

Greater Manchester  
Moving > ^ < v

# #GMMoving

The Plan for Physical  
Activity and Sport 2017-21



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“We are delighted to be working with local partners to develop and implement the **Greater Manchester Moving** plan. It sets out our shared ambition to achieve a major increase in the number of people engaged in physical activity, in line with Sport England’s strategy Towards An Active Nation.

To achieve this we will adopt system-wide changes to address health inequalities and build the resilience of local communities. We signed a Memorandum of Understanding in July 2016 to work in collaboration with Greater Manchester and to share our learning with national partners.

The **Greater Manchester Moving** plan cements the ambitions of Sport England, Greater Manchester Combined Authority and the Greater Manchester Health and Social Care Partnership, and sets out the approach we will take together, to bring about a population-level change in people’s relationship with physical activity within Greater Manchester.”



**Jennie Price**  
CEO, Sport England

# Foreword

## Greater Manchester’s ambition is always to be the best at whatever we do.

Our athletes, from a whole range of sports, have proven we can achieve that time and time again.

Our aim is now to build on our strengths and put physical activity at the heart of our approach for everyone, as we develop a Greater Manchester model for improving not just services but lives.

An active life should become the norm, with people of all ages and from all backgrounds walking and cycling as part of their daily routine, supported by our transport infrastructure and attractive public spaces.

Increasing the proportion of us who are regularly active will result in better physical and mental health and wellbeing, the strengthening of friendships, family and community relationships.

It will help our city region to flourish, with a stronger, more vibrant economy. Improved air quality and reduced congestion, resulting from our growing active travel habits will help us to meet our climate change obligations, ensuring a more sustainable future for everyone.

Physical activity is a public health priority and will be embedded in our approach because going from inactivity to activity is often one of the easiest and most positive lifestyle changes people can make. Having taken that step, people are then more likely to make other changes – be that smoking, drinking or diet.

But the challenge is significant. 38% of us are not active enough to benefit our health. Women and girls, those from lower income groups, those with a long term illness or disability, those from black and ethnic minority backgrounds and older people are all less likely to enjoy the benefits of an active life.

The health costs of inactivity are at least £26 million per year in Greater Manchester. That is why we are setting out an ambition which all of us in Greater Manchester can help to lead, backed up by a framework and implementation plan for getting us there.

That ambition will be for everyone in Greater Manchester to become more active – across all communities and all ages. It will be backed up by a new and stretching target to measure our progress. We will double the rate of past improvements, reaching the target of 75% of people active or fairly active by 2025. **Greater Manchester Moving** 2017-21, and its implementation plan outline the journey we need to go on to realise our ambition.

This is possible because, as this document sets out, we are developing new approaches in Greater Manchester which bring together services in a way which puts people at their heart and focuses on early intervention and prevention. For example, the devolution of health and social care provides an opportunity to move away from a system that treats, to one which prevents – a fundamental shift to a social model of commissioning. Not only will this make our public services sustainable in the long term, but it will help to address the significant inequalities in our city region as people benefit from the better health, wealth and wellbeing that comes from being active.

To deliver our ambitions, we will involve the passion and commitment of the voluntary and community sector and business. People in Greater Manchester are our greatest asset and we need to engage with them to change behaviour and make Greater Manchester a healthier and happier place to live, to again prove that Greater Manchester can set high ambitions and achieve them.



**Andy Burnham**  
Chair of the GMCA and  
Mayor of Greater Manchester



**Lord Peter Smith**  
GMCA Portfolio Lead for  
Health and Social Care Services



**Cllr Jean Stretton**  
GMCA Portfolio Lead for Equality,  
Fairness and Inclusion

# Greater Manchester Moving: The Ambition

Everyone in Greater Manchester more active, to secure the fastest and greatest improvement to the health, wealth and wellbeing of the 2.8m people of Greater Manchester<sup>1</sup>

<sup>1</sup> This supports the ambition set out in 'Taking Charge of our Health and Social Care', December 2015

## Our Ambition

Our shared purpose is to positively change the lives of people across Greater Manchester through physical activity and sport. Building from our strengths and through systemwide collaboration, we will double the rate of past improvements, reaching the target of 75% of people active or fairly active by 2025.

This will contribute towards delivering the Government's five outcomes for sport within Greater Manchester:

Physical Wellbeing; Mental Wellbeing; Individual Development; Social and Community Development; and Economic Development.

To achieve this, champions across Greater Manchester will:

### 1>

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

### 2>

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

### 3>

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

### 4>

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

### 5>

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

### 6>

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

### 7>

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

### 8>

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

### 9>

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

### 10>

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

### 11>

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

### 12>

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



# A Call to Action

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

Local leaders and champions are needed to help transform physical activity and sport engagement in their town, neighbourhood, workplace, district, borough or city.

This challenge can be embraced by everyone from strategic leaders to parents, teachers, friends, colleagues and leaders in every community.

Creating this level of social transformation will be an organic, ongoing process. Leaders across the system, in all sectors, in every community, can support the ambition to get **Greater Manchester Moving**, making personal and organisational commitments to change.

This can be done via social media using the hashtag #GMMoving

## What is Greater Manchester Moving?

**Greater Manchester Moving: The Plan for Physical Activity and Sport** is the 'comprehensive plan to reduce inactivity and increase participation in physical activity and sport that is aligned to the Greater Manchester Population Health Plan priority themes and wider reform agenda.'<sup>2</sup>



<sup>2</sup> Greater Manchester Population Health Plan (2017-21)

<sup>3</sup> Nelson Mandela, 1992

# Greater Manchester Moving, Progress to Date

Since the first **Greater Manchester Moving** 'Blueprint for Change' was launched in 2015, great progress has been made.

## Impact

- > Greater Manchester is in a strong position. We are building from a good base. Since 2010, partners across Greater Manchester have succeeded in supporting and enabling more than 1 million people across Greater Manchester to reach Chief Medical Officer recommended levels of physical activity
- > The proportion of inactive people in Greater Manchester is reducing quicker than the national rate

- > Significant progress made against all of the original **Greater Manchester Moving** pledges. Examples of progress at Greater Manchester and locality level can be found at [www.gmmoving.co.uk](http://www.gmmoving.co.uk)
- > Localities already support and engage inactive people in physical activity across the life course. Evidence based approaches are developing, with commitment to scale up interventions and approaches that are most effective

- > The total economic impact of sport, both participation and non-participation activities is also significant with a Gross Value Added of £1245.4m, of which over £598m is as a result of people participating in sport

- > The impacts go beyond elite sport, events and economic impact. Physical activity and sport has a transformative and unifying power.

*"Sport has the power to change the world... It has the power to inspire. It has the power to unite people in a way that little else does. It speaks to youth in a language they understand. Sport can create hope where once there was only despair. It is more powerful than government in breaking down racial barriers."*<sup>3</sup>

This is understood by organisations across Greater Manchester who enable life changing experiences for people from all ages and backgrounds, in communities across the city region, come rain or shine



# Greater Manchester Moving, Progress to Date

## Strategic commitment

- > The commitment to system change and a whole system approach to this agenda is significant. Engagement at the highest level, and the positioning of physical activity and sport at the heart of the Greater Manchester Reform Agenda are helping to accelerate the scale and pace of change
- > Exemplary leadership is challenging inactivity at the highest level. It is helping to engage key influencers, deliver meaningful system change and secure positive outcomes with and for Greater Manchester residents
- > Devolution and the ambitious approach to population scale health improvement has led to the development of a unique relationship between the Greater Manchester Combined Authority (GMCA), the NHS in Greater Manchester and Sport England, who signed a Memorandum of Understanding (MoU) in July 2016, committing to working together to;

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

- > The MoU and associated Action Plan provided an agreed framework to explore the delivery of both the Government’s and Sport England’s strategies for sport and physical activity at a Greater Manchester and locality level
- > They place the customer first and central to all thinking and delivery while contributing to the strategic priorities of Greater Manchester, articulated in ‘Taking Charge,’ particularly regarding health, economic growth and social wellbeing. ‘Taking Charge’ explicitly references the role of **Greater Manchester Moving** in relation to the radical upgrade in population health prevention:

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

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

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

- > Along with the devolution of powers to Greater Manchester, the first Metro Mayor in Greater Manchester was elected in May 2017. The Mayor’s manifesto, ‘Our Manifesto’<sup>4</sup>, set out an ambition for the city region to be a place where people are ready to do things differently and set out a number of commitments to increase physical activity in Greater Manchester



- > This high level strategic commitment aligns with aspirations across Greater Manchester. We will take a strengths-based approach, recognising that our people are our biggest asset. We will invest ever more in early intervention and prevention, so that we deliver sustained improvement in outcomes and spend less on dealing with the costs of failure. We will reconfigure specialist services to drive consistency of standards and outcomes across Greater Manchester and create stronger Greater Manchester standards and shared services to drive improvements and value for money

- > Thirteen organisations (predominantly leisure trusts) who deliver, enable and facilitate physical activity and sport in Greater Manchester’s ten localities came together in 2015 to form Greater Manchester Active. This association was established to work collaboratively to share and scale up best practice, design and deliver solutions together and share resources and expertise to enhance the impact on population health and wellbeing across Greater Manchester’s communities

- > No city region in the UK better understands the role that physical activity and sport can play in delivering wider social, community and economic outcomes. The model of sport-led regeneration through the 2002 Commonwealth Games has helped to influence the sporting landscape across the country with London and Glasgow adopting similar approaches to regeneration. The city is ranked 5th in the ‘World’s 25 Ultimate Sport Cities’ by Sports Business Magazine and has been described as ‘culturally iconic’ particularly with the professional football teams in the city region

<sup>4</sup> www.burnhamformayor.co.uk/ourmanifesto

# Greater Manchester Moving Refresh

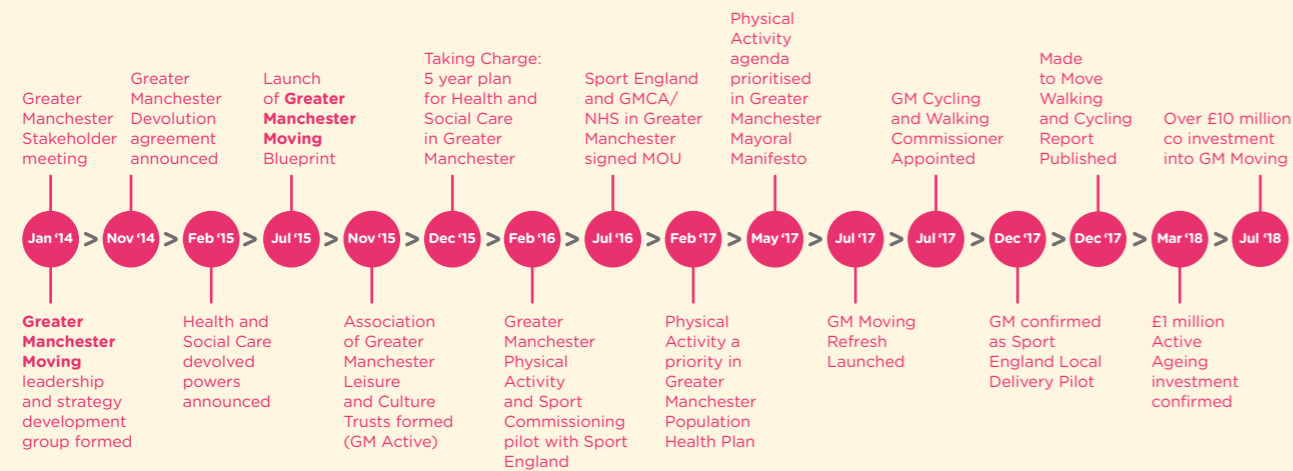
Since the original **Greater Manchester Moving Blueprint for Change** was launched in 2015, the landscape in Greater Manchester has shifted significantly.

An ambitious approach to public service reform and health and social care transformation is underway, which a more active population can both support and benefit from.

**Greater Manchester Moving 2017-21** provides the opportunity to bring together current and emerging priorities relating to physical activity and sport under one umbrella to ensure we secure transformational change for people across Greater Manchester.



## The Greater Manchester Moving journey so far



# Success Stories

## Cycling for fun and friendship

Thousands of people have been inspired to take to their bikes and Ride Social, thanks to a partnership between Transport for Greater Manchester (TfGM) and British Cycling.

British Cycling had previously provided its local programme of Breeze rides for women and Sky Ride Local led rides in two of Greater Manchester's ten districts.

But thanks to TfGM providing funding via its innovative cycling programme, rides have been extended right across Greater Manchester from 2015-17.

Over the two years more than 6,600 people have taken part in 248 Sky Ride Local and 786 Breeze rides. It is estimated that the number of unrecorded people taking part in social rides could more than double this amount.



## Keith's story

Too often, people feel afraid to admit that they are struggling with their mental health. This fear of prejudice and judgement stops people from getting help and can destroy families and end lives. 1 in 4 people in the UK will experience a mental health problem each year. Keith struggled with depression but decided to speak up and get the support he needed. Here is his story:

*"When I became unwell I wanted to be proactive in my own recovery rather than just depending on medication. In the early stages of being unwell, I found myself sat at home not knowing what to do with myself after working for 30 years and I found that a problem. I knew if I just sat at home I would become lost and sucked into depression further. So I filled in a self-referral form off the Mind website and a few weeks later I was invited down to my local branch for a talk, and then I was offered access to all the services Mind had to offer.*

*I have always been active so I found myself gravitating toward the 'get set to go programme'. The programme offers a wide variety of sporting activities including; football, boxing, walking, badminton, gym access, relaxation all at a reduced fee and some are provided for free.*

*I started walking initially due to having a stressful job and wanted a release from that pressure.*

*The benefits from walking especially with a mental illness like depression and anxiety are that it takes you away from the hustle and bustle of everyday life and crowded and noisy places. It gives you an opportunity to gather your thoughts, relax and connect with nature.*

*There are some amazing places to walk and just focusing on the sounds of rivers, birds and wildlife whilst enjoying the amazing views definitely works for me. It would be foolish to think that walking alone will cure all the problems we face in life, but it most definitely helps towards aiding a recovery or fitness regime."*

# Active Lives: The Facts

Why are active lives so important to the future health, wealth and happiness of Greater Manchester residents?

Despite great progress to date, we are only at the beginning of our journey to turn the tide of inactivity.

Greater Manchester is trailing the national average of people living active lives and stark inequalities exist. The cultural transformation required will take at least a generation to have a significant impact.



Doing less than 30 minutes of physical activity per week is one of the top 10 causes of early deaths.

Workers take 27% fewer sick days



Physical activity programmes at work can reduce absenteeism by up to 20% and on average physically active workers take 27% fewer sick days.

Nationally 131 million days were lost due to sickness absences in 2013, and 15 million days in the North West. A 20% reduction in the North West would reduce this by three million days.

As well as being a risk factor for premature death in its own right, leading increasingly inactive and sedentary lifestyles – linked to time, work and more reliance on travelling by car – has also contributed to the steady rise in levels of obesity.

Inactivity affects our mental health



An active life reduces anxiety, lifts mood, reduces stress, promotes clearer thinking and a greater sense of calm, increases self-esteem, and reduces the risk of depression.<sup>5</sup>

The social and emotional benefits include helping to make friends and connect with people, having fun, challenging stigma and discrimination.

<sup>5</sup> Mind, physical activity, sport and mental health, www.mind.org.uk 2015

Road transport is responsible for 80% of the pollution where legal limits are being broken in the UK<sup>6</sup>



Reducing the environmental impact of road transport will be critical to supporting our carbon targets and improving air quality, as it accounts for 65% of nitrogen oxide and 79% of particulate emissions.

These two dangerous pollutants contribute to respiratory illness, as well as cardio-vascular problems and cancer, leading to around a thousand early deaths in Greater Manchester every year.

65% of adults are overweight



While everyone would benefit from being more active every day, this is especially true in Greater Manchester, with 65% of adults and 28% of children classified as overweight or obese, which is significantly worse than the UK average.

<sup>6</sup> Department for Environment, Food and Rural Affairs (2015) Improving air quality in the UK: tackling nitrogen dioxide in our towns and cities, UK Overview Document, December 2015

Inactivity costs £26.7m per year

Inactivity is estimated to cost health services in Greater Manchester £26.7 million per year (2013/14 figures).

This figure relates to the main chronic diseases (heart disease, diabetes, CVD and cancer) that could be prevented by exercise.



For children and young people, 22% of pupils in Greater Manchester are starting school in reception class with excess weight, which increases to over 35% when leaving primary school.

These are much higher rates of childhood obesity than the rest of the country, according to the most recent National Child Measurement Programme (NCMP) data.

An active life equals higher earnings



Research suggests that participating in 3 x 30 minutes of activity per week could translate to an average increase in earnings of 7.5% due to improved productivity, social capital/networks and motivation to perform.

Inequalities in activity levels are significant, and growing



Trends show that inequalities in activity levels between men/women and non disabled/disabled people are growing at a faster rate in Greater Manchester than they are nationally.<sup>7</sup>

<sup>7</sup> Sport England, APS 6/7 to 9/10

# The Scale of the Challenge in Greater Manchester

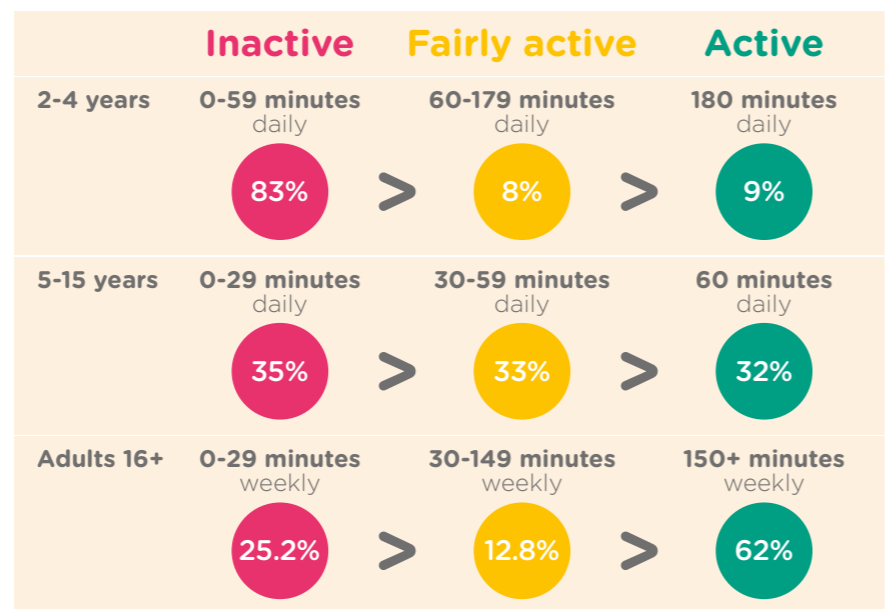
**27.1% of females are inactive**

- > 20.3% of those without a disability are inactive compared to 36.8% of disabled people with one impairment, 34% of people reporting two impairments and 47.4% of people with three impairments. **Trends indicate that the inequality gap is larger than the national gap and is still widening**
- > **38% of Greater Manchester adults (16+) are not active enough to benefit their health.** 25% are inactive. This is higher than the national level, at 22%<sup>8</sup>
- > **Only 55% of residents feel safe riding a bike in the daytime (20% at night)**<sup>9</sup>
- > **Nearly eight in ten residents (77%) support improving the safety of riding a bike,** rising to 84% for those who ride a bike<sup>9</sup>

- > **Levels of inactivity vary between localities,** ranging from 22-33% across the ten boroughs of Greater Manchester, and also across various under-represented groups
- > **27.1% of females are inactive compared to 23% of males.** Trends indicate that the inequality gap between males and females is larger than the national gap and still widening
- > **There are huge inequalities in activity levels between the different socio-economic groups,** those of different gender, disability and age
- > Disabled people with three impairments or more, people in the lowest socio-economic groups (6-8) and people over 55 are almost **twice as likely to be inactive as non-disabled people,** people in the highest socio-economic groups 1-2 and those aged 16-34

**Inactivity rises to 33.9% in lowest income groups**

- > Between the upper (1-2) and lower (6-8) socio-economic groups, **levels of inactivity rise from 16.3% to 33.9%**
- > Levels of inactivity range from 18.4% between the ages of 16-25 and 33.2% for those aged 65 and over
- > The proportions of inactive people from Asian, Black, Chinese, mixed and other ethnicities are all **higher than those from white British backgrounds**



<sup>8</sup> Active Lives Survey November 2015 - November 2016, Sport England  
<sup>9</sup> Bike Life Report, 2015 <http://cycling.tfgm.com/Pages/pdfs/Bike-Life-Greater-Manchester-2015.pdf>

# Success Stories

## Volunteer Inspire Programme

Manchester City Council have been using the Volunteer Inspire Programme (VIP) to recruit volunteers for all of the sport events that they host within the city for a number of years. In the past 12 months their volunteers have contributed to the thousands of volunteer hours to the local area to make sure community sport, local events and international events happen.

One of their regular volunteers is a young person, called Oneida, who is passionate about supporting and delivering events to the Manchester community. Oneida has been an active volunteer on the VIP since 2014 and continues to regularly volunteer in sports events throughout Manchester.

The opportunities that she has been exposed to have led her to get involved in regional and national programmes, coaching opportunities and community events.

Oneida has been involved in many major events around Greater Manchester such as the Great Run, Sky Ride, National Squash Championship, National School Games, Community Games, Urban Attack, AEGON Tennis Trophy and The Cancer Research Winter Run. Oneida has this to say about her volunteering experiences:

*"Whilst volunteering at the events I have made friends and have gained confidence speaking to the public and assisting the public's needs. I am happy that I have challenged myself to try new things without the company of my friends. I felt that all of my voluntary work has moulded me to become a better person."*

VIP has enabled 7,595 individuals to sign up and find a volunteering experience. It has also enabled 528 organisations to find volunteers for local events. This has resulted in over 85,000 volunteer hours, saving the economy more than £1,000,000.



## Working together against cancer

Greater Manchester Active (the Association of Greater Manchester Leisure and Cultural Trusts) and the Greater Manchester Cancer Vanguard have worked together to ensure that cancer rehabilitation services through physical activity interventions are delivered across Greater Manchester.

The evidence for the role of physical activity in cancer rehabilitation and secondary prevention is clear, and was identified by the Greater Manchester Cancer Vanguard as one of the projects under Workstream 4: Secondary Prevention.

Working together with Greater Manchester Active, the Cancer Vanguard audited existing services, and determined that there was a need to upskill a workforce across Greater Manchester, working predominantly in leisure to be able to deliver physical activity interventions for those with cancer. Staff were identified across Greater Manchester to participate in training with an additional 20 individuals progressing to Cancer Rehabilitation Level 4, adding to the existing 19 staff.

To augment the training a workshop was held bringing together commissioners and providers from across Greater Manchester to explore standardisation of care pathways and shared evaluation. This work is still in development.

20 additional staff are now trained and able to work with cancer patients, providing a significant opportunity to embed physical activity in cancer pathways with patients across Greater Manchester already benefitting from this expertise.



# The Opportunity

‘If a medication existed which had a similar effect to physical activity, it would be regarded as a ‘wonder drug’ or a ‘miracle cure’<sup>10</sup>

‘Towards an Active Nation’<sup>11</sup> insight informs us that; “Extensive research tells us we don’t have to promote the benefits of sport and physical activity. Almost everyone knows it is good for them, and most would like to do more. We need to make that an easy, practical, attractive choice, especially for people who tend not to take part in sport or activity: women and girls, disabled people, those in lower socio-economic groups and older people.”

Data and insight on trends and aspirations offer a huge opportunity for positive change in Greater Manchester, as does the current landscape, as the city region supports people to take charge of their own health and wellbeing. Supporting and enabling people to live a more active life is a key part of this.

As policy and strategy support **Greater Manchester Moving** from the top-down, a grassroots social movement will be supported and encouraged, with people at the centre of behaviour change support and the development of social capital in communities.

There is compelling evidence to show that:

- > Physical activity and sport contribute to physical and mental wellbeing, individual development, social and community development and economic development<sup>12</sup>
- > Physically active children and young people are more likely to do better academically<sup>13&14</sup>
- > An active population drives a stronger economy and has a positive effect on employability<sup>15</sup>

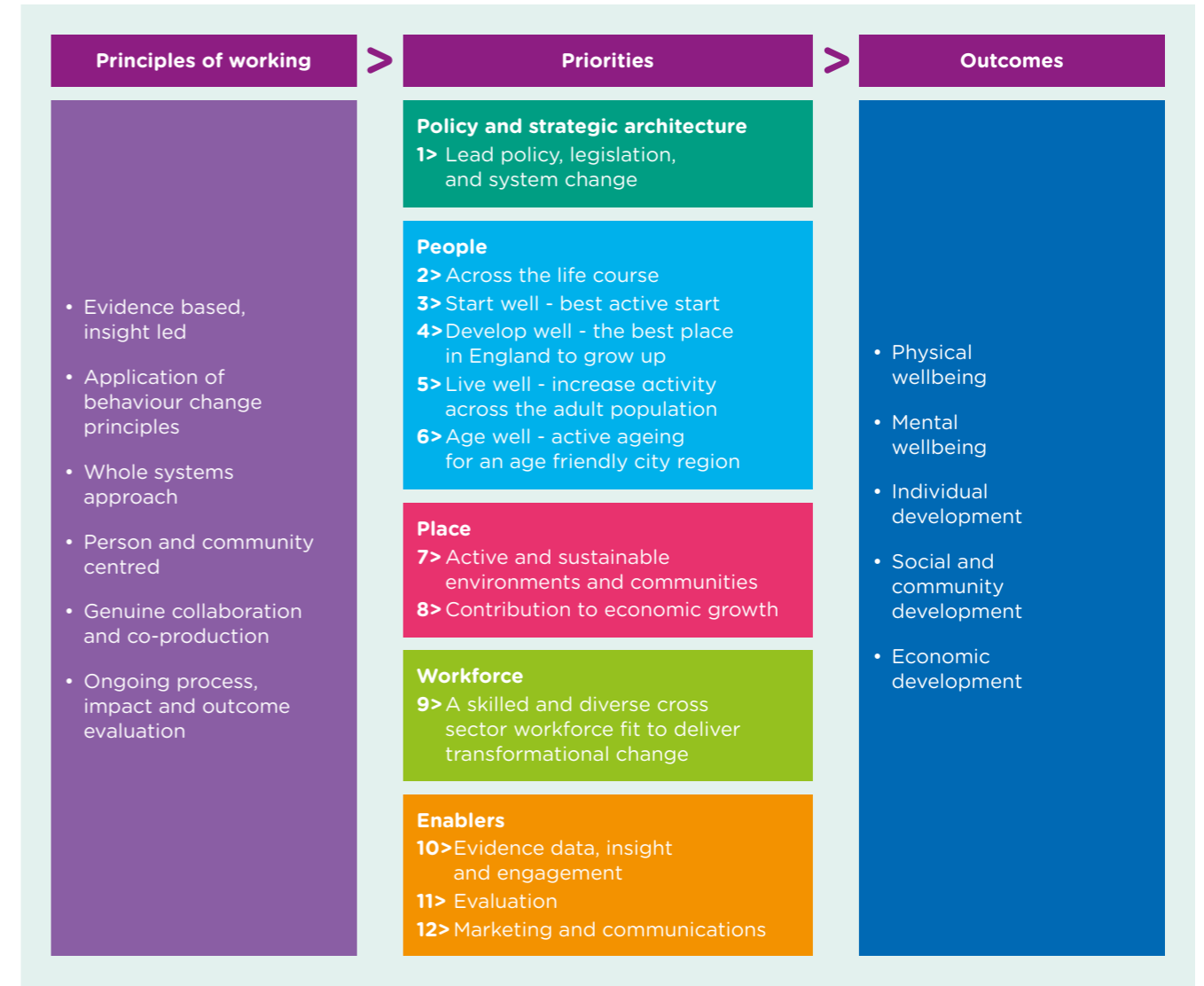
- > An active lifestyle maintains and improves physical and mental health and wellbeing
- > Active workplaces are more productive<sup>16</sup>
- > Sport can provide positive activity for young people and help reduce risk taking behaviour, crime and anti-social behaviour<sup>17</sup>
- > Those who play sport and are active are healthier, happier and more likely to be successful in academic and professional life<sup>18</sup>
- > Cycling and walking infrastructure, supporting increased active travel reduces carbon emissions and air pollution
- > 75% of residents would like to see more investment in cycling<sup>19</sup>



Recent engagement through ‘Taking Charge’ showed that 55% of people in Greater Manchester do want to be more physically active.

# Greater Manchester Moving Strategic Framework 2017-21

The framework below summarises the principles of how the system will work together to achieve the outcomes highlighted, through the identified priorities, detailed on pages 22-32.



<sup>10</sup> Sir Liam Donaldson, the former Chief Medical Officer of England

<sup>11</sup> <https://www.sportengland.org/media/10629/sport-england-towards-an-active-nation.pdf>

<sup>12</sup> A Sporting Future 2016 and Towards an Active Nation 2016

<sup>13</sup> Department of Health, 2014, Moving More, Living More: Olympic and Paralympic Games Legacy, <https://www.gov.uk/government/publications/moving-more-living-more-olympic-and-paralympic-games-legacy>

<sup>14</sup> The link between pupil health and wellbeing and attainment: A briefing for head teachers, governors and staff in education settings. 2014 London. Public Health England [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/370686/HT\\_briefing\\_layoutFINALvii.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/370686/HT_briefing_layoutFINALvii.pdf)

<sup>15</sup> The Impact of Engagement in Sport on Graduate Employability, Sport Industry Research Centre, 2013

<sup>16</sup> Physical activity programmes in the workplace have resulted in reductions of absenteeism between 30% and 50%. (Davis, Adrian, Jones, Marcus (2007) Physical activity, absenteeism and productivity: An Evidence Review.)

<sup>17</sup> Source: Sport England

<sup>18</sup> CASE: The Culture and Sport Evidence Programme, 2015. ‘A review of the Social Impacts of Culture and Sport by Peter Taylor, Larissa Davies, Peter Wells, Jan Gilbertson and William Tayleur’

<sup>19</sup> Bike Life Report, 2015 <http://cycling.tfgm.com/Pages/pdfs/Bike-Life-Greater-Manchester-2015.pdf>

# Principles of Working

Fundamental to our approach is a set of core principles of working that underpin all our priorities.

## Person centred

At the heart of **Greater Manchester Moving** is the need to put people at the heart of what we do. Across Greater Manchester, we are clear that people's lives do not fit neatly into public service sectors or organisational boundaries.

In an ever changing physical activity landscape social and work patterns have given rise to new activities. Others are in decline, as people have competing demands on their leisure time. An improved understanding of people's needs is key. We need to understand and respond to how people organise their lives and help the physical activity sector to be more welcoming and inclusive, especially for the least active groups currently under-represented in terms of their engagement. We need to ensure that everybody has a high-quality experience in whatever setting or activity choice they choose.

## Behaviour change

We will do this by applying the principles of behaviour change, supporting cross sector workforces to understand behaviour change. We will adopt a life course approach. In putting people at the heart of what we do we will be inclusive with the aspiration for everyone in Greater Manchester to have equal opportunities, life chances and the potential to lead safe, healthy, happy and fulfilled lives.

**Greater Manchester Moving** will focus on the places and demographic groups with the highest levels of inactivity to maximise health benefit for all, in particular, those from lower income groups, women and girls, those with a long term disability or illness, older people and people from black and minority ethnic groups.

## Whole systems approach

Population level behaviour change for active lives requires a system wide approach. There isn't one solution to the issue of inactivity. We will enable cross sector workforces to consider the barriers and enablers to people leading more active lives; from policy, the physical environment, organisations and institutions, the social environment, to people of all ages, their motivations, opportunities, needs and behaviours.<sup>20</sup>

<sup>20</sup> Source: Socio-Ecological Model, Sport England

## Everyone is a leader

Transformational change will not be delivered by a top down approach. **Greater Manchester Moving** sets the framework but relies on everyone across the system and within communities to recognise the critical role that they can play in bringing about positive change. Distributed leadership across the system will be encouraged, enabled and celebrated.

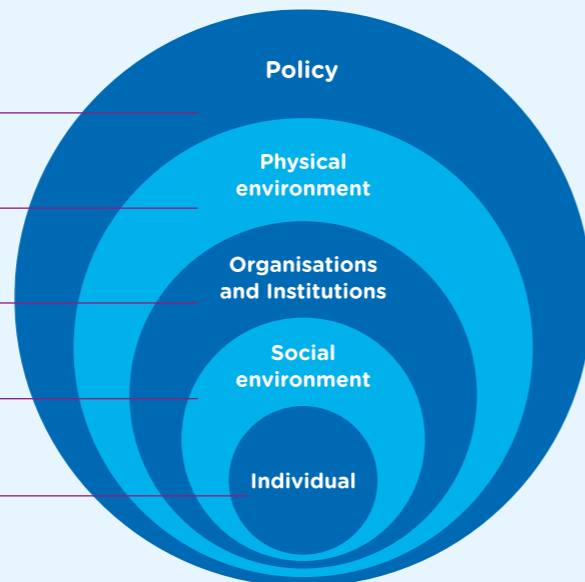
## Genuine collaboration and co-production

The most successful examples of person and community centred approaches in practice are those developed by people and communities, working with and alongside commissioners, providers and policy makers, who co-design and co-deliver solutions that work. Support, facilitation and training are needed to support good co-production.

We understand that where resources might be tight we need to collaborate effectively to maximise the return on investment of what we do. This is not easy but it is the starting point for creating change.

## Population level change requires 'whole system' approaches

- > International and national guidance and laws, local laws and policies, rules, regulations, codes
- > Built, natural, transport links
- > Schools, health care, businesses, faith organisations, charities, clubs
- > Individual relationships, families, support groups, social networks
- > Individual capabilities, motivations, opportunities, knowledge, needs, behaviours



# The Greater Manchester Moving 'Approach to Transformational Change'

The Approach to Transformational Change has been adapted from the Population Health Plan Commissioning Cycle, and will be used to guide and support all of the work under **Greater Manchester Moving**. This will ensure that the principles that underpin this whole system approach, with people and behaviour change at its heart, are lived out in policy and practice.

## Behaviour change for active lives



### 4> Engage across sector/ across the system and with priority cohorts

Start from an appreciative standpoint. Then explore the issue, question or challenge and co-design system change and solutions. Consider skills and workforce development

### 3> Examine the evidence, data and insight

Where are the priority audiences? What are the individual, social, environmental and policy factors that are influencing behaviours? What works to engage them? What do we know and understand about people's lives, fears, barriers to change? What don't we know? How can we find out?

### 2> Scale of potential impact

Segment the population based on evidence, data and insight, to identify priority audiences

### 1> The case for change

Establish the case for change (high level problem, current outcomes). Take time to understand what is already working well. Learn from this

### 5> Pilot system change or investment

Decision made on system change or investment required, enabling transformation or creation of system, service or approach. Typically start on a pilot basis - mainstreaming following successful pilot or trial

### 6> Grow and scale what works

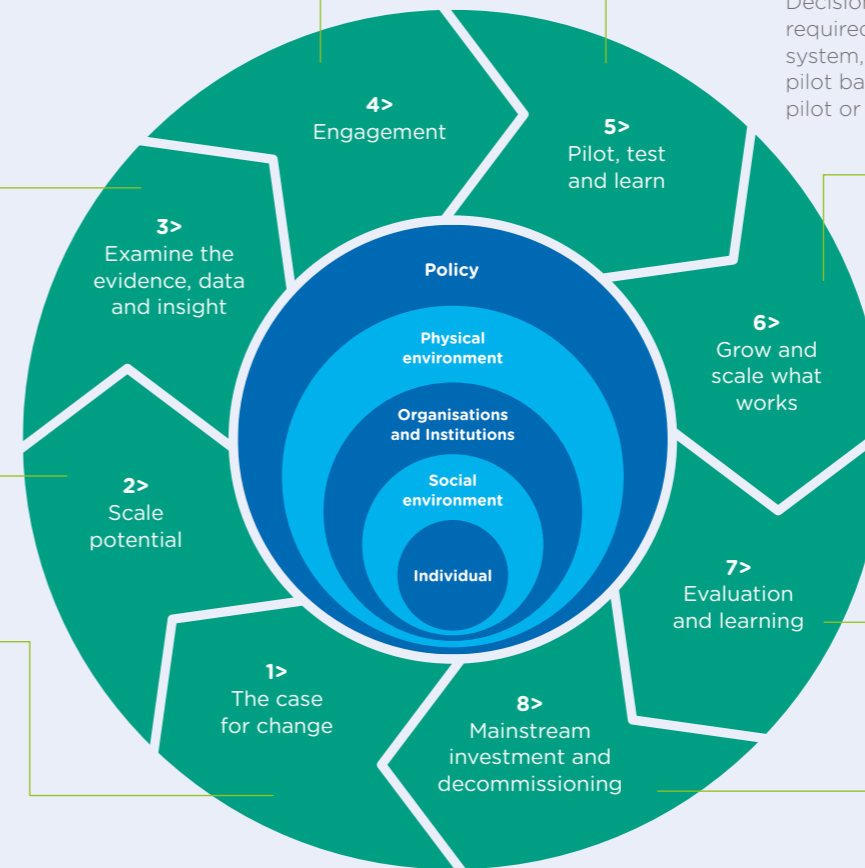
Support and enable the growth of approaches and interventions that work. Develop ways to scale up across neighbourhoods, localities or Greater Manchester where appropriate to local needs and assets

### 7> Evaluation and learning

Ongoing evaluation of process, outcomes and impact. Evaluation and learning used continuously to refine approaches and delivery models

### 8> Mainstream investment or decommissioning

Agreement on ongoing investment to support mainstreaming (for example, funding commitments/resource allocation to support system change)



< Further development of insight throughout >

< Process, output and outcome evaluation throughout >

< Marketing and communications considered throughout >

# Greater Manchester Moving: Priorities

## 1> Policy and strategic architecture

### What will success look like?

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

#### Priority actions:

- 1.1 Provide strategic leadership to ensure that physical activity is a central pillar of all key Greater Manchester and Locality Strategic Plans, policies and commissioned contracts
- 1.2 Make physical activity a core part of the conversation across the public, private and voluntary sectors, winning hearts and minds, and engaging **Greater Manchester Moving** Ambassadors, in strategic roles, as community champions and advocates in the 'Call to Action'
- 1.3 Create a coherent voice for physical activity and sport connected into the governance arrangements of the GMCA and the Greater Manchester Health and Social Care Partnership
- 1.4 Define standards and continually shape a strong narrative of what 'good' looks like in relation to the recommended actions in **Greater Manchester Moving**

## 2> People

### What will success look like?

#### Across the life course

We will 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.

#### Priority actions:

- 2.1 Ensure that physical activity and sport are integrated into locality working around health and social care transformation via Locality Plans and Local Care Organisations
- 2.2 Embed physical activity at the heart of broad approaches to social prescribing across Greater Manchester
- 2.3 Work with diverse providers based on community need to ensure that there is a focus on physical activity and sport provision which engages inactive people, challenging and addressing stubborn inequalities in participation, and helping to support people to maintain an active lifestyle through the key transitions throughout their life
- 2.4 Support and mobilise the third sector, engaging in a collaborative effort to increase the role of physical activity in supporting community outcomes for priority audiences
- 2.5 Support and enable people to lead a social movement towards active lives. Develop deep insight and understanding of local needs and priorities. Support people to harness the power of physical activity and sport to improve lives and communities
- 2.6 Embed consistent use of the **Greater Manchester Moving** 'Approach to Transformational Change', understanding of behaviour change and whole system approaches throughout the system
- 2.7 Embed physical activity and sport as part of the whole system approach for better nutrition, healthy weight, physical and mental health and wellbeing
- 2.8 Prioritise the engagement of families and communities, supporting a social movement towards activity as the norm
- 2.9 Build on our track record for elite sport, and harness the power of brands and athlete role models to support our aspirations for participation and engagement through physical activity and sport

## 3> Start well

We will ensure that young people aged 0-4 will have the best active start in life with physical literacy prioritised as a central feature of starting well.

#### Priority actions:

- 3.1 Raise awareness of and embed the UK Chief Medical Officer's physical activity guidelines into the practice of professionals working in early years across all settings
- 3.2 Embed physical activity as part of the Greater Manchester Early Years Delivery Model (EYDM)
- 3.3 Develop and embed an Early Years Physical Literacy Framework and assessment tool across all settings
- 3.4 Ensure that those working with young people and parents/guardians are supported to embrace the role that physical activity can play to support school readiness, physical and mental health and wellbeing



# Greater Manchester Moving: Priorities

## 4> Develop well

Greater Manchester will be 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.



### Priority actions:

- 4.1** Ensure that all education settings (primary, secondary and tertiary) develop evidence based 'whole school' approaches to physical literacy, physical education, physical activity and sport, helping all children to enjoy an hour of physical activity every day. This should be based on the evidence of what works and includes:
  - 4.1.1** All education settings supporting and enabling the recommended amount of physical activity per day embracing approaches like the 'Daily Mile'
  - 4.1.2** Ensuring the fundamentals of an active lifestyle are in place so that every young person a) receives cycle training and can confidently and safely ride a bike when they leave primary school, and b) is able to swim confidently by the time they leave primary school
  - 4.1.3** Developing the evidence base and approaches to supporting children and young adults' mental health through physical activity and sport
  - 4.1.4** Using physical activity and sport as a tool for broader curriculum and enrichment outcomes
- 4.2** Prioritise the development of more joined-up approaches outside the school curriculum, both at primary and secondary levels, helping to address children's mental health, physical health including childhood obesity and supporting young people who or are at risk of committing offences
- 4.3** Ensure there are effective transitions and pathways in place for people to continue an active lifestyle through education settings and from education to community settings and as they enter the workplace. This includes pathways for those with talent to develop their interest and fulfil their potential in sport
- 4.4** Maximise the engagement of young people and young adults (16-25) in physical activity and sport, as participants, leaders and volunteers and therefore contributing to further and higher education objectives relating to employability, academic learning, student experience, physical and mental health and wellbeing

## 5> Live well

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



### Priority actions:

- 5.1** Prioritise the role of physical activity and sport in supporting prevention and early intervention for people aged 40-60 with, or at risk of, long term conditions (specifically cancer, cardiovascular disease and respiratory disorders). This includes:
  - 5.1.1** Working with pathfinder local providers to embed physical activity within the development of an effective delivery model aimed at promoting a radical upgrade in self-care and lifestyle prevention, which can be tested at scale in parts of Greater Manchester
  - 5.1.2** Ensuring that physical activity and sport are embedded into lifestyle and wellness services
  - 5.1.3** Ensuring that mental health and wellbeing are considered equal to physical health outcomes, and that the role of physical activity in supporting mental health and wellbeing is recognised and harnessed
  - 5.1.4** Developing the role of wider primary care in supporting lifestyle behaviour change through physical activity and sport
  - 5.1.5** Developing and embedding high quality standards in exercise referral
- 5.2** Support those who are already active to maintain a resilient and positive habit of physical activity and sport
- 5.3** Maximising the opportunity presented by other programmes (for example, NHS Health Checks) to embed physical activity for priority population groups
- 5.4** Embed the role of physical activity and sport in supporting people out of work and people in work but at risk of becoming workless to become and remain economically active
- 5.5** Embed physical activity and sport in support programmes that re-engage people in work, e.g. Work and Health Programme
- 5.6** Make active workplaces the norm in supporting people to lead a more active lifestyle. This includes:
  - 5.6.1** Engaging employers as champions and advocates, offering exemplar leadership for active workforces
  - 5.6.2** Supporting employers in their active workplace approaches, by sharing and celebrating best practice, supporting the development of physical activity policies, active travel planning and other initiatives which are proven to lead to active workforces
  - 5.6.3** Embedding physical activity and sport within an innovative incentives-based digital platform to support lifestyle behaviour change at scale aimed at Greater Manchester's public sector workforce

# Greater Manchester Moving: Priorities

## 6> Age well

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

### Priority actions:

- 6.1 Support 'age friendly community' approaches across the whole system, to reduce social isolation, and the risk and effects of long term conditions through active ageing
- 6.2 Embed physical activity consistently into care pathways for those with long term conditions with appropriate support and provision available locally
- 6.3 Create a shared Greater Manchester understanding of good practice in falls prevention exercise and physical activity, through a standardised evidence based approach, to support local implementation

## 7> Place

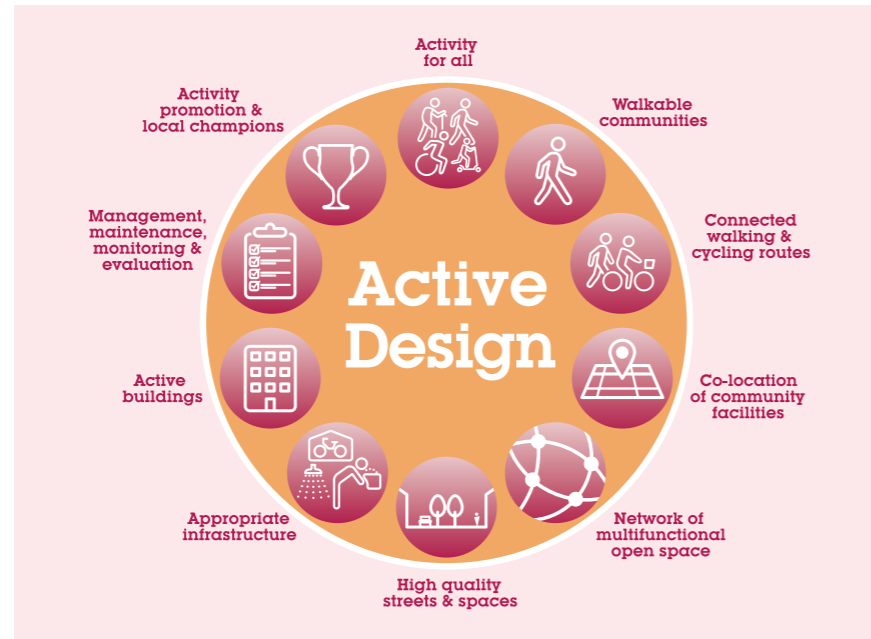
The role of 'place' is significant in a whole system approach to population scale behaviour change. In Greater Manchester, solutions are sometimes possible across the city region, sometimes at locality, town, or neighbourhood level.

We will encourage our residents to lead active lives, putting in place the infrastructure required to enable more people to walk or cycle and redesigning our streets to meet the needs of all users, establishing Greater Manchester as a world-leading cycle city.

## What will success look like?

The design and layout of places across Greater Manchester play a vital role in how active people are. In the future, planners, urban designers, developers, transport planners, housing associations and health professionals will help to design and create environments which help people get more active, more often.

We will develop more active and sustainable environments and communities.



### Priority actions:

- 7.1 Ensure the principles of active design are embedded as essential elements of planning policy and decision making across Greater Manchester, supporting active daily life from early years to older age
  - 7.1.1 Ensure that the Spatial Framework for Greater Manchester supports and enables more active lives, healthier, more resilient places and communities through high quality spatial planning
  - 7.1.2 Establish a 'Greater Manchester standard', informed by the ten principles of Active Design and other evidence/best practice, supporting Greater Manchester partners to work through the Greater Manchester Spatial Framework and Local Plans
  - 7.1.3 Ensure that master planning for all developments consider Active Design from the start
  - 7.1.4 Support a wide-ranging workforce from planners to developers to understand and embed active design principles in their work, showcasing excellent practice, and demonstrating how places designed for active lives are also more appealing and commercially viable
- 7.2 Support transformational growth in active travel patterns across Greater Manchester so that everyone, regardless of age or economic circumstance, considers cycling and walking to be accessible, desirable, safe and effective choices for short journeys (supporting the development of a Greater Manchester Active Travel Plan and Greater Manchester Transport Plan). This includes:
  - 7.2.1 Working with a Greater Manchester Commissioner to encourage cycling and promote other forms of active travel
  - 7.2.2 Investing in cycling and walking infrastructure and programmes to support active travel. Ensure that the needs of people walking and cycling are factored in to all transport infrastructure investment and that our streets and neighbourhoods are walking and cycling friendly
- 7.3 Maximise the potential of outdoor environments to support and inspire people to live active lives by creating a Greater Manchester Moving Active Outdoors network, in doing so contributing to key environmental outcomes for Greater Manchester such as the Low Emission Strategy and Air Quality Action Plan
 

This includes: the development of the Active Forest initiative, creating green connections, utilisation of neighbourhood parks and green spaces for formal and informal recreation
- 7.4 Develop Greater Manchester wide plans to further engage people in walking, running and cycling as priorities to support a social movement
- 7.5 Develop integrated wellness hubs including the co-location of health, community and wellness services
- 7.6 Continue to develop more sustainable models of indoor and outdoor community, sports and leisure facility provision and management supported with investment strategies to ensure a fit for purpose asset base across Greater Manchester that serve the whole population and addresses inequalities in engagement

# Greater Manchester Moving: Priorities

## 8> Economic growth

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

### Priority actions:

**8.1** Develop a sector growth plan for sport that maximises the contribution of the physical activity and sport sector to Greater Manchester. This will cover areas such as skills/workforce, business innovation/growth, digital innovation, place making and events

## 9> Workforce

### What will success look like?

We will 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 this plan.

### Priority actions:

**9.1** Develop our knowledge base to understand:

- > How the workforce can positively influence the behaviour of less active people across Greater Manchester
- > The current shape of the workforce in Greater Manchester
- > Workforce gaps that need to be addressed to support different priority groups
- > The priorities and requirements to support and develop a workforce for the future

We will work with key national and Greater Manchester agencies to shape the workforce solutions based on this insight

**9.2** Develop and deliver a coordinated system leadership programme for officers, elected officials and board representatives to support a transformation in the culture, knowledge, skills and behaviours in the physical activity and sport sector to address the challenge of inactivity

**9.3** Champion the principles of Making Every Contact Count (MECC) to integrate physical activity into every conversation for policy makers as well as front line deliverers

**9.4** Develop a coordinated approach to volunteering to increase and retain those engaged, and ensure the volunteering workforce is more diverse and representative of Greater Manchester communities

This includes:

**9.4.1** Supporting young people who live in more disadvantaged communities to volunteer, helping to improve life chances

**9.4.2** Targeting older people such as those who are soon to or have recently retired from work as a means of helping their transition to the 'third age', helping to reduce risk of social isolation

**9.4.3** Supporting colleges and universities to align the deployment of student volunteers and coaches in the community to best support the aims of this plan and contribute to their personal development and employability

**9.4.4** Investing in approaches to support engagement and volunteering with harder to reach communities/groups to support active lives

**9.5** Develop a coordinated approach to Traineeships, Apprenticeships, and Graduate Placements for the sector. This includes maximising the positive impact of the Apprenticeship Levy on developing the sector workforce

**9.6** Integrate physical activity advocacy into Leading Greater Manchester programme

**9.7** Embed physical activity knowledge in the training of cross sector professionals through apprenticeships, undergraduate and graduate programmes



# Greater Manchester Moving: Priorities

## Enablers

Critical to the success of the work described in Priorities 1-9, are three key enablers which underpin the Approach to Transformational Change.

### 10> Evidence, data and insight

We will ensure that evidence, data and insight inform the development of policy and practice to support active lives.

#### Priority actions:

- 10.1** Capture and understand the existing international, national and local evidence, data and insight, bringing to life in engaging ways, to support cross sector workforces in its effective use including:
  - 10.1.1** Trends, drivers and patterns of physical activity behaviour of different cohorts and people living in different places
  - 10.1.2** The individual, social, environmental and policy factors that influence physical activity behaviours
  - 10.1.3** The evidence of what works to support active lives
- 10.2** Commission primary research and engagement to fill important gaps in the evidence, data and insight, help inform business case development, and the design of interventions at every stage of the physical activity and sport behaviour change journey
- 10.3** Support the workforce to ensure that existing insight is being used to inform delivery. This includes developing knowledge sharing platforms and knowledge exchange forums and CPD programmes across sectors
- 10.4** Champion the principle of open data to help inform our work

### 11> Evaluation

We will embed high quality evaluation into all **Greater Manchester Moving** work, developing quality standards, helping to understand impact, learn and improve and support advocacy.

#### Priority actions:

- 11.1** Utilise consistent evaluation frameworks to support work in Greater Manchester. This includes:
  - 11.1.1** Learning from existing high quality evaluation practices in Greater Manchester and further afield
  - 11.1.2** Co-creation with cross sector workforces to embed meaningful evaluation
  - 11.1.3** Development of methodologies and tools to support process, output and outcome evaluation
  - 11.1.4** Cost benefit analysis to support business case
  - 11.1.5** Approaches which enable the capture of the invisible outcomes e.g. social change, community strength and growth in social capital
  - 11.1.6** Sector led improvement, based on evaluation and learning





# Greater Manchester Moving: Priorities

## 12> Marketing and communications

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

### Priority actions:

- 12.1** Ensure that marketing and communications are embedded throughout the transformational change journey and the impact and what works is considered as part of evaluation practice
- 12.2** Develop a consistent narrative for physical activity and sport that helps workforce and the general public to be clear about:
  - > What is meant by 'physical activity'
  - > The core messages of how much (the '5 a day' equivalent)
  - > The wide-ranging benefits of physical activity
- 12.3** Embrace national and Greater Manchester campaigns and social marketing and ensure that they can be used to effectively support community based involvement and engagement, targeted to priority audiences
- 12.4** Influence mainstream media, programming and advertising to support active life messaging
- 12.5** Develop a digital solution for opportunity data relating to physical activity and sport – which includes the natural environment as well as more formal provision – that supports the least active to engage in a more active lifestyle



# Our Target

## Greater Manchester Moving: The Ambition

Everyone in Greater Manchester more active, to secure the fastest and greatest improvement to the health, wealth and wellbeing of the 2.8m people of Greater Manchester.

Our shared purpose is to positively change the lives of people across Greater Manchester through physical activity and sport. Building from our strengths and through systemwide collaboration, **we will double the rate of past improvements, reaching the target of 75% of people active or fairly active by 2025.**

**Greater Manchester Moving** 2017-21, and the implementation plan outlines the journey we need to go on to realise our ambition.

In order to measure progress, we have established the baseline and developed a set of indicators.

Working together towards these targets, every individual and organisation in Greater Manchester can make a #GMMoving pledge and identify how they can contribute to achieving the goal.

Details of measures, targets and progress to date, can be found at [www.gmmoving.co.uk](http://www.gmmoving.co.uk)

	Inactive 2017	Fairly active 2017	Active 2017	Targets		
				Combined Fairly active/ Active 2017	Combined Fairly active/ Active 2021	Combined Fairly active/ Active 2025 Target
Children						
2-4 years	83%	8%	9%	71%	73%	75%
5-15 years	35%	33%	32%			
Adults 16+	25.2%	12.8%	62%			

### Chief Medical Officer Guidelines

**Inactive** - 0-59 minutes per day (2-4 year olds), 0-29 minutes per day (5-15 year olds) 0-29 minutes per week (adults aged 16+)

**Fairly active** - 60-179 minutes daily on all 7 days (2-4 year olds), 30-59 minutes on all 7 days (5-15 year olds), and 30-149 minutes per week (adults 16+)

**Active** - 180 minutes (3 hours) daily on all 7 days (2-4 year olds), 60 minutes on all 7 days (5-15 year olds), and 150+ minutes per week (adults aged 16+)

# Implementation Plan

The full, detailed implementation plan for **Greater Manchester Moving** can be found on [www.gmmoving.co.uk](http://www.gmmoving.co.uk). This will continue to evolve from now until 2021, and will be updated online.

## Governance

The aspirations around Policy and Strategic Architecture highlight that effective governance of **Greater Manchester Moving** is an important element to the successful implementation of a whole systems approach. **Greater Manchester Moving** is located at the heart of strategic decision making across Greater Manchester, embedded in the plans and governance of both the GMCA and Health and Social Care Partnership.

This creates a coherent voice for physical activity and sport and that will help lead policy, legislation, and system change to support 2.8m people across Greater Manchester to lead more active lives.

Full details of the governance framework for **Greater Manchester Moving** can be found at [www.gmmoving.co.uk](http://www.gmmoving.co.uk)



**ANDY BURNHAM**  
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**NHS**  
in Greater Manchester

**SPORT ENGLAND**

Transport for  
Greater Manchester

**greater sport**  
Greater Manchester Sports Partnership

## Join us...

The Call to Action for organisations and groups to make their #GMMoving pledge has already prompted a great response. The team of leaders and supporters below will keep growing. To join in, send your pledge and a high resolution logo to [info@gmmoving.co.uk](mailto:info@gmmoving.co.uk) and join the movement.





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

**#GMMoving**