



2021/22

# Annual Report

GREATERSPORT  
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# Contents



2

Chair:  
Reflection

3

CEO: Looking  
ahead

## People, families and communities

4

Active children

9

Active adults

12

Active older  
adults

## Participation and access

15

Sport, leisure  
and physical  
activity

17

GM Walking

19

Active travel

## Active places

22

Place-based  
working

24

Active  
environments

## Whole system integration

27

Physical and  
mental  
wellbeing

29

Health and care  
integration

33

Culture and  
system change

## Catalysts

35

Marketing and  
comms

40

Data, insight,  
evaluation and  
learning

44

People,  
leadership and  
workforce

47

Digital inclusion  
and  
opportunities

50

Governance

# Mike Perls MBE

## Reflection

*This past year has been another challenging one for many people in Greater Manchester and across the country. It is in such challenging times that the work of GreaterSport and our brilliant partners across the whole system, who have focused on Changing Lives Together through movement, physical activity and sport, makes such a difference. It was an important year for all of us and all my colleagues throughout GreaterSport stepped forward with purpose, integrity and passion.*



We were delighted to play a part in shaping the new Sport England strategy: Uniting the Movement. Launched alongside Sport England at the start of the year, it provides an inspiring 10-year vision for all involved in this agenda, ensuring alignment, collaboration and focus. Alongside our collaborative role, helping to redesign the approach across our Active Partnership Network ensures everyone across our nation will benefit from our work as we attempt to recover strongly from the impact of the pandemic.

This year, the team played a key distributive leadership role across Greater Manchester. They convened people and partners to understand the issues faced in all our different communities and the benefits that movement brings them. The findings then shaped the [GM Moving Strategy](#), launched together with community and system leaders in September. This was closely followed by the [GreaterSport Business Plan](#) in October to ensure complete clarity, alignment and understanding from national to local level as we all move together.

We are acutely aware of the evidence showing the inequalities that have grown over the course of this pandemic and the importance of our work to widen access and participation in physical activity across our communities. Throughout this Annual Report, we focus heavily on GreaterSport's role in supporting Active Lives for everyone these past twelve months to deliver on our commitments to those most affected by disparities. Sport England's Tackling Inequalities Fund (now called the Together Fund) provided a much-needed catalyst for our incremental work. These focus areas included racial equality, as well as our work with partners committed to the inclusion of disabled people, people with long-term conditions and LGBTQ+ people's inclusion in all forms of activity and sport.

It has been a challenging year for all. Yet it is also a year in which I find myself humbled to play a small part in such a high performing, passionate and driven team, determined to change lives as part of an outstanding system of partners across Greater Manchester and throughout the country. Every member of GreaterSport and our brilliant board adopted a culture and approach to make sure we remain committed to Active Lives for All as we move together towards recovery.

# Hayley Lever

## Looking ahead

*In the year to come, our team at GreaterSport will continue to lead, support and connect the Greater Manchester system to create conditions to enable Active Lives for All. This will unite communities and create more equal and inclusive places so people can lead happier, healthier and more fulfilled lives.*

*This is another important year. We have clarity in our priorities, and an exceptional team with excellent values, behaviours and approaches to leading in complexity.*



The long-lasting impacts of the pandemic continue, and there are fresh challenges too. We need a strong, vibrant and sustainable physical activity and sport system to ensure recovery.

We will:

- Use evidence, data and insight in a whole population and targeted approach to address inequalities.
- Support system partners and the people and communities of Greater Manchester as we continue the journey to physical, mental, social and economic recovery.
- Recruit and develop our people to ensure they play the best part in the implementation of GM Moving in Action and the GreaterSport Business Plan.
- Prioritise, ensuring our team make the biggest impact possible where it matters most.
- Build on our experience of observing, measuring and evaluating change in complexity and support others to do the same.
- Provide leadership with colleagues across the Active Partnership Network and other national system partners, connecting local and national work and creating conditions to learn together.

I am proud to lead GreaterSport into the next phase of our journey.



# People, families and communities

## Active children and young people

### Aim

Enable children and young people to lead active lives, moving every day with greater choice, say and independence in when and how they move in safe, age-appropriate spaces.

### Why?

According to the Active Lives CYP survey (2020-21)<sup>[1]</sup>, just 63.4% of children and young people in Greater Manchester (GM) are moving and achieving at least 30 minutes of physical activity each day. This is lower than the national rate of 67.6%. In the last academic year, it is promising to see that there has been no significant change from the baseline rate.

### #BeeWell Data

Despite this, according to the [Bee Well survey](#) (2021)<sup>[2]</sup>, 83% of young people feel they have good, very good or excellent physical health, including 81% of girls. We also know that 67% of young people do sports, exercise or other physical activities at least once a week outside of school.

### What have we done?

#### Early years

- We worked with network partners to gather information to understand what physical activity looks like in early years settings, both in GM and nationally.
- We translated our at-home guidance leaflets into the top additional languages spoken in GM.

#### Positive social outcomes

Sport and physical activity has the potential to be a powerful tool to engage with different communities. This can help to bring about crucial change to create safe spaces and improve social outcomes for children, young people and our communities. These outcomes can be categorised into four groups:

1. Social, emotional and cognitive capabilities
2. Individual achievements and behaviours
3. Inter-personal relationships
4. Benefits to society.

<sup>[1]</sup> Sport England, [Children and Young People Active Lives Survey, 2020-21](#)

<sup>[2]</sup> GMCA, [Bee Well Survey](#), 2021

# People, families and communities

## Active children and young people

Within this work, we:

- Managed the **Young People Forward** (YPF) project, funded by The London Marathon Trust, which supported young people in GM who are homeless or at risk of homelessness. Our approach focussed on engaging young people in places where they already gathered (with support organisations and residential) rather than recruiting new participants. This supported a more sustainable approach and partnerships that will long outlive the project funding and provided development opportunities for sport colleagues as they engaged young people from new cohorts.

- £75,000 – 17 organisations, 70 sessions, 114 participants, 90% engaged in mentoring (40% above target.)

This past year saw the final national investment into the **DfE Young Leaders and Coaches** programme. We embedded the national programme into a local delivery pathway and dramatically increased the number of volunteers and hours from previous years.

- Supporting 49 Young People (18 male, 31 female) in 632 Volunteering Hours, using the £8,000 budget.
- We continued to support the [Early Intervention Youth Justice and Sport Board](#) and its role in supporting the GM Violence Reduction Unit, both at a strategic and delivery level. We match-funded a place-based delivery programme that encourages coalitions of partners in identified neighbourhoods (selected by joint data mapping previously unavailable to the sector) to support primary, secondary and tertiary provisions to use movement to combat serious violent crime. This work is still ongoing; however, initial learning has proved invaluable to both the crime and sport sectors in how we can work together and build on what's in a place rather than creating new short-term delivery projects. Using the latest public health needs assessment, we will now work with the board to plan a more system-influencing approach, including links to homelessness prevention and learnings from our YPF project.



# People, families and communities

## Active children and young people

### Active education

- The School Games Alternative Provision (AP)/Pupil Referral Unit (PRU) work forms part of the new approach and identified outcomes for the Greater Manchester (GM) School Games this year. This year, opportunities were specifically created for those who need them most, and who may have not had the opportunity to engage in the School Games before. The three other outcomes that the GM School Games is working towards this year can be found [here](#). More information on this work can be found in the case study below.
- This year saw the end of our The Daily Mile™ coordinator roles. We've worked to embed the approaches and learning brought by this capacity and have continued to see a rise in schools signing up to the initiative, particularly when new resources become available. We have begun to work in partnership with our local Active Education leads to target schools and encourage them to adopt The Daily Mile Destinations to support other priorities, such as improving pupil wellbeing as we emerge from pandemic restrictions. We have also circulated termly newsletters to reinvigorate existing schools with prompts of how to link The Daily Mile with other academic days, such as World Book Day, and shared case studies from other schools in GM.

School sign-ups to The Daily Mile have increased by 68 in the last year to 568 school settings.

### Safe spaces

Phase two of the **Opening School Facilities** programme engaged new schools and networks and aligned investment to local priorities. We assessed applications, working with locality partners to identify local priorities and strategic need for sites to be opened.

- GreaterSport invested more than £420,000 into 86 schools across all 10 GM localities.
- 137 activities 5,021 children 1,277 adults engaged in sessions as a result of school sites opening up to the community.
- We developed new relationships and a stronger understanding of schools. Timeframes made meaningful, long-term work more difficult, but we had some great starts to conversations.
- We learnt that there is a severe lack of indoor space across GM and a lack of appetite from schools. Further investment would need a strategic long-term plan to support this agenda and some capital investment to improve facilities.
- An Opening School Sites webinar was conducted with partners from a variety of settings, sharing their stories and learnings.



# People, families and communities

## Active children and young people

### Youth voice

We led a focussed GM Moving steering group to engage the voices of young people who identify as LGBTQ+ and their representative organisations. This helped us understand their barriers to participation in movement and agree our collective commitments moving forward.

These identified barriers have been consistent over several years but require systemic change and place-based approaches. We know young people are looking for informal spaces to try activities, guided by mentors who look and feel like them.





# People, families and communities

## Active children and young people

### Case study

This year has seen a new approach to the GM School Games. Opportunities were specifically created for those who need them most, and who may have not had the opportunity to engage in the School Games before. Alternative Provision/Pupil Referral Units have become a focus and below shares the impact this work is having in Bolton.

Regional data and insight gathered for the academic years 2017- 2019 revealed that only one or two alternative provisions (APs) and pupil referrals units (PRUs) had previously engaged with the School Games initiative.

Once the aims were identified, two key groups in need of support were identified. The first was a collection of eight year 10/11 boys at Lever Park Secondary School. These young people have moderate or severe behavioural needs and an education health care plan (EHCP) in place to support their social emotional mental health.

The second group was 16 primary-aged children from the Forwards Centre PRU, who would then go on to transition to Lever Park. All have been excluded from school, and most have an EHCP in place. '

With the target groups engaged, training was delivered at the School Games event at Lever Park Secondary School in autumn 2021

The first day involved meetings with the primary head and the secondary school PE lead to discuss objectives and potential barriers, before introducing the concept and basic leadership training to Lever Park's students on day two

Chris Fielding, Academy Lead for Bolton impact Trust, who oversee both Lever Park school and Bolton PRU said; 'The children had a really great time and wore their medals all day. It worked very well and the leaders did a very good job. They were so kind and positive with our children. It was very inclusive and every single child in our oldest two classes attended today and took part.'

'The Lever Park students found it a challenge to follow rules and maintain high behavioural expectations,' says Bernadette O'Hare, Bolton SGO. 'Yet our understanding of these individuals and their backgrounds, as well as prior meetings with the head teacher and PE lead, meant we could plan ahead. For example, we brought the programme to the pupils at Lever Park, helping them engage in a familiar setting. We also adapted our rules and expectations. This included allowing pupils to take part in the programme wearing school uniform - adjusting the format to ensure safety - and providing Panathlon T-shirts for pupils to keep and wear to represent their team.'

### Further details

For more information on our work with Children and Young People, please contact [Matts@greatersport.co.uk](mailto:Matts@greatersport.co.uk).

# People, families and communities

## Active adults

### Aim

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

### Why?

Data from Sport England's Active Lives survey<sup>[1]</sup> shows 30% of adults in Greater Manchester (GM) were missing out on the benefits of movement and physical activity during the height of the pandemic (May 20-21). Particular groups of adults across GM were disproportionately impacted by Covid-19, highlighting widening inequalities. These inactivity figures increase to 38% for unemployed people, 45.1% in National Statistic Socio-economic classification (NS SEC) 8 (long term unemployed), and 65.5% for those who are long term sick or disabled and not employed.

Over 70% of the GM population are in employment. However, those in NS SEC 6-7 are just as likely (42.9%) as those long-term unemployed NS SEC 8 to be inactive.

### What have we done?

- We continued to prioritise people who alternated between time in and out of work as the second year of the pandemic provided ongoing barriers to being active.
- Our work with Active Workplaces saw an increased focus on hospitals and care settings. We worked with GM Health and Social Care Partnership to provide a series of workshops on combatting musculoskeletal conditions, such as bad backs and sore necks.
- We provided another series of workshops for people in work. These workshops looked at a diverse range of issues such as physical activity champions for workplaces, sleep, nutrition and the psychology of the workplace as people adapted to a blend of working from home and from the office.

We started to develop our GM approach to support people out of work and looking to return to work with our partnership with Ingeus: an organisation commissioned by Greater Manchester Combined Authority (GMCA) to support and give advice to people looking for work. In conjunction with our locality partners, we looked to develop an approach that would work for all and add value to the work Ingeus were already doing. We understood being active support both confidence and a positive approach to looking for work. We have been working with Ingeus and their team to develop training that will help employment advisers to have conversations with job seekers about being active and how this can connect into locality offers.

<sup>[1]</sup> Sport England, Adults Active Lives Survey, May 2020-21

## People, families and communities

# Active adults

After three years of Sport England funding, the Moving Forces programme came to an end. Over 500 military veterans and their families took part in the programme. At the end of the project, we produced the Moving Forces Guide. This guide and evaluation from Manchester Metropolitan University will now be used to provide support and guidance to anyone designing a physical activity intervention for the veteran community. The guide itself has turned the learnings from the project into practical tips to show how to successfully engage and plan interventions for veterans.

### **What did we learn?**

The work with Ingeus has changed our approach. To support the work in localities, we have been working with staff at Ingeus through a series of webinars to give them the knowledge and understanding of physical activity across GM and the benefits it can bring to their teams and participants on their employment programmes. This information has helped Ingeus staff have conversations in localities, who have reported a positive change in pace of the work they do with Ingeus.

This is a great example of the role GreaterSport plays in the system. We enhance work and add value to it, helping localities and our partners build highly productive relationships. In this particular case, we supported thousands of people looking for work to become active.

We have learnt that working directly with a workplace on topics important to them has far better outcomes. Rather than putting on generic workplace themed workshops and having open bookings, working directly with a workplace enables us to address specific topics that may have been highlighted by colleagues or staff surveys and targeting the workshops at their employees. The workshops we ran, in collaboration with Greater Manchester Health and Social Care Partnership (GMHSCP), enabled us to target a specific issue and engage with a larger receptive audience. We know a workshop dealing with an issue based on need will be better attended than a generic workshop open to all.





# People, families and communities

## Active adults

### Case study

At GreaterSport, we have been working with the GMHSCP to support colleagues to improve their wellbeing at work and home.

Like most workplaces, the rise of musculoskeletal (MSK) conditions has been a concern for people in care settings across GM. Working with Renner Wellbeing and The Business Health Group, we were commissioned to run a series of workshops looking at pre-emptive measures colleagues could take to help reduce the impact of bad backs, sore necks, and many other aches and pains associated with MSK conditions.

The four workshops, attended by over 100 people, looked at how bad desk posture or lack of physical activity can impact us during our working day. As we entered our second year of the pandemic, many people found working from home set-ups or being on their feet all day contributed to aching bodies and the onset of more serious MSK issues.

The workshops aimed to give colleagues knowledge and information to help them think about ways of avoiding an MSK issue. The workshops themselves were themed around better desk posture, being a physical activity champion, how to sustain physical activity in the workplace, and what an MSK condition is. Attendees were then encouraged to take their learnings away with them and implement them.

The work with them is underpinned by a strong and trusted relationship with the Head of System Organisational Development. They understand the value of physical activity and they can see the clear benefits it can have on helping to support the various areas of health and wellbeing. The partnership we have built comes after understanding the needs of the workforce, in this case musculoskeletal conditions had been an area highlighted for improvement. Although we wanted to help those already with a condition, education around the pre-emptive measure's employees could take was the main focus.

To help make this happen, changing the perception of what activity is was important. We wanted to show that simple movement would count, activities like taking the stairs or swapping a sit-down meeting for a walking meeting would all support the pre-emptive measures. Many workplaces would see large sport events and competitions as a way to engage their employees. These things are great for some, but simple movement is good for all.

Having a place within the Health and Wellbeing Oversight group has helped us to take a collaborative approach to embedding movement. The group is made up of leaders and advocates from across the HSCP network. It's allowed us to show how movement can support and help the other elements of health and wellbeing, like menopause and mental health. It's also helped to identify other programmes such as Wellbeing Guardians and Champions with the partnerships to help spread the word of physical activity as a tool of wellbeing. The influencers in this group have then helped to give permission and also be an advocate of the messaging and ultimate help HSCP colleagues to move more.

Now, GMHSCP want to see if providing these kind of sessions empower colleagues and eventually brings down the number of reported MSK cases.

### Further details

For more information on our Active Adults work please contact [Johnb@greatersport.co.uk](mailto:Johnb@greatersport.co.uk).

# People, families and communities

## Active older adults

### Aim

Celebrate an active life in older age in a way that is age positive and inclusive, dismantling systemic ageism and creating and embedding age-friendly language, structures, spaces, places and activities.

### Why?

By 2040, the population of over 65s is expected to grow by 30%, compared to the overall population growth of 8%<sup>[1]</sup>.

As we get older inactivity levels increase, rising from 27.3% in those aged 35-54 to 33.5% in 55-74 year olds and 52.2% in people 75+. For those with a long-term health condition, inactivity rises from 34% in those under 55 to 55% in those over 55 years.

### What have we done?

The Greater Manchester Active Ageing Steering group created an Active Ageing Framework for the city region. The overarching aim was to *'Work together to re-design systems and change culture to create the conditions for active ageing.'* We have connected the work nationally, enabling it at a Greater Manchester level whilst ensuring the work is led by localities at a neighbourhood level across our communities. To do this, we focussed on a range of key areas:

- **Active Travel and the over 50s**

We coordinated a steering group of key partners across the system to create a series of recommendations across all system levels. We integrated these into the Active Travel strategy and delivery, influencing future practice for this cohort to increase inclusive walking and cycling in mid-to-later life.

- **Falls prevention**

We supported plans to develop a Greater Manchester level Falls Collaborative. We mapped out the existing community-based pathways and their connection to clinical pathways across GM, resulting in the production of the 'Greater Manchester Falls Prevention: Delivering Integration and Reconditioning' report.

- **Adult social care transformation**

We worked together as a system to create a co-owned framework for integration of physical activity across all policies, services and programmes. We did this through a range of cross-cutting themes, such as lived experience, quality care standards, personalised care, community-based support, tech and innovation, workforce development, and evaluation and impact.

- **Marketing and communications**

We worked closely with the GreaterSport marketing team and Diva Creative to embed a strength and balance strand to the new #KeepGMMoving campaign. This supports the wider work on Falls Prevention across GM and raises awareness of the types of exercise people can do to make a real difference.

[1] ONS, subnational population projections, 2014

# People, families and communities

## Active older adults

- **Dementia United**

We developed a strategic partnership with Dementia United. Through this, we created a series of objectives to embed physical activity across key work streams within the Dementia United programme. These included working with local areas to make sure physical activity is integral to their local dementia strategy, as well as ensuring physical activity is a key requirement within the Greater Manchester Dementia Care pathway, from prevention to living well with dementia.

- **Work and health**

We helped workplaces integrate strength and balance within their plans to support employee wellbeing, looking at how we can influence this through the role of active workplaces. We also led on the development of an Older People's Physical Activity CPD awareness course and qualification with Future Fit training as part of the workforce development programme through GM Active.

- **Working with national partners**

We worked with a range of national partners to share our learning and expertise from Greater Manchester. This included our Live Longer Better programme with Active Partnerships, sharing our approach to tackling ageism through physical activity. We also worked closely with the Alzheimer's Society to establish how we can work together and gain an understanding of what is happening nationally around Physical Activity (Development of strategy, Physical Activity insight, projects etc).

Alongside a range of key stakeholders across the system, we embedded this work with a specific focus on tackling inequalities - a golden thread throughout the framework and the broader GM Moving ambition. Other key cross-cutting themes and our approach to this work includes the public narrative and communications, data, evidence and insight, workforce development, and the evaluation/impact of the work.

### **What did we learn?**

By creating the Active Ageing framework, we have been able to create the conditions to bring people together and navigate co-ownership of key objectives to achieve our outcomes. We have learnt that by building a solid foundation to create the required relationships with key partners, we are able to be brave and have a conversation about how we embed the work and the priorities within the wider system, outside of the GreaterSport priority plan. By doing this, we can really start to leverage change across the whole eco-system.

A key learning from the work we have been doing to influence the system is that it takes time to create a plan that meets the needs and the capacity of the system. It requires a great deal of drive and coordination to keep the momentum going in an ever-changing system.



# People, families and communities

## Active older adults

### Case study

GreaterSport led and supported the *Greater Manchester Falls Prevention: Delivering Integration and Reconditioning* project. This brought together key stakeholders from across the system, including The Healthy Ageing Research group at the University of Manchester, The Greater Manchester Ageing Hub and the Greater Manchester Health and Social Care Partnership, to co-create a report into the prevention of falls and enablement of reconditioning for Greater Manchester residents. The report targets those who have been affected by the pandemic, particularly people asked to shield and self-isolate.

The report builds on earlier work undertaken in partnership with the University of Manchester's Healthy Ageing Research Group, which focussed on improving strength and balance from mid through to later life.

We hosted an event to launch the report on 21<sup>st</sup> January 2022. This reached over 400 stakeholders from across GM, nationally and internationally, who will support the ambition for Falls Prevention in GM.

### Further details

For more information on our work with older adults, please contact [Johnb@greatersport.co.uk](mailto:Johnb@greatersport.co.uk).





# Participation and access

## Sport, leisure and physical activity

### Aim

Move physical activity, sport and active lives within easier reach of people and communities.

### Why?

To 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. This is needed after the pandemic due to falling sport and activity levels. Now, as communities recover, it is important to work with partners collectively to contribute to the physical and mental wellbeing of people and communities.

### What have we done?

- We advocated for and supported partners across Greater Manchester (GM), to make sure reducing inequalities was the focus of this work, which has been paramount to distribute the investment in sport and physical activity groups and organisations through the 'Together Fund' (previously Tackling Inequalities).
- As well as widening access to activities and participation we worked with GMCA (Greater Manchester Combined Authorities) and Lancashire Cricket Foundation to advocate the GM Moving in Action ways of working. This supports their Inspiring Generations strategy: to use cricket to improve young people's lives and create stronger, healthier communities in Greater Manchester.
- We worked more closely with the GM Active Board and strengthened our relationship further. The refresh of GM Moving maximised opportunities and ways of working together for future aims and priorities, including contributing toward; population health and wellness, digital transformation, workforce system leadership, and insight and evaluation. Together, we are connecting opportunities, sharing knowledge and expertise, and maximising the capacity of working as a collective to support the new strategy - [We Move as One](#) - to align with GM Moving in Action.
- We facilitated the GM Sport group to open collaborative dialogue across the city-region with localities, sport partners and Sport England, to share successes and challenges, explore cross borough working and work collectively on local issues within sport.

# Participation and access

## Sport, leisure and physical activity

### What did we learn?

- Now we are working more collaboratively with sport partners across the county we are finding it much easier to connect opportunities. We are also getting to know partners better to understand what they can deliver and move faster where the energy and needs are.
- Collaborative work and communication around health is crucial for physical activity, joining dots, opportunities and connections. Colleagues are understanding the system, adding value with expertise across the whole of GreaterSport when relevant, and sharing learning from the new community projects the Together Fund invested in.
- By working in long-term partnership, we can leverage the expertise, resources and influence of our collective organisations to deliver outcomes that will make Greater Manchester a better place to grow up, while ensuring activity and sport flourishes in our communities for the next generation.

### Case study – Contribution of Sport to GM Moving event

In the GM Moving in Action engagement phase, we wanted people and partners from across the system to work together to use physical activity and sport to reduce inequalities and support active lives for all.

To further that aim, in 2021 we held an event, attended by 20 partners: Contribution of Sport to GM Moving. Here, we discussed what it looks like when sports plays its part in a community, how that works, and how we can best support it. We also talked about how we create the conditions for equality within sport and physical activity, focussing on what is working well and what changes are needed.

There was great value gained at the event, with a wide range of partners creating broad discussions. These taught us how important it is to adapt, changing our narrative and offering based on fresh perceptions about who the activity is for. It also showed us we need to be flexible in the way we think of both participants and volunteers, looking at more varied ways to play sport in local settings. To close inequality gaps and address lifestyle changes following the pandemic, we learnt we need to support the most vulnerable – addressing barriers and challenges and opening up opportunities for people to work together.

The event brought great energy into this space from partners all keen to work together frequently to share and shape connections and outcomes. Hosting the session showed us how we need to commit to a regular space, like this, where partners throughout Greater Manchester can discuss, network and find opportunities to encourage sport and physical activity and further the GM Moving ambitions.

### Further details

For more information, please contact Shirley Hurst on [shirley@greatersport.co.uk](mailto:shirley@greatersport.co.uk).





# Participation and access

## GM Walking

### Aim

The GM Walking ambition is to make Greater Manchester (GM) the first 'walking region' in the UK through enabling the greatest number of people possible to routinely walk for pleasure, personal or environmental benefit and travel convenience.

This ambition was furthered through leading culture and system change, raising awareness of the importance of everyday walking to increase physical activity levels across the GM population. In addition, we produced a suite of [resources](#), useable by partners and the public, to encourage people to walk more and provided a range of tools to support walking champions to inspire diverse communities to get moving. These are hosted on the GM Walking website.

2021-2022 was the year to complete delivery of the GM Walking programme, share learning, grow the movement through wider and deeper application and demonstrate impact of what has been achieved and how.

### Why?

Walking makes up nearly 50% of people's active minutes, and even more time for those from The National Statistics Socio-economic classification (NS-SEC) 6-8.

The GM Walking programme investment was extended into a transition year due to the impact of the pandemic in GM. This enabled community grants programmes to be completed, resources to be adapted and promoted, and conversations about supporting people in their communities to be held, reflecting a post-pandemic world.



# Participation and access

## GM Walking

### Case study

GM Walking gave grants to local voluntary and community groups with the aim of getting Greater Manchester walking. We offered the grants to support a huge range of activities that encourage people who are usually less active to start, or to increase, the amount they walk regularly.

One of the groups benefitting from this was the Burnside Centre, which is based in Langley in Middleton, Rochdale. The Burnside Centre is a grass-roots community centre for anyone who may need its support, particularly those who are facing hardship or social isolation. Many of its service users are young families and those over the age of 50.

The centre set up a beginners' walking group called Sole Steppers for its service users. They met twice a week, taking advantage of local parks and routes. As the group got fitter and increased the distance they were able to walk, the centre took them out on a number of trips to scenic spots, such as Bolton Abbey. The centre also ran a social brunch gathering both to help reduce social isolation and to get feedback and ideas from the group on how to develop it further and ensure it remains sustainable.

Over 50 people attended the group at some stage, with around 30 still regularly attending.

The project was a fantastic success. As it took place outdoors, Sole Steppers was one of the centre's first groups to launch after the national lockdowns. This meant that participants felt safe to get involved as they knew the sessions would be appropriately socially distanced.

Some of the group members previously lacked confidence in walking as they had not had anyone to walk with and felt they would hold others back. However, the sessions have really helped group members to build their confidence. All members have increased the length of time they are able to walk for, with many now able to do walks of up to 10km. The social aspect of the walking group has been wonderful too, particularly after many people faced social isolation through the pandemic. Friendships have blossomed and there is a real community spirit to the group, which has continued to strengthen over time.

### Feedback from participants

*"I enjoy the group, meeting up with other people and learning about different local walks"*

*"Coming to the walks has helped me to control my type 2 diabetes. It is a good group with like-minded people"*

### Further details

For more information on GM Walking, please contact [Louise@gmmoving.co.uk](mailto:Louise@gmmoving.co.uk)



# Participation and access

## Active Travel

### Aim

To champion a transformational growth in active travel by supporting population level behaviour change, system change and culture change.

### Why?

Supporting people to get about actively is a great way to design moving into their everyday lives. Enabling more people to walk, cycle and wheel for active travel is essential to the physical and mental wellbeing of those living in Greater Manchester (GM). It supports social and economic development and inclusion, improves air quality, reduces the impact we are having on our planet, and creates better places to live, work and play.

Making active travel the natural choice for as many short trips as possible is a key priority for GM. The 2040 target is for walking trips to increase by a third and cycling trips to double - and then double again. Despite a lot of good work across the city region to make active travel a much safer, more attractive, convenient and inclusive option, we still have a long way to go to make it accessible to all and to realise its potential.

### What have we done?

We ensured there was coherent planning across the organisation and system. This was to develop and deliver on GM Moving in Action priorities on active travel and achieve clarity on organisational roles, including gathering and sharing international, national and local best practice. We provided strategic, system wide leadership, enabling increased distributed and collective leadership and advocacy for active travel across the system. For example, our close work with colleagues at Transport for Greater Manchester (TfGM) and Greater Manchester Combined Authority (GMCA) on the active travel agenda included active membership of the Walking and Cycling Programme Board and contributed to TfGM Active Travel planning, learning and ongoing support, challenge and evaluation.

We also lead on co-design and convening of [three Big Active Conversations](#). This included over 25 different workshops, co-designed and hosted by more than 20 different partner organisations and attracting an audience of 500 people across the three big events. We established and convened a new strategic 'GM Walking and Cycling Coordination and Advisory Group' to support more joined-up, place-based approach. This included British Cycling, Living Streets, GMCA, TfGM, Sustrans, The Ramblers, WalkRideGM, Love to Ride and Cycling Projects.



# Participation and access

## Active Travel



### What have we done, continued

We connected people, partners and insights across the system on tackling inequalities to build more diverse active travel networks and representation and support a more inclusive approach to design and development of infrastructure, activation and behaviour change initiatives. This included convening a working group of national and local partners to develop and implement recommendations on widening access and participation in [active travel for over 50s](#). We also facilitated and participated in conversations with the GM Disabled People's Panel, the GM Coalition for Disabled People, TfGM and Cycling Projects around inclusive cycling for all. We presented subsequent recommendations to TfGM and the Greater Manchester Transport Committee and shared this with partners and leads in localities to support more inclusive local active travel developments through local pilot networks, GM Ageing Hub and district ageing leads, and the district Walking and Cycling Forums.

Working with system partners, we optimised catalysts for sustained and targeted change in travel behaviour. This included, exploring with partners how we pool data, insight and stories and develop measurement frameworks that reflect what matters, and how we capture the value, impact and evidence of culture change, system change and behaviour change. We facilitated a 'deep dive' with TfGM, Substance (GM Moving evaluation partner) and partners into the barriers and enablers for change. This included increasing voice, public narrative, messaging and inclusive imagery on active travel eg. GM Moving Image Bank and TfGM Active Travel Resources as well as shifting the system towards more inclusive language (eg. including 'wheeling' and changing from 'bike' to 'cycle' to include trikes and non-standard cycles). We integrated active travel within a strategic influencing strategy to support engagement and involvement of elected members and senior council leaders. This secured investment into GreaterSport and GM to support strategic leadership capacity for this work as part of a more integrated approach to walking, active travel, active environments and health integration. This result contributed to development and coordination of a successful GM Active Travel Social Prescribing bid.

# Participation and access

## Active Travel

### What did we learn?

Throughout the active travel work, we have learnt:

- To enable a transformation in how people get about in place, our system needs to join up better so there is greater consistency, congruence and coherence to what people see, hear and feel. There is a lot of good work going on across the system to widen access and participation in cycling, walking and wheeling; however, this can still feel fractured, piecemeal and hard to find and access. A more joined up, whole-system approach avoids duplication and enables partners to better target resources for greater impact. There is an increasing culture of openness, collaboration and joint working on active travel agenda. Some localities are demonstrating the potential this approach can unlock through partners working together in a local place.
- The design and development of infrastructure needs to go hand-in-hand with wider access, activation and behaviour change initiatives. Funding streams and project timelines need to adapt to better enable this approach, with increased investment in early involvement of local stakeholders. We have identified key capacity and expertise gaps in the system to support this work. Partners are working together to identify how we best pool resources and funding to fill these gaps and gather and collate more comprehensive and meaningful participation data and insight across GM to inform delivery and help track progress.
- Involving a diverse group of representatives and organisations in the conversation and work is key to making progress towards active travel for all. The pandemic raised the profile of walking, cycling and wheeling, but the picture as to who was actively getting about, where and why was more complex and needed to be unpicked. Deep dives into the data and collective reflection on the barriers to change helped increase understanding of the barriers to participation and how to close inequality gaps to enable active travel for all. Collectively, ongoing learning and adaptation is key to enable transformation.

### Case study

In our role leading, connecting and supporting, we worked with TfGM to support the Big Active Conversation. The Big Active Conversation is a series of quarterly stakeholder gatherings, hosted by TfGM and GM Moving partners. The gatherings bring people and partners across Greater Manchester together to share and explore progress, stories, challenges and expertise as we work together to make GM a better place for everyone to walk, cycle, wheel and get around actively. Across the three events, there were 25 different workshops; designed and hosted by over 20 different partner organisations and attracting an audience of 500 people across the three events.

We organised, facilitated and wrote up the events. The reports from the events can be viewed [here](#).

### Further details

For more information on our work with Active Travel, please contact [Eve@qmmoving.co.uk](mailto:Eve@qmmoving.co.uk)

# Placed based working

## Active places

### **Aim**

To grow and spread place-based active approaches, environments and partnerships to create the conditions for an active life in 10 localities, their identified neighbourhoods, and across the city region.

### **Why?**

Across Greater Manchester (GM), activity levels at hyper local level vary between 47% and 82%. Individuals being active and an understanding of how to support communities should mean there is a greater chance of place-based working being successful, both long-term and in other contexts. The local pilot sets out a series of principles: asset-based conversations, co-designing with communities, using the evidence of data and stories, and sharing the learning. This gives people permission to work in a different way and provides the investment for localities to test and learn different approaches to improve the conditions for populations to build an active life.

### **What have we done?**

We have been focused on four distinct aspects of the local pilot work:

- Recovery within the localities as we moved out of lockdown. Many of the neighbourhoods and communities that were initially identified to work alongside had the highest levels of inactivity and were those in lower super output areas (with low educational attainment, more culturally diverse, low income, and more prevalence of poor health and complex health needs). These communities were hit hardest by the pandemic so reengaging to understand needs and wants around movement, balanced with wider social and economic challenges, has been key.
- Hardwiring the local pilot principles and approach through local place strategy and policy, we supported localities in their thinking around measurement and learning, acting as a sounding board for progression and linking to both the wider GM Moving in Action strategy and Sport England's Uniting the Movement strategy and implementation plans.
- Targeted system conversations and relationship building specifically around work and health. We worked with Ingeus and Working Well co-ordinators to develop opportunities for staff and clients; with children and young people to support the conversations around the Active Schools Framework, and with social prescribing (working with the other Active Partnerships in the North West to design, distribute and analyse surveys to understand more about the social prescribing system, supporting the delivery of Physical Activity Clinical Champion training).

# Placed based working

## Active places

### What did we learn?

- Constant conversation and consistent messaging and narrative is required to change the conditions in place and bring more people and organisations into the conversation around physical activity and movement.
- There are more opportunities to bring physical activity and movement to a broader agenda, particularly in light of the place recovery from pandemic. However, this does require a different approach. Physical activity cannot be seen as the answer to many complex place challenges, but the conversation could, and perhaps should, be around how it may bring additional value to communities and individuals. To do this, practitioners need to be patient, willing to listen and learn, and identify opportunities to support and add value to a wider outcome.
- Now, people in communities are wanting to see more action based on conversation. There is a sweet spot between asking the right questions and then mobilising activity around answers. Trust is more than just a conversation. It also needs some tangible outcomes on which it can base a future relationship.
- Hierarchy in some settings and organisations is still prevalent. Knowing hierarchical power exists is important when blockages occur that could stifle innovation and progression.

### Case study

In 2021, we expanded the Salford Local Pilot Programme to support Greater Manchester residents to be active in place. Last year, the local pilot played a key role in the opening of 'The Den' in Walkden: a youth facility in the town centre for children and young people from the local community, where they can come together and join varied physical activities.

As part of the local pilot, we had already begun working collaboratively with the local community - from boxing charities and youth alliances to local authorities and leisure trusts - to help reduce anti-social behaviour in the area. The young people asked for a facility they could attend, and last year the local pilot enabled us to create a dedicated youth role to deliver this.

We brought partners together to design and develop 'The Den', helping us to understand organisational perspectives, values and barriers. It was a collaborative vision and effort, with the views and needs of the young people in the community at heart. The vast majority of the equipment and facilities were re-purposed, donated from elsewhere, and/or fitted by local tradespeople who wanted to give something back to the local community.

'The Den' is now operational and runs varied activities, all aiming to get young people involved in sport and physical activity and support their health, wellbeing, education, volunteering opportunities, and future employment. It is early days, yet the activity sessions delivered at the centre are already over-subscribed.

'The Den' is viewed as an example of best practice of how to create a dedicated community provision on the doorstep of young people who need it. We are committed to engaging young people in the future development of the space and the activities it offers.

### Further details

For more information on our work in active places, please contact [Richard@gmmoving.co.uk](mailto:Richard@gmmoving.co.uk)



# Placed based working

## Active environments

### Aim

Convene, lead and support GM partners to spread and grow active, healthy, sustainable environments across Greater Manchester (GM), designing physical activity back into places and spaces. Supporting our GM Moving ambitions to make the choice to be active easier and more appealing for everyone through active design, planning and infrastructure.

### Why?

Several systematic reviews have shown that, although evidence is mixed, people living in greener urban environments are more likely to meet the national physical activity recommendations and less likely to be overweight or obese, with the strength of the association varying across demographic groups and contexts. There is also some evidence that physical activity in greenspace is more beneficial than activity in other settings, with reduced feelings of tension, confusion, anger and depression, and increased energy and feelings of revitalisation and positive engagement<sup>[1]</sup>.

### What have we done?

- We led and connected people across the organisation and system partners to develop GM Moving in Action priorities on design for active environments and achieve clarity on GreaterSport's role within this.
- We convened and connected local and national partners and leaders to share insights, learning, case studies and tools to support good active design and development. This included hosting specific sessions on planning for a walking city region and on access to green spaces as part of GM's Big Active Conversations.
- We sought advice from experts and connected learning and opportunities for inclusive active design (eg. for gender sensitive design, and designing for age-friendly, child-friendly and inclusive neighborhoods). Then, we put this into practice by supporting the involvement of equalities groups and local people and partners, as well as a community-led approach to the development of local assets. For example, we facilitated shared learning for how partners can put the 'nothing about us without us' mantra into practice.
- We scoped out the policy and strategy landscape in localities, GM and nationally, and ways to integrate good design for active environments. We continued to work alongside locality leads and partners to engage and support communities. As part of this, we integrated shared learning around active design within localities through place-based partnerships and approach, working through the local pilot networks.

<sup>[1]</sup> [Improving access to greenspace: 2020 review \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/91111/improving-access-to-greenspace-2020-review.pdf)

# Placed based working

## Active environments



### What have we done, continued

- Alongside system leaders, we explored the need, purpose, scope, form and potential leadership for a new group or space to help drive this agenda in GM. To do this, we identified the best way forward and the role of GreaterSport and GM Moving Exec leads. There is now a growing conversation at Greater Manchester and locality level for good active design to include directors of place, Greater Manchester Combined Authority, Greater Manchester Health and Social Care, Transport for Greater Manchester, district planners, Volunteer sector, experts in the build environment, academics and other stakeholders.
- We continue to advocate good active design within built environment and planning discussions, bringing design and planning into other spaces (such as sustainability, safety, health and inequality).
- We continue to convene and support Walking Voice partners with increased focus on embedding walking in GM policy to make Greater Manchester a great place to walk. We want all 10 districts signing up to the International Walking Charter.
- Working with Walking Voice partners, GM Environment Group, Natural Capital Group and TfGM, our common goals support implementation of the [Streets for All Strategy](#).
- We worked as part of a national coalition to develop [Guide to the 20-Minute Neighbourhood](#) and to share learning on implementation.
- We worked with GM partners in place, including housing providers, schools, leisure providers, community groups and health partners to increase healthy place-making in GM for more active lives, growing capacity to spread good practice at scale.

# Placed based working

## Active environments

### What did we learn?

There is now a shared appetite across senior GM leaders in planning, sustainability, place, health and transport to come together to explore a shared vision, commitments and potential principles to promote good active urban design and development for healthy, sustainable, and equitable places. This was identified as a current gap in the GM leadership and decision-making structures and policy landscape. The new GM Strategy Good Lives for All promotes a greener, fairer more prosperous GM and provides a useful springboard to help take this forward.

We saw increasing interest in good design for active environments, in both GM and nationally, and increased opportunities for shared learning. Seeing and hearing about increased examples of people and partners working together in place at neighbourhood, locality, city and regional level for healthy place-making included growing examples across the GM local pilot. Here, there is increasing recognition that design for active lives is a key component of good design for healthy, sustainable places. The design of active environments is also becoming more mainstream, for example as part of the active schools framework, spreading of play streets and schools' streets, and in the growth of active hospitals.

People need to feel heard, seen, understood and able to help shape plans and activities in their local place. Tensions around implementation of some low traffic neighbourhoods and the GM Clean Air Zone have highlighted the need to involve people early on in decision-making to build trust and paint a picture of the positive difference changes will deliver for people and place. Involving a diverse group of representatives and organisations in the conversation and work is key to the design and development of active places and spaces that work for all. For example, the [Healthy Cities Research](#) by University of Salford on active neighbourhoods highlighted key enablers and barriers to success to include the importance of involving local people early on and an empathetic approach. The research identified the need for increased system capacity to support local engagement, involvement, co-design and advocacy around design of place and shared learning and articulation of the vision and co-benefits – building on GM Streets for All strategy.

### Case study

GreaterSport are part of a national coalition, convened by the Town and Country Planning Association, exploring 20-Minute Neighbourhoods. As part of the coalition, GreaterSport have contributed to the development of a Guide for planners on 20 Minute Neighbourhoods. This includes a Greater Manchester case study following our work with Greater Manchester Housing Associations. GreaterSport continue to work with local and national partners to spread and grow learning and good practice for the design of active, healthy, sustainable neighbourhoods.

### Further details

For more information on our work in active environments, please contact [eve@qmmoving.co.uk](mailto:eve@qmmoving.co.uk)

# Whole system integration

## Physical and mental wellbeing

### Aim

To fully realise the potential of GM Moving for GM Recovery to support individual and collective physical and mental health both in the 'here and now' and in longer term.

### Why?

For every £1 invested in sport and physical activity in England (financial and non-financial), £3.28 worth of social impact was created for individuals and society in 2017/18. The largest amount of social value (58.32%) was generated through mental wellbeing (£41.76bn).

### What have we done?

- We focussed on mental wellbeing outcomes through Together Fund projects distributed from GreaterSport to local communities. We highlighted and shared insight and best practice on how moving and activity can benefit mental wellbeing, yet the process and approach to reaching the people and communities that need it most is critical (see case study).
- We supported the leadership Mental Wellbeing Group at Greater Manchester Health & Social Care Partnership ensuring that GM Moving contributes to population health ambitions, provides alignment, and integrates narrative and evidence base around the benefits of physical activity to improving mental wellbeing. We provided the opportunity to share wider work, such as The Daily Mile™ and the Walking festival.
- We worked with the regional North West Mind network to connect both physical activity to mental health services and vice versa. The purpose was to collectively work together to embed physical activity as a tool to help improve mental wellbeing, such as providing training opportunities with physical activity to the workforce in order to help educate people around mental health awareness within their setting or organisation.

[Sport England, Social Return on Investment](#) of Sport and Physical Activity, Sheffield Hallam University: Sport industry Research Centre



# Whole system integration

## Physical and mental wellbeing

### Case study

**The Together Fund aims to enhance physical and mental wellbeing by improving processes and opportunities for communities that need it most.**

The Together Fund is a Sport England fund, which GreaterSport distribute in Greater Manchester. The overall aim is to help reduce the negative impact the pandemic and the widening inequalities on active lives as a result of the impact of lockdown. Improving physical and mental wellbeing is part of the project outcomes.

Through phase three, which took place in 2021-22, the approach funded 18 projects over the and challenged the way we distribute funding.

One of the groups funded was Bury Basketball Alliance who were keen to include a mental wellbeing aspect in their session. The idea was to run the basketball sessions, then hold wellbeing sessions for both those competing and the wider audience after the basketball sessions.

However, they held an open conversation with the men who said they would be more comfortable with an online presence, rather than finishing the basketball sessions and moving into a more formal setting around tables to talk. As such, Bury Basketball Alliance run the basketball sessions on a Friday evening and created a Facebook group, inviting players to join. Content is added weekly and conversations online are due to take place.

In addition, one of the directors opened up conversations with men during the sessions, asking open questions and prompting conversation about wellbeing during breaks in play to help men feel engaged and comfortable talking.

One participant said; "It's good to have something to look forward to that's 'me time' and knowing a lot of the other lads feel that way is good too."

### Further details

For more information on our work within physical and mental wellbeing please contact [Shirley@greatersport.co.uk](mailto:Shirley@greatersport.co.uk).



# Whole system integration

## Health and care integration

### Aim

The aim of the health integration priority is to ensure that movement, physical activity, and sport play their part in health creation through truly integrated approaches to health and care in every neighbourhood across Greater Manchester.

### Why?

Designing moving into health, care and community building for health creation is critical to our collective future ambitions. Five years into Greater Manchester's health and care devolution journey, the [evidence for and belief in the power of active lives to support health and wellbeing](#) is stronger than ever, particularly in the context of pandemic recovery. Despite great progress made at neighbourhood, locality and GM levels, we still have a long way to go together.

### What have we done?

As the Integrated Care Systems (ICS) has developed in the health and care system, we have reviewed our work across the team, capturing and reflecting on evaluation and learning from the first four years of the health devolution journey. We identified a wide range of work areas where members of the team are leading, supporting and connecting physical activity to the health and care system. We then developed a 'blended team' approach so individuals across the organisation can contribute and provide collective leadership, ready for the next phase of the ICS in 2022 and beyond. Towards the end of the year, we developed a set of priorities and deliverables for the future.

The team provided strategic, system wide leadership across the Greater Manchester (GM) spatial layer, reaching and connecting into locality and neighbourhood priorities to create the conditions for a system that enables integration and delivers to reduce population health inequalities.

We provided strategic leadership to ensure the role of active lives for all in recovery from the pandemic is a high priority across the system. We focussed particularly on mental health and wellbeing (especially in young people), waiting well (supporting people to become and stay active as they wait for elective surgery), and ageing well (supporting recovery from the deconditioning and social isolation that older adults have experienced during the pandemic).

# Whole system integration

## Health and care integration

Some of the specific approaches and activities we took this year included:

- A Physical Activity in All Policies approach, developing understanding and relationships with leaders in each part of the system. This includes ensuring physical activity is identified as a contributor to cross system strategies, policies and programmes (such as mental health strategies, Greater Manchester Health & Social Care Partnership's workforce wellbeing strategies and programmes, and GM and local approaches to menopause and wellbeing).
- A Settings approach, supporting Active Hospitals, Active Pharmacies and Active GP Practices through workforce development (Making Every Contact Count (MECC) and physical activity champion training). Developing physical activity advocates and champions within health settings embeds active lives for all as an outcome. It is supported by programmes such as Active Workplaces, promoting parkrun practices, Pharmacy Walks, The Daily Mile™, and delivering physical activity and wellbeing messages at Covid-19 Vaccination Centres.
- A System Redesign approach, which looks to reconfigure and redesign policy, processes and approaches within the health and care system to better support active lives. Examples of this include primary care, social prescribing, maternity services, and adult social care.
- Health inequalities identified in the health and care system correlate closely with those most likely to experience inactive lives. Therefore, we took a Risk Stratification approach that focussed on GM system-wide priority populations at risk. This included those most impacted by the pandemic, such as people from lower socio-economic groups, those from ethnically diverse communities, older adults, and those at risk of cancer, cardio-vascular disease and respiratory conditions. Each of our teams had a set of priority audiences to focus on to tackle these inequalities. These are embedded into the delivery of programmes and investments, such as the Walking Ambition, Together Fund, Opening Schools Facilities, School Games and Keeping Well at Home.
- We drove system-wide collaboration through investment principles and ways of working, such as community investment funds that bring community and health priorities together.
- We convened the neighbourhood, local and GM systems to provide evidence, learning and insight to support local and national health and care integration partners as they develop new systems and approaches to support population health. This included contributions to research and evaluation programmes with Public Health England (now Office for Health Improvement and Disparities (OHIDO)) and Sport England.

# Whole system integration

## Health and care integration

### What did we learn?

- We learnt that integrating physical activity with health is long term work. It is large in scale, complex and ever-changing. Change needs to happen at neighbourhood, locality, GM and national levels if we are to make systemic change a reality and address health inequalities together.
- We also learnt how to prioritise within this complex landscape, how to support change at each spatial level and how to influence others nationally. The blended team we are developing is working on a wide range of topics using a range of the approaches described above.
- We are learning that it is essential to challenge and shift governance, procurement and processes that inhibit transformational change, rather than continually working around systems and processes that hold inequalities in place. This is challenging and is an area of focus across many workstreams.
- We understand building capacity and capability in the health, care and physical activity workforce is key, as is developing skilled system leaders who can operationalise whole systems approaches.
- Developing ways to measure, evaluate and learn in complex systems is essential to this area of work as we move forward in a further integrated system. We need to influence national approaches to measurement and evaluation if we are to create the conditions for the ICS and physical activity sectors to make meaningful long-term change. This measurement and learning needs to be translated for different people, sectors, systems and places in ways that make sense to them.
- Finally, we learnt we need to support people across the system at GM, locality and neighbourhood levels to understand how to operationalise whole systems approaches to health and care integration. This includes building the capability and capacity of leaders and deliverers of services for transformational change.





# Whole system integration

## Health and care integration



### **Case study**

Alongside GM Active, local authority commissioners and Sport England, we provided strategic leadership on the community leisure providers' [Pivot to Wellbeing](#).

Last year, we built on five years of collaboration between community leisure organisations to respond to the way lockdown restrictions had started to disproportionately impact different localities at different times. To address this, we brought together partners who could work together to react to the challenges of the pandemic and their impact on community leisure and wellness in Greater Manchester.

Together, we developed a transformational leadership programme. This included redesigning systems, processes and services to support the people and communities of GM through public sector leisure. We considered new ways of thinking about the role of community leisure in an integrated health and care approach, creating a Transforming Commissioning for Wellbeing group that included public health and physical activity leaders from across GM. This group developed a set of priorities to transform commissioning approaches, which moved beyond physical activity to address the wider population health and wellbeing agenda.

As well as the programme, our Pivot to Wellbeing work saw us provide leadership to better connect the physical activity system to primary care and early help. This included an integrated approach to social prescribing as the Live Well approach developed.

The programme taught us there is a compelling need for a radical shift in emphasis and focus for future services. Now, our vision for leisure in GM is to provide a health and wellness service that supports people to move more and engage in physical activity and sport and maximise the contribution of public leisure delivery providers and services. Community wellness hubs will be positioned in the heart of neighbourhoods and play a pivotal role as part of a local whole system.

### **Further details**

For more information on our Health and Care integration work please email [Beth@gmmoving.co.uk](mailto:Beth@gmmoving.co.uk).

# Whole system integration

## Culture and system change

### Aim

To create the conditions for a cultural shift to make moving a normal part of every day for all. Our mantra is to get everyone moving, every day – ‘whoever, wherever and whatever, your way, whatever the weather!’.

### Why?

Changing mindsets, language, imagery and beliefs is fundamental to system change and behaviour change. At times, it can be easily achieved, and often with little financial investment or wide reaching consequences. It is recognising the need for culture change that is the starting point. Then, we must understand that we all have a role to play, how the approach differs from previous ways of working, and how to play our part – which is new territory for many leaders in the system. Our team play a critical role as leaders who model this approach, helping others to recognise their ability to lead culture change from within communities and organisations.

### What have we done?

Our activities involved identifying the necessary culture change, then engaging in activities, developing campaigns and changing public narrative to support that. For example:

- Recognising the value of narrative to support culture change and ‘raise the voice of physical activity’, the marketing and communications team put a plan in place to upskill staff and prepare them for media interviews. This involved developing key messages to support presentations, report and blog writing, and podcasts.
- We worked with the Greater Manchester Health & Social Care Partnership’s Population Health team to develop a brief for a mental wellbeing campaign. We commissioned an agency to deliver this, aiming at changing culture and beliefs about the connection between mental wellbeing and active lives for all.
- We provided ongoing support to ensure culture change is part of the conversation across all priority areas of GM Moving. For example, we support people to notice the signs of culture change, capture them and share them more systematically.
- We began leading a shift towards more inclusive language, imagery and narrative, including developing an inclusive language guide with expert partners. This included a decision to move away from using the term ‘BAME’ towards more specific language, using more age-positive language and imagery, and featuring more representative stories. For example, there should be increased use of the phrase ‘walking, cycling *and wheeling*’ with more images and stories of non-standard cycles and people using multiple mobility aids.

# Whole system integration

## Culture and system change

### What did we learn?

We learnt how the simple act of noticing the myths, mindsets, language and imagery in society, then working to change them with an invitation to others to join in, can be simple, effective and low cost ways to lead and support culture change.

Sharing culture change examples and stories of change helps people to see how it applies in their work (such as using positive ageing images and language). We learnt more needs to be done systematically to notice, gather and share signs of cultural shift.

We also learnt about the value of simple, agreed key messages that can be adapted to different situations to provide clarity and consistency of narrative and make it easier for people to understand and connect. Our agreed key messages work for meetings, writing and interviews, and the clear narrative about GreaterSport's role in GM Moving helps other partners see how they can articulate their role in the movement.

We learnt that, whilst cultural shifts usually take a long time, they can happen very quickly when circumstances necessitate a rapid shift in behaviours, as seen during the pandemic.

### Case study

We know that winter and the colder weather often leads to a decline in the number of people being physically active outside. We ran a campaign in early 2022 aiming to change that narrative, challenge deeply held myths and mindsets about being active outdoors, and work together to support and motivate GM residents to remain active during the winter. The campaign **#WhateverTheWeather** was one way we achieved this. We produced three social media videos showing various weather conditions and, where appropriate, demonstrating how to be active outside safely.

The videos generated 407,687 impressions and a reach of 134,378 overall over a four-week period on a media spend budget of £500.

### Further details

For more information on our work within Culture and System Change please contact [Eve@gmmoving.co.uk](mailto:Eve@gmmoving.co.uk).

## Catalysts

# Marketing and communications

### Aim

Powerful public narrative and communications that drive culture change, system change and behaviour change, engaging and resonating with system-wide and community audiences through positive narrative, imagery, language and stories of change.

### Why?

Culture change requires adapting our collective ways of thinking: our mindsets, beliefs, hierarchy of values, assumptions, know-how, and stories. Our narrative and communications - written, visual and verbal - are key tools to shift mindsets and change our collective view of the world.

### What have we done?

- **Supported partners across Greater Manchester**

We continued to keep partners in Greater Manchester (GM) up-to-date with national and local news and learnings connected to physical activity through our channels (our website, social media, and monthly newsletters). This includes partner updates and research, creating relevant blog posts, producing case studies to tell individual stories, sharing learnings, and starting conversations.

Everyone in GM has a role to play to support people to move more during their day, which is why we developed a brand-new resource hub. The hub allows partners to freely access all our campaign assets, stock imagery and videos to promote physical activity and sport across GM. This allows those who don't have the staff or financial resources to create assets and photos to use what has already been produced.

- **Connected marketing colleagues across the system**

We continued our monthly marketing email to provide campaign, events and news updates that are specifically useful for marketing colleagues working on GM Moving. We also kept the marketing calendar up-to-date so each locality does not have to research shared material, such as relevant international days and events. We also reconvened the GM Moving Marcomms meetings to bring together marketing colleagues working on this agenda. This provided the opportunity to learn from each other, and give updates on campaigns and events that could be useful to get involved in.

We have been part of the national Active Partnership marcomms sessions and the Local Pilot Community of Learning to share the work we are doing and learn from others across the country.



## Catalysts

# Marketing and communications

### Campaigns

In 2020, throughout the pandemic, we developed a Keep Moving campaign in-house with a limited budget. This year, we expanded on this with an agency and produced a fresh strategy, which launched in September 2021 in line with the GM Moving strategy launch. This included content to inspire movement in the moment, and was amplified using video on demand, radio, digital and a partnership with Manchester Evening News. The campaign specifically targeted South Asian, Over 75s and residents from lower socio-economic groups.

In early 2022, we introduced 'Whatever the Weather' to support the culture change work taking place across GM. This challenged widely-held beliefs that bad weather means you cannot exercise outdoors. More can be read about this on the Culture Change [page](#) .

To avoid expenditure and duplication and develop creative materials for inactive audience groups who are already catered for by the national campaigns; This Girl Can and We are Undefeatable. We worked with national agencies to extend those campaigns through paid-for digital placement in GM.

We won the CIPR PRIDE Gold award for the [GM Way campaign](#) delivered in 2021, which encouraged people to get out walking in their local area.

We organised media training for the team and developed key messages (generic GM Moving and key areas of work), allowing us to articulate the key messages of GM Moving and the benefits of activity more effectively. As part of this work, we also looked at how we articulate the role of GreaterSport within GM Moving (more information is in the case study below).

### Became more inclusive

We have worked hard to become more inclusive in our communications. We worked with more diverse groups and residents in our campaigns, commissioned photography work to ensure our image bank is more diverse, and collated stories that better represent more of the GM population. We updated the GreaterSport and GM Moving brand guidelines to ensure font and colours are accessible for all. While doing this, our templates and communications channels were all updated to ensure everyone has access to the materials we share.

## Catalysts

# Marketing and communications

### Recognised work taking place across GM

In November 2021, we [organised a celebration week](#) to digitally showcase the work that had taken place across the county to keep people moving throughout the pandemic. This was an opportunity to share local stories and for local groups and organisations to also share their own examples.

It is important for us to recognise the amazing individuals and organisations supporting people to move more in GM. We strive to do this throughout the year through the collection of stories shared through our channels and with local media.

### What did we learn?

- People (internally and externally) struggle to articulate Greater Manchester Moving and GreaterSport roles.
- Partners value the opportunity to access readily-available assets.
- Becoming fully inclusive with our comms takes time and money, and includes elements such as photos, subtitles, translators, use of colours and fonts. At times, we need to challenge our suppliers about work produced, and work with them to create branded assets that are inclusive for all abilities to access.



## Catalysts

# Marketing and communications

### Case study

Through the engagement process for the [refreshed GM Moving strategy](#), we identified there was a need for clarity on the role of GreaterSport within the wider GM Moving movement.

Partners were unsure of the difference between the two, often referring to GM Moving as a type of organisation. In fact, GM Moving is so much more than that - as we all have a role to play to support Greater Manchester residents to move more. In making this claim, people didn't understand the importance of their role and the role they were playing in the Greater Manchester picture.

We decided this could be helped with a refresh of the way the brands were used to support the work. This would, in turn, help other partner organisations to recognise and articulate their role in GM Moving, as well as shifting mindsets towards a collective ambition.

We undertook a piece of work to explore the channels and the messages for both brands. Internally, we looked at the shared purpose, where both voices were used and what our key messages were for each. We developed these and introduced a GreaterSport supporting GM Moving logo. This logo can be adapted by any partner to show how their organisation and its work contributes to the GM Moving mission.

There was also an opportunity to look at the communication channels for GM Moving. The channels provide a space for GM Moving partners to share the work we are all doing together to contribute to the GM Moving mission.

To enable GM Moving to become the prominent brand and message, we decided to shift the GreaterSport organisational channels and create the space to lead with, and support, the GM Moving message more strongly. On 13<sup>th</sup> September, to align with the launch of the new collective strategy GM Moving in Action, we made the following changes:

#### Website

The prominent website that we use, promote and direct people to became GM Moving branded. The content shifted and the site now provides a space for information on how the whole system is contributing towards GM Moving. All GM Moving partners can add content, success stories, learnings, case studies, jobs, events, or news updates.

There is still a section designated to [GreaterSport organisational information](#).

## Catalysts

# Marketing and communications

### Social Media

GM Moving and GreaterSport have both continued to have a social media presence.

[GreaterSport](#) is our organisation's voice and shares what we are doing in contribution to GM Moving. The GM Moving account shares news of a wide range of work that contributes to the GM Moving ambition, from all sectors across the system.

### Newsletters

GreaterSport's monthly general newsletter rebranded to GM Moving to allow consistency with the brands. The content updated to show this and therefore covers news in all areas of the new GM Moving in Action Strategy, with sector updates as well as case studies.

### How has this work helped others?

Not only has this work helped simplify comms, with less duplication and a greater platform for GM Moving work as a whole, it has also encouraged others to look at their role within GM Moving. For example, team members have now worked with partners like GM Active on clarifying their role within GM Moving.

### **Further details**

For more information on our marketing, please contact [Karenb@greatersport.co.uk](mailto:Karenb@greatersport.co.uk)





## Catalysts

# Data, insight, evaluation and learning

### **Aim**

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.

### **Why?**

Learning for systems change is critical when working with complexity. The dynamic nature of complex adaptive systems requires an ability to continually sense and learn from the system and adapt accordingly. This is because the nature of the challenge and 'what works' to meet the challenge is continually shifting (Lowe and Plimmer, 2019)<sup>[4]</sup>.

### **What have we done?**

We focussed on how to build evaluation and learning capacity into roles and change culture to value this as part of our work. For long-term sustainability of the GM Moving evaluation approach, we recognise it is not always feasible to commission evaluation experts or have embedded researchers in all of the work. As such, we are using the opportunity of external capacity to support our team and partners to develop skills and capabilities for a long-term sustainable approach to our measurement, evaluation and learning. This active involvement in the whole process also ensures evaluation and learning is valued, used, and changes practice in real time thanks to a deeper level of understanding and engagement, rather than because an additional step is needed to translate this back to practitioners.

This work included developing a public narrative to explain why a different approach is needed, testing different frameworks, tools and processes to capture real-time process learning within GreaterSport, and learning how to include wider partner perspectives.

There has been a shift in culture and mindsets, causing us to ask different questions to understand how and why change is - or isn't - happening as often as we ask whether there is change or not. Yet there is still much learning needed to develop and embed practical processes further.

<sup>[4]</sup> [Exploring the new world: practical insights for funding, commissioning and managing in complexity. \(Lowe and Plimmer, 2019\).](#)

## Catalysts

# Data, insight, evaluation and learning

### What did we learn?

We are learning a great deal about what does and doesn't work from the processes tested so far, which we are applying to the next phase of the work. We have learnt:

- To start simply and align learning to existing processes. Then, there is an opportunity to build on them once they are embedded, rather than moving on to the next stage too quickly.
- It is important processes are co-developed, with flexibility to adapt to different types of activities, priorities, and personalities. However, we need to avoid too many options or adaptations, because this can create confusion and inaction.
- There needs to be some consistency in approach to ensure we can make sense of the data and consolidate learning.
- To make our work visible, include collective sensemaking to work through how to use this learning in practice, to adapt and gain feedback from others, which in turn reinforces the value in doing this.



## Catalysts

# Data, insight, evaluation and learning

### Case study

Sport England's Tackling Inequalities Fund was launched to help reduce the negative impact of the pandemic and the widening inequalities in sport, physical activity, and active lives in priority audiences. Yet providing the funding was only the first stage. We learnt from the process in each phase to make sure we are reaching priority audiences and developing relationships with them in the best possible way.

In phases one and two, the approach was an emergency response to need based on existing infrastructure relationships, with smaller funding amounts offered. For phase three, our aim was to establish a more long-term approach by developing a GM Moving Equalities panel - capitalising on the developing infrastructure across Greater Manchester in this field. The funding panel consisted of ten people from a variety of organisations who work closely with the priority audiences across GM. The panel's purpose was to specify the need and the process within GM for the phase three, then to make decisions about grants. Half of the panel also played community connector roles to build direct relationships with, and provide ongoing support to, groups who would not otherwise apply for the funding.

Learning from phase one and two, as well as insight gathered from the panel, highlighted a number of small user-led voluntary organisations who were not connected to the larger Voluntary, Community and Social Enterprise (VCSE) infrastructure. Without this connection, they would never know about the available funding. As well as potentially lacking the skills, confidence or capacity they might need to write a formal application, they might not even have considered the benefits, or where to begin with how to incorporate physical activity into what they already offer existing service users.

Developing ongoing transformational, rather than transactional, relationships built on trust and understanding, as well as humanising the process, was critical to reach these smaller user-led organisations. This meant we were:

- Reaching organisations not connected to larger infrastructure organisations.
- Working on much larger, long-term awards of funding instead of short-term projects.
- Gaining a much greater understanding. Sometimes, our knowledge can be difficult to express in writing, so we may miss opportunities when submitting applications.
- Opening opportunities beyond just TIF, this is the sustainability. By allowing for the time it takes to build this trust and understanding, crucially investing in this role and recognising their value "allowed connectors to connect".
- Making connections to share resources and partners in place, as well as following up on long-term support beyond the application stage. This included building on VCSE-identified connections. For example, diversity and inclusion training would strengthen a group's application, or VCSE support with application writing would free-up community connectors' time so they could focus on building relationships.



## Catalysts

# Data, insight, evaluation and learning

- Reducing governance barriers to be more inclusive. This included supporting groups who have no bank account by identifying a fiscal partner.
- Turning around projects with minimal delay to meet present demand. To do this, we held regular panel meetings, and communicated over the phone between meeting, allowing quick responses to questions and feedback using a rolling fund.
- Encouraging others to apply for funding and developing our understanding to adapt the approach for future. We did this by capturing how and why the process worked, which is equally important as understanding its outcomes.
- Sharing learning through the community connectors' dual role on the collective panel. This hugely valued position meant they collected ideas to take back to the community.
- Creating space to connect with other funds (such as Walking Ambition, Local Pilot and Transport for Greater Manchester) across GM to share learning and, ultimately, work together to embed this learning into policy and practice across GM funding distribution and have national influence.

### Further details

For more information about our work within evidence and evaluation, please contact [Hazel@greatersport.co.uk](mailto:Hazel@greatersport.co.uk).







## Catalysts

# People, leadership and workforce

### Aim

Develop people and leadership, realising the power and potential of a movement that reflects the population to inspire, engage and support people to live more active lives.

### Why?

Building movement into daily life and finding a solution to the challenge of inactivity is complex. We need to enable a transformation in the culture, behaviour, skills, knowledge and confidence of people across Greater Manchester (GM) to support them to build relationships. As an organisation, we must work across a whole system in different ways to make this transformation happen.

### What have we done?

- Continued to develop our systems leadership and workforce development approach. This approach engaged more than 300 people from over 80 organisations in sessions and masterclasses including; Values and Leadership, Online reflections, Public Narrative, Systems Leadership Behaviours and Coaching Development Skills amongst many others.
- Planned the next phase of the systems leadership approach, which began in April 2022.
- Supported GM Active with their Transformational Leadership Programme.
- Started working in collaboration with Manchester Local Care Organisation to develop sessions and resources. These will help non-clinical staff have better conversations about moving more with people with long-term health conditions.
- Launched a piece of research to understand how we work with partners to get more people involved in volunteering and make it more inclusive and reflective of GM's diverse communities.
- Recruited an intern to complete a landscape review of the research available around inequalities and the barriers to volunteering.
- Connected with Sport England and other active partnerships to support each other and share learning.

## Catalysts

# People, leadership and workforce

### What did we learn?

We learnt that people trying to work in ways that support a whole system approach often feel stuck between two organisational cultures. We created a network of people who see the value of working collaboratively across the whole system and are supporting them with the skills and knowledge required to do this. With this, we are discovering people are often struggling to put their learnings into practice because of the perceived lack of freedom and opportunity to create the change they want to see. There is still a temptation to be pulled back into more traditional delivery methods, so future work will focus on strategic leadership, enabling collective leadership, and transforming governance and processes.

### Case study

In November 2021 GM Moving, in partnership with [10GM](#) and [Collaborate Out Loud CIC](#), hosted 'The GM Moving Big Co-Production Conversation'. This was a series of conversations to explore topics associated with coproduction and how to work effectively alongside communities.

The [Wakelet](#) has all the details of the sessions we ran during the two weeks, including a host of resources to explore and use in future collaborative work.

### Learnings and feedback

The feedback from the sessions was extremely useful and we summarised the key themes below. These themes have been used to shape the Systems Leadership programme for 2022 so that we continue to build on the conversations that have taken place and the learnings we are collecting.

- **Step back and think** – are you really supporting communities to be more independent - or are you co-producing more services that don't work long-term? What is the community alternative to your service?
- **Toolkits have their value, but tend not to work in this particular area** – there is no step-by-step guide. We need to use our collective intelligence and create spaces to share what we are doing and learning.
- **Together we can** – we need to keep talking and working together to make things happen and challenge where things are not changing.
- **Stop trying to make everything huge** – spreading the small stuff (which is often the best!) can make a real difference, rather than trying to scale up and potentially lose the real purpose.
- **Space to think** – we need space to work things out and talk about how hard this can be sometimes. These should be intentional spaces where honest conversations can happen and challenges can be worked through.
- **Let the creativity flow** – we need to be creative in how we do things, using the arts and lots of different mediums to spread messages and co-produce with communities.

## Catalysts

# People, leadership and workforce

- **Assumptions are dangerous** – we need to stop making assumptions and start making friends, not contacts. Being able to understand how life really is for people in our communities and developing our empathy skills is essential.
- **Include the excluded** - whether it's people who are excluded due to lack of access or people who are labelled as 'hard to reach' (when, in fact, it's that their voices have just not been heard in the right way at the right time), we need different ways to engage and listen.
- **Wellbeing matters** - this work isn't easy, and we need to support each other as we work through the complexities and achieve great things.

### Further details

For more information on our work within People and Leadership, please contact [Claire@greatersport.co.uk](mailto:Claire@greatersport.co.uk)







## Catalysts

# Digital inclusion and opportunities

### Aim

Accelerate Greater Manchester-wide progress to ensure people are digitally supported to move more at home and outside. Do this via a local physical activity and sports offer and through a diverse and inclusive choice of online support, activities and services.

Harness digital technology to gather and share data, grow insight and learning, test and learn, innovate, connect, signpost and grow local resources, and have a say in decision-making.

### Why?

GM Moving prioritises the opportunity and need from Sport England and the Greater Manchester (GM) system to test and learn, sharing impact and learning to enable organisations to realise the potential digital can play to help increase activity levels.

### What have we done?

In the last 12 months, our work has focussed on four key areas:

#### 1. GM Moving Resource Hub

We developed an online resource to support everyone across the city region to enable people to move more. It provides free access to marketing resources and an image library, with plans to continue to grow the available resources to continually support people as they work to get Greater Manchester moving. You can request free access the GM Moving Resource Hub [here](#).





## Catalysts

# Digital inclusion and opportunities

### 2. GM Walking

The GM Walking team developed a [range of resources](#), which are available to download, to support independent walking activity and provide interest and motivation for walking. These included the GM The Daily Mile Toolkit and activity sheets developed by community organisations to support the people they worked with during the pandemic lockdowns.

The GM Walking Website is a central platform for local residents and community groups to understand more about the benefits of walking, find walking opportunities across their region, and access resources and training. The central hub promotes third party-affiliated walking apps and tools, including the GoJauntly and Love Exploring apps. These free apps provide a mobile platform for discovery and sharing of routes.

Together with GoJauntly, Walking Projects Community Interest Company, and local community organisations across Salford, Manchester, Oldham, Rochdale and Bolton, a series of over 30 wellbeing walks were created across Greater Manchester. Love Exploring is a family, children and young person-focused app.

The Walking Voice network is also showcased via the website, with access to a simple online joining form. The website resource bank focuses on co-production and networking. Walking routes, generated by the community, are categorised by transport links, facilities, grading of accessibility, and activity level. The walking groups are organised into 10GM geographical areas.

Involving local people and growing assets are key theories, evident across the website and digital strand of Walking Ambition. Much of the website content is focused on the stories of local people. The bank of resources, tools, apps and training are provided free of charge for local people to use in their communities to facilitate walking. The social media campaign is gaining traction in community content and shares.

### 3. Greater Manchester Walking Festival 2021

Following the cancellation of the May 2020 walking festival due to the pandemic, the GM Walking team hosted virtual festivals in October 2020 and May 2021. This included tips, inspiration and resources to encourage regular walking from home with family and friends. [The Get Out This May 2021](#) calendars were downloaded more than 1,000 times and viewed by 7,670 unique users, helping people to 'Get Out This May' for walking and fresh air at the end of lockdown.

## Catalysts

# Digital inclusion and opportunities

### 4. Active Ageing

In our approach and commitment to digital inclusion for older people, working with the Health, Social Care and Physical Activity working group (inclusive of the Greater Manchester Health Social Care Partnership and Dementia United), we collectively identified and supported evidence-based strength and balanced digital solutions, such as the [‘Keep on Keep Up’ \(KOKU\) App](#).

#### Case study

We worked together with local learning disability and autism charity [Seashell Trust to create inclusive imagery and champion walking](#).

When recognising and aligning priorities for marketing and comms and the GM Walking ambition, we identified our imagery did not represent people living with a disability. Therefore, we worked with the Seashell Trust to carry out a photography project to address this.

We co-designed the approach with Seashell Trust, allowing them to choose the route the participants felt comfortable with, and they identified a photographer who was experienced in work with disabled young people.

The result was not only some brilliant, representative photos that can be used by partners across Greater Manchester but also a sensory walk that Seashell Trust have gone on to deliver at a number of their events since.



## Business Operations

# Governance, HR, finance and risk

### Aim

GreaterSport is committed to maintaining the highest standards of business operations which includes governance, HR and financial management. In doing this, we ensure we remain compliant with all statutory, regulatory and contractual requirements, as well as making sure we are a great company to work for and one that functions successfully on a day-to-day basis.

### Why?

Sound business operations are fundamental to the charity's success. They allow us to fulfil our vision and provide the foundations of a high-performing organisation.

### What have we done?

This year, our business operations have focussed on some key areas:

#### Code of Governance

We continue to ensure we meet the requirements of the UK Sport and Sport England Code of Governance by adhering to the [five principles of good governance](#).

#### Safeguarding

Our annual Child Protection in Sport Unit (CPSU) safeguarding assessment in December 2021 demonstrated we met all the required CPSU safeguarding standards again this year. This means that we are compliant across a whole range of safeguarding practices, including policies, procedures and guidance, organisational commitment to safeguarding, strategic planning, communications and training, and education.

#### HR

We have continued to create a supportive working environment throughout the pandemic. The team were provided with what they need to work in a nimble way, whether from home, remotely, or accessing hot desks while our main office undergoes renovation.

We implemented a more flexible approach to reviewing and creating policies. This has helped us focus on team wellbeing at a time when it is needed most. The Menopause policy and Mental Wellbeing policy are examples of those we have created this year as part of our commitment to equality, diversity and inclusion and to continuously improve our ability to support our wider team.

Our HR function is supported by colleagues from Trafford Council, where we access expert advice. This ensures all our decisions and processes are well informed and up-to-date with relevant legislation.



## Business Operations

# Governance, HR, finance and risk



### IT

We successfully migrated to Microsoft 365, which has enabled the regular use of Teams and helped us stay connected with colleagues internally. This has been supplemented by regular co-working days, where the team get together for collaboration in a city centre venue.

### Audit

The external audit of our end-of-year accounts takes place in the summer. We will publish the results when we receive the outcome.

### What did we learn?

Across the last twelve months, we have focussed on ensuring there has been sufficient support for the GreaterSport team as we collectively navigated the pandemic. The strength of the charity is our workforce and the way in which they lead, support and connect across Greater Manchester (GM). Therefore, ensuring we provided the conditions for the team to be the best they could be was paramount. This meant responding to the staff survey, putting structures in place to aid individual development, and creating policies to develop a supportive working environment.



## Business Operations

# Governance, HR, finance and risk

### Case study

Being a great place to work is of utmost importance. To us, this means being a place where we inspire, grow, lead, move and thrive together to achieve our vision and make positive change. Over the last 12 months, we have established six 'foundations' that, alongside our values, help create and sustain a healthy, productive, efficient, high-performing, motivated and progressive organisation that leads the way - within Greater Manchester and beyond. Here are a few examples of what we have applied successfully:

**Financial sustainability:** investment from primary funders for the next five years secures the primary roles and function of the charity up to 2027. It creates a strong base from which to explore new avenues to lead, support and connect the system in GM and beyond.

**Stakeholder relationships:** our whole system approach helped to shape and steer our actions. Working closely with Sport England, Greater Manchester Combined Authority and Greater Manchester Health Social Care Partnership, amongst others, we delivered excellence in governance, finance, HR and business operations.

**Learning and development:** we redesigned the organisation's learning and development plan so we can focus on key areas, such as system leadership, storytelling, tracking team performance, and process, policy and procedure.

We As a team, we identified these as areas for improvement. This is underpinned by our ongoing individual learning and developments budgets for each member of team.

**Strategic development:** we established a new [18-month Business Plan](#), outlining the organisation's value and contribution to GM Moving in Action. It provides an overview of our priorities for the 18 months between October 2021 and March 2023.

**Organisational culture:** guided by our values - passion, integrity and purpose - we are creating a great place to work where we inspire, grow, lead, learn, move and thrive together to achieve our vision and make positive change. This year, we continued to invest in our workforce so we can be healthy, productive, efficient, high-performing, motivated and progressive.

**Wellbeing:** we focussed on improving wellbeing policies that show a commitment to equality, inclusion, and diversity.

### Further details

For more information on our Business Operations please contact Lee Davies on [Lee@greatersport.co.uk](mailto:Lee@greatersport.co.uk).



# Annual 2022 Report

## Contact

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