



Greater Manchester
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People Plan



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Introduction

[GM Moving](#) is a Greater Manchester charity with a clear purpose to change lives through movement, physical activity and sport. This drives everything that we do and motivates every single person engaged with our organisation. We lead, support and connect people and partners across the city region to enable Active Lives for All, uniting communities and creating more equal and inclusive places so that people can lead happier, healthier and more fulfilled lives.

We are a values-led organisation guided by passion, integrity and purpose. We work hard to create a culture where everyone is valued, listened to and treated with care, kindness and respect. Recognising the transformative power of equality, equity, diversity, and inclusion, we embrace these principles to make more informed decisions, gain broader perspectives, and enhance overall performance.

We prioritise being a great company to work for. To us this means a place where we all inspire, grow, lead, learn, move and thrive together. We embrace the joy of this journey with a sense of fun, fulfilment and belonging.

Acknowledging that our people are our greatest asset, we invest in our workforce, so they are all happy, healthy, productive, high-performing, motivated and empowered to reach their full potential.

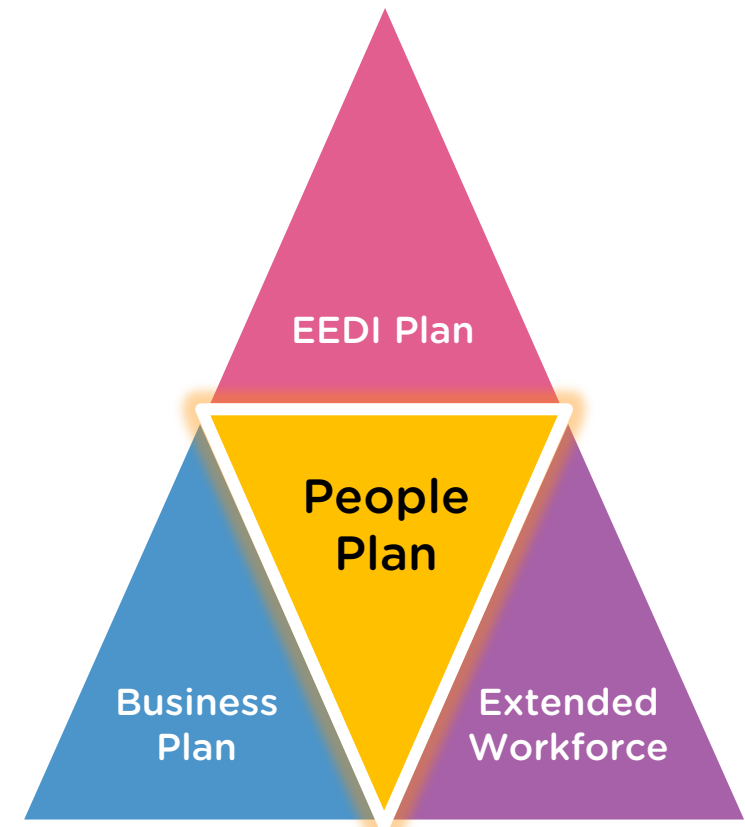
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Connection to other organisational plans

This People Plan provides an overview of the strategies, commitments, systems and procedures pertaining to our aim of being a great company to work for and with. It is closely aligned to our [Business Plan](#), which sets out our purpose, vision and mission, who we are and what we do. This alignment ensures that the resources and activities directed towards our people directly support and contribute to the overarching organisational priorities and objectives.

Our [Equality, Equity, Diversity and Inclusion Plan](#) is intrinsically linked to the People Plan, going one step further in defining our unbridled commitment to becoming a more equal, fair, diverse, and inclusive organisation, which we know will enable us to make better, more informed decisions, provide wider perspectives, increase innovation and creativity, drive change and improve performance.

Our [Extended Workforce Plan](#) describes our contribution to developing the skills, behaviours and experiences of people and leaders across the Greater Manchester system, helping to realise its power and potential. Further information on this can be found [here](#) and on page 25.



About Us

GM Moving is a leading Greater Manchester charity. Across our city region, we play a strategic leadership role in support of GM Moving in Action, the Greater Manchester-wide movement for movement.

Nationally, we are one of 43 Active Partnerships; a network across the country who work collaboratively to create the conditions for an active nation. We also work closely with Sport England to support the local implementation of the Uniting the Movement Strategy.



About Us

Our Purpose

GM Moving exists to change lives through movement, physical activity and sport.

Our Vision

United communities and more equal and inclusive places in which people can lead happier, healthier and more active lives.

Our Mission

We lead, support and connect a Greater Manchester system that creates the conditions to enable Active Lives for All.



Our 2023-25 Business Plan can be found [here](#).

Our values and behaviours

Our values - passion, integrity and purpose - were co-designed with our board, team and partners. They guide how we work, and are important to everything we do, and the way that we do it.

These values are translated into behaviours, which we embody in our work. These ways of working should be seen and heard internally and by those we work with.

We hold ourselves and each other to account on these, in our recruitment, induction, and leadership and management processes and practices.



Purpose

For us this means we are clear and motivated about our why, what and how. We make things happen.



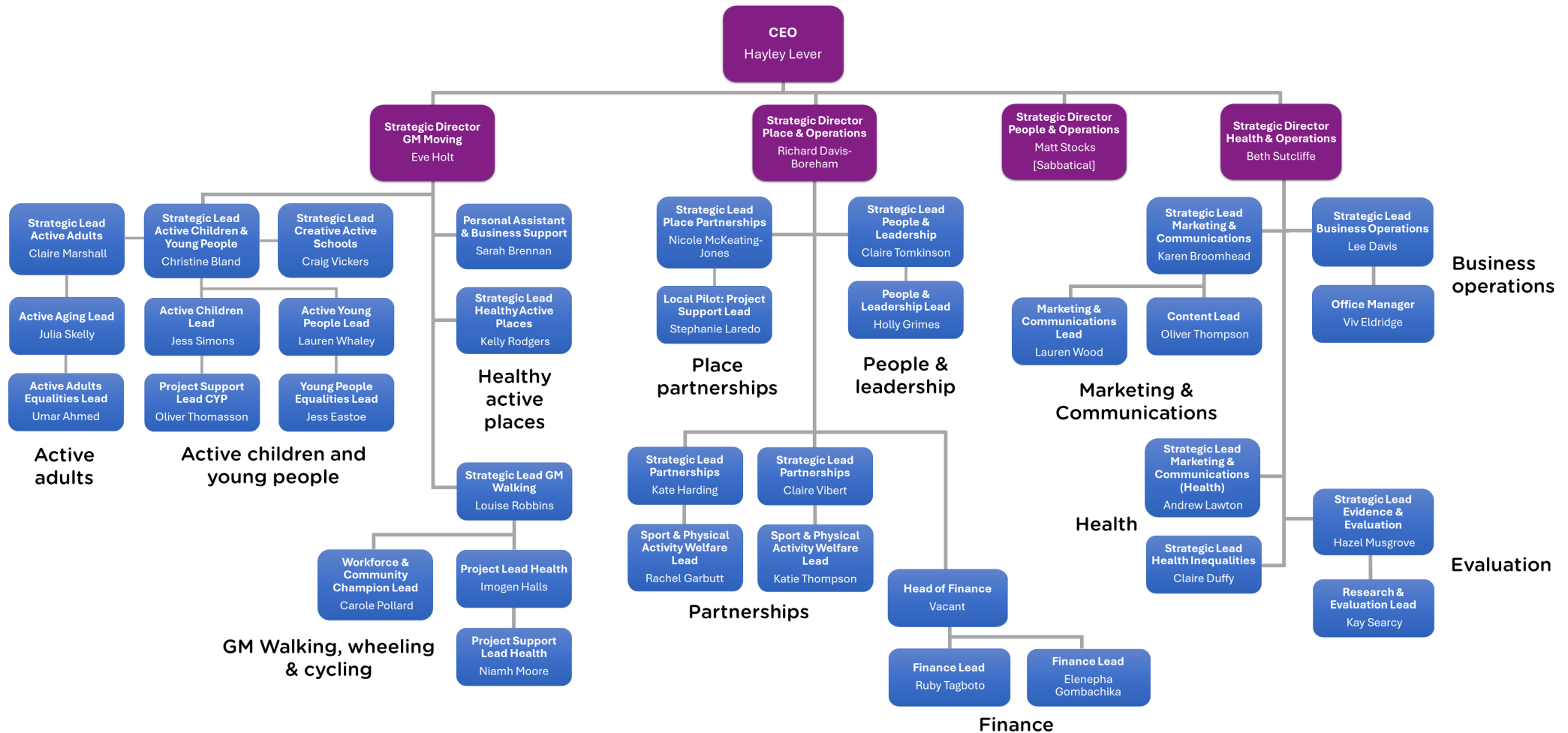
Passion

For us this means we are excited about what we do. Our belief in our work and mission is visible and inspiring.



Integrity

For us this means we lead by example. We challenge ourselves and others to be honest and to do what is right.



Our board

More information, including biographies, can be found [here](#).



Mike Perls MBE

Chair of MC2, Mount Digital and Crowd Network

**Chair
Nomination & Remuneration
sub-committee**



Will Baker

Chartered Accountant and former KPMG Audit Partner

**Chair of the Audit and Risk
sub-committee**



Sanjay Bhandari

Business Consultant and Portfolio independent Board director

**Audit & Risk Sub-committee
Welfare Lead**



Sarah Brown-Fraser

Head of Communications and Policy

**Nomination & Remuneration
sub-committee
Equality, Equity, Diversity and
Inclusion Lead**



Katy Calvin-Thomas

Chief Executive, Manchester & Trafford Lead Core Organisation



Sally Carr MBE

North West Director, StreetGames

Audit & Risk sub-committee



Dan Cropper

Legal & Compliance Director at Elior

**Audit & Risk sub-committee
Safeguarding Lead**



Cllr Leanne Feeley

Councillor for Dukinfield/Stalybridge

GM of Chameleon international dance

**Executive Member for
Education, Equalities and
Achievement**

**Nomination & Remuneration
sub-committee**



Warren Heppolette

Chief Officer, Strategy & Innovation, NHS Greater Manchester Integrated Care

Senior Independent Director



Rob Mukherjee

Director of Transformation at EveryCloud UK

**Nomination & Remuneration
sub-committee**



Steven Pleasant MBE

Healthy Lives Advisor at South Yorkshire Mayoral Combined Authority

**Chair of Nomination &
Remuneration sub-committee**



Jill Harrison

Executive Director, Bioscript Group

ESG Lead

Understanding our workforce

In crafting our People Plan, we have spent time to understand the diversity, skills, knowledge, experiences and behaviours of our workforce, both internally and externally.

In our yearly business planning cycle, we incorporate Jim Collins' 'Good to Great' principles, notably the 'first who, then what' concept, which emphasises the importance of having the right individuals in the right roles. During this phase, we initiate the process of **mapping our workforce**, with a specific focus on identifying strengths, skills shortages and capacity challenges, aligned with our strategic priorities. Concurrently, we challenge ourselves to evaluate the extent to which our workforce mirrors the diversity present in our City Region.

Our people planning approach focuses on **tackling inequalities**. A key part of this is ensuring we apply more inclusive recruitment practices. Within our EEDI Plan we have identified the following five actions:

1. Apply intentional approaches and strategies to broaden the diversity of potential candidates e.g. using inclusive language/imagery in all recruitment material and being explicit about welcoming interest from under-represented groups.
2. Implement positive action measures to address underrepresentation from the following target groups (1) People from Asian backgrounds (2) Older adults 55+ (3) People with disabilities and/or long-term health conditions (4) People with an educational attainment of level 3 or below.
3. Provide flexible working options, including adaptable schedules, remote/hybrid work alternatives, and diverse contract types. Additionally, explore internship opportunities to broaden access and bring in diverse perspectives and ideas.
4. Provide training to hiring managers, covering aspects such as developing inclusive job descriptions, ensuring impartial screening and selection processes, mitigating bias, incorporating inclusive onboarding practices, and applying reasonable adjustments.
5. Track, analyse and evaluate recruitment data and approaches. Understand what works and doesn't work in getting a diverse and representative workforce.

Understanding our workforce

Gaining **workforce insight** is a continuous process in our organisation. We conduct biannual staff surveys, and these inform the development of Staff Improvement Plans. The Board undergoes an annual survey, and we also carry out an annual partner survey. Other methods we gain insight from include employee/partner focus groups, online feedback platforms, post induction surveys and exit interviews, 360 feedback, performance reviews and regular check-ins (e.g. weekly team meetings, line manager 1-2-1s).

Externally, so that we gain a deeper understanding of the people, places and communities our workforce is engaging with and operating in, we are intentionally forming relationships with more diverse networks and have been proactive in coordinating groups/forums with shared characteristics e.g. Commitment to Inclusion Group and LGBTQ+ Network.

We have a **Succession Plan** to strategically manage the transition of key personnel within an organisation in the event of planned or unplanned departures, which focuses on our Executive Team, other key leadership positions and Trustees on our Board. Key elements of this include:

- Horizon scanning and forward planning, which are integral components of our quarterly Executive Team meetings and biannual Nominations and Remuneration Sub Committee meetings.
- Utilising a board tenure tracker to closely monitor the tenure of each trustee, supporting planning for future vacancies. Furthermore, formal reviews are conducted six months before the conclusion of their respective terms.
- Annual reviews being conducted by our Chair and Senior Independent Director, to acquire insight into each Trustee's short, medium, and long-term commitment.
- Sustaining an updated board skills matrix and establishing clearly defined roles, which allows us to stay prepared, promptly identifying and preparing suitable individuals for vacant positions.
- Allowing incoming Trustees to act as observers before officially commencing their term, which is a good strategy to familiarise them with the Board's operations and dynamics.

We are committed to nurturing talent from all levels of the organisation. Developing a pipeline which opens avenues for growth, whether through assuming additional responsibilities, gaining exposure to external systems, participating in organisational decision-making, shadowing, mentoring or benefitting from a comprehensive learning and development programme.



Key components of our People Plan



Key components of our People Plan

We prioritise our employees' holistic wellbeing, acknowledging the importance of their physical, mental, and emotional health. Our approach encompasses various processes, provisions and resources designed to foster a happy, healthy, safe and supportive work environment. Examples of which can be found below.



Physical Wellness: We promote an active workplace, including offering a weekly physical activity allowance, gym membership and Cycle to Work Scheme.



Mental Health Support: We have a [Mental Well Being Policy](#), are signed up to the six standards of ['The Mental Health at Work Commitment'](#) and provide access to a company paid healthcare cash plan, which includes a confidential counselling service.



Comfortable workplace environment: This includes provision of an ergonomically designed workstation with appropriate lighting, noise levels, heating, ventilation, and with access to adequate rest rooms and a kitchen.



Education and Awareness: We provide information and resources on mental health and wellbeing, via a dedicated Teams channel. In addition, all staff receive [Mind](#) training as part of their induction.



Flexible Work Arrangements: We want all employees to feel able to work flexibly as we know this is beneficial for individual and organisational wellbeing, morale, efficiency and productivity. This means offering flexibility over where, when and the hours people work.



Work-Life Balance Support: A generous annual leave entitlement (29 days), days for volunteering outside of the organization, and sabbatical and family-friendly policies.



Healthy Eating: We promote healthy eating options in the workplace, such as providing a fruit bowl in the office and ensuring team day food and drinks are nutritious and cater for all dietary requirements.

Key components of our People Plan

A sense of belonging/community: We foster team spirit and collectivism through weekly team meetings, away days and social events, as well as regular peer to peer check-ins with meaningful enquiry on wellbeing.

We ask what this means to people and pay attention to it on an ongoing basis to strive for the greatest sense of belonging.

A range of formal and informal social events and activities including walks, evenings out, a social channel on teams with invitations to theatre and other activities.

Attention to detail in our mindset and language, and the way we care for each other's welfare and wellbeing in formal and informal ways.



Learning and development

Our learning and development strategy outlines, how as an organisation, we develop our workforce's capabilities, skills and competencies to remain successful. The strategy builds on and supports our Learning and Development Policy that provides detail on our organisational and individual responsibilities and provides guidance on the criteria of Learning and Development.

Definition of Learning and Development

- Ensuring workers have the knowledge, skills and experience to fulfil individual and organisational needs and ambitions
- Learning and development is about creating the culture and environment for individuals and organisations to learn and grow. It's knowing the current and future capability needs of the organisation, as well as how to create a learning culture that drives engagement in continuous professional development.



GM Moving Learning Philosophy

Why is learning vital?

- ✓ To ensure staff have the skills, confidence and knowledge to perform their role and be at their best
- ✓ To help the organisation achieve its goals and objectives
- ✓ To keep staff engaged and motivated and ensure they enjoy and thrive in their work
- ✓ To help individuals, teams and the organisation grow

Learning and development

How do we identify what learning is essential/desired in our workplace?

Consultation with and involvement of the team - Staff survey and team sessions

We carry out a biannual staff survey which includes questions to capture feedback on learning and development and help identify areas to be included in our staff improvement plan. In addition, we sense check the Learning and Development Strategy with the whole team to get input on what's needed and desired. We involve the team to clarify and achieve the purpose of team days and informal learning activities.

Annual Performance and Development Reviews (APDR), Mid-term Reviews and 1-2-1s.

As an organisation we encourage employees to be explicit about what Learning and Development is needed/desired in their role. Demonstrating learning and development is included in the APDR as a key competency to reflect, rate and provide evidence against.

Business Planning and Priority Plans

Alongside personal objective setting to deliver the GM Moving Business Plan, we consider what learning and development is needed to ensure we have the skills, capacity and capability to effectively play our role in GM Moving and Uniting the Movement leading, supporting and connecting. Each member of staff is encouraged to create a Learning and Development objective to help develop the appropriate skills and capabilities, as well as developing skills in areas in which they have desire to grow.

Uniting the Movement

As part of Sport England's Investment into Active Partnerships (2022-27) we carried out a full diagnostic analysis of the capacity and capabilities we needed to develop to be a better organisation and have a greater impact. This provided us with clear actions which we have continued to work on, implement and report on through the Sport England six-monthly reporting process.

Learning and development

How do we support Learning and Development in Practice?



Human Resources (all staff essentials): As part of onboarding staff, supported by the induction guidelines and checklist, there is essential training that we consider to be good practice and to comply with good governance, to achieve our aim of being a great company to work for. For example: MIND mental wellbeing in the workplace, GDPR, Safeguarding.



Investment/resource: Each budget holder allocates £1,000 per staff member towards training (full-time equivalent). £700 is allocated for individual learning and development needs and £300 goes towards the central training budget. Additionally, at recruitment stage, all new members of staff are asked to complete an Insights Discovery Personal Profile to help explore preferred ways of working and communication styles, to support development of high-performing teams.



Wider connectivity: We are also connecting our internal learning and development offer to our wider people and leadership work supporting the extended workforce. This includes exploring how learning translates into practice, maximising the connection between internal, organisational learning and system learning and linking our approach to relevant external initiatives. This includes the CIMSPA local skills accountability board, and Sport England's skills and capabilities for place-based working.

Policies and processes

We maintain a range of policies and processes that enhance organisational efficiency and effectiveness. Our policies act as a set of guidelines and rules, committing to the equitable treatment, safety and development of our employees. Importantly, they ensure legal compliance with statutory, regulatory and contractual requirements. Furthermore, they hold us to account in applying sound ethical and internal standards.

They provide a clear channel for conveying important information regarding expectations, procedures, and changes within the organisation. All policies have scheduled review periods and are monitored by an tracker. Employees have full access to all policies via our HR Toolkit platform.

In addition to these listed, we have an Employee Handbook that serves as an overarching guide for employees.

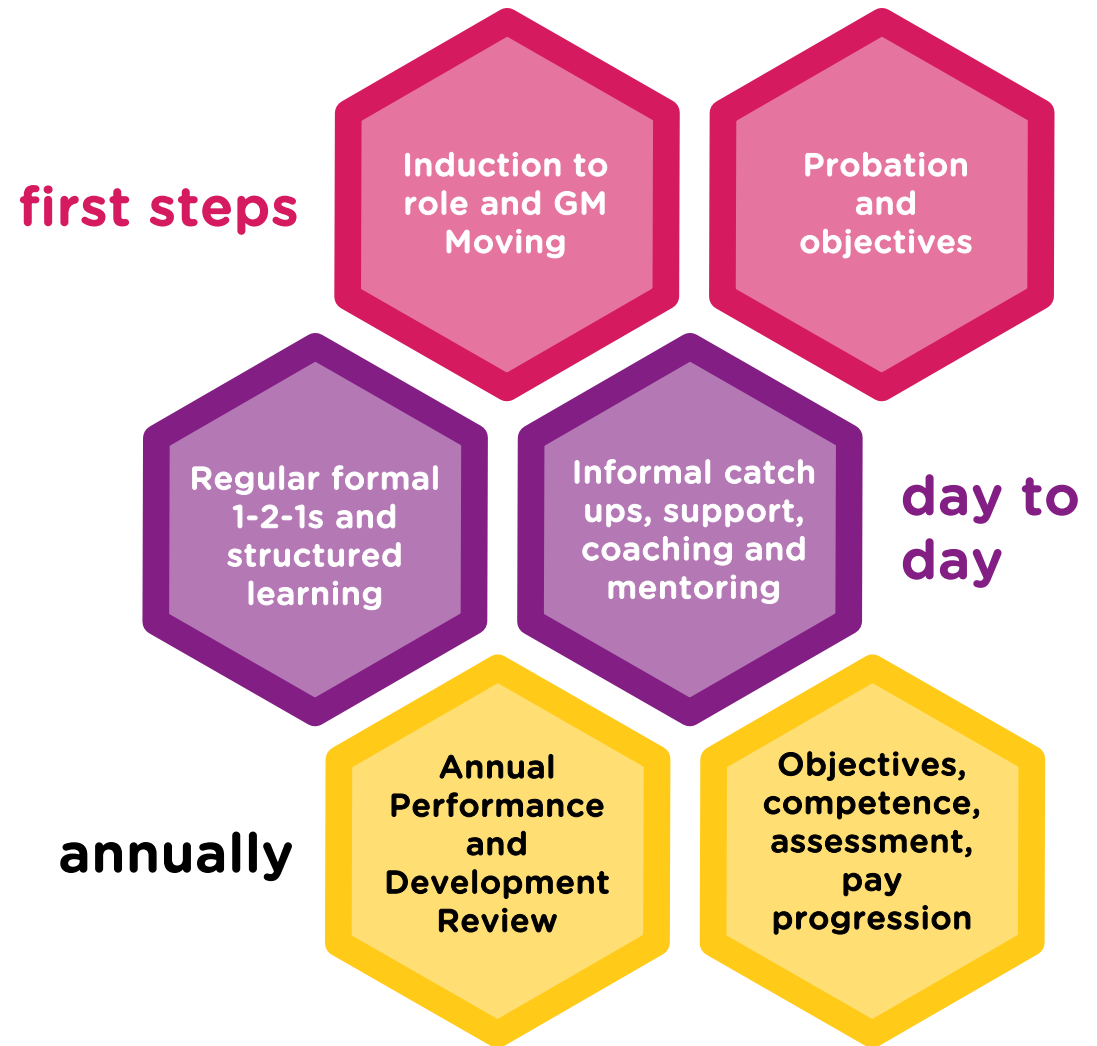
Our policies

- Attendance
- Capability
- Clear-hot desk
- Complaints
- Conflicts of interest
- Dignity at work
- Disciplinary
- Equality
- Expenses
- Family friendly
- Flexible working
- Grievance
- Health & safety
- Healthy workplace
- IT
- Learning & development
- Lone working
- Mental wellbeing
- Menopause
- Online safety
- Pay
- Privacy
- Procurement
- Recycling
- Redundancy
- Sabbatical
- Safeguarding – Adults
- Safeguarding – Children & Young People
- Social media
- Whistleblowing
- Work placement
- Workplace stress

Performance management

GM Moving is committed to supporting and enabling all its employees to achieve their best. This begins with the way we welcome people into the organisation and how we ensure they understand their role, what is expected of them, and how their job contributes to our purpose, vision and mission.

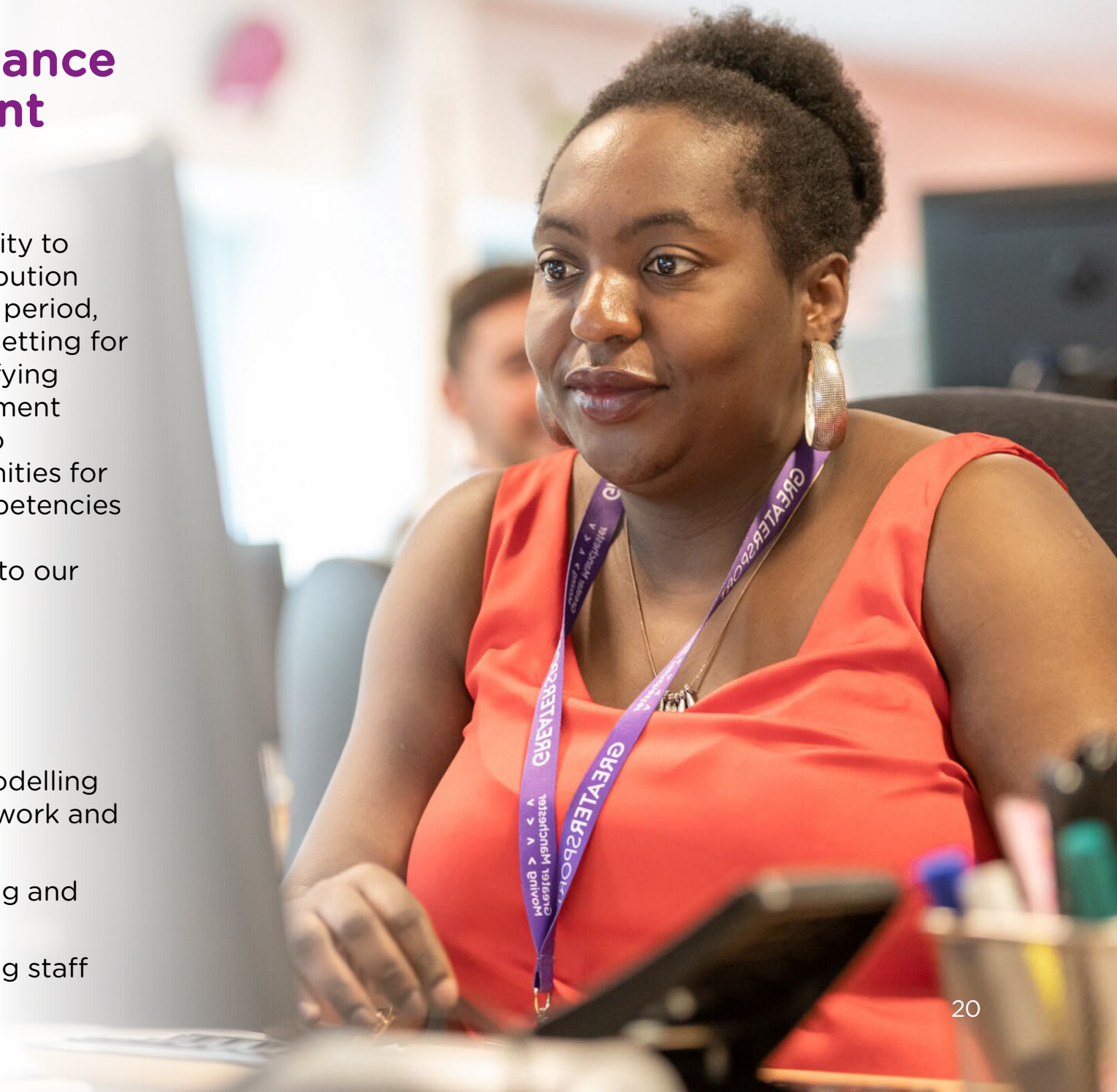
As per the diagram (right), our Performance Management framework encompasses several key components including onboarding, personal objective setting, formal/informal 1-2-1s, structured learning and an Annual Performance and Development Review (APDR).



Annual performance and development review

APDRs provide an opportunity to assess an employee's contribution and impact over a 12-month period, support personal objective setting for the year ahead whilst identifying future learning and development objectives. It is also linked to remuneration, with opportunities for pay progression as the competencies (below) are used to assess performance and are linked to our pay and grading structure.

- Delivering my role
- Meeting my objectives
- Living the values and modelling the behaviours in how I work and relate to others
- Fully engaging in learning and putting it into practice
- Managing and developing staff



Inclusive culture

Our Equality, Equity, Diversity and Inclusion (EEDI) Plan sets out our ambitions and commitments over the next two years (2024-2026). It incorporates our actions, activities and pledges to drive meaningful change. It holds us to account in maintaining and improving our EEDI work. The plan was co-produced and designed through engagement and input from GM Moving employees and its Board of Trustees. It was guided and informed by evidence, data and insight and as well as benefitting from knowledge and expertise drawn from across a range of external partners.

We know that being a more equal, equitable, diverse and inclusive organisation will enable us to make better, more informed decisions, provide wider perspectives, increase innovation and creativity, drive change and improve performance. We want to confront and oppose prejudices, discrimination, injustices and inequity and be accountable for advancing EEDI in all its forms. We aspire to be an organisation that is proactive in not only meeting its legal obligations, but also one that practises and delivers in the ways we expect from others. and that our commitment can be seen and heard internally and by those we work with.

We strive to create a culture that fosters a sense of belonging and where everyone is valued and treated with care, kindness and respect. Furthermore, an environment which feels safe and supportive and promotes, nurtures and contributes towards better health and wellbeing. All of which are key components to GM Moving being a great company to work for and with.

Employee benefits

We see our benefits package as a great tool for attracting and retaining talent, fostering a positive work environment, and showcasing our commitment to employee wellbeing and learning and development.

Following a comprehensive benchmarking exercise carried out by an independent consultant, GM Moving's benefits package was viewed as 'highly competitive and compares very well with the market, particularly for a relatively small organisation'.



Annual Leave - Entitlement of 29 days, in addition to public holidays (pro-rata for part-time employees)



Pension scheme - Access to Local Government Pension Scheme, In addition to employee contributions, GM Moving contributes over 24% of your salary to the pension fund. Also, a qualified employee will be entitled to a death in service benefit of three times their annual salary.



Access to employee health care - UK Healthcare is a company paid health cash plan. It gives you access to and covers the cost of essential healthcare services including chiropody, physiotherapy, dentistry, prescriptions, hospital and maternity costs.



Flexibility to work remotely - We want all staff to feel free to work flexibly as we know this is beneficial for individual and organisational wellbeing, morale, efficiency and productivity. We believe this is a key cornerstone of being a great place to work.



Giving back volunteer days - We recognise the importance of giving back to local communities by allowing staff to take one day per year to complete a volunteer opportunity.



Commitment to individual development - Personal growth is a key component to the success of our organisation. We invest in your learning and development opportunities, with an individual development budget every year.



Family friendly policy - We have a family friendly policy that includes maternity, paternity, adoption and primary carer pay.

Welfare and safeguarding

GM Moving has a duty towards the welfare and safety of the organisation's employees, trustees, beneficiaries and any other groups/people it encounters. We have a host of measures in place to take responsibility for this, including:



Safeguarding CYP and Adults at Risk

- CYP and Adults Safeguarding Policy and Plans
- Case management process/steps for dealing with incidents/allegations
- Training for all staff and Board Lead



Code of Conducts

- For employees, Board, participants/parents/carers (at events)
- Trustee Declaration of Good Character forms



Standards of Accreditations

- Greater Manchester Good Employment Charter Member
- Child Protection in Sport (CPSU) Safeguarding Standards
- Working towards Anne Craft Trust Framework Accreditation



Welfare policies

- Whistleblowing
- Dignity at Work (Discrimination, harassment and bullying)
- Online Safety



Wellbeing

- Covered on page 13 of this Plan

Welfare and safeguarding



Monitoring

- Safeguarding appears in organisational Risk Register
- Quarterly Safeguarding report sent to Board Safeguarding Lead
- Standard item in 'People and Places' Board paper
- Weekly Executive Team meetings, including welfare and safety concerns.



Fostering a culture of belonging, inclusion, care, kindness, and respect

- Equality, Equity, Diversity & Inclusion Plan
- Open communication encouraged, with processes in place for employees to express their thoughts, concerns, and ideas e.g. Teams channels, biannual staff survey, weekly check-ins.
- Peer to peer support e.g. parents and carers group



Protecting our beneficiaries

- Stipulations in external contracts to comply with appropriate safeguarding practices
- Information provided to funded partners to support their own safeguarding practice
- Systems in place to monitor the effect of influencing these organisations and respond to issues arising, via new Welfare roles



Safe and responsible recruitment

- Pre-employment checks
- Ethical and inclusive practice

Extended workforce

Our People and Leadership Priority Plan provides an overview of how we lead, support and connect to help develop the skills, behaviours and experiences of the extended workforce. You can find more information on this [here](#).

Our ambition

Develop people and leadership, realizing the power and potential of a system-wide movement of people that is reflective of the population, to inspire, engage and support people to live more active lives

Our contribution

Build relationships between people, communities and system partners to enable a whole system approach to moving more and tackling inequalities



Leading

- Systems leadership
- Better conversations
- Volunteering
- Inequalities



Supporting

- Systems partners (GM Active & 10 GM)
- GM Workforce and Leadership initiatives
- Community leadership
- Together Fund



Connecting

- Local partners
- National and regional partners
- Across GM Moving

We measure change against the 5 enablers:



Learning and adapting



Transforming governance and processes



Effective work across and between sectors



Involving local people and growing assets



Strategic Leadership enabling collective leadership

Systems leadership

Our systems leadership approach aims to support and enable a transformation in the knowledge, skills and opportunities of people (both paid and voluntary) in Greater Manchester, to work and lead across sectors and within communities around the shared purpose of changing lives through activity, movement and sport. In the last twelve months, 198 individuals from 98 organisations participated in over 30 different learning and development opportunities.

We have recently re-tendered this to a GM VCSE organisation to coordinate the next phase of this approach. This enables us to invest in community organisations as system partners, while bringing different insights and perspectives to the work. Part of this funding was used to recruit a new member of staff to support this work exclusively through a youth charity that develops young, working-class leaders from underrepresented communities.

Priorities for the next phase include place-based leadership challenges to help put learning into practice, increasing diversity in leadership conversations and exploring how to create space and permission for people to create change in different organisational cultures.



More information on this can be found [here](#).

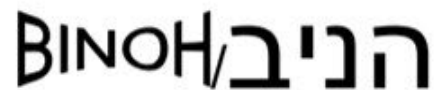
Volunteering

Our work to develop the skills of the extended workforce to make volunteering in sport, physical activity and movement more supported, valued and inclusive is progressing at pace. Initial research carried out by Manchester Metropolitan University, as academic partners, has developed a set of key recommendations. This was supported by an advisory group with membership including sports development, volunteer centres and inequalities groups to provide a lived experience perspective, so the research wasn't created and delivered in isolation from communities. The recommendations are now being implemented through a volunteering community of practice, focusing on collective action, while local partners are leading individual action through a series of working groups taking targeted practical action. These include racial inequalities, disabilities, cost of living and poverty, sports club governance/trusteeship, and women seeking asylum.



More information on this can be found [here](#).

Volunteering



Supporting

We also play a key role in supporting and connecting the extended workforce so we can influence wider practice across the GM System. This includes:

- GM Active and their Transformational Leadership approach: [GM Active](#)
- CIMSPA Local Skills Accountability Board
- Chairing the Workforce Group of the GM Women's Football Board
- NHS GM Working Together Community of Practice
- Representing the sector on various GM Leadership Oversight Groups so we can share learning and spot emerging patterns:
- Fairer Health for All Leadership Academy
- Systems Shifting Leadership
- VCSE Workforce and Leadership Programme



An example of better conversations

We have been working in partnership with the Programme Director for long term conditions at Manchester and Trafford Local Care Organisation to increase the skills and confidence of non-medical staff to have better conversations about activity and movement with people with long-term conditions.

This was co-designed with people on the long-term conditions pathway. A learning event is being organised for early 2024 to share our learnings and to stretch into new areas. Sessions were particularly well attended by mental health, leisure and social care workforces.

Reviewing and refining the plan

We will regularly review our People Plan and share the findings with our key people (employees, trustees, relevant partners).

Settings aside time to do this on an annual basis offers several advantages:

- 1. Alignment:** To ensure the plan is aligned with the evolving needs, ambitions and priorities of the organisation.
- 2. Adaptability:** To allow for revisions to our processes and systems, in response to changes in the internal and external environment in which we operate.
- 3. Compliance:** To enable us to maintain high levels of compliance with changing laws and regulations.
- 4. Risk mitigation:** To identify and addresses potential risks, enhancing the plan's resilience.
- 5. Resources:** To assess whether we are sufficiently and effectively resourcing the activities within the Plan.
- 6. Engagement:** To foster a collaborative approach and boost satisfaction by engaging with and seeking feedback from employees and partners.
- 7. Accountability:** To ensure that the plan is successfully implemented, and that people and teams take ownership of their responsibilities.

Our Nominations and Remuneration Sub-Committee, who are responsible for our people, will endorse and oversee the plan. The main Board will receive a copy and be given the opportunity to provide feedback and contribute to its ongoing development.

Ensuring transparency and to foster to accountability, trust, and a clear understanding of our strategies for our workforce and beyond, we commit to openly sharing our People Plan to all stakeholders. Therefore, the plan will be made public and sit on our website.

Contact us

GM Moving is here to help with any questions or enquiries you may have about the role.

Head Office

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Key Contact

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Greater Manchester Sports Partnership is a company limited by guarantee registered in England and Wales
Company No. 3258930
Charity No. 1059115

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