

Changing Lives Together

Through movement,
physical activity and sport

Business Plan:
Oct 2021 – March 2023

GREATERSPORT

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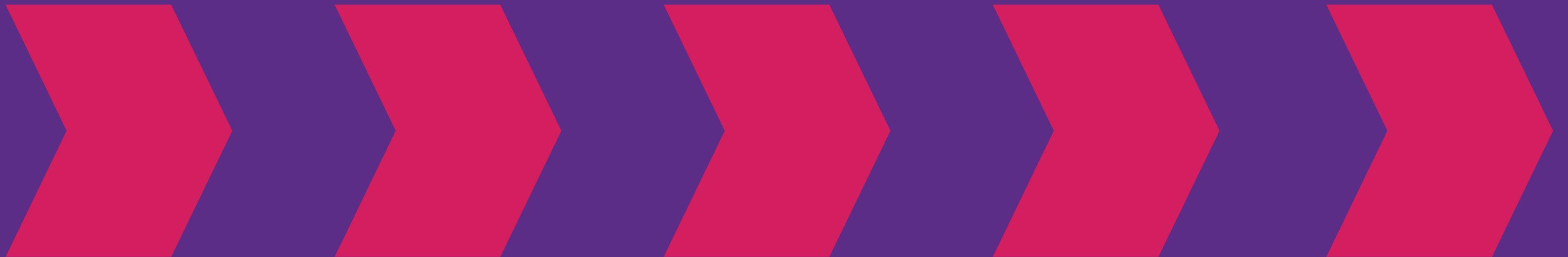
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GreaterSport Business Plan: Oct 2021 – March 2023

The GreaterSport Business Plan sets out our vision and purpose, our values and the way we work, who we are and what we do. It describes how we support people and partners across the system and outlines our value and contribution to GM Moving in Action. It provides an overview of our organisational priorities over the next 18 months.

1. Our Vision and Purpose



Our Vision

To lead, support and connect the Greater Manchester system in creating the conditions 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.

Our Purpose

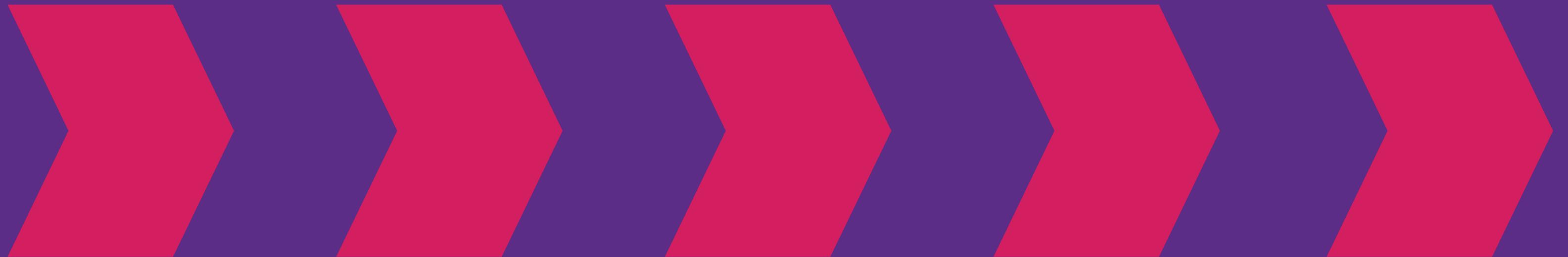
GreaterSport's purpose is Changing Lives Together through Movement, Physical Activity and Sport.

GreaterSport is a leading Greater Manchester charity. We play a strategic leadership role in support of [GM Moving](#), the Greater Manchester wide movement for movement, with a collective mission of Active Lives for All.

We are one of 43 [Active Partnerships](#); a network of system partners working with Sport England to support the local implementation of the [Uniting the Movement Strategy](#).

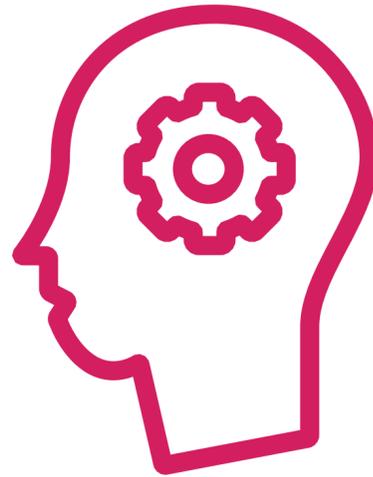


2. Our Values and Behaviours



Our Values and Behaviours

Our Values; Passion, Integrity and Purpose, co-designed with our board, team and partners, guide how we work every day, are important to everything we do, and the way that we do it.



Purpose



Passion



Integrity

Our Values and Behaviours

These values are translated into behaviours, which we strive to live out in practice. Our 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, use in our recruitment, induction, leadership and management processes and practices. We also use them as a tool to reflect on our performance in regular development reviews and our organisational development.

Passion, for us this means...

**We are excited about what we do.
Our belief in our work and mission is visible and inspiring.**

What you will see and hear:

- We inspire and motivate, influencing others and taking people with us on the journey
- We approach our work with a sense of possibility, positivity, enthusiasm and joy
- We demonstrate tenacity and resilience when things are difficult.
- We articulate clearly why our work is important and demonstrate how our decisions and actions have an impact
- We actively listen to others. We acknowledge different experiences and value all contributions
- We approach conflict and confusion with curiosity not judgement to build understanding.

Purpose, for us this means...

**We are clear and motivated about why, what and how.
We make things happen.**

What you will see and hear:

- We speak with authenticity and authority about our work and our roles
- We are clear and open about our goals, roles strengths and needs
- We work in collaboration with others and take pride in our collective achievements
- We show determination and focus
- We prioritise our work carefully, We give an informed explanation of why we say yes or no
- We show pride and responsibility for our work
- We value and welcome feedback and give good feedback to others
- We are deliberate, strategic, flexible and adaptable in our work
- We recognise and embrace complexity

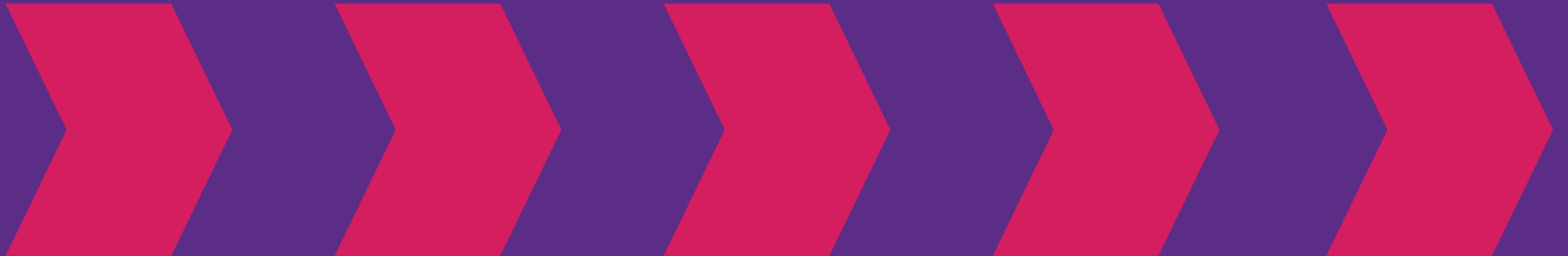
Integrity, for us this means...

We challenge ourselves and others to be honest and to do what is right.

What you will see and hear:

- We walk the talk. We do what we say we are going to do
- We are compassionate leaders. We care for others, noticing and responding when support is needed, helping each other to grow and develop and creating freedom to explore and experiment within safe boundaries
- We ask for what we need. We are clear in our communication and asks of others
- We act and share with honesty and transparency
- We address challenges directly with the right people
- We own our mistakes, apologise and make amends
- We hold ourselves to the highest professional personal and ethical standards
- We set clear boundaries and have the courage to challenge behaviour which is not aligned to the way we work

3. GreaterSport supporting GM Moving in Action



GreaterSport supporting GM Moving in Action

GreaterSport lead, support and connect people and partners across the system to develop and deliver on the whole system vision and approach to GM Moving in Action.

Our organisational role is a critical one to the movement.

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Leading, Supporting and Connecting

Leading, Supporting and Connecting is our organisational role in GM Moving and Uniting the Movement. This includes, but isn't limited to;

Understanding, Learning and Sharing

- Gathering analysis and understanding of data, insight and evidence (about why active lives matter and what is going on in Greater Manchester communities).
- Understanding what makes change happen.
- Developing, leading and delivering learning approaches providing an environment to test, learn and innovate
- Translating and sharing the understanding of what makes change happen.

Leading and Supporting Change

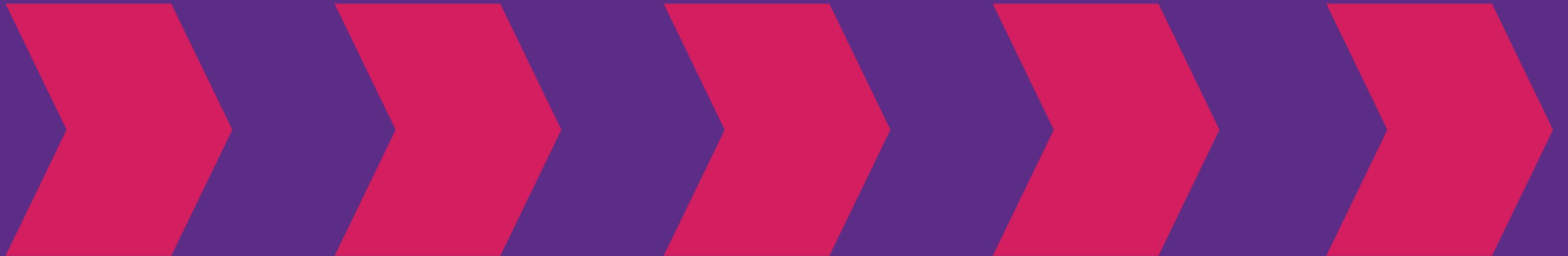
- Influencing systemic and structural drivers of active lives for all.
- Engaging and influencing across the system to enable change (in priority areas, places and sectors).
- Developing and leading approaches that support culture change, system change and behaviour change across the life course.
- Facilitating, convening, enabling and connecting people and organisations across the system to work together with shared ambition and purpose.
- Providing high quality public narrative, marketing and communications to enable change.
- Supporting people and leadership development across the system.

All Underpinned by...

- Excellence in governance, finance, HR and business operations.
- Embedding equality, diversity and inclusion in all we do.

GreaterSport is committed to maintaining the highest standards of governance and financial management and in doing so ensuring that we remain compliant with all statutory, regulatory and contractual requirements, including but not limited to those set by the Charity Commission, Companies House and the [Code for Sport Governance](#).

4. Our People and Leadership



Our People and Leadership

Our people are our biggest asset.

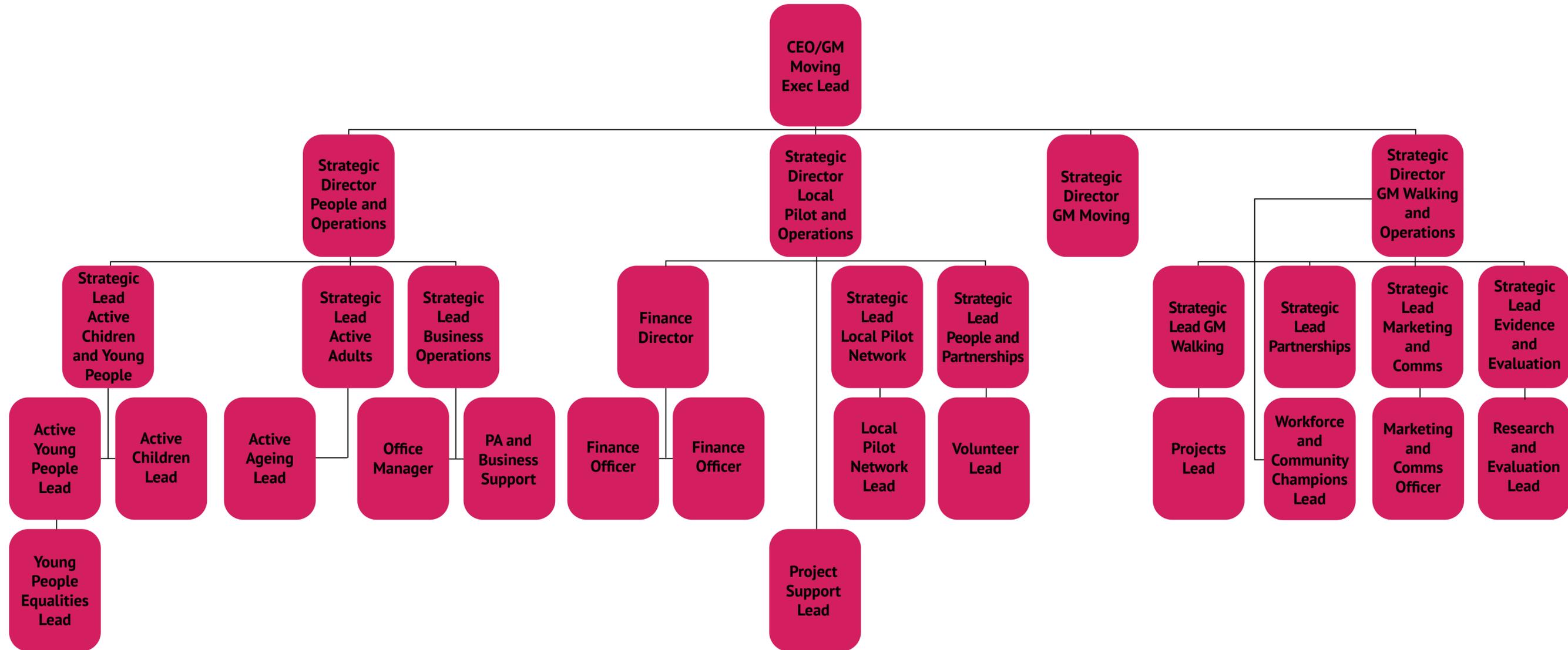
For GreaterSport to play its role in GM Moving, our people and leadership need to align to the priorities and needs of the Greater Manchester system over the next 10 years.

Sport England, Greater Manchester partners, our Board and Team have shaped the organisational form required for the next part of our journey together. We are organising our team so that they can lead, support, connect and provide strong foundations for the organisational role in the movement.

Our people structure reflects the themes emerging from GM Moving in Action and Sport England's strategy; Uniting the Movement.

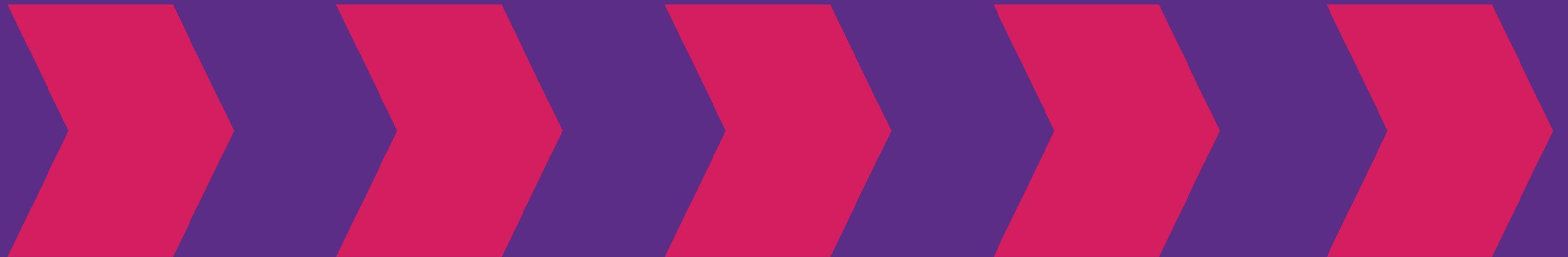


Our People and Leadership



This diagram aims to demonstrate our areas of work and line management structure but in reality our work is more integrated and inter-connected across people and teams

5. Our Foundations



Our Foundations

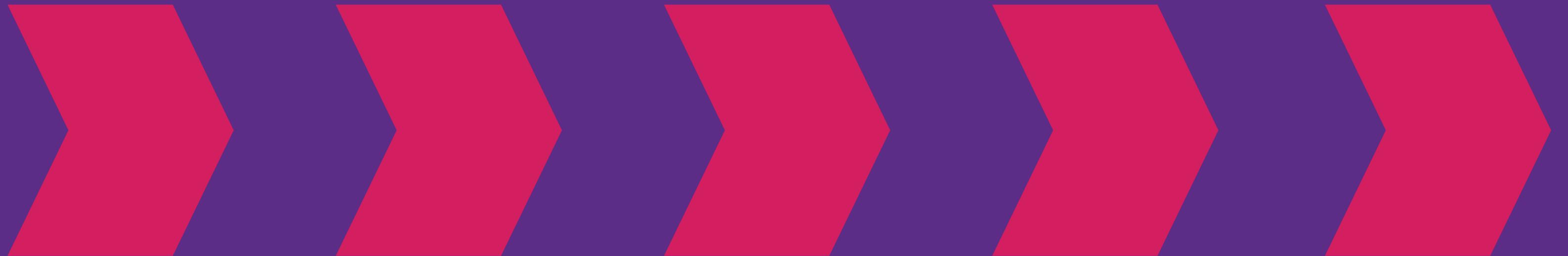
Being a great place to work is of paramount importance.

To us this means being a place where we inspire, grow, lead, move and thrive together to achieve our vision and make positive change.

These foundations help to create and sustain a healthy, productive, efficient, high-performing, motivated and progressive organisation that leads the way, within Greater Manchester and beyond. These foundations and building blocks of a high performing organisation are what we measure ourselves against. They provide us with a dashboard of indicators with which we can consistently track our progress.



6. Our Contribution to GM Moving and in delivering 'GM Moving In Action' commitments



Our Contribution to GM Moving and in delivering 'GM Moving In Action' commitments

'GM Moving in Action' is the shared strategy for physical activity across Greater Manchester. It sets out our collective ambitions, commitments and priorities for the next 10yrs. This is powered by GM Moving – the movement.

Every year we will describe our contribution and the activities our team will undertake, to ensure that we play our unique role in leading and supporting GM Moving. We will establish a clear set of priorities, with scrutiny and support from our Board and other colleagues.

Our work is organised like this, in support of shared outcomes set out in GM Moving in Action (framework below). The detailed plans are [available here](#) and are organised as follows:

People, Families and Communities

- Active Children and Young People
- Active Adults
- Active Older Adults

Inclusive Participation and Access

- Sport, Leisure and Physical Activity
- GM Walking
- Active Travel

Active Places

- Place based working - Local Pilot
- Active environments

Whole System Integration

- Physical and Mental Wellbeing
- Health and Care Integration
- Culture and System Change

Catalysts

- Marketing and Communications
- Data, Insight, Evaluation and Learning
- People, Leadership and Workforce
- Digital Inclusion and Opportunities

Business Operations

- Governance, HR, Finance and Risk

All plans are reviewed and updated on a six monthly cycle with identified link Board members.

GM Moving in Action Framework

Our Mission

- Active Lives for all

Our 5 key priorities

- People, families and communities
- Inclusive participation and access
- Active places
- Whole system integration
- Culture change

Our 7 key catalysts

- Involving & engaging
- Marketing & comms
- Investment
- Governance
- Digital access & innovation
- Learning, research & insight
- Leadership & workforce



Our ways of working

- Values-led
- Whole system
- Movement-building
- All leaders
- Enabling change
- Learning together

Key outcomes

- Physical & mental wellbeing
- Individual development
- Social & economic inclusion
- Strong communities
- Environmental sustainability



Enablers

How we create the conditions

- Involving local people & growing assets
- Strategic leadership enabling collective leadership
- Effective work across & between sectors
- Transforming governance & processes
- Learning & adapting

Contact

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