

OUR SHARED PRIORITIES

1. POLICY AND STRATEGIC ARCHITECTURE

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

Given the scale of the challenge and ambition we cannot achieve the desired population level change without a system wide approach. Crucial within this is influencing policy to help embed the principles of active lives across decision making in Greater Manchester.

We will contribute to the strategic governance of physical activity and sport in Greater Manchester and ensure that our entire team champions, and helps embed, physical activity and sport as part of the conversation with politicians, senior officers and senior decision makers across Greater Manchester.

Our Focus

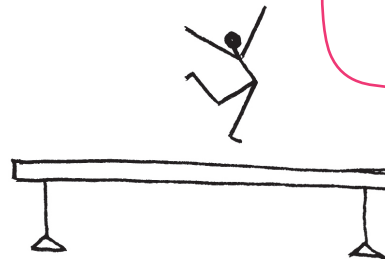
1A.

We will continue to be an integral and valued part of the strategic leadership for physical activity and sport, offering **support** and **influence** to help ensure that physical activity is a central pillar of all key GM strategic plans, policies and commissioned contracts.

1B.

We will use our **influence** to champion physical activity and sport and **develop** a network of advocates across the public, private and voluntary sectors.

WE WANT TO ENSURE THAT PHYSICAL ACTIVITY BECOMES A CENTRAL PILLAR IN POLICY AND PRACTICE THROUGHOUT GREATER MANCHESTER



OUR SHARED PRIORITIES

2. ACROSS THE LIFE COURSE

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.

Whilst adopting a lifecourse approach we recognise that there are some things that we will do that apply across all ages. This includes approaches to place based working, how we **support** those with resilient habits maintain an active lifestyle and how we **influence** those who do something but aren't able to convert intention to sustained action.

Working with other organisations we will provide leadership, advocacy, knowledge and connections to help secure system change.

Our Focus

2A.

We will build knowledge and understanding of place based integrated working to **support** local partners to **embed physical activity and sport into locality work**.

A focus on place requires a fundamentally different approach – building on the assets of individuals, communities and organisations working together in multi-agency teams. We need to understand more clearly the principles of place based working, and how public services are working with others to significantly improve outcomes for residents and reduced cost to public service. We need to understand what this means for our work, the partnerships we need to establish and the best way to deploy our expertise.

Our **support** will look different in different parts of Greater Manchester according to local circumstance. In particular, we will:

- Work with partners to **develop detailed insight and understanding** into local needs and priorities
- **Influence and support health and social care transformation and public service reform** via the 10 Local Strategic Transformation Plans and Integrated Health and Care Organisations
- **Work closely with GM Active** as a key provider network to **support** its vision *'for a network of innovative, responsive, resilient and high performing Greater Manchester Leisure and Cultural Trusts that deliver transformational outcomes across Greater Manchester's communities'*
- **Broker and facilitate local connections** with diverse providers working at a national or Greater Manchester level to **support** local activity. This includes, where appropriate, bringing together cross sector forums to connect and add value
- **Support** in embedding physical activity at the heart of **social prescribing approaches**
- **Support** and **mobilise the third sector**, engaging in a collaborative effort to increase the role of physical activity to **support** community outcomes.



2. ACROSS THE LIFE COURSE

2B.

We will **support** the sector to work smarter and more effectively in **supporting those who are already active to maintain a resilient habit across the lifecourse.**

Whilst there is a strong policy focus prioritising the least active groups in society, we cannot get complacent about those already participating regularly and the benefits they get from leading an active lifestyle. We must therefore find ways to **support** the core infrastructure for sport (Leisure Trusts, NGBs, Community Sports Clubs, private and third sector providers) to find new ways of serving existing participants more sustainably. This includes supporting the voluntary sector to attract grant funding as well as adopting a more commercial mind-set to improve financial sustainability.

2C.

We will **support** the things that will **take physical activity and sport to the mass market.**

We know that large numbers of people take part in physical activity and sport at some point within a typical year. However, we know there is a challenge in overcoming the intention – action gap. Our work in this area will include supporting programmes and activities with mass appeal, **working with open data and embracing technology** and engaging different partners who can open new opportunities.

2D.

We will **develop** the knowledge, insight and partnerships to help **prioritise the engagement of families** as a key approach to **influence** change.

2E.

We will provide a concentrated focus on championing the positive role of physical activity and sport in the **prevention and early intervention of mental illness.** We will **support** the need for parity in the way that we address physical and mental health.

2F.

We will **work with professional clubs and NGBs** to **support** them in harnessing the power of brands and athlete role models to contribute to our aspirations for participation and engagement through physical activity and sport.

2G.

We will work with the sector to **support** the **development of a digital solution for opportunity data** relating to physical activity and sport, which includes the natural environment as well as more formal provision, and supports the least active to engage in a more active lifestyle.



WE WILL CHAMPION
THE POSITIVE ROLE OF
PHYSICAL ACTIVITY
AND SPORT IN THE
PREVENTION OF MENTAL
ILLNESS

OUR SHARED PRIORITIES

3. BEST START

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

Children starting school ready to learn is fundamental to supporting good outcomes later in life and there is strong evidence which shows us that physical literacy is an important feature of giving young people the best start in life. We know that sedentary behaviour during early years moderately to largely predict sedentary behaviour during middle childhood. Physical activity levels also track into adulthood.

We will continue to prioritise our work with early years because it is the right thing to do to **support** the next generation.

Our Focus

3A.

We **support** the workforce who interact with families and children under 5 to embrace the role that physical activity can play to support school readiness, physical and mental health and wellbeing. We will raise awareness of the importance of physical activity from birth and **help to embed physical activity with all relevant professionals**. This includes Health Visitors, School Nurses, Physical Activity and Sport providers, PE Specialists in school, and volunteers who work closely with families.

3B.

We will work with key agencies to **develop** and **embed an Early Years Physical Literacy Framework** to help establish standards across all settings.

WE WILL PRIORITISE OUR
WORK WITH EARLY YEARS TO HELP
THE NEXT GENERATION GET THE
BEST START IN LIFE



OUR SHARED PRIORITIES

4. DEVELOP WELL

MAKE GREATER MANCHESTER THE BEST PLACE IN ENGLAND FOR CHILDREN, YOUNG PEOPLE AND YOUNG ADULTS AGED 5-25 TO GROW UP, DEVELOPING THEIR LIFE CHANCES THROUGH A MORE ACTIVE LIFESTYLE, WITH A FOCUS ON REDUCING INEQUALITIES.

Greater Manchester has bold aspirations as a great place to grow-up and learn, where our young people are instilled with the skills, aspirations and drive needed to succeed and exceed expectations in all aspects of their lives. GM Moving is referenced as a key strategy to make this happen within the Greater Manchester Strategy, as we know that physically active children and young people are more likely to do better academically and we know that physical activity can have a positive impact on mental health.

Our Focus

4A.

We will provide knowledge, insight and **influence** to support the education sector to develop 'whole school' approaches to achieve the recommended amount of physical activity per day.

This includes supporting the Greater Manchester Head Teachers Alliance to grow its peer to peer **influence**, helping to extend the reach and impact of approaches like the Daily Mile, helping to **develop** the evidence base and share good practice regarding approaches to **support** children and young adult's mental health, broader curriculum and enrichment outcomes through physical activity and sport.

4B.

We will **support** the development and sharing of good practice regarding joined-up approaches to physical activity and sport with children and young people aged 5-18 outside the school curriculum.

Key targeted outcomes through this work will include:

- Children's mental health
- Physical health including childhood obesity
- Supporting young people who are either committing offences or at risk of doing so.

4C.

We will provide our knowledge, insight and **influence** to ensure there are effective transitions and pathways in place for people to continue an active lifestyle through education settings and from education to community settings.

This includes pathways for those with talent to help them fulfil their potential in sport.

4D.

We will **support** Colleges and Universities to maximise the engagement of students and staff, and the contribution of physical activity and sport towards employability, academic learning, student experience, physical and mental wellbeing.



PHYSICALLY ACTIVE CHILDREN AND YOUNG PEOPLE ARE MORE LIKELY TO DO BETTER ACADEMICALLY

OUR SHARED PRIORITIES

5. LIVE WELL

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

We know that participation falls off across the lifecourse and there is a strong evidence base to highlight the role that physical activity and sport can play in supporting prevention and early intervention against a range of risk factors. For many of the least active adults, if we don't take the opportunities to **influence** their attitudes and behaviours now, we risk the negative health and economic outcomes to which being active can help avoid.

Our Focus

5A.

We will provide knowledge, insight and connections to help prioritise the role of physical activity and sport in **supporting the prevention and early intervention for people aged 40-60 with, or at risk of, long term conditions.**

5B.

We will provide knowledge, insight and **support** to help embed the role of physical activity and sport to **support people out of work, or people in work but at risk of becoming workless, to become and remain economically active.**

5C.

We will **lead** a Greater Manchester wide approach to **make Active Workplaces the norm** in supporting people to lead a more active lifestyle.

This includes supporting employers in their active workplace approaches, by sharing and celebrating best practice, supporting the development of physical activity policies, active travel planning and other initiatives which are proven to **lead** to active workforces.

PHYSICAL ACTIVITY AND SPORT PLAYS A STRONG ROLE IN PREVENTING AGAINST A RANGE OF HEALTH CONDITIONS



OUR SHARED PRIORITIES

6. AGE WELL

MAKE ACTIVE AGEING A CENTRAL PILLAR WITHIN THE GREATER MANCHESTER AGEING HUB SUPPORTING THE GREATER MANCHESTER AMBITION FOR AN AGE FRIENDLY CITY-REGION, WHICH WILL LEAD TO BETTER HEALTH, WELLBEING AND INDEPENDENCE.

Greater Manchester's vision is for older residents to be able to contribute to and benefit from sustained prosperity and enjoy a good quality of life. Greater Manchester's population is ageing rapidly. By 2036, 14% of the total population will be 75 and over - an increase of 75% from 2011. If we don't do things differently those at risk of social isolation and loneliness is forecast to increase, with related impacts on physical and mental health and wellbeing.

Physical Activity and sport are well positioned to support Greater Manchester's aspiration to become the UK's first age-friendly city-region and a national leader on ageing in place.

Our Focus

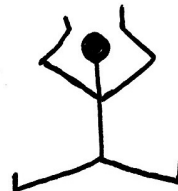
6A.

We will provide knowledge, insight and connections to **support** 'age friendly' **community approaches** across the whole system. This includes work around the primary prevention of falls through strength and balance. This work will help to reduce social isolation, the risk and effects of long term conditions through ageing.

6B.

We will help to coordinate the delivery and evaluation of a successful **Greater Manchester Active Ageing programme**.

WE WANT TO CREATE AN AGE FRIENDLY COMMUNITY TO HELP REDUCE SOCIAL ISOLATION AND LONELINESS FOR OLDER RESIDENTS



OUR SHARED PRIORITIES

7. PLACE

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

A green city-region is a priority within the Greater Manchester Strategy and we know that the quality of the local environment and amenities are important for supporting the health and wellbeing of all residents. A quarter of those responding to consultation on the Greater Manchester Strategy said that they wanted “cleaner areas and more green spaces, parks and leisure facilities”.

The city-region also has aspirations of reducing congestion and improving air quality. Key to this is encouraging residents to **lead** active lives, putting in place the infrastructure required to enable more people to walk or cycle and redesigning streets to meet the needs of all users, establishing Greater Manchester as a world-leading cycle city.

Our Focus

7A.

We will help to **influence** planning policy and decision making via the Spatial Framework for Greater Manchester to ensure that the **principles of Active Design are fully embedded**.

7B.

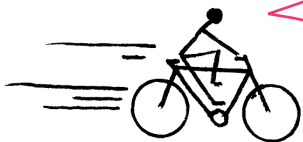
We will **support** the work of the Greater Manchester Cycling and Walking Commissioner providing knowledge, insight and connections to **support a transformational growth in active travel**. This will contribute to the broader plans to further engage people in walking, running and cycling across Greater Manchester.

7C.

We will take a **lead** in helping to **maximise the potential of outdoor environments** to inspire people to **lead** more active lifestyles, and in doing so, contribute to key environmental outcomes for Greater Manchester.

7D.

We will **support** the development of **more sustainable models of indoor and outdoor community, sports and leisure facility provision** including utilising our knowledge, insight and networks to assist with specific projects and developments.



OUR AIM IS TO IMPROVE THE HEALTH AND WELLBEING OF RESIDENTS BY ENCOURAGING MORE PEOPLE TO WALK OR CYCLE

OUR SHARED PRIORITIES

8. ECONOMY

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

The model of sport-led regeneration through the 2002 Commonwealth Games has helped to **influence** the sporting landscape across the country and now Manchester is ranked 5th in the 'World's 25 Ultimate Sport Cities' by Sports Business Magazine.

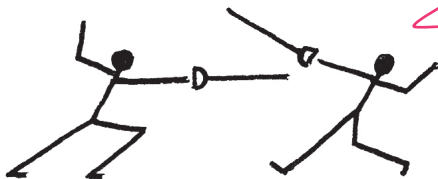
The total economic impact of sport, both participation and non-participation activities, is significant within Greater Manchester with a Gross Value Added of £1.245m, of which over £598m is as a result of people participating in sport.

Significant numbers of spectators attend sporting events across the city-region which lever economic benefit and generate a wider social benefit. 'A Sporting Future' reflects the value of broader engagement in sport, whether as a volunteer or spectator. 'People who regularly turn up and experience live sport...can enjoy improved wellbeing and community engagement.'

Our Focus

8A. We will **support** the **development of a sector growth plan for sport**, helping to take forward relevant priorities aligned to our core competencies.

8B. We will **lead** or **support** the sector (as relevant) in **leveraging external investment** (national, cross sector, commercial, charitable), helping to **support** the development of a more sustainable sector and contribute to the aims of GM Moving.



PEOPLE WHO REGULARLY TURN UP
AND EXPERIENCE LIVE SPORT CAN
ENJOY IMPROVED WELLBEING AND
COMMUNITY ENGAGEMENT

OUR SHARED PRIORITIES

9. WORKFORCE

BUILD THE KNOWLEDGE, SKILLS AND UNDERSTANDING OF THE WORKFORCE ACROSS GREATER MANCHESTER TO EMBED PHYSICAL ACTIVITY, MAKE EVERY CONTACT COUNT, AND DEVELOP A DIVERSE WORKFORCE FIT TO DELIVER THE AMBITIONS OF GREATER MANCHESTER MOVING.

Workforce was a consistent theme across the consultation on the development of this strategy. People, in paid and unpaid roles, working in the physical activity and sport sector, or other sectors such as the NHS, will be critical to achieving the aspirations of Greater Manchester Moving.

This is a huge task as we try to **influence** a wider workforce to **develop** their knowledge and confidence to include physical activity as part of the conversation. Whilst for the frontline staff working in the sector, the drive towards engaging the least active groups places different demands in ensuring the 'product' is tailored towards a different set of needs and motivations and addressing the micro drop off points as part of the customer experience. We also need to ensure that the workforce is more diverse and reflective of the audiences that we are trying to engage.

There is also a new Coaching Plan for England (2017-2021) which 'represents a 'call to action' for everyone in the coaching community in England to modernise how we think about coaching and how we talk about coaching. It is a challenge to transform how we find good coaches and how we **support** them. It is a quest to find new ways to improve the quality of coaching and extend its reach.'

There are many organisations who need to be engaged in this area but we believe this is where we have to take a leadership role, working closely with our partners to ensure we capitalise on the opportunities.

Our Focus

9A.

We will **lead** on **developing our collective knowledge base of the workforce** to understand:

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

9B.

We will **lead** on the development of a **coordinated approach to volunteering** to **develop**, increase capacity and retain those engaged, and ensure the volunteering workforce is more diverse and representative of Greater Manchester's communities.

9C.

We will **support** the development of a **coordinated approach to traineeships, apprenticeships and graduate placements** for the sector.

9D.

We will help to **influence** the **Leading GM programme** to ensure that physical activity advocacy is fully integrated.

9E.

We will offer knowledge, insight and connections to **support** in **embedding physical activity knowledge in the training of cross sector professionals** from apprenticeships, undergraduate and graduate programmes.

OUR SHARED PRIORITIES

10. EVIDENCE, DATA AND INSIGHT

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

Sport England's strategy, 'Towards An Active Nation', is clear in its message – 'we will put insight at the heart of our work. If we are to help different audiences change their behaviour, we need not just to understand their sporting habits and preferences, but their wider lives, needs and wishes.'

It is therefore critical that we have the evidence, data and insight available to help inform the development of policy and practice. This is an area where we have been growing our expertise over recent years with positive feedback from our partners, who see this as a clear area where our expertise adds value.

Our Focus

10A.

We will **lead** on the delivery of a **coherent approach regarding the development of insight about people and place** to **support** the aims of Greater Manchester Moving.

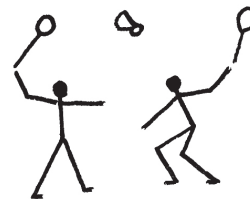
10B.

We will **support** and, where appropriate, **develop primary research** to help address important gaps in the evidence, data and insight.

10C.

We will **support the workforce to ensure that existing insight is being used to inform design and delivery**. This includes developing knowledge sharing platforms and knowledge exchange forums and CPD programmes across sectors.

WE NEED NOT JUST TO UNDERSTAND THEIR SPORTING HABITS AND PREFERENCES, BUT THEIR WIDER LIVES, NEEDS AND WISHES



OUR SHARED PRIORITIES

11. EVALUATION

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

We need robust and consistent evaluation practices to understand what is driving the impacts, so this can be replicated in different contexts and settings.

Through consultation it is clear that **support** and expertise around evaluation is another key area where we can add value to our partners.

Our Focus

11A.

We will work with our partners to **embed consistent evaluation frameworks** to **support** the aspirations of Greater Manchester Moving.

11B.

We will put in place a **clear measurement framework with relevant baselines identified to understand our impact**, the added value that we create for our partners and also our progress on delivering this Strategy. This particularly includes understanding the social value of our work. It is essential for our improvement as an organisation that we know what works and what does not, to further **develop** our insight and improve our future work.

WE NEED CONSISTENT
EVALUATION PRACTICES
TO UNDERSTAND WHAT
WORKS TO HELP US
IMPROVE AS AN
ORGANISATION



OUR SHARED PRIORITIES

12. MARKETING AND COMMUNICATIONS

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

The way we market and communicate about physical activity and sport will be critical to the behaviour change process. Ensuring we are offering a great supply of relevant opportunities is not enough on its own to change the attitudes and behaviours of the least active in society. Marketing and communications is critical to influencing people's attitudes and demands and it is therefore important that it is embedded throughout the behaviour change process, and the impact of what works is considered as part of evaluation practice.

Our Focus

12A.

We will continue to **develop our brand and communications** activity in line with who we are as an organisation, ensuring that we are innovative, responsive and clear about the contribution we are making.

12B.

We will work with the communications teams across the GMCA, Health and Social Care Partnership, Local Councils, PHE, TfGM, blue light services, etc and the physical activity and sport sector (GM Active, NGBs, Professional Club Community Foundations and other providers) to **develop a consistent narrative for physical activity and sport that helps workforce and the general public to be clear about what is meant by 'physical activity'**, the core messages of how much people need to do, the wide ranging benefits of being active.

12C.

We will work with the sector to **embrace national and Greater Manchester campaigns**. This includes developing a shared calendar of events, relevant national/international days and campaigns (e.g. Women In Sport week, mental health awareness week, etc) as a basis for coordination. We will also provide insight to **support** these campaigns, including tailoring messaging to specific groups.

12D.

We will **celebrate the collective success of organisations and individuals delivering positive outcomes through physical activity and sport** in line with the ambitions of Greater Manchester Moving (for example through the Greater Manchester Sports Awards). We recognise that 'together we make it happen' and by celebrating collective success we not only help our partners raise their profile but we raise the profile of the outcomes of Greater Manchester Moving.

MARKETING AND COMMUNICATIONS IS CRITICAL TO INFLUENCING PEOPLE'S ATTITUDES

