their way, recognising moving matters to all of us for different reasons
- > Start with what's strong** – spreading and growing what's good, building on strengths, working with the whole person and whole place
- > Everyone has a role to play** – creating the conditions for people to learn, share, lead, advocate and move together
- > Equal, diverse and inclusive** – putting out mantra of 'Nothing about us, without us' into practice. Being honest and building trust
- > Creating the conditions** – through whole system working and enabling system change, culture change and behaviour change for more active lives
- > Targeting resources** – towards the people and places that need them most, taking a community-centered approach to address marginalisation and powerlessness
- > Evidence-led** – paying attention to names and numbers; statistics and stories; hard (tangible) and soft (less tangible) indicators of change
- > Sustainable** – acting responsibly for future generations and the planet



**“It’s about looking for and working with the whole person not the hole in the person”**

Nasrine Akhtar, Awakening Minds CIC,  
GM Community Power conversations



## GM Moving In Action stories

### GM Moving Systems Leadership programme 2020-21: Everyone is a Leader

“I’m not a leader, I’m quite low down in the pecking order”.

This programme, which ran 2020-21, was designed to help grow leadership capacity, building on the GM Moving principle that ‘everyone is a leader’. Included sessions on: Values and Leadership, Values and Story Telling, Introduction to Systems Leadership, Public Narrative and Systems Leadership Behaviours.

“I would have given up and that would have been the end of it, but I was able to talk through the issue I was having and they encouraged me to see it from a different perspective. I used some of the coaching techniques and we ended up doing a really good piece of work together.”



“We have been able to connect virtually with three young people, aged 14-25 and support them to play an influencing role among their peers, family and community about being more active. A package of training also equipped the young people with information around nutrition, safeguarding, Council services and Covid-19 and supported them towards sport leadership qualification.”

Active Communities Network, supported through the Tackling Inequalities Fund



## Our learning

**Understanding what makes change happen in complex systems is critical to take us forward together. We use a range of models and frameworks to help guide our work, building on GM Moving evaluation and learning over the past four years.**

We deliberately develop a learning mindset, encouraging each other to reflect and sense-make together and to adapt and evolve our how to take on board further learning, from our experiences and from elsewhere e.g. on movement-building, human learning systems and enablers of transformational change.

This learning journey will continue to be shared, openly, through conversation, events, blogs, videos, and the GM Moving website.



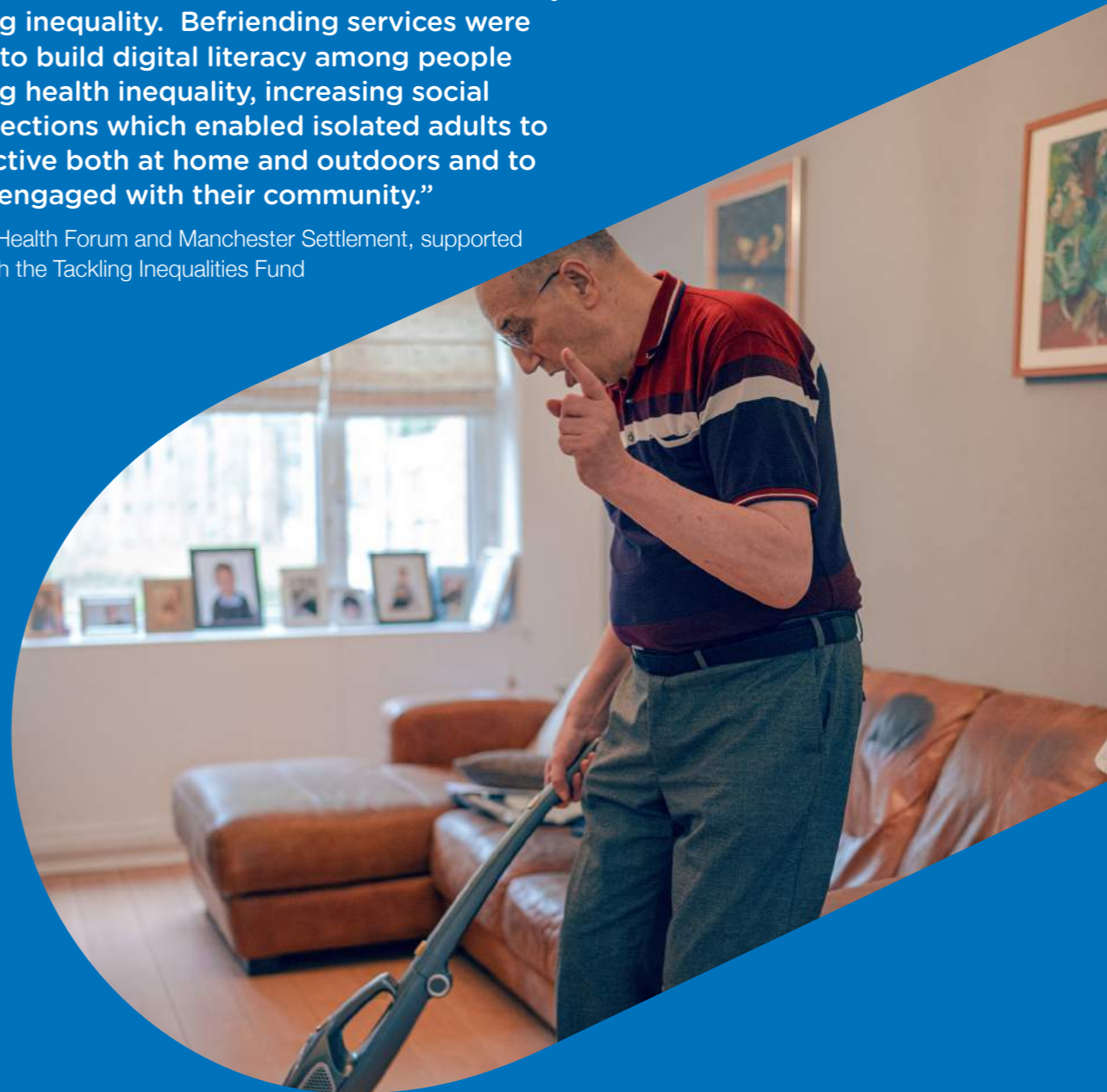
### Pointers for leadership practice Working in complex systems

The Pointers for Practice continue to serve as a guide for us all in the various roles we play as part of the GM Moving movement. They support whole system working and change – helping us all to lead through challenging and complex problems.

## GM Moving In Action stories

**“Funds were invested in trusted local people who able to reach out to the wider community facing inequality. Befriending services were able to build digital literacy among people facing health inequality, increasing social connections which enabled isolated adults to be active both at home and outdoors and to stay engaged with their community.”**

Black Health Forum and Manchester Settlement, supported through the Tackling Inequalities Fund

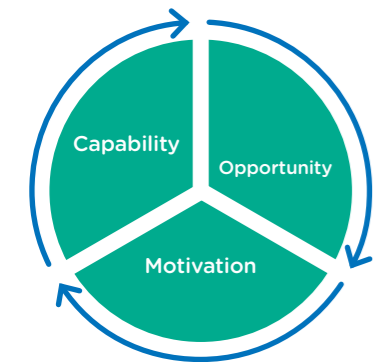
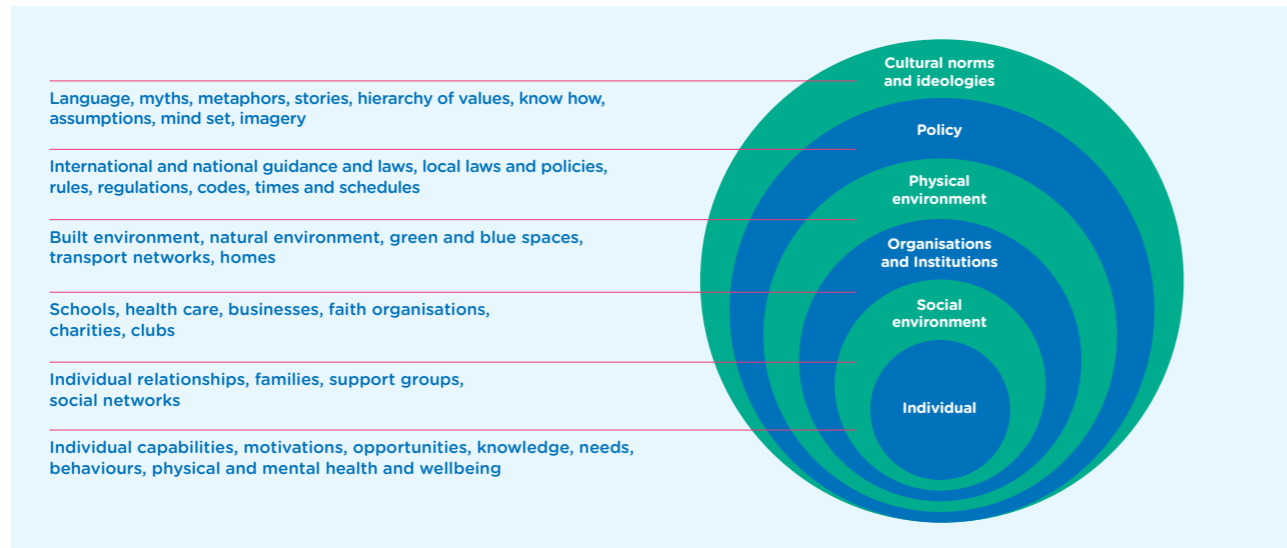




## A whole system approach Supporting system change

There's no silver bullet to increase activity levels and reduce inequalities. We take a whole system approach, working together to align all of the key influences on whether or not someone is active. The socio-ecological model helps us to do that, guiding us through the multiple layers that make up the system and influence how much we move.

### Population level change requires 'whole system' approaches



### Our approach to behaviour change

Telling people that moving is good for them and encouraging them to move more, is not going to make the change needed. We promote a person-centred approach to understanding differences in **capability, motivation and opportunity**.

## Enablers for change Creating the conditions

We've learnt that the following enablers are key to creating the conditions needed across the system for more active lives.



# Measuring progress

## What will success look and feel like?

When we look back from 2031 to today, we want to be able to celebrate an acceleration of progress, change and impact, shaped and informed by what we had learnt as we journeyed from the Blueprint of 2015, through the Plan of 2017, to GM Moving in Action 2021-31.

Our aspiration is that we won't need a GM Moving Strategy in 2031 because active living is so embedded into everything, stitched into the fabric of Greater Manchester; from housing to justice, transport to education, urban design to work, health and care to civil society.

The next phase is growing the movement; broadening, deepening and strengthening. Making it happen on the ground. Together, we are shifting the balance of the conversation; from strategies and plans, to action. Making it real, relevant and rooted in people's lives and experiences. With people, communities and organisations across the system. Maintaining universal support but channeling resources in a targeted way to those who need it most.

## Measuring progress

### How will we know if we are collectively moving in the right direction?

Culture change, system change and behaviour change can be observed, 'measured' and captured in multiple ways, and it is critical to look at outcomes as well as outputs. Some things can't be easily counted but they are equally important to understand; such as the growth of shared purpose, commitment and collective action towards a common goal. Changes in the way the system is operating, the way that people are working, the level of connectivity and collaboration and a growing sense of common purpose and alignment are key enablers of change. There have been significant milestones and steps forward in this work, captured in our evidence and evaluation.

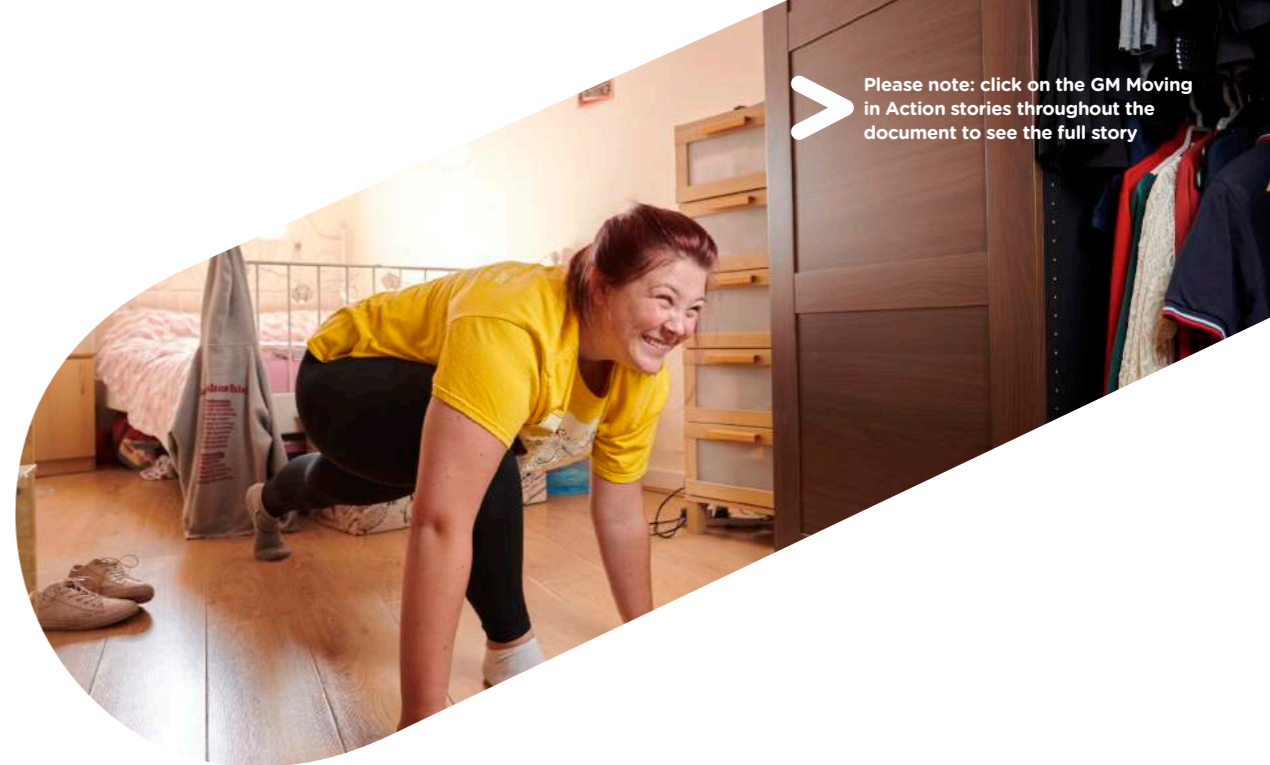
**“We know from evidence about system change, that it is important to celebrate what is good; to shine a light on it, so that learning can be shared and the good stuff can grow”**

Hayley Lever, Exec Lead GM Moving and CEO GreaterSport

### We want to know names and numbers, stats and stories.

### Stories inspire others, statistics influence others

The ambition and commitments set out in this strategy are underpinned by more detailed action plans setting out key steps forward for each priority area. These will continue to develop as a living route map to include a set of 1-3 year signposts for us to collectively sense check and re-orient around milestones for us to collectively measure progress against, to include a combination of quantitative assessment (what can be easily counted and measured) and interpretation (what can be felt and observed, e.g. relationships built, conditions created, cultural and systemic shifts); short and long term indicators.



## Indicators of change across our priority themes

- > **Active lives** – inequality gaps in activity levels are closing and an overall reduction in percentage of Greater Manchester population currently classed as 'inactive' doing less than 150 minutes of activity a week.
- > **Participation and inclusion** – Increase in participation of previously underrepresented groups in opportunities to be physically active including active travel, sport and leisure.

> **Place based-working and active design** – An increase in activity levels, participation, collaboration and good design for more active lives, in targeted neighbourhoods illustrated by stories of local people.

> **System conditions** – The enablers and conditions for active lives are growing and spreading. Broadening involvement and advocacy for active lives, new faces/ organisations in different rooms/ conversations, and physical activity embedded in policy, plans and discussions across whole system.





# Join in

It is time for deeds not words. We have seen how both small individual and big collective acts matter to this mission. The vision and commitments in this strategy need to be translated into action at all spatial levels, across the life course, and in every agenda for change and social justice.

Everyone can play a part. There are a wide range of roles that people play within the movement, e.g. as influencers, story-tellers, doers, analysts and disrupters. People play a role in both a personal and professional capacity, both are of equal value. Our collective diversity and experiences as people, communities and organisations brings strength and enriches the journey.

## There are lots of ways to get involved and join the movement

- > Keep moving!
- > Inspire others – share, online or in conversation, why moving matters to you, the many ways you like to move and what helps you to move more.
- > Help others to move more – ask someone else, a neighbour, family, colleague, friend, patient, what matters to them, how they would like to get moving more, and how to best support.
- > Be a GM Moving advocate – help to unite and grow the movement, e.g. put moving on the agenda in your work or community, share stories and statistics that may inspire and influence others.
- > Collaborate with others – find new ways to learn, lead and move together to help create the conditions for an active GM.
- > Access the power of GM Moving – connect, in person or via the website and social media to access the resources, information and network that exist to help you and others in GM to design moving into everyday life in GM.

## How to join in

Share information and inspiration



Write into your policies



Signpost to information



Advocate



Put moving on the agenda



Help others



Share stories



We are all GM Movers and Shakers, it's who we are and it's what we do!





# Learning, leading and moving together



More information  
[www.gmmoving.co.uk](http://www.gmmoving.co.uk)  
[info@gmmoving.co.uk](mailto:info@gmmoving.co.uk)

## #GMMoving