Greater Manchester Moving > ∧ < ∨

Priority plan:

Evidence & Evaluation

Our shared ambition

Mature the culture of learning
where gathering, understanding and translating data, insight, evaluation and learning are seen as a valued, integral part of everyone's role to enable active lives for all. Support a confident workforce that feels enabled to explore diverse methods, refine and translate diverse values that helps to elicit change and overcome barriers.

Leading innovative, ground-breaking, work makes us responsible for developing and implementing evaluation methods that have integrity to the whole systems approach. The measurement, evaluation and learning mindsets and approach we adopt must be aligned with the complex nature of the work. Supporting GMM to be evidence informed and utilise relevant data and insight to make decisions. Together, with our evaluation partners and colleagues across local and national systems, we lead the way.

Create the conditions for a confident culture of learning across the system by better understanding what works, encouraging new ideas and improving our collective approaches. Gather, share and celebrate insights into what works to support culture, system and behaviour change, in different contexts and why.

Our contribution

Embedding learning across the system:
Ensuring that learning is deeply embedded in the culture and practice, as organisations, places and sectors work together. This means, gathering insights, understanding them, and applying them to improve decision making. By learning from different perspectives, we will all develop better and more effective solutions.

Building a culture of evaluation:
Creating a culture where organisations regularly reflect on what is working and what isn't. This means encouraging critical thinking and deeper evaluation to understand complex challenges and adapt our approaches. We will use evaluation methods that take real-world complexities into account.

Sharing learning and inspiring action:
We will collect, translate, and share different types of learning. By using stories of change from across our system we can make insights more relatable and support people to use them in action and practice. We will translate this learning to ensure its use beyond Greater Manchester – sharing learning that can shape approaches nationally and internationally

Strengthening evaluation skills/approaches:
We will bring together and share different evaluation methods and approaches so that people and organisations can learn from them and apply them. We will support our team and partners to feel more confident in using the approaches, assessing impact and making improvements.

Our contribution

Embedding learning processes across system layers, spatial layers and sectors to capture, understand and use learning from across the system to come to more appropriate solutions for whole systems approaches.

Developing a culture of evaluation transformation and critical thinking to adopt complexity-sensitive evaluation approaches.

Collation, translation and sharing of diverse sources of learning over time, aligned with stories that bring this to life, to inspire and lead to action, beyond GM and the physical activity sector.

Collation, translation and sharing of diverse methods of evaluation and learning to inspire and lead to action and empowers system partners to grow evaluation capacity and confidence in physical activity sector.

Develop and implement evaluation methods that have integrity to the whole systems approach.

- **We lead** - with innovative approaches to measurement, evaluation and learning that change culture and practice within and outside of Greater Manchester.
- **We support** - our team, board and partners to develop understanding of contribution and change and build capability and confidence with innovative approaches to MEL.
- **We connect** - local, national and international colleagues across academia, policy and practice, to learn from each other- developing and maturing our approaches to MEL suited to a whole system, place-based approach.

Our activities

Lead

- Establishing advocates across system layers and sectors for whole-systems evaluation and use to create a movement.
- Commissioning of evaluation consortium and adapting or refining the approach based on learning, with a focus on sustainability from March 2028.
- Integrating internal processes and practice in understanding progress and learning; and building capability across the team. Ensuring that everyone takes responsibility for MEL and feels confident to play their part.
- Advocating for of theories or frameworks to help people across the system to use the methods and approaches to support their work to reduce inequalities in physical activity.

Support

- Aligning processes for place partnership and systems partner evaluation across the system.
- Continue to develop processes for understanding physical activity data in relation to reducing inequalities within people, place and participation.
- Grow confidence and capacity for realist evaluation methods across system partner network. Build evaluation agency and efficacy across multiple entities both internally and externally.

Our activities (cont.)

Connect:

- To colleagues across the Greater Manchester system to learn from different work areas and sectors, sharing our learnings and ensure the integration and alignment of approaches to support our collective missions.
- To marketing and communications to capture stories that bring the theory to life for stakeholders, partners and localities.
- To people and leadership to develop evaluation capabilities and confidence across the system. Boost skills and knowledge for evaluation and learning across GM, nationally and internationally through communities of practice and learning, production of assets and resources and sharing our learning through talks, webinars, workshops and training.
- Nationally and internationally, to develop and deepen trust and relationships so that we can all work better together to learn and create the conditions for change.
- Learning from and connecting to international and national evidence, data and evaluations, and sharing with the Greater Manchester system and our team.

What's the change we will see?

Progression against the 5 enablers of change:
- Involving local people and growing assets
- Learning and Adapting
- Effective work across and between sectors
- Strategic Leadership enabling collective leadership
- Transforming governance and processes

We are improving and maturing how we describe and understand what drives change, using clear and thoughtful language. By using the nine national evaluation and learning conditions, we can better capture the realities and cultural influences that shape community behaviour around physical activity.

The maturity tracker helps us gather more detailed insights into how change happens, while also encouraging the use of more strategic and precise language when discussing these changes.

The feedback loops generated through the developing Theory of Change models across the teams support us to better understand the diversity of the value the work has.

How will we know?

- Monthly reflections and quarterly sensemaking by enabler

- Bi-yearly updates to maturity tracker of enabler maturity with evidence

- GM Stakeholder Survey perceptions of enabler maturity across the system

- Deep dive research for emerging priority themes in the work via observations, interviews or commissioned evaluation

- More system partners (SP's) gathering nuanced subjective data, less SP's driven to meet objective measurements (KPI's) and more SP's developing theoretical models such at TOC's to inform strategic direction in systems work.

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SPORT ENGLAND

Greater Manchester
Integrated Care Partnership

GMCA GREATER
MANCHESTER
COMBINED
AUTHORITY