

ANNUAL REPORT 2019-20



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Reflection

Reflection

This has been a year of great progress; in moving towards our shared goal of 75% of the population active by 2025, in the leadership capabilities and impact of our team, and in the strength of our board. Outstanding leadership, greater governance, quality thinking and insightful learning are critical to our charity playing its part in the whole system approach of GM Moving.

Research released in October 2019 showed that there are now 73.3% adults active for at least 30 minutes a week in Greater Manchester, which equates to 1,639,000 adults. This is an increase of 14,900 from the survey 12 months ago and a total increase of 68,100 since the survey began in 2015 – 16.

The trend is positive and more people are moving however; we are still below the national average of 75.2%.

When the number of children moving in Greater Manchester is added to this it totals;

- **1.91 million residents moving at least 30 minutes a week towards GreaterSport's 2 million moving by 2021 target.**
- **69.5% of the GM population doing at least 30 minutes a week towards the GM Moving target of 75% by 2025.**

Collective progress towards our Active Lives targets gives us all greater confidence in the whole system approach, and provides our team and board the foundations on which to build our work. Staying true to our vision, working to our values and focussing in the role and areas where we can make the biggest difference is important in an ever-changing landscape.

The annual summary highlights the work delivered in building our network of advocates and partners that together have helped us raise the importance of movement, physical activity and sport in improving the health, happiness and productivity of people across Greater Manchester.

We are Changing Lives, Together.

The collective leadership of colleagues and organisations across Greater Manchester, in the ten localities and at neighbourhood scale is growing all the time. GM Moving is becoming more embedded in the minds and the approach of colleagues in health, transport, adult care, education, the community and voluntary sector and across the system from policy to service delivery.

As always, I am grateful to the team and our trustees. They work hard all year round to lead and support GM Moving as we learn together how to play our best part in the whole system approach. It is important in the year ahead, that we continue to learn together; what is working to bring about culture change, system change and behaviour change and grow GM Moving.

In the year ahead, we are focussing our efforts in four key areas, as cross cutting areas within our business plan.

- **Great company to work for and with**
- **Closing the gap: Inequalities in activity**
- **Digital Impact**
- **Translate into action**

In closing, I would like to thank the GreaterSport team and trustees and our colleagues across the system in every locality, in Greater Manchester wide organisations, and nationally. With all the incredible partners committed to making Greater Manchester the most active region, the next 12 months will be one where together we make a huge difference, changing lives together.

CEO: HAYLEY LEVER

Looking Ahead



Looking Forwards

As Mike has shared, 2019/20 was a year of progress towards our goals, in our leadership and support of the ambition of GM Moving.

The team have worked across the system, in line with our priorities around people, communities, place, system and policy. They have enabled change through their work on research, insight, communications and campaigns, in workforce development and in evaluation and learning.

This report shares some of the highlights from the year, and I am proud of our part in these achievements.

- **Launch of the Active Workplaces toolkit with 172 business signed up with an employee reach of 344,469.**
- **Moving Forces expanded its delivery into Manchester & Rochdale ahead of a GM wide rollout later in 2020 and was a finalist for two national awards.**
- **GreaterSport and parkrun hosted a partner engagement event in September with over 50 cross sector partners and parkrun volunteers in attendance. The purpose being to co-produce and set a Greater Manchester ambition for parkrun.**
- **126,401 participants accessed the School Games across Level 2 competitions, borough level events.**
- **Launch of That Counts! a two-year behaviour change campaign to encourage the two million residents of Greater Manchester to move more. After just three months of the first phase of the campaign, the tracking results show that the communication is working: its friendly, accessible approach has already increased the intention to exercise AND self-reported activity levels have risen.**

In February 2020, I was grateful to take on the role of CEO of GreaterSport alongside my existing role of Exec Lead for GM Moving. Our charity plays a critical role in GM Moving and a team that is growing all the time in its leadership and support role.

The stories of culture change, system change and behaviour change can be seen, heard and felt on a daily basis. It is inspiring and motivating to us all.

Our team have a crucial role in identifying how positive change happens, how we can accelerate and grow it together. We also play a key part in building leadership capacity across the system, connecting people and organisations to work better together to our shared ambition.

In the year ahead, GreaterSport will continue our collaborative journey with Sport England, within the GM Moving Executive Group. Across the country, the role of an Active Partnership continues to evolve, so that we are ready to play our best part in delivering a new national strategy in 2021. The learning we are capturing will ensure that we can ready our team to make their contribution.

It is clear that we have some big challenges to tackle together.

- **Over a quarter of adults (26.2%) are inactive, which is above the national average of 24.6%.**
- **Gender inactivity gap of 2.5%, shrunk since baseline (November 2015/16) by 0.6%.**
- **Socio-economic inactivity gap of 15.5%, shrunk since baseline by 3.1%.**
- **Disability inactivity gap of 21.4%, shrunk since baseline by 1.3%.**
- **Age inactivity gap of 27.1%, shrunk since baseline by 8.2%.**

(Source: Sport England, Active Lives Survey, November 2018/19)

Our Chair, Board and team are ready to play their part, with passion, integrity and purpose.

We look forward to working with partners we already know, and those we haven't met yet as we change lives together.

HIGHLIGHTS:

X2

The latest data shows that we are tackling inactivity more than two times faster than the national average.

2.3%



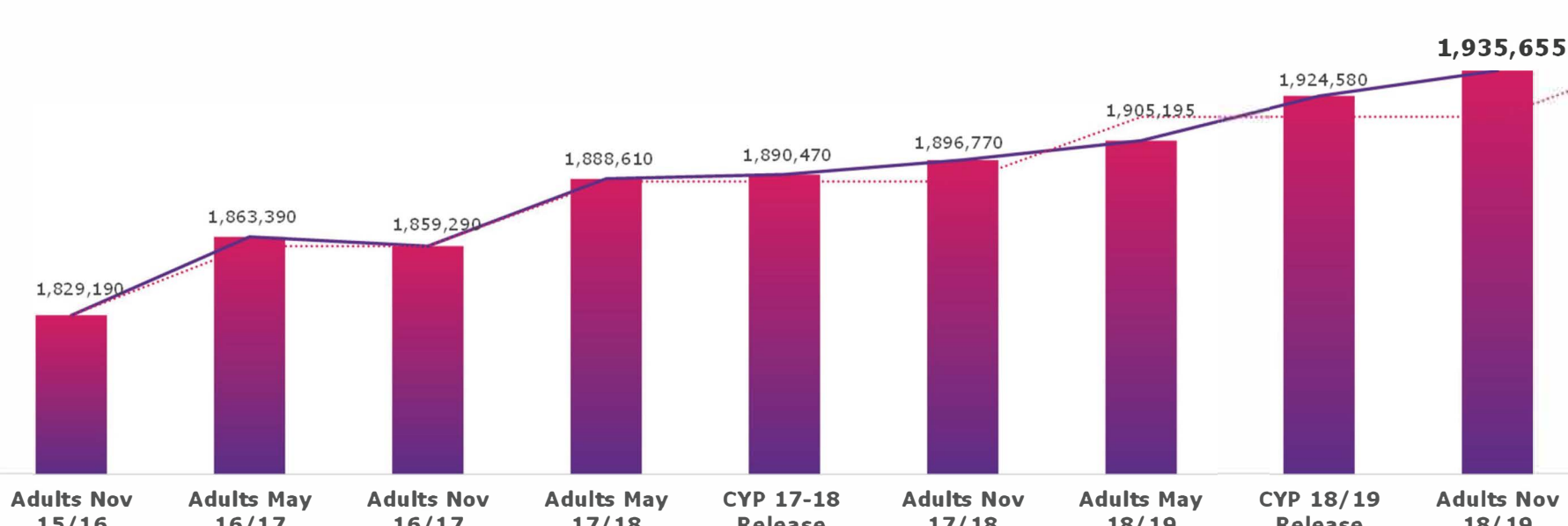
More adults are moving in GM, up by 1.7% since 2015-16, 1.3% more than the national increase.

70.6%

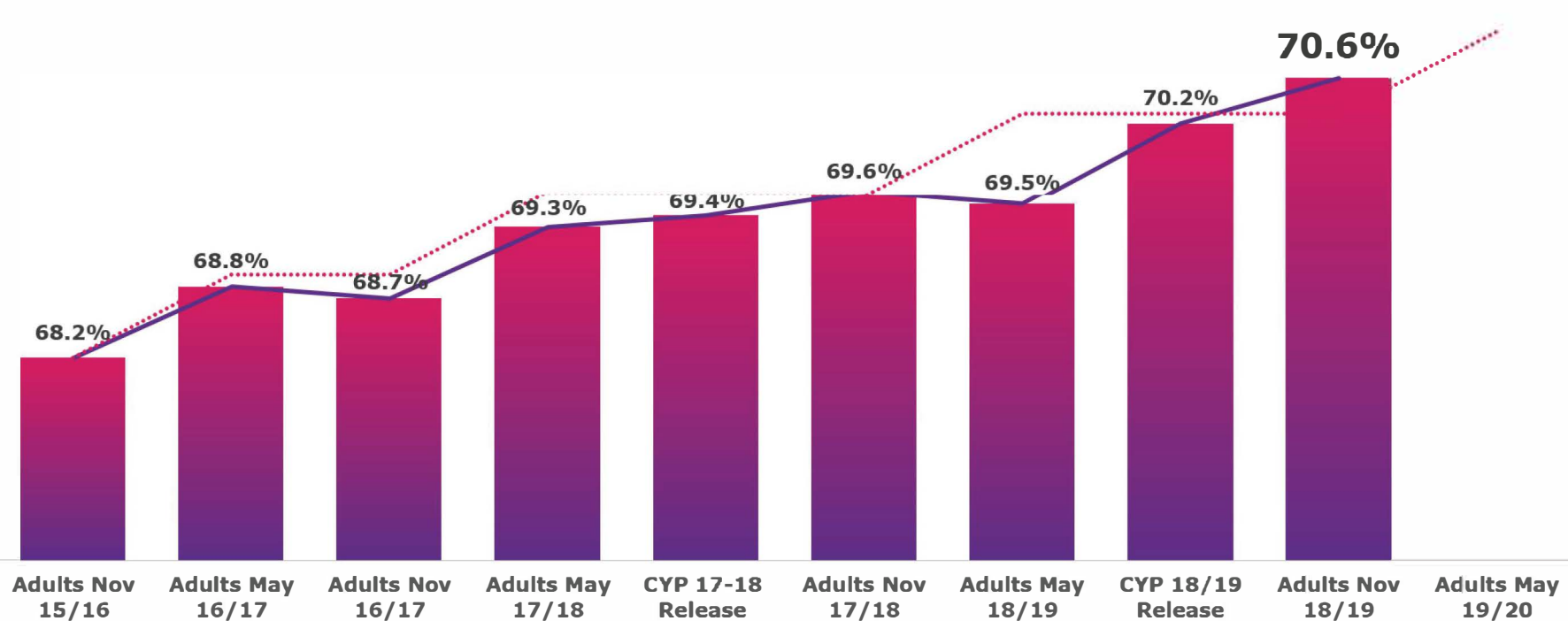


70.6% of the population are moving which is progress towards our GM Moving target of 75% moving by 2025 (increase from 68.2% since 2015-16).

2 MILLION MOVING BY 2021 IN GREATER MANCHESTER



75% OF PEOPLE ACTIVE BY 2025 IN GREATER MANCHESTER



GAP

The inequality gaps are closing on gender, socio-economic, disability and age.



Moving Forces expanded delivery into Manchester & Rochdale and was a finalist for two national awards.



The Active Ageing Programme saw a decrease in 'Inactive' participants from 70% to 13%.



Get Out Get Active (GOGA) project finished and engaged 1,583 individuals (141% of target) in inclusive activities over 3 years.



parkrun to trial a number of small scale interventions in GM to improve health and well-being, social engagement and develop a sense of community and togetherness.



Led the 2019 Walking festival, which included 429 walks or walking activities with 5,864 participants

joining in at least once throughout May 2019.



126,401 participants accessed the School Games across Level 2 competitions, borough level events, with 5,496 qualifying for and

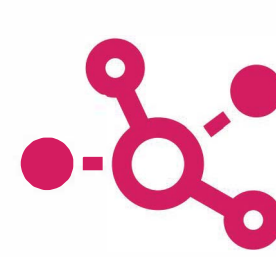
attending a GM Level 3 events.



Total volunteering numbers is 333,500 (Adults is 247,400 and Children & Young People is 86,100).



392 Young people supported the GM School Games event as Young Leaders and Event Leaders.



1,972 young people have got moving through the creation of 82 new satellite clubs across GM.

Next Section

PRIORITY 1:

Policy and Strategic Architecture

- Our Aim
- What have we done?
- Further Details

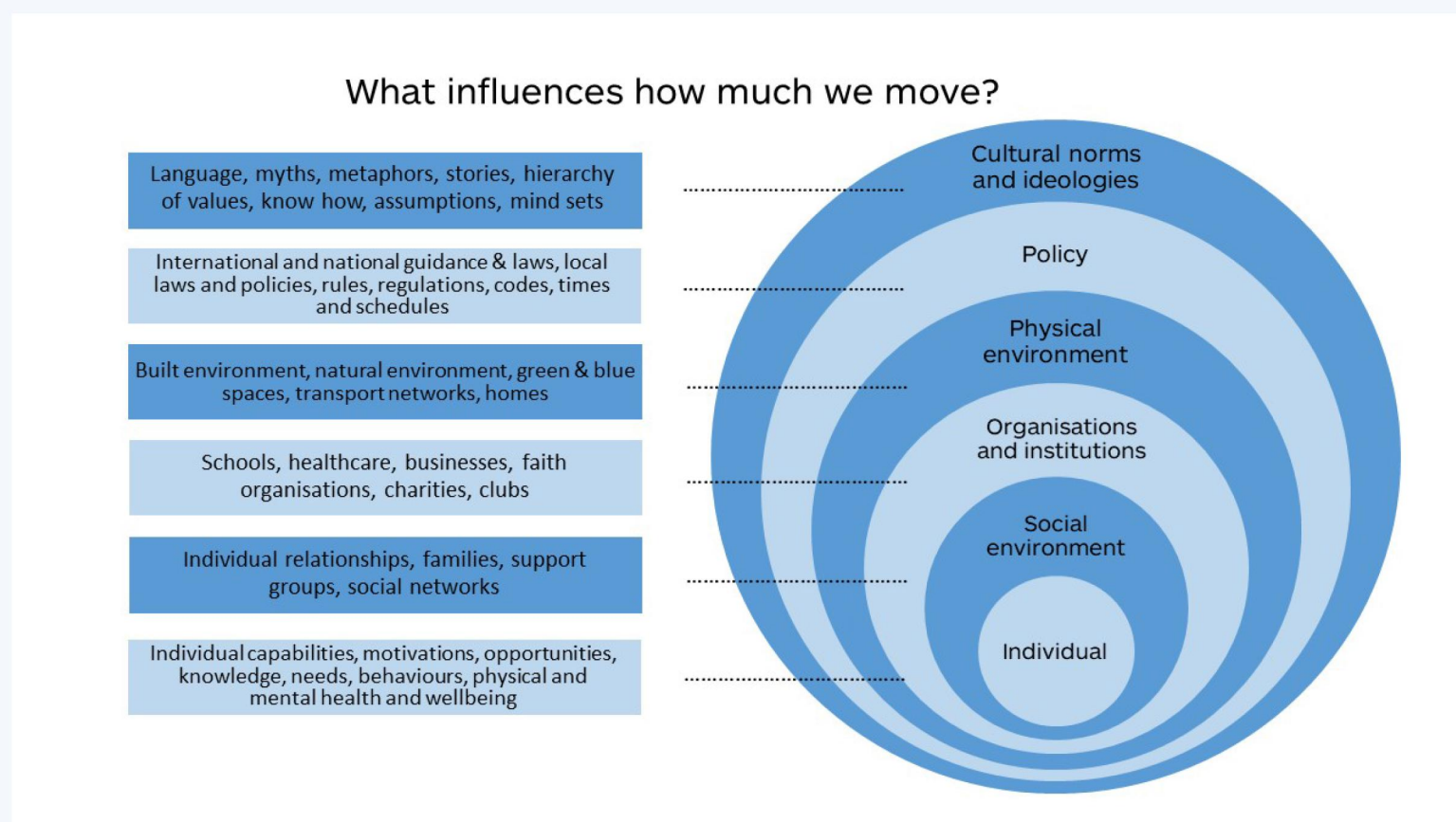
Our aim

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

What have we done?

Over the past year, the system wide influence and engagement has grown, diversified and strengthened. The number and quality of relationships we have been building across the system from government to place leaders; transport, education and health teams, charities, businesses and policy makers both in, and outside of, sport as well as the media and public engagement has grown. More and more people and organisations are connecting with GM Moving, rather than us having to seek and find people to work with. People want to be part of this movement, personally and professionally and we are finding ways to harness that energy.

GM Moving is listening, engaging and capturing people's imagination as they feel the power that moving more can play in the health and wellbeing of our population. As our 'whole system' diagram shows in the GM Moving Strategy, our policies, our environment and our organisations and institutions are part of the 'whole' we need to influence to effect population scale change and design moving back into life.



At a strategic level physical activity is becoming more and more a central pillar of strategies, policies, plans and therefore action. This starts at the top with Sport England and this year we renewed our Memorandum of Understanding (MOU) to refocus how we work together and what we collaborate and focus on. We also support locality plans and physical activity strategies for each GM borough and work at a granular level on the ground with communities and in neighbourhoods via the Local Pilot work.

The Local Pilot continues to work with communities to build relationships and trust to have the positive conversations about a residents place and how it influences their perceptions about activity and moving more. Language within the Pilots has begun to shift, framing the narrative to be about moving more as part of the everyday rather than seeking opportunities to be active and deficit phrases are being challenged such as 'hard to reach'. By working with trusted organisations, there is a greater depth of understanding of a place and richness to the insight that is created. This in turn is changing the conversation within the layers of systems as we speak to planners, housing providers, transport providers, health and DWP. Whilst activities are beginning to emerge, of greater significance is the learning that is being created across the localities. The ability to share experiences and identify the patterns of behaviours are helping move the levers to change thinking and influence processes and policy. It is this learning, which will bring about sustainable change and support innovate solutions to help Greater Manchester residents move more and reach the milestone of 2 million people moving more by 2021.

Our close working relationships with the health and care system has supported Greater Manchester strategy 'Taking Charge of Health & Social Care' with focus on Active Practices, Active Hospitals and GM Active's excellent work with cancer patients who are seeing the benefits of engaging in physical activity before and after cancer treatment.

Greater Manchester's Walking and Cycling Commissioner, the team at Transport for Greater Manchester, the Combined Authority, Local Authorities and a growing network of leaders in communities are making huge progress together, with the development of proposals and schemes for the Bee Network. The infrastructure, behaviour change, community engagement and movement building approach is developing all the time. Advocacy, influencing, lobbying and championing locally and nationally remains a key area of focus. Collective work has begun to articulate the vision, need and journey towards the implementation of the Active Design elements of GM Moving together.

The importance of movement is growing within the education landscape. This year has seen changes to Ofsted, a new Healthy Schools Rating linked to the Active Lives survey that measures young people's movement levels; and DfE and Sport England's School Sports Action plan which has provided a joined up approach to change including a pilot in Greater Manchester to open up schools outside of normal opening hours to enable the facilities to be used on evenings, at weekends and during the school holidays to enable more young people to be active more often.

Finally, workplaces, are becoming more active with the help of the new Greater Manchester Good Employment Charter that we were pleased to have helped shape this to ensure a strand that encourages all employers to have a productive and healthy workplace. Our guide in the form of an Active Workplace toolkit provides ideas that enable staff to be more active and shows the benefits of movement for retention, absenteeism and productivity. This year the toolkit has been downloaded by 137 businesses, representing 292,374 employees.

Further Details

For more information on policy and strategic architecture within Greater Manchester please contact Hayley@gmmoving.co.uk.

Next Section

PRIORITY 2:

Across the Lifecourse

- ▶ Our Aim
- ▶ Why?
- ▶ What have we done?
- ▶ Case Study
- ▶ Further Details

Our aim

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.

Why?

Moving more is one of our greatest defences against over 30 long term health conditions yet over a quarter (26.8%) of the GM population is inactive and nearly 4 in 10 (39.4%) are not active enough to benefit their health (i.e. not reaching CMO guidelines of 150 minutes a week).

What have we done?

One example of working across the life course is parkrun. Over the last 12 months GreaterSport has joined up with parkrun and set an ambition to be the most accessible and inclusive parkrun region.

Case Study

GreaterSport and parkrun hosted a partner engagement event in September with over 50 cross sector partners and parkrun volunteers in attendance. The purpose being to co-produce and set a Greater Manchester ambition for parkrun.

parkrun highlighted their commitment to work more intensely in Greater Manchester, with the aspiration to trail a number of small scale, high impact interventions to improve health and well-being, social engagement and develop a sense of community and togetherness.

The session was energetic, thought provoking and sparked off great conversations and ideas about how Greater Manchester could use parkrun to create more active and inclusive communities.

A fantastic example of this was presented by 5k your way's ambassador Tony Collier who explained how being a part of parkrun has enabled those living with, had or being affected by cancer an opportunity to be active, whilst providing a social support network and community.

There were five key themes that came out from the workshop:

- Inclusivity – more GM residents participating regardless of age, ability or personal circumstance.
- Volunteers – the recruitment, retention and diversity of the parkrun volunteer workforce.
- Location - targeting areas of deprivation and alternative environments.
- Connected communities – ensuring parkrun creates a sense of place / belonging and connects with families.
- Innovation – develop the GM parkrun ‘laboratory’ acting as a testbed for parkrun practices. Parkrun prisons, 5K Your Way, parkwalk etc.

This led to;

- The ambition for Greater Manchester being set as the ‘most accessible and inclusive parkrun region’.
- parkwalk being trialled at Bolton parkrun on the first Saturday of the month for three months, which saw an increase in the number of parkrun walkers.

Further Details

For more information on our work across the life course please contact matts@greatersport.co.uk.

Next Section

PRIORITY 3 &

4:

Start Well and Develop Well

- ▶ Our Aims
- ▶ Why?
- ▶ What have we done?
- ▶ Case Study
- ▶ Further Details

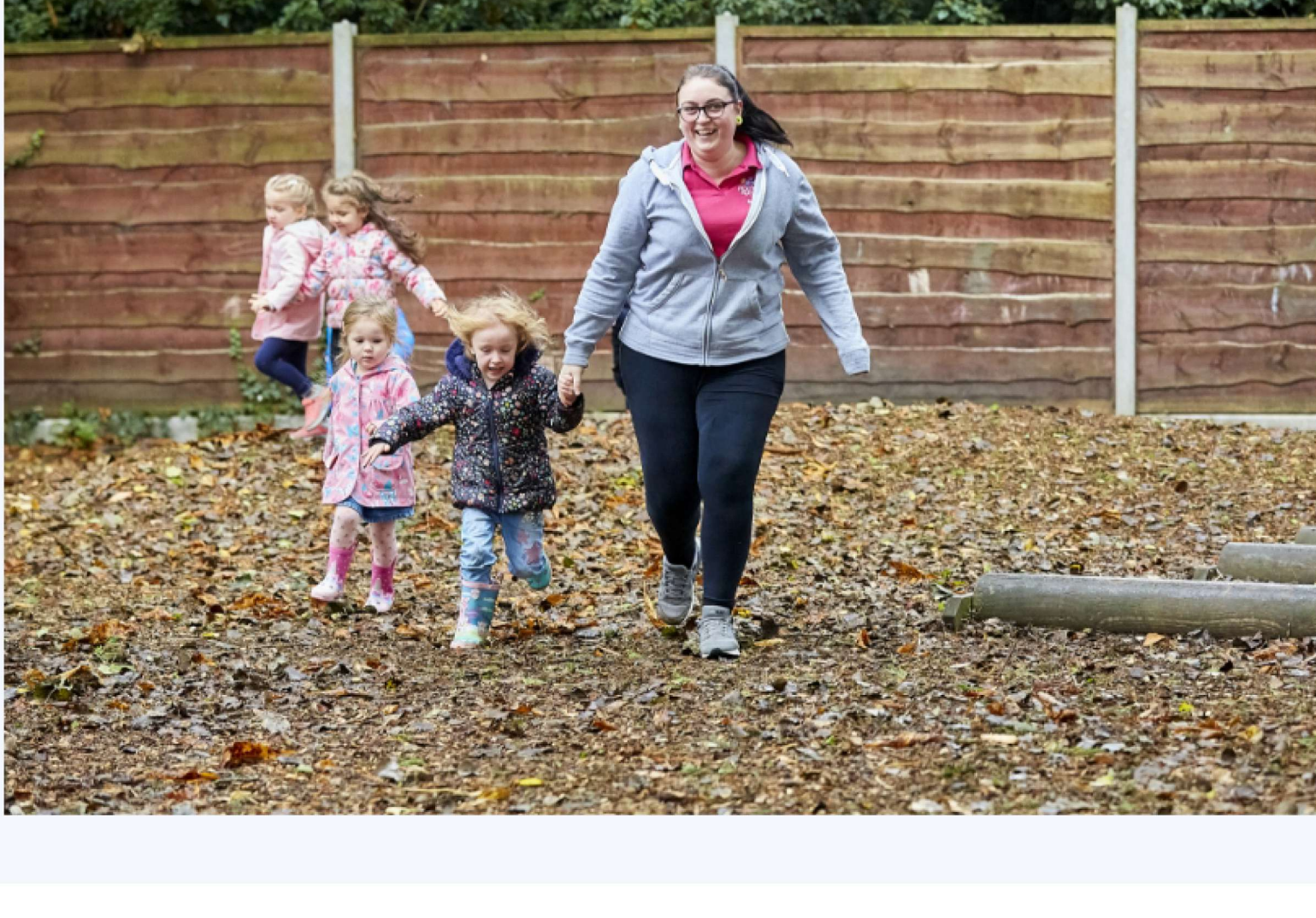
Our aims

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

Why?

Sport and physical activity among children and young people has been found to increase attainment, improve mental wellbeing and increase opportunities for social interaction. However, 6/10 children and young people in GM are not active enough to benefit their health.



What have we done?

GreaterSport has worked to raise the profile of work ongoing within our Develop Well priority in Greater Manchester and realign funding to better target the 'inactive' and improve the health and wellbeing of children and young people.

Education

School Games

The 2019/2020 School Games evolve in order to allow more young people to access all levels of competition with 5,496 attending a Greater Manchester Level 3 event. The competitions were more inclusive whilst encouraging innovation in order to promote the best outcomes for school sport and young people. The School Games encourages young people to do more than just participate by engaging them with the organisation of the event, coaching and officiating with 392 young people supporting the delivery of the 2019/20 Greater Manchester events.

These changes allow the event to promote enjoyment and engender a sense of competence, as well as helping young people to develop a positive and lifelong relationship with physical activity as opposed to the event being mainly about competition and thus allowing more young people to be involved.

"Switching from a competition to a skills event we have seen a 288% increase in participation."

Handball organisers.

"Our staff had one of those 'this is why we teach' moments while watching a child that has learning difficulties and is a selective mute, as he had a smile from ear to ear for the whole of the afternoon."

Teacher



The Daily Mile™

GreaterSport made a commitment in 2018 that Greater Manchester will be the first Daily Mile City Region, with a vision of 75% schools regularly taking part by 2021. This year we continued the campaign and Greater Manchester now has 46% primary schools signed up to The Daily Mile. New for 2020 is The Daily Mile Destinations campaign, designed to invigorate schools already participating and entice new schools to join in, with the introduction of new resources that have been distributed to schools who have signed up. 147 schools are currently signed up since launching in January.



Primary Premium

Our work in Primary School Sport Premium saw the 72% of schools reporting their spending correctly in 2017/2018 rise to 74% at the end of the 2018/2019 academic year.

With a greater focus on upskilling all teaching staff and ensuring funding is used sustainably, we've been able to capture individual impact from across Greater Manchester:

"The Sports Premium Funding has been invaluable. Not only does it allow me to replace the well-used PE equipment in school, but has given me the opportunity to buy-in CPD for staff, which as a full-time class teacher, I would not have time to deliver. Both children and staff have found it very useful and say they have learnt lots from the sessions! The continued funding has enabled more staff to access this invaluable CPD again this year."

Miss Hollingsworth, PE Co-ordinator

"As an NQT I lacked confidence in a lot of areas of PE and the coach gave me the confidence and the knowledge to deliver a range of different sessions across a variety of different sports. I am excited and confident to be teaching my own PE lessons this year!"

Mrs Asif, Y2 Teacher

"I love PE. I really like George; he teaches me new skills and he teaches my teacher all about PE too. Sometimes my teacher teaches the lesson and it is really fun. I have learnt about attacking and defending."

Y3 Pupil

Satellite Clubs

The Satellite Club investment scheme (funded by Sport England and the National Lottery) saw an increase of £90,000 come into Greater Manchester to expand the programme to support 11 – 13 year olds as an action from the School Sport Action Plan. The focus of this funding is to increase connections from community organisations into schools.

Through working with cross-sector partners, including local authorities, schools and sport clubs, alongside organisations with a reach to communities who conventionally don't access sports activities the programme has supported 1,972 young people in accessing a plethora of different activities across 82 clubs that have been created this year.

To continue to drive youth led projects, we launched Our Moves investment scheme which created an open opportunity for those aged between 11 and 19 to apply for funding to set up their own sessions to inspire and help more people their age to get moving. Criteria was kept flexible to inspire creativity, increase informal activity whilst driving whole school improvement.

"Skills have taught students positive ways to managing anger and behaviour. Whilst attending Hamer Boxing Club staff have noticed improved behaviour and students are more confident in taking part in physical activities, in and outside of school."

Youth Worker at Brownhill Learning Community, Rochdale

Further Details

More information on our Start Well or Develop Well work can be viewed [here](#), or contact francesca@greatersport.co.uk if you have any more specific questions or queries about our work with this age group.

Next Section

PRIORITY 5:

Live Well

- Our Aim
- Why?
- What have we done?
- Further Details

Our aim

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

Why?

Although inequalities are improving differences in activity levels still exist between;

- Socio-economic groups; upper (35.8%) v. lower (17.8%) socio-economic groups (SES gap 18.0%)
- Disability; disabled (43.4%) v. those without a disability (22.1%) (Disability gap 21.3%)
- Gender; (gender gap 2.8%)

There are a number of projects that sit under our live well priority including that we are working on to reduce inequalities across the city-region. Moving Forces is one of these and has supported over 250 veterans to get moving since it's launch in 2018. In the last 12 months we have received additional funding totalling over £100,000 to expand the programme across the city-region.

What have we done?

Active Workplaces

It's been a big year for Active Workplaces with the Launch of the GM Good Employment Charter and the GreaterSport Active Workplace Toolkit.

The Charter aims to help make Greater Manchester a great place to work through a voluntary membership and assessment scheme. The assessment covers all areas of being a good employer and includes a section on developing a productive and healthy workforce and this is where the Active Workplace Toolkit is here to support an employer.

The Toolkit is designed to change the perception of what an active workplace looks like and encourages the simple things we can do to enable movement at work. It also signposts to organisations and programmes which can support a business locally such as GM Walking, TFGM and the That Counts! Campaign.

GreaterSport have been working with businesses to grow the number of Active Champions who can support this movement at work. Over 100 champions have been on a workshop (will have done by the time we go to press/live) and are now implementing what they have learnt in their place of work.

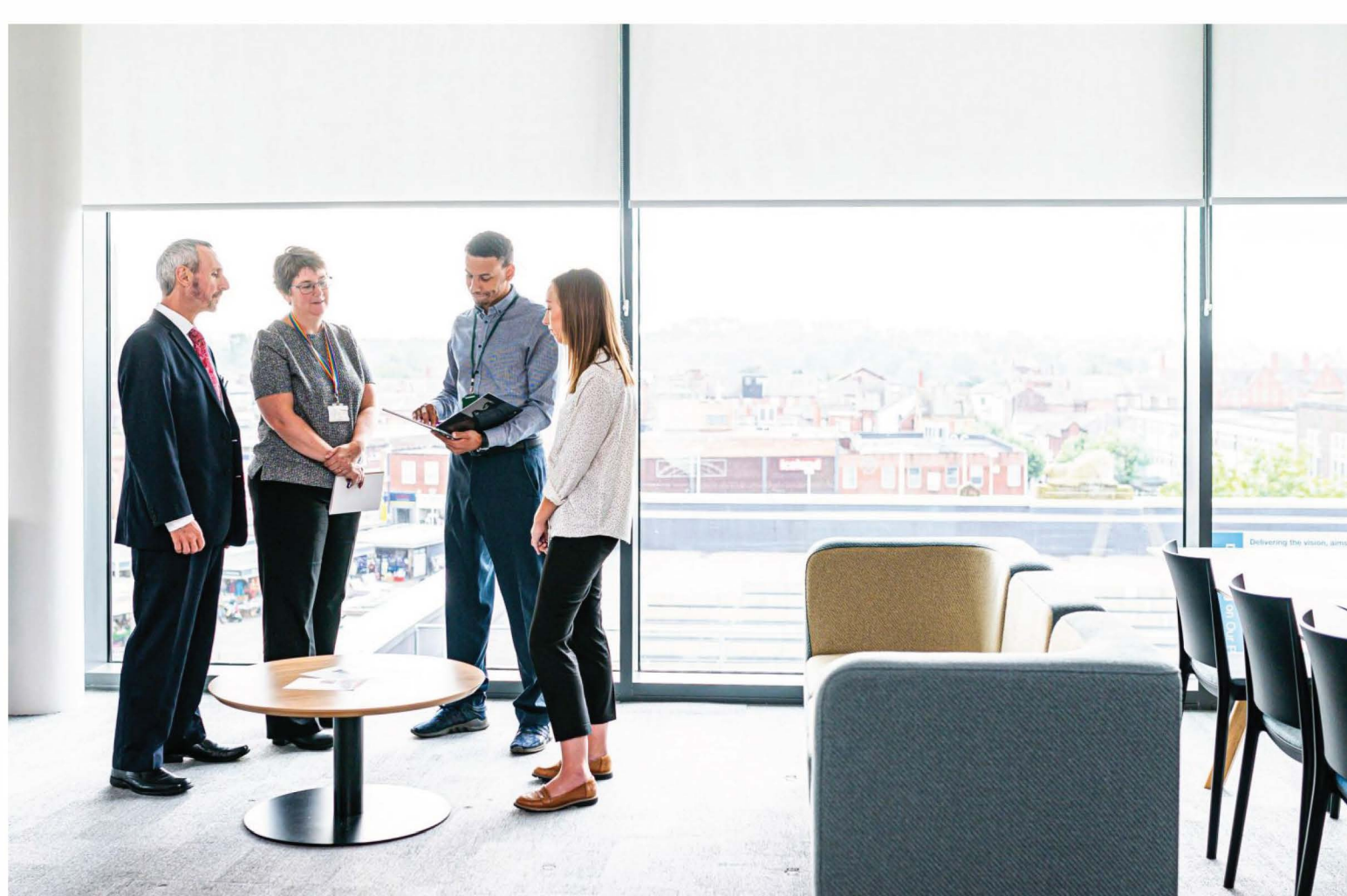
One of these organisations is DWP Jobcentre+ who encouraged a member of each of their GM offices to attend. As a result there have been more walking meetings and one office combined their steps and walked the equivalent of Manchester to Istanbul.

So far 172 business have signed up for the Active Workplace Toolkit with an employee reach of 344,469. Some of the biggest employers in GM are getting involved and are keen to support movement at work.

So far Manchester Airport Group, Trafford Council, GM Mental Health NHS Foundation Trust and Department of Work and Pensions have all signed up to the Active toolkit and have been working to have their colleagues to move more during the working day.

Active Workplace Toolkit: The numbers

- 172 Organisations signed up
- 100 Organisations have asked for GreaterSport support
- A reach of 344,469 employees
- 42 Private Sector employers
- 110 Public Sector employers
- 20 Third Sector organisations



Moving Forces

- Over 250 veterans, including 220 full members, have engaged with the Moving Forces programme since its launch in September 2018. Many family members of veterans have also benefitted from the activities on offer.
- The programme started in Tameside and is now working across Manchester and Rochdale. This will expand into all ten boroughs of GM from June 2020.
- Received £35,000 in funding from the Endeavour Fund, enabling us to hire a second full time development officer to help run the manage the programme as we plan for and deliver expansion into all ten boroughs of GM. Having the Endeavour Fund on board as a supporter of the Moving Forces programme also gives a stamp of approval from a prestige organisation in the armed forces community. As well as the financial investment, we will also receive extra marketing and PR support, expert guidance and introductions to potential new partners and influencers at the national and possibly even international level.
- Received £70,000 funding from the Armed Forces Covenant 'Positive Pathways' fund, which will enable us to deliver a completely new Mental Health focused strand of Moving Forces over the next two years. This will include recruitment of a part time development officer to lead on the design and implementation of this extra strand.
- Agreed a deal in principle with Walking With the Wounded's 'Northern Care Coordination Partnership' (NCCP) programme, to deliver exclusive activities in partnership with NCCP support workers for their GM based clients.
- Finalist for the Endeavour Fund's 'Community Award' and also for the 'Mental Health and Wellbeing Award' at the Community Sport & Recreation Awards.



Further Details

More information on our Live Well programme can be viewed [here](#), or contact johnb@greatersport.co.uk if you have any more specific questions or queries about our work.

Next Section

PRIORITY 6:

Age Well

» Our Aim

» Why?

» What have we done?

» Case Study

» Further Details

Our aim

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.

Why?

Greater Manchester has an ageing population; people over 70 years are predicted to increase by 15.2% by 2021. Physical activity can reduce the risk of falls by up to 37% and dementia by up to 30%.

Over 50s are twice as likely to be inactive as the youngest age group 16-34 years and by the time, they are 75 they are three times more likely to be inactive.

What have we done?

Greater Manchester Active Ageing Programme

In the past year, across the eight localities, we have engaged with **14,451** people to elicit their views on physical activity, to establish what they would like within their local community. Of these, **2,666** older adults engaged in the activities. We have piloted a number of different approaches to test and learn how to attract, engage and change the behaviours of older people ranging from **'A brew, a loo and something to do'** to **'Grandparent & Toddler Yoga'**.

We have worked to reframe physical activity and focus on the wider impacts that this can have on older adults such as reducing social isolation and increasing connectivity to local neighbourhoods.

The programme has a strong ethos around the importance of volunteers and peer support for this particular cohort and how this is vital for the legacy of the active ageing work for Greater Manchester.

We have successfully began to deliver against our intended outcomes of supporting inactive older people to achieve at least 30 minutes of moderate intensity physical activity per week; and to build the evidence base about this diverse group in terms of their behaviours and attitudes, how they should be targeted and what approaches do and do not work.

[Here you can find the full evaluation findings and a 'learning report' of the key headline findings.](#)



Strength and balance

Throughout the past year, we have worked together with Jane McDermott, a consultant working in partnership with the Centre for Ageing Better, to understand what the possible options are for working across GM in this field.

We looked at how we could promote muscle strength, bone health and balance as part of an area wide campaign to improve awareness, literacy and engagement amongst all adult populations. This was in line with the refresh of the UK Chief Medical Officer's guidelines emphasizing the importance of building strength and balance for adults as these are often regarded as the "the forgotten guidelines".

The first element of this work has been working with GM Active to discuss and develop tactics to inform a framework of action 2020–2021 for embedding key messages of strength and balance throughout each of the 12 leisure and community organisations.

Case Study: Place-Based Working in Action

The Debdale Park place-based active ageing programme began when Sport England allocated £1million of active ageing funding to Greater Manchester. Manchester City Council teamed up with age-friendly partners (Age-friendly Manchester and Age UK) to engage inactive older people in the local community. Despite only launching in July 2018, the sessions have already expanded to encourage more older adults to become more physically active.

Commissioning Officer Angela Martin heard about Debdale Park from a colleague. 'I went along to look at the area and immediately saw its potential,' says Angela.

'It was quiet, and I understood there'd never been any activities aimed at over 55s there. But it was a great, outdoor environment with green and blue space, so had strong appeal as our active ageing venue.'

Angela and her team admittedly weren't sure at first if their idea would appeal to an older audience, but felt confident the outdoor space would. 'We wanted to attract over 55s who'd previously struggled to engage with active offers in the area,' says Angela. 'We began by offering "a brew, a loo, a view and something to do!" to hook people in and then encourage them to do a sociable physical activity when they were there.'

Beginning Activities

The sessions began with taster days. Groups came through age-friendly contacts across Greater Manchester and were given a tour of the park, facilities and space available to them. 'It was important for us to spend time finding out about them as people, discovering what activities they'd done in the past, what they currently did, and what they'd feel comfortable doing in the future,' Angela says.

'It became apparent that, whilst the group were very socially active, their physical activity levels fell below the Chief Medical Officer's activity guidelines,' adds Angela. 'One particular lady was shocked to learn that she wasn't as active as she's initially believed: she admitted she couldn't remember when she was last out of breath. I knew we had an audience we needed to help.'

The group began in the summer, so outdoor activities were encouraged initially. However, the group were also keen to bring new activities to the indoor space available to them, such as indoor bowling, table tennis and curling. 'They're a wonderfully independent group,' praises Angela. 'It was clear early on that they wanted to self-organise activities. They've never asked for many resources for these either, which has been hugely positive for the session and its long-term sustainability.'

Changing Lives

Angela and her team knew that some older adults may walk to the sessions, have a cup of tea, and walk home, and that alone would be a great start to becoming physically active. 'Yet we soon learned it's very tricky not to come along and get involved!' smiles Angela. 'I was chatting to a chap one day who said he'd only ever want to come for a brew. A few weeks later I found him playing table tennis!'

In addition to the natural leaders and activity organisers, other group members are finding a strong place in the active community at Debdale Park. 'There's a team who'll go out walking every week in the park,' says Angela. 'One member's put together a folder about the park's history, helping people to explore a new area, even though many have lived locally for years.'

Support and expansion

Though the initial plan was for the Debdale Park session alone, the group has grown beyond expectation. The sessions have now expanded into a neighbouring area, Newton Heath: a key area of social isolation and deprivation, where older adults were struggling to engage socially.

'There's a slightly different audience at Newton Heath,' says Angela. 'They are a little older than those at Debdale, and tend to have more health conditions. However, they've embraced indoor and outdoor activities that are less strenuous but still encourage activity. We're training up volunteers to run physical activity sessions, starting at just 10-15minutes and building up to 30minutes. And they're an incredibly sociable bunch: the group are frequently sitting down for meals together as part of a social eating initiative.'

For Angela and the team, the future of place-based active ageing sessions is promising. 'The group have formed strong friendships and gained renewed confidence through sociable physical activity,' says Angela. 'Remember the lady who was worried about her activity levels? She's out kayaking on the lake come rain or shine!'

With the place-based active ageing sessions set to continue, Angela's team have also been contacted by Tameside Hospital's respiratory unit, who are keen to bring a group to the outdoor sessions in the near future.

'Debdale Park sessions have grown beyond my expectations,' Angela says. 'In such a short time, we're helping older adults grow in confidence through new physical and social activities. It's a fantastic project to be involved with!'

Further Details

More information on our work with older adults can be viewed [here](#), or contact beth@greatersport.co.uk if you have any more specific questions or queries about our work with older adults.

[Next Section](#)

PRIORITY 7:

Place

- ▶ Our Aim
- ▶ Why?
- ▶ What have we done?
- ▶ Case Study
- ▶ Further Details

Our aim

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

Why?

Across the boroughs of GM there is 10% gap in inactivity, which increases to 23.6% within boroughs.

What have we done?

The role of 'place' is significant in a whole system approach to population scale behaviour change. Projects like the local pilot have place embedded at its heart. The learnings from this are being shared and other projects are following suit. One of these is our walking programme as Greater Manchester strives to become the first 'Walking region' in the UK.

This ambition involves walking becoming a cultural norm and the first choice for travel. By investing in walking and complementing wider investment into infrastructure and localities 'GM Walking' aims to empower increased walking to help to reduce health care costs caused by physical inactivity and improve overall health and wellbeing of our residents.

This ambition is supported by Greater Manchester Healthy and Social Care Partnership who have invested £2 million to help achieve this.

This year we have:

- ▶ Worked with Greater Manchester Centre for Voluntary Organisation (GMCVO) to launch a **Community Investment Fund – The GM Walking Grants Scheme**. GMCVO will be giving out a total of £225,000 in grants to VCSE organisations to get Greater Manchester Walking.
- ▶ We have developed the **GM Walking Voice network** to build links between stakeholders, strategies and the GM public.
- ▶ Led the **GM Walking Festival** throughout the **National Walking Month of May 2019**, with **429 walks or walking activities** and **5,864 participants attending at least one of these sessions**.

Case study

Starling had been successful in applying for a grant from GM Walking Grants scheme to run some group walks. However, unable to bring people together they adapted their plans to develop a sensory booklet. The Sensory Walks booklet hopes to encourage people to walk as staying at home can be an assault on the senses. Walking can be a calming experience for neurodivergent young people. The pack has been posted out to families and focuses on one sense at a time.

Further Details

Please contact the GM Walking team via email on info@gmmoving.co.uk or visit www.gmwalking.co.uk. Find us on social media; @GMWalks #GMWalks.

Next Section

PRIORITY 8:

Economy

- ▶ Our Aim
- ▶ Why?
- ▶ What have we done?
- ▶ Further Details

Our aim

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

Why?

The total economic impact of sport in Greater Manchester is £1,245 million.

What have we done?

The last 12 months has seen a record amount of investment into activity in Greater Manchester. Some of the investment directly into localities includes:

- ▶ **£1.7 million – invested directly into localities through the Local Pilot. Working alongside communities to understand their needs and co-designing activities to get more people active across Greater Manchester.**
- ▶ **£75,000– Community Investment into walking via voluntary community sector. Enabling local people, groups and organisations to promote and organise walking activities in a place.**
- ▶ **£1 million – invested into localities via the Active Ageing programme. Engaged with 14,451 older adults across GM in terms of consultation/engagement, successful recruited 2666 older adults to the programme. For those involved in the programme there was a decrease from 70% to 13% of people being inactive.**

Further Details

For more information on the impact physical activity can have on the economy contact Richard Davis-Boreham on Richard@gmmoving.co.uk.

Next Section

PRIORITY 9:

Workforce

- ▶ Our Aim
- ▶ What have we done?
- ▶ Case Study
- ▶ Further Details

Our aim

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.

What have we done?

In the last year we have supported the workforce in two key areas:

Health

We are dedicated to reducing the activity gap with eight of the ten boroughs focusing on getting people with long-term health conditions more active.

Working at a locality level, partners are working with individual GP practices and social prescribing link workers to signpost people to suitable, local activities. The aim being to not only increase their physical activity levels, but also to help with wider health outcomes such as reducing social isolation and improving mental health.

Work is also underway to promote Active Practices, a charter set up by the Royal College of GPs and Sport England, providing guidance for GP practices on how to increase activity amongst both patients and staff. Boroughs are also utilising Public Health England's Clinical Champions workshops where peer-to-peer training is used to upskill health practitioners on the benefits of physical activity.

System Leadership

In 2019 we commissioned 10GM to co-design, manage and deliver a system leadership approach for current and future leaders across sectors within Greater Manchester. This work is a key priority for us as we work together across Greater Manchester to achieve the shared GM Moving ambition.

Throughout the year 29 professional workforce training sessions put on ranging in subject matters with 759 attending.

"Most engaging training I have participated for a long time. The course will benefit me both personally and professionally, the day was well structured and I will start to use my learnings immediately" **Motivational Interviewing, People Strategy Manager**

Case Study: System Leadership approach

GreaterSport invested in delivering a system leadership approach for current and future leaders across sectors within Greater Manchester. An early session that took place as part of the approach was 'Introduction to System Leadership, delivered by Debbie Sorkin from the Leadership Centre. This opportunity introduced concepts associated with complexity. Asking people to consider what they are dealing with that is complex; what people they are working with stand to lose; what kind of resistance they themselves might put up and or see in others; and short term and long-haul strategies to help make progress.

One of the local pilot officers in Salford, who experienced the training recognised that the course broadened her understanding of the concept of systems leadership and gave her the permission to "take ownership and drive progress where you can". This led to an increase in confidence and understanding that you don't have to be a leader or in a managerial position to create change or create a movement. You can broaden and connect the network, relinquish control, build relationships and trust in order to take on new initiatives as illustrated by her:

- ▶ **Working with her own employer to instigate a workforce initiative which involved conversations with strategic leaders in the CVS that led to "Motivation Mondays".**
- ▶ **Taking the initiative to try to drive social prescribing of physical activity for Children and Young People in Salford.**

This opportunity was accessed by over 40 professional workforce colleagues within Greater Manchester who are working within a range of systems. You can view the opportunity [here](#).

Further Details

More information on our workforce priority can be viewed [here](#), or contact nick@greatersport.co.uk if you have any more specific questions or queries about this area of work.

Next Section

PRIORITY 10:

Evidence, Data and Insight

- ▶ Our Aim
- ▶ What have we done?
- ▶ Case Study
- ▶ Further Details

Our aim

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

What have we done?

This year GreaterSport have looked at how digital tools and systems can support us in our quest to use data to understand the behaviours of our Greater Manchester residents.

At the moment data is collected by many different organisations but is seen in isolation, so one organisation may collect data but only they get to see it. Ideally we would like to see all available data in one place so that we have a better picture of what is happening across the County and DataHub allows us to do just that.

Although Active Lives data is useful, we feel like it's important to have live data to understand behaviours and movement on an ongoing basis, not just every six months. Currently, if an area's activity levels increase year on year we don't know why. Now we can understand those reasons in real time, making us smarter and more responsive.

There are large inequalities across our region and large footprints that are inactive. The intriguing thing is to explore different behaviours in those inequalities, understand trends, see what demographic are active, and what they're doing, then benchmark that data so we can start to see a live picture and then track it.

Case Study

In April 2019, GreaterSport worked with the Sport, Health, Activity and Physical Education (SHAPE) partnership in Wigan to embark on a 12-month agreement with the DataHub, in order to understand more effectively how it's engaging with inactive populations with the overall ambition being to get a really good picture of activity in Wigan and begin to understand what works and why.

Inspiring Healthy Lifestyles have always found it a challenge to evidence the impact the partnership is really having. Whilst they can get a steer from the Active Lives Survey they've always wanted to be able to show exactly what they are delivering as a partnership. The Datahub allows them to do that and they believe that by sharing their data it will enable them to demonstrate the true impact they are having.

SHAPE has been using DataHub's GeoImpacts and Social Value Calculator (SVC) modules to identify where projects are happening, which times and days of the week attract the highest participation, and then overlay this with inactivity data, which demographic groups are under-represented and which activities can be deployed to better engage with these groups. This has allowed SHAPE to establish what the social return on investment is for different programmes and partnerships.

Jeff Gorse, Performance Management Officer at Inspiring Healthy Lifestyles said: "At the click of a button I can establish the level of participation across the SHAPE partners, how many people have been active and collectively what impact this has had on sport and physical activity in the region. Linked to that I can find out the savings and social value generated and demonstrate straight away the power of what we are delivering as a partnership. It's a question we often get asked – what are we achieving and why are we doing this, especially given the picture painted by national trends."

SHAPE is currently working with delivery partners to cleanse data and make sure it's rich and high quality, while also recruiting more partners to share data with the DataHub, so it gets the clearest picture. The next step will be to interpret the data and understand how we can embed that insight into the work being done across Wigan and Greater Manchester.

GreaterSport's ambition would be to scale this across Greater Manchester so we can see live physical activity behaviours and trends across the region, to identify where and who to ask more questions about what or how is potentially working and why.

To date we have had conversations with another 4 areas and Manchester have started working with Datahub January 2020.

Further Details

For more information on data and insight at GreaterSport contact emily@greatersport.co.uk.

Next Section

PRIORITY 11:

Evaluation

- ▶ Our Aim
- ▶ Why?
- ▶ What have we done?
- ▶ Case Study
- ▶ Further Details

Our aim

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

Why?

Look forward and imagine that in 2021 we achieved our shared ambition of 2 million people moving across Greater Manchester. We have reduced inequalities and people across the city region are living healthier, happier more successful lives.

Then everyone wants to know how we have done it to share best practice, but we don't know.

What have we done?

In February 2019 the GM Moving Evaluation Group appointed a consortia of evaluators including Substance and Sheffield Hallam, to undertake the ongoing evaluation of GM Moving and the evaluation of the GM Local Pilot and the GM Walking Ambition.

The approach to this draws on the way of working that was developed with the Revaluation team, so that the evaluators are in the work, not evaluating from outside. They are working alongside the evaluation group and the leaders in the work to co- design the methodology and ensure that learning takes place in real time.

Current thinking around evaluation of complex interventions advocates a move away from 'measuring impact' to 'increasing our confidence that the intervention had an impact.' This approach focuses on the notion of plausibility: how plausible are our explanations? Are our assumptions of how the intervention is expected to work reasonable, valid, informed by research data/ literature and supported by key stakeholders? Whilst this approach is not designed to 'attribute' observed changes to the intervention, it can help explain how a certain change came about.

We have adopted an approach which is helping to understand the drivers of system change and the extent to which they are enabling the Local Pilot to succeed.

The evaluation involves three broad phases which are repeated over time:

- 1 Developing detailed theories about the pattern of outcomes which are expected and emerging. This relates to the extent to which the changing culture, system structures and behaviours of actors within the system, enables active lives.
- 2 Testing these theories through gathering and analysing multiple sources of qualitative and quantitative data which can be used to measure the changes within the system and assess the validity of the expected assumptions and risks, and
- 3 Refining the theories and developing narratives around the plausible contribution of the pilot to these changes, based on the data.

Case Study

As with most of the Local Pilot work, we are at the beginning of the evaluation process. The work is not yet mature enough to identify significant changes in physical activity behaviour. Delivery in communities has not had the time to be embedded to observe change in moving more habits, although small examples of impact are already being felt.

Whilst the ultimate goal of the Local Pilot is to help more people lead more active lives, in the context of a test and learn, whole systems approach, our interest is in more than the changes in levels of physical activity and their association with Sport England's target outcomes. We are equally interested in the Local Pilot's success or otherwise in generating the system developments that might enable sustainable increases in activity, particularly amongst defined target audiences.

The challenge is how this learning is shared in a way that it can be understood and used to inform future work going forward.

Four reports have been completed by the consortia concerning the local pilot, one of these is the Process Evaluation which captures the learning for a six month period and aggregates it into a number of themes and plausibility's as summarised below.

- ▶ **Relationship building and strengthening** - Proximity and presence appear to be key to initiating contact. Positive relationships seem to revolve around persistence, ensuring that potential partners are aware that you are serious and committed. These attempts have, in some cases, led to a worsening of relationships through the posing of questions which may strongly challenge existing ways of working or which expose incompatibilities, before a breakthrough is observed.
- ▶ **Partnering with the VCSE** - GM and all local teams value the input of the VCSE and have seen multiple opportunities to work together. Different models of working have emerged. In some cases, teams have considered the opportunity for the investment to facilitate building the skills and capacity of the VCSE and boost their own opportunities to gain additional funding and become more sustainable.
- ▶ **Insight and engagement** - It has taken more time than expected to get to the level of insight that teams feel they need to inform their work. Despite attempts to reach those who are most inactive, some pilots have recognised that they have not gained high quality insight from these groups who often have low (health) literacy and can struggle to answer what were perceived as straightforward questions. For some, a genuinely co-produced approach, where insight and engagement is rolled into the production of ideas and delivery, alleviates these problems.
- ▶ **System Redesign** - We have observed a lack of clarity around the term 'system' and indeed the term 'system redesign'. The idea of 'redesign' seems to be aspirational, and for some intimidating, compared to 'change'. In some cases, the local lead, does not have, or does not feel that they have, sufficient influence to address colleagues, nor do they perceive a strong local mandate for doing so. This has been highlighted to the GM team and they have recently responded by developing resources and opportunities to build skills and confidence to influence locally alongside work taking place across Greater Manchester at policy level which seeks to create the conditions which would enable greater change.
- ▶ **GM Enablers** - There is an incumbency on those with strategic influence and authority to provide back up and support to those running into obstacles. The emerging #Activesoles movement provides a great example of how the Greater Manchester context and the support and engagement of system leaders can help build something that is bigger than the sum of its parts.

Further Details

For more information on our evaluation processes or findings contact emily@greatersport.co.uk.

Next Section



PRIORITY 12:

Marketing

- ▶ Our Aim
- ▶ What have we done?
- ▶ Further Details

Our aim

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

What have we done?

That Counts! is a two-year behaviour change campaign to encourage the two million residents of Greater Manchester – one of the most inactive regions of the UK – to move more and improve their health. Physical inactivity is one of the UK’s biggest societal problems, responsible for one in six deaths. Research is tracking perceptions, intention and stated behaviour. After just three months of the first phase of the campaign, this shows that the communication is working: its friendly, accessible approach has already increased the intention to exercise AND self-reported activity levels have risen.

The two-year campaign (2019-2021) aims to:

- ▶ **Motivate 2 million Greater Manchester residents of all ages and backgrounds to move more by 2021 (part of a longer-term goal to encourage 75% of people in the region to be active or fairly active by 2025).**
- ▶ **Specifically encourage people who are inactive to become more active, it focuses on three main cohorts: people with a long-term condition; parents with children; people who are workless/at risk of worklessness.**

Primarily funded by Sport England, the campaign has been developed in close partnership with other not-for-profit organisations including: the ten local authorities of Greater Manchester; NHS organisations and grass roots sports/accessibility bodies.

The 2019 Greater Manchester Sports Awards, took place in November at Emirates Old Trafford with over 500 guests in attendance. The event celebrated the outstanding commitment and achievements made in physical activity and sport across Greater Manchester over the past 12 months.

The winners;

- ▶ **Greater Manchester Mayor’s Award supported by That counts! Collective; Kirsty Rowlinson-Groves**
- ▶ **Young Sports Achiever of the Year sponsored by GM Active; Caitlyn Saddington (Wigan)**
- ▶ **Changing Lifestyle Award sponsored by Greater Manchester Ageing Hub; Sally Skellern (Wigan)**
- ▶ **Volunteer of the Year sponsored by Emirates Old Trafford; Elham Afzal (Rochdale)**
- ▶ **Unsung Hero of the Year sponsored by HGA Creative; Roger Boyer (Stockport)**
- ▶ **School Commitment to PE and Sport Award sponsored by School Lettings Solutions; Holy Family RC Primary School (Rochdale)**
- ▶ **Club of the Year supported by Sport England; Rammy Men Football Club (Bury)**
- ▶ **Workforce Advocate Award supported by Greater Manchester Health and Social Care Partnership; Aidan Tevlin (Tameside)**
- ▶ **Initiative of the Year sponsored by GM Active; Solemother (Trafford)**
- ▶ **Active Workplace of the Year supported by GM Moving; Rochdale Borough Council**

Website refresh

GreaterSport launched a new website ensuring our information and resources are more accessible to our partners.

Further Details

More information on the Greater Manchester Sports Awards can be found here. Please contact karenb@greatersport.co.uk to find out more about our wider marketing work.

Next Section

GOVERNANCE:

▶ Our Aim

▶ What have we done?

Our aim

GREATERSPORT IS COMMITTED TO MAINTAINING THE HIGHEST STANDARDS OF GOVERNANCE AND FINANCIAL MANAGEMENT

What have we done?

Evaluation

Throughout the year we have engaged in regular and effective evaluation to drive continuous improvement. This includes Board, Staff and Stakeholder surveys.

Headline outcomes include;

Board

- ▶ 100% of trustees feel they make a difference in the organisation and truly live by its values.
- ▶ 100% of trustees are excited about where this organisation is going.
- ▶ 100% of trustees rate the board composition and its effectiveness to oversee the organisation's risk register as Excellent/Good.

Staff

- ▶ 89% agree that GreaterSport is a great company to work for
- ▶ 97% agree 'strongly agree' that we live by our values

Stakeholders

- ▶ NPS score of 74 % (up of 14% from 18/19)
- ▶ 100% of partners satisfied with the added value provided

Code of governance

We continue to ensure that we meet the requirements of the Code of Sports Governance and regularly review our practices including recruitment, diversity, risk, legal compliance and financial control. We are wholeheartedly committed to ensuring we operate to the highest standards of governance and in doing so comply with all requirements of a Tier Three organisation. We adhere to the five principles of good governance.

- 1. Structure** - we have a clear and appropriate governance structure, led by a properly constituted Board which is collectively responsible for the long-term success of the organisation and exclusively vested with the power to lead it.
- 2. People** - we recruit and engage people with appropriate diversity, independence, skills, experience and knowledge to take effective decisions that further the organisation's goals.
- 3. Communication** - we are transparent and accountable, engaging effectively with stakeholders and nurturing internal democracy.
- 4. Standards and Conduct** - we uphold high standards of integrity, and engage in regular and effective evaluation to drive continuous improvement.
- 5. Policies and Processes** - we comply with all applicable laws and regulations, undertake responsible financial strategic planning, and have appropriate controls and risk management procedures.

Quest

GreaterSport was the first Active Partnership to be awarded Excellent in Quest in 2018 – this is recognised as the leading continuous improvement model for our sector. As a follow up to this and as part of Sport England's Performance Management & Improvement Framework, a roundtable review was conducted in February 2019. Impact statements included:

- ▶ 'You have a really strong vision, clarity of purpose and prioritised strategy'
- ▶ 'You see yourselves as an enabler, intermediary, often providing the 'glue' to support local shared outcomes'
- ▶ 'Having a great understanding of localities and also influencing upwards at a strategic level is a strength, providing a real focus, through the lens of inactivity, on where your intervention is most needed and for which audiences.'

Unqualified audit - High quality financial management

GreaterSport is known for its high level of financial management Within the audit report it stated:

"In our opinion the financial statements:

- ▶ give a true and fair view of the state of the charitable company's affairs as at 31 March 2020, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- ▶ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ▶ have been prepared in accordance with the requirements of the Companies Act 2006."

Safeguarding

GreaterSport was rated as 'Very Good' in its annual safeguarding assessment by the CPSU – we are an organisation that is **performing exceptionally well and demonstrates a level of safeguarding commitment and competence above the minimum requirement of the framework in most areas**'.