

Greater Manchester  
Moving > ^ < v

# Story of our work

## 24-25





# Welcome

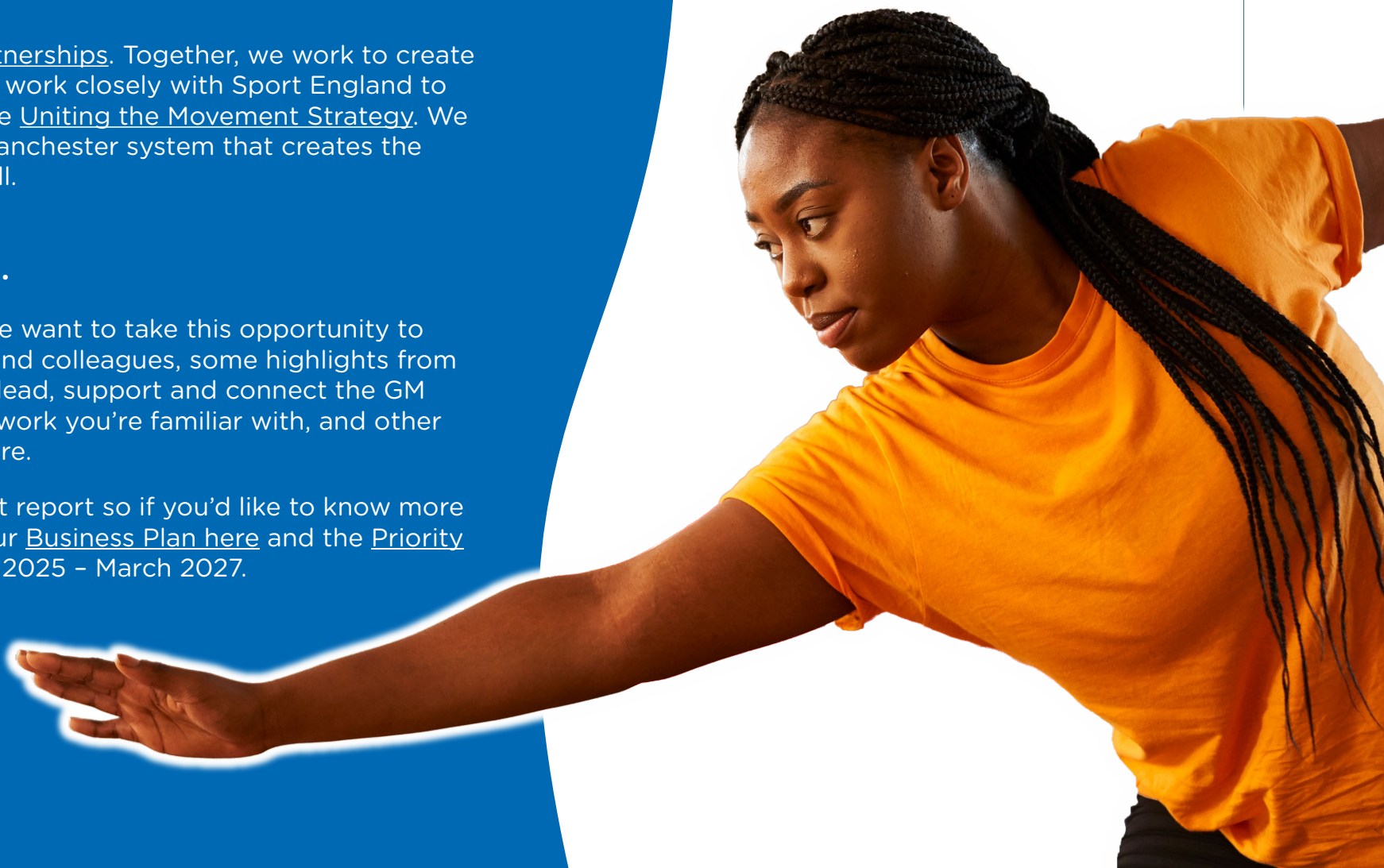
Greater Manchester Moving exists to change lives through movement, physical activity and sport. Across our city region, we play a strategic leadership role in support of [GM Moving in Action](#), Greater Manchester's whole-system strategy for physical activity.

Nationally, we are one of [42 active partnerships](#). Together, we work to create the conditions for an active nation. We work closely with Sport England to support the local implementation of the [Uniting the Movement Strategy](#). We lead, support and connect a Greater Manchester system that creates the conditions to enable Active Lives for All.

## This is the story of our work...

It's been another impactful year, and we want to take this opportunity to share with you, our funders, partners, and colleagues, some highlights from the past 12 months. As we continue to lead, support and connect the GM Moving movement, there will be some work you're familiar with, and other bits which you've maybe not seen before.

We can only show so much in this short report so if you'd like to know more about our future direction check out our [Business Plan here](#) and the [Priority Plans for all areas of our work for April 2025 - March 2027](#).



# Contents

GM Moving work across 13 sections of the GM Moving in Action strategy.

**This document will highlight only one piece of work from each section through the last year.**

There is a plethora of other work going on across all 13 areas. To find out more about each section, click on the link on each page header.



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**Hayley Lever,**  
**Chief Executive Officer**

# Introduction

As I read through another year of work by the team, and reflect on the past 12 months, I'm proud of our leadership and contribution, and grateful for the collaborative spirit of partners across Greater Manchester, creating change locally, regionally, nationally, and internationally on our shared mission.

I have been reflecting on the ten-year journey of Greater Manchester Moving, from the first Blueprint for Change in 2015, and on the work of the past year - stretching, deepening, and evolving this work together. This report is just the tip of the iceberg of the work - it is impossible to make everything visible. What I love is that every day I see, feel and hear the impact and value of our work.

One of my personal highlights from the year was when, in September, we brought national and local leaders to Leigh to sign a refreshed Memorandum of Understanding. It was a perfect opportunity to reflect on how far we have all come, and to recommit to the shared endeavour, as we enter a new era for the work.

I hope you will find our Story of the Work 2024/25 an interesting and informative read. Whilst every piece of work is unique, our core values of passion, integrity, and purpose remain resolute; as do our whole-system, place-based way of working.

I remain so proud of my team, and our local, regional, national and international partners, and I hope, as you review our highlights from 2024/25, you feel informed, inspired and energised as you play your role in the movement for movement.



# Introduction

Our organisation exists to change lives through movement, physical activity and sport, with a vision of thriving communities that are happier, healthier and more active. As Chair, I am proud of the way we play our part - leading, supporting and connecting a Greater Manchester system - creating the conditions for active lives for all.

As we look ahead to the next 12 months, I'm hugely excited about what this amazing GM Moving team is set to achieve. The national picture within which we operate is evolving and maturing quickly now - and the conditions are set for a positive year of collective action.

The team, alongside trustees, have already published an ambitious Business Plan which will guide our work over the next two years through to 2027. At this point, Greater Manchester will be more than halfway through the ten-year GM Moving in Action strategy.

Our Business Plan is supported by twelve Priority Plans which give you a picture of what the team will be doing, the change they expect to see, and crucially how we'll know if we're making progress and having the impact that is needed. I encourage you - once you've read this report - to head to our website to find out more about our ambitions and plans.

Finally, I am proud that we published our first Environmental Sustainability Plan in September 2024, 18 months ahead of schedule. Aligned with Sport England's 'Every Move' strategy, we will support the sector in tackling the climate emergency. We'll work with national and GM partners—including GMCA, TfGM, GM Active, climate action groups, Active Partnerships, and National Governing Bodies of Sport—to drive real change.

We're proud to lead the way in making a greener, more sustainable future everyone's business and this will be a focus of ours in the years ahead.



**Mike Perls MBE,**  
**Chair of the Board**

# Active children & young people

## Opening School Facilities

Over the past five years, The Department for Education has funded schools to open their facilities through a consortium of partners, including The Active Partnerships network, StreetGames, ukactive, and the Youth Sport Trust. The programme came to an end in March 2025 and in Greater Manchester there has been...

- > £2.5 million**  
invested locally in GM
- 65**  
schools benefited
- > 170**  
new projects
- 9163**  
sessions delivered
- 20,434**  
community users
- 45,683**  
children & young people
- 67,117**  
individuals moving more



## Tackling Inequalities...

**63%** of all the people engaged in the sessions were from inequality groups. That's **42,492** individuals!

 <p><b>10,763</b> ...girls</p>	 <p><b>12,449</b> ...children receiving free school meals</p>	 <p><b>14,380</b> ...from ethnically diverse communities</p>	 <p><b>4900</b> ...children from Special Educational Needs and Disabilities (SEND).</p>
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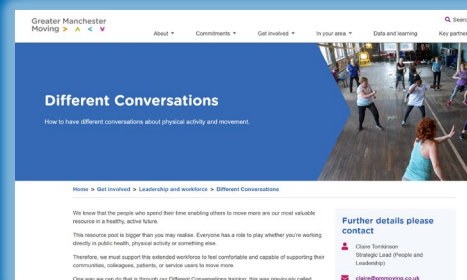
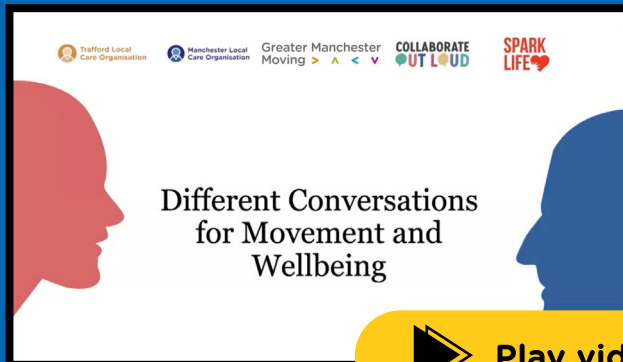
# Active adults

**Different Conversations** is an approach to help non-medical staff have better conversations about physical activity with people that face the biggest barriers to moving more.

Initially called Better Conversations, the programme started in Manchester and Trafford with people with long-term medical conditions before evolving in Bolton as part of their asset-based community development (ABCD) work.

In April 2024, GM Moving commissioned **Collaborate Out Loud** to test the concept of the training with those working in employability services. The pilot focused on Tameside where there was an existing relationship with the council and staff at Ingeus, a company delivering services across employment, health, justice and youth.

After four co-production sessions, Claire and Maggie from Collaborate Out Loud shadowed Restart Advisors during August to help plan workshop content with workshops delivered during October and November. Two workshops were delivered to 35 participants (from Ingeus, Restart, Be Well, Tameside Leisure etc).



**Find out more about  
Different Conversations**

## The change we're seeing:

- Work and health teams moving to more person-centred service delivery helped Ingeus embrace the training.
- Tameside Council are embedding the training via its public health team into different services and sectors.
- Possible expansion into other boroughs with early conversations taking place about rolling the approach into early years settings.

# Active older adults

We continue to raise awareness of women's specific health conditions, sharing knowledge and using the collective influence of relevant networks to drive positive change in cultural beliefs. This year, our focus has been on championing and advocating for the connection of movement and wellbeing for women experiencing menopause.

## Over last 12 months we have:

- Organised and led on four **GM Menopause Network** sessions hosted by network partners
- Grown our network mailing list to over 100 people, and established a network WhatsApp group to enable network members to connect, share, and support each other outside of meetings.
- Played a key part of the Active Partnerships' **Menopause Community of Learning Planning Group** and rolled out a pledge in October 2024 to encourage more Active Partnerships to commit to becoming menopause-friendly employers.
- Attended regular Women's Health steering group meetings to keep physical activity connected into the wider GM Women's Health Strategy.
- Established a **GM Active Ageing Community of Learning** in partnership with the GM Ageing Hub Manager.



Play video



EVERYTHING YOU NEED TO GET  
**STRONGERatHOME**

- GM Moving's Commitment to Support and Inclusion Across Greater Manchester. We are sharing resources, support, and stories from Greater Manchester from partners and those navigating menopause: [Greater Manchester Moving](#)
- A Journey Through Menopause: Finding Strength in Community and Support. How a chance meeting turned Chani's menopause journey into a mission of support and empowerment in the Jewish community: [Greater Manchester Moving](#)



# Sport, leisure & physical activity

When the **Together Fund** ended in 2024 we knew that it was important to stay connected to the groups we'd been working with. In April, we partnered with Manchester BME Network and launched the **Tackling Inequalities Network**, to continue to support groups and organisations who are tackling inequalities through sport, physical activity and movement. The network provides opportunities to meet, share learning and ideas, pool resources, and access support from others.

We had over 100 unique attendees from a range of organisations and sectors. Feedback from post-event surveys described the network meetings as:



The network also provided a platform to test a participatory funding approach, **Community Soup**. The aim of this was to support smaller organisations or individuals who wanted to test ideas or projects related to tackling inequalities and build an evidence base for these.

Network members pitched their ideas and the network itself decided who would receive the funding, which was designed to be an open, flexible and light-touch process. Nine groups received funding, and the last meeting of the year provided an opportunity to come together, share, learn and celebrate. Learnings from not just the projects themselves, but from the process – what worked well, what created barriers, and what's needed to scale it up.



# Walking, wheeling & cycling

We continue our efforts to enable the greatest number of people to routinely walk, wheel or cycle for travel, pleasure, personal or environmental benefit.

This year, we've made the case for active travel, highlighting how it benefits our physical and mental health and ties into agendas around health, the NHS, transport and the environment.

Here are some examples:

1

We have submitted evidence on active travel and social justice to the All-Party Parliamentary Group for Cycling and Walking. This evidence drew on examples from across the work for a GM submission (Right to the Streets, Ageing Pathfinders, Walking Audits, TfGM Cycle and Stride project and Trafford Beat the Street work).

[>>Find out more here.](#)

2

We shared examples with the Active Partnerships National Organisation (Leigh Bike Library, Wheels for All inclusive cycling scheme) ensuring Greater Manchester was represented in the national submission.

3

We welcomed ongoing upgrades to the Bee Network and explored how this is good news for the walking, wheeling, and cycling agenda.

[>>Find out more here.](#)

4

We reflected on the Chief Medical Officer's annual report on the role active travel can play in the creation of happy, healthy, active city areas.

[>>Find out more here.](#)





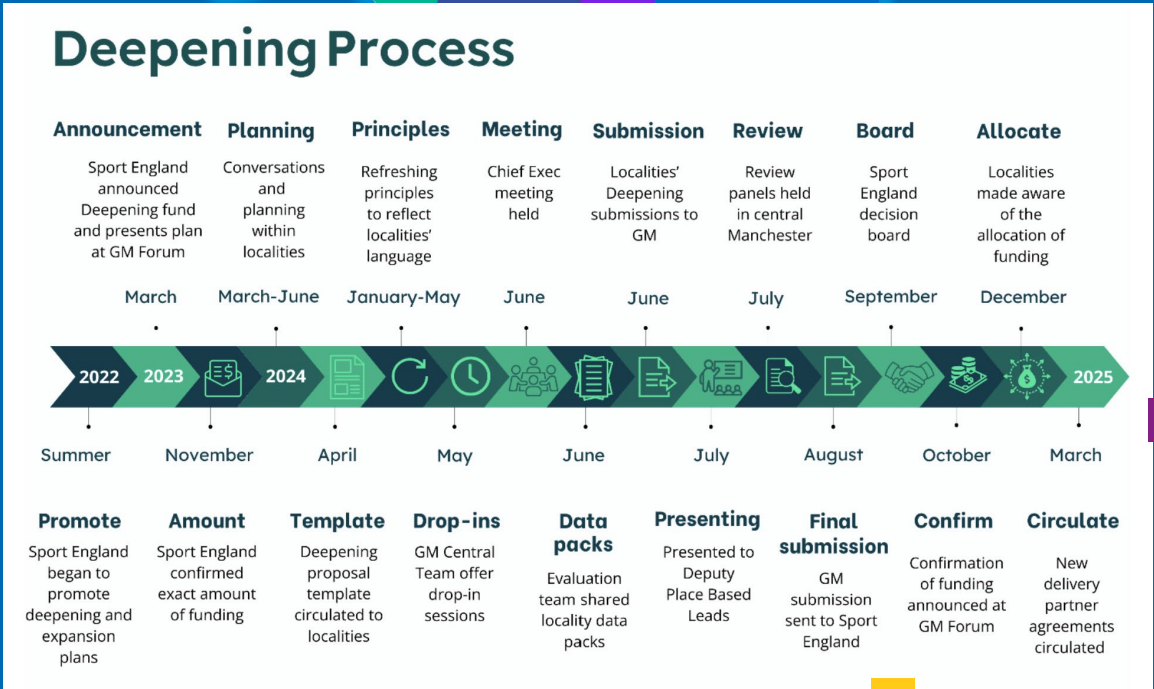
# Place-based working

We secured another three years of funding to keep developing the place-based approach to reducing inactivity and health inequalities across Greater Manchester. This followed strong collaboration with local areas, working closely together to submit a strong proposal.

We approached the application process differently this time. Working together encouraged open conversations, helping organisations agree on shared goals, rethink their roles, and identify any gaps, all while committing to long-term, community-led solutions. By focusing on the specific needs of each place rather than fixed budgets, local areas were able to reflect on what they've learned, reconnect with partners, and agree on next steps—improving how they plan and invest for the future.

This reflective, test-and-learn culture, ingrained through the Deepening Process, improved engagement, trust, and understanding among stakeholders. This resulted in more structured, impactful submissions and a more cohesive Greater Manchester Place Partnership built on openness and shared learning.

As a result, every borough now has its own three-year plan, built around building on what they've learned over the past six years and applying it in new neighbourhoods, communities, and with new groups. To support this, we've been helping localities develop their own theories of change, which is helping them think about what success means and how they plan to achieve it.





# Healthy active places

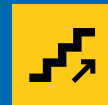
The [Age-Friendly Developments Guide](#) which GM Moving co-authored on behalf of the **Greater Manchester Planning, Ageing and Housing Group** has been adopted by housing developer **Picture This**.

Picture This are using the guide in all their projects to bring an age-friendly lens to the homes they build. They've adapted their methods accordingly, with changes including: better consultation alongside residents, creating spaces to move with gardens on the roof, and encouraging walking by improving staircase design and signs to share how far you've walked.



 **Download - Case Study  
'Picture this Stockport'**

## Design interventions in relation to movement...



Making staircases more attractive, daylight where possible.



Working with a fitness professional to create a fitness circuit using the building's features.



Connecting residents with community running and walking groups.



Bike maintenance and run repair shops alongside cycle story.



'Library of Things' will have some fitness equipment.





# Health and care integration

We are working at every level of GM's health system, supported by funding from NHS GM, to ensure that everyone in GM's NHS and social care system can integrate physical activity into their lives and their work.

We're making sure that everyone across the health system has the tools and resources they need to understand how adding physical activity to clinical care helps. There's a stronger focus on prevention, aiming to reduce inactivity and tackle health inequalities.

## Physical Activity Clinical Champions (PACC)

PACC offers free peer-to-peer training to support healthcare professionals have more effective conversations with service users about the benefits of physical activity.

A lack of confidence in having conversations about physical activity is a key barrier for healthcare professionals. Supporting them to engage in PACC training addresses this barrier, as well as increasing their knowledge of local assets and strengthening community relationships. It also supports those looking to achieve Active Practice status.

PACC supports healthcare professionals who want to work differently and our Different Conversations work with non-clinical roles. It's a useful way to demonstrate how to build movement into clinical pathways to support the management of many conditions.

1/4  
people

...say they  
would be more  
active if advised  
by a Healthcare  
Professional

450

18

This year, GM Moving has been working with the national PACC team to train a further 450 healthcare professionals across 18 different teams using a more local, place-based approach.



**Case study: Active Practice in Ancoats Get Patients and Staff Moving for Better Wellbeing**



**Download  
PACC flyer**



**Download  
Active Practices flyer**

Discover more about our Active Practices work:  
<https://www.gmmoving.co.uk/news/rcgp-reaches-500-active-practices-with-momentum-growing-in-greater-manchester/>

# Culture & systems change

We want to help everyone move more. It's not about telling people to move - that doesn't work, it's about designing systems and conditions which put movement central to a good life. That's why, in September 2024, GM Moving and partners wrote and signed a refreshed Memorandum of Understanding (MOU) agreement with Sport England in Leigh.

National and local leaders visited the largest bike library in Greater Manchester as part of the refreshed commitment and a presentation was made at the Integrated Care Partnership Board.

The refreshed MOU sees key partners; Sport England, GMCA, NHS GM, TfGM, VCSFE leadership group, GM Active and GM Moving, commit to continued collaboration and joint working towards shared objectives around the health and activity levels of GM residents.

The signing of the MOU was a key landmark which reflects our decade-long journey as well as our commitment to support the NHS to achieve their goals, including a shift to prevention and moving care into communities.

The evidence is growing that our whole-system, place-based way of working is reducing inequalities and boosting health outcomes. There's more work to do, but relationships and trust - as signified throughout the MOU - are crucial for us all achieving our shared objectives.



[Read the Sport England article here...](#)



[Read the GM Moving article here...](#)










[Read the GM Integrated Health Partnership article here...](#)



# Marketing & communications

Since September 2023, through Place partner funding, we've been trying out hyper-local marketing and communications. Seven areas have tested place-based approaches to encourage residents to be more active in ways that suit them.

-  **Bolton** – launched a localised version of That Counts, using a media campaign to show residents what “being active” really means.
-  **Bury** – rolled out a marketing campaign (flyers, social media assets) to nudge residents towards more active lifestyles.
-  **Oldham** – Turned #MoveMoreFeelBetter into a campaign that partners and residents in Oldham can and will engage with.
-  **Rochdale** – created media assets for a health-focused campaign and supported the development of a site map for a resource hub/activity finder.
-  **Salford** – Raised awareness of the Salford Physical Activity Network's community groups to help the people of Eccles to be more active, more often through a local campaign.
-  **Stockport** – Tested hyper-localised tactics that can be rolled out in other areas of the borough which will succeed in increasing physical activity.
-  **Tameside** – Developed a cross-sector umbrella brand to bring all the borough's physical activity work together.



**Salford**  
4-week social campaign (17th July - 14th August 2024)  
Impressions: 165,318  
Reach: 39,033  
Clicks: 2,985 Engagements: 244

# Data, insight, evaluation & learning

The Evidence & Evaluation team has helped staff think about the long-term changes they want to achieve in their work and how to track progress along the way. They've done this by supporting teams to create their own Theory of Change (ToC) models. This included designing indicators to measure maturity and progress.

Through this we've also helped teams create the Monitoring, Evaluation and Learning (MEL) sections of their priority plans, encouraging clarity on expected changes and how to track them.

One of the key lessons in developing Theory of Change models is the need for a shared understanding of what change looks like and how it happens. There's growing demand for participatory methods, which help teams gather richer insights through tools like ripple effect mapping, focus groups, and deep dives.

We're continuing to develop a shared view of what value and progress look like. Since people often have different ideas about what drives change, it's important to surface these early to align efforts. We're now helping teams reflect on their assumptions, embrace complexity, and clearly explain the many factors that contribute to change.



**See MEL in action in our Sport Partnership Priority Plan**



**Download - Walking and Wheeling Fund Impact Report**





# People, leadership & workforce

The last phase of our systems leadership approach, through the place partnership funding, came to an end in April 2025. For the past two years this had been led by our colleagues at **MaCC** and **10GM**.

The focus was on supporting and enabling a transformation in the knowledge, skills, and opportunities of people (paid and voluntary) in Greater Manchester to work and lead across sectors and within communities around the shared purpose of changing lives through movement, physical activity, and sport.

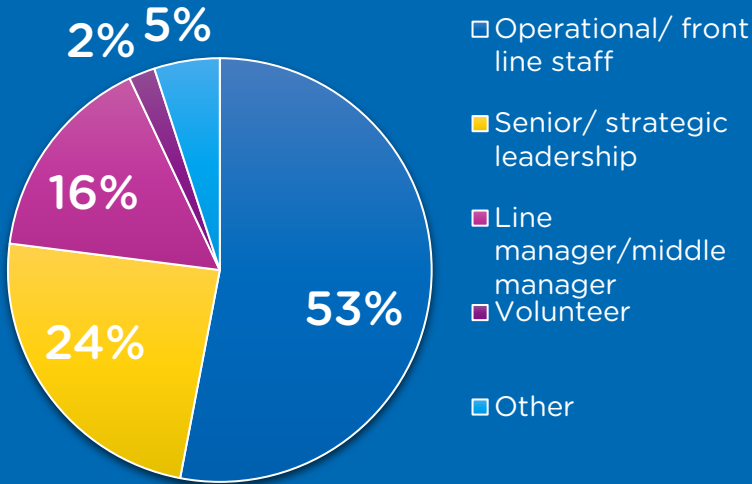
Colleagues from sport and leisure, VCSE, the public sector, health, education, transport, social care and the private sector all joined us on the programme. They attended workshops like Introduction to Systems Leadership, Values-Based Leadership and Different Conversations about Activity and Movement.

The learnings from Greater Manchester are consistently being shared regionally and nationally with our partners across the Active Partnership Network and Sport England. Our Strategic Lead for People and Leadership sits on the co-design group for Leading the Movement and supports other places throughout England as Sport England expands its Place Partnerships.



“Sharing ideas and learning together sparked creativity and led to innovative practices.”

Participation by role:



19% from ethnically-diverse communities



For the next phase, we are currently designing a new approach based on the learnings from the work so far.

# Governance, HR, finance & risk

GM Moving wants to do what's right for our people and the planet. This year we put together our first ever Environment Sustainability Plan. This plan sets out our ambitions and commitments from 2024 to 2030, incorporating actions, activities and pledges to drive meaningful change.

In May 2024 the GM Moving team participated in Carbon Literacy Training. This was a springboard for the work, and the formation of a working group. The members put themselves forward to be part of this group as they were passionate about making a difference. The working group has representation from across the organisation and the group is part of our Environmental Social and Governance decision making.

We also have a Board Champion to advocate for environmental sustainability at Board meetings.

We've attended local and national sessions to develop our thinking and share our plan and work to date with others.





# Thank you!

We are passionate that we all have a role to play to build movement back into people's lives.

If you do not currently work with us but would like to, please email us: [info@gmmoving.co.uk](mailto:info@gmmoving.co.uk).

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