



Moving together

growing our movement for movement



Business Plan
April 2025 - March 2027



Greater Manchester
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Introduction



2025-2027

The GM Moving Business Plan outlines our core purpose, vision and mission, along with the values and behaviours that guide us. It describes who we are, what we do, and the way we work.

It sets out how we support people and partners locally, nationally, and internationally, with a focus on our contribution to the shared GM Moving in Action strategy.

It highlights our key organisational priorities over the next two years, the change we expect to see, and our approach to measurement, evaluation and learning.

This two-year plan provides us with our strategic and operational direction.

[1] Our purpose, vision & mission

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

Our purpose

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

Our vision

Thriving communities that are happier, healthier and more active.

Our mission

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

*The term 'system' refers to all factors that affect physical activity, including people, whether in a formal role or informally on a personal level.





GM Moving – the movement

A movement of passionate people, communities and organisations united to improve the lives of people through movement, physical activity and sport.

GM Moving in Action (GMMiA)

Greater Manchester’s whole system strategy for movement, physical activity and sport.

Active lives for all

Greater Manchester’s shared mission to address inactivity and inequalities.

[2] Our values and behaviours

Our core values of **passion**, **integrity**, and **purpose** were collaboratively developed with our board, team, and partners. They are the foundation of our work, guiding everything we do and how we do it, including the decisions we make.

We commit to living our values through our everyday behaviours. They will be evident in our work and in our relationships both internally and with those we collaborate with.

We hold ourselves and each other accountable, embedding these values and behaviours into our recruitment processes, onboarding, and leadership development.

We use them as a tool for reflection during performance and development reviews, supporting organisational growth, and driving continuous improvement.



Passion



Integrity



Purpose

[3] Supporting the wider movement

Greater Manchester

GM Moving: A movement for movement

Everyone has a role to play in enabling Active Lives for All - people, communities, and organisations. Every sector and place across the city region are pulling in the same direction, with a shared goal to create the conditions for people to move more. We're united by a shared passion and commitment for what we do, why we do it, and how we do it.

The movement is aligned behind three key messages:

- Moving matters to all of us.
- Together we can design movement back into life.
- We all have a part to play.

GM Moving in Action (GMMiA) is the whole system strategy that sets out what will be done to get people moving more by designing moving into everyday life, making it easier to be active and a natural part of how we all live, travel, work and play in Greater Manchester. It is also a call to action to the people of Greater Manchester, to join in on this journey.





Leading, supporting and connecting

Our organisational role in GM Moving and Uniting the Movement is to lead, support and connect. This includes, but isn't limited to:

Leading, supporting and connecting

- Influencing the systemic and structural factors that enable active lives for all.
- Engaging and influencing the whole system to drive change.
- Creating and leading strategies that support cultural, system, and behavioural change.
- Uniting people and organisations across the whole system to collaborate with shared purpose.
- Using impactful narratives, stories, and communications to inspire change.
- Supporting people and leadership development.
- Championing equality and diversity in every aspect of our approach.



Understanding, learning and sharing

- Capturing understanding and translating insight, evaluation and learning to evidence why active lives matter.
- Developing and applying approaches that foster an environment to test, learn, and innovate.
- Embedding learning cultures and processes across system layers, spatial layers, and sectors.
- Enhancing measurement, evaluation and learning capabilities and building confidence across the Greater Manchester and beyond.

All underpinned by...

- Exceptional governance, financial management, HR practices, and operational efficiency.
- Embedding equality, equity, diversity and inclusion in all aspects of our work.
- Prioritising the welfare and safeguarding of our people and partners.
- A strong commitment to Environmental, Social, and Governance (ESG) principles, supporting sustainability, creating positive social impact, and maintaining high ethical standards.
- Managing risks and opportunities by proactively identifying, assessing, and responding to them.



Supporting the wider movement for movement

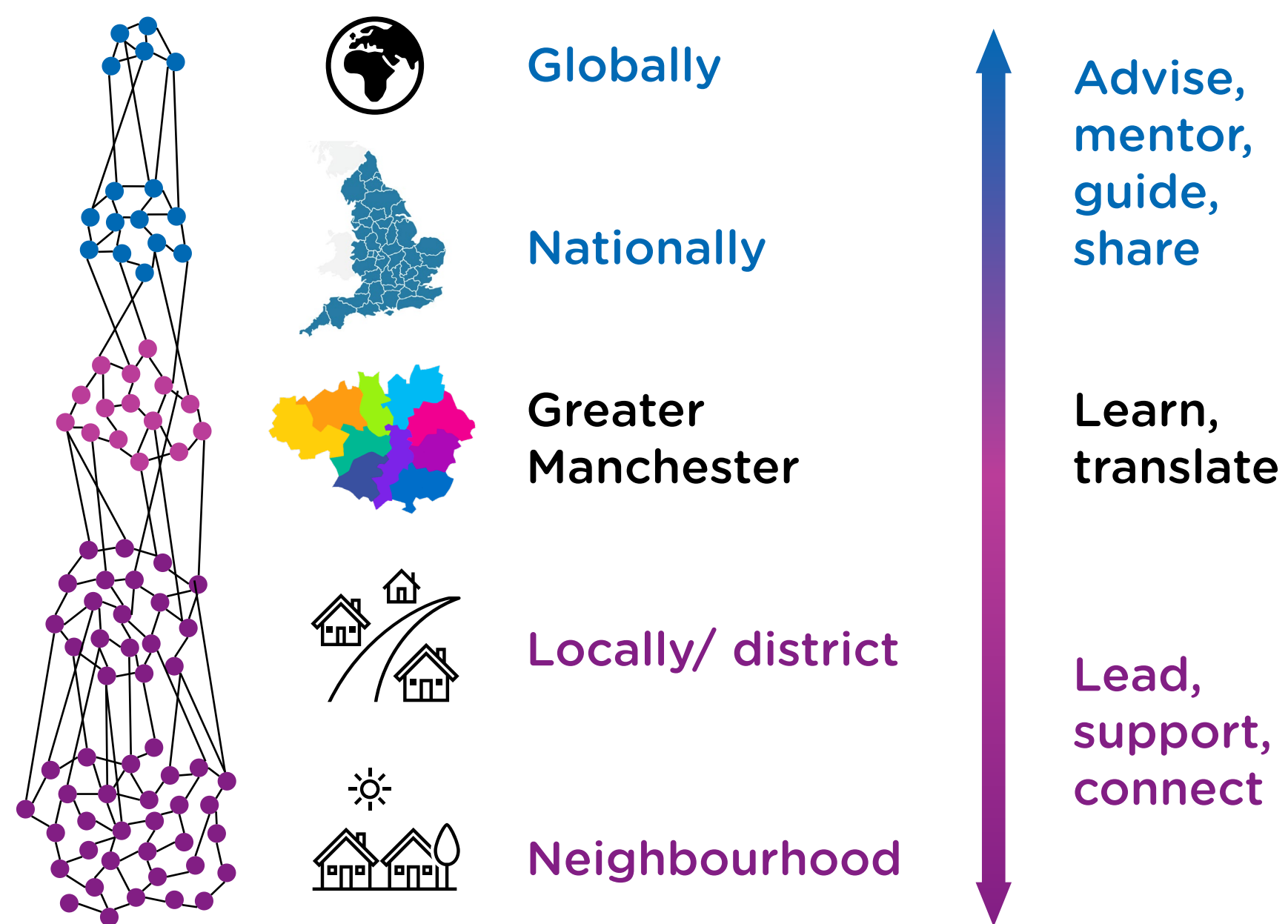
Through our whole-system, place-based work in Greater Manchester, we are always testing, innovating, and learning. As we continue to deepen our work in the city-region, we also need to support the wider movement, both nationally and globally. Doing this will create better conditions for our work here and help us see patterns in the enablers and barriers to change.

We will support the wider movement by:

- Leading with expertise, evidence and innovation to influence policy, strategy and investment and integrate physical activity into all agendas.
- Supporting systems and places to explore helpful questions, develop change-making narratives, and support case making that draws on our experience.
- Continuing to build a global community of practice and learning, to help share ideas, evidence, and best practice and translating the learning for those outside of GM and those working on other agendas and in other places and contexts.

These three things are not separate from each other. Learning flows in all directions if we are open, collaborative and curious.

Our role: Leading, supporting and connecting in Greater Manchester; learning and translating regionally; advising, mentoring and guiding beyond our boundaries, nationally and globally.



Supporting, advising, guiding

GM Moving has a role to play in supporting other places on their system change journeys - we are regularly contacted with requests for insight, learning, and approaches.

Frequently requested areas of assistance relate to:

- Monitoring and evaluation expertise within system change.
- Mentoring, coaching and leadership training for system change.
- Communication and narrative building for investment.
- Place-based system change advisory services and investment case making.
- Conference keynote speeches and roundtable talks.
- Strategic advice on systems and resource alignment to shared goals.
- Toolkits, videos, and other resources.

We will develop our wider offer through practice on projects and set out clear rationale and framework for decision making.

This work is crucial to our mission within GM - we will bring learning back into GM while also being able to ensure GM is viewed as the place that deep innovation and learning happens which, in turn, will help influence the wider conditions for our work to continue.

[4] Our contribution to GM Moving in Action

Delivering GM Moving in Action commitments

GM Moving in Action (GMMiA) is the shared strategy for physical activity across Greater Manchester. It sets out our collective goals, commitments, and priorities through to 2031.

This is made possible by our small, but powerful charity and Active Partnership: GM Moving.

Every two years, we reflect on our contributions and plan the activities our team will undertake to ensure we continue to fulfil our role in leading, supporting and connecting the movement.

We set clear priorities, with guidance from our Board and colleagues across the city region and nationally. This ensures our contributions align with the overarching GM Moving in Action and Uniting the Movement strategies.



[5] Alignment with local, national and global strategies

Our business plan is shaped by a range of key local, national, and global strategies and policies. These include the Greater Manchester Strategy, the Greater Manchester Integrated Care Partnership Strategy, Sport England's 'Uniting the Movement', and Active Partnership's 'Creating Momentum'.

It also reflects our strong alignment with the priorities of key UK government departments, such as the Department for Digital, Culture, Media and Sport (DCMS), the Department of Health and Social Care (DHSC), the Department for Education (DfE), the Department for Transport (DfT), and the Department for Work and Pensions (DWP).

Furthermore, our approach is guided by global missions and practices, such as the World Health Organisation's (WHO) Action Plan on Physical Activity.



[6] Our approach to measurement, evaluation & learning

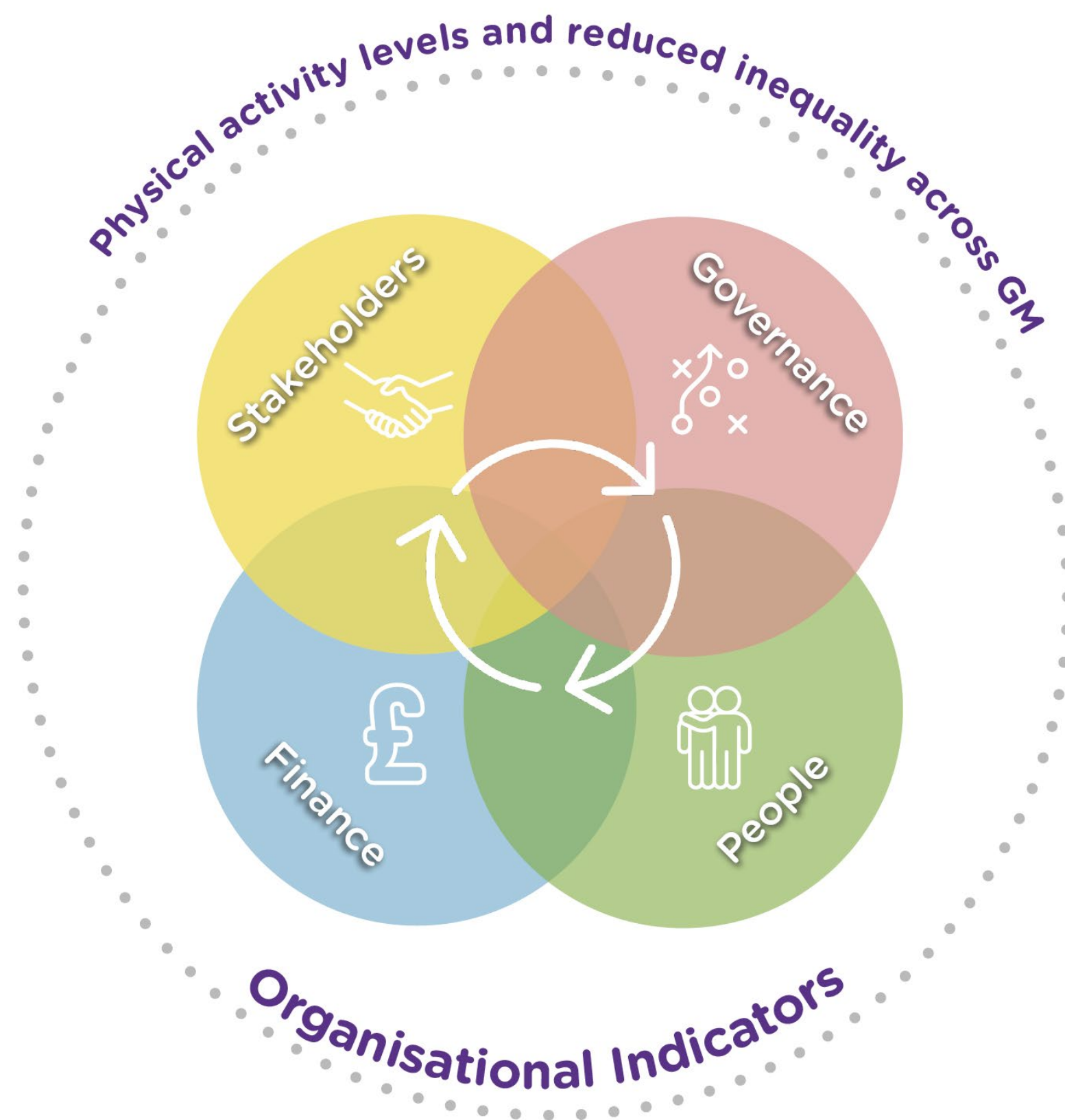
Leading innovative, ground-breaking work makes us responsible for developing and implementing evaluation methods that have integrity to the whole systems approach. The measurement, evaluation and learning mindsets and approach we adopt must be aligned with the complex nature of the work. Together, with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

Measurement, evaluation and learning (MEL) is vital to us, as we observe change, learn and evidence our impact and contribution continually seeking to understand how we make our most effective contribution to the mission of active lives for all. We are creating the conditions for a culture of learning within our organisation and across the wider system. This means working together to better understand what works, encouraging new ideas and improving our approaches. We are gathering insights into what works to support culture change, system change and behaviour change, in different contexts and why.

To do this:

- **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.





See how we prioritise being a great company to work for and with.

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Organisational indicators: we track, monitor and explore data and insight against our organisational dashboard of indicators; reporting to our board, investors and stakeholders, and using the data as a learning and improvement tool.

Business plan implementation: we have developed theories of change across the organisation that underpin each priority plan within the business plan. Each team delivers their priority plan- continually capturing value, observing change, and collecting data. This is captured in monthly logs and programme data. Teams engage in reflective practice to make sense of the impact, change and learning.

Individual and collective tracking and observation of evidence, data, insight and process learnings is designed into our organisational culture and practice. This is formalised in quarterly sense-making activity, and six-monthly reporting to investors.

In practice, we are continually asking:

- What has happened, and why?
- So, what is the change that can be counted, seen, heard or felt?
- What is the impact of this in terms of culture, system and behaviour change?
- Now, what needs to happen next to support further change?



System-wide evaluation: We are using a range of data and evaluation sources, including ongoing and aligned evaluations around the Place Partnerships and integrated health systems work. These include an annual stakeholder maturity survey, action research case studies from across the strategy implementation areas and the regular, embedded and routine practice using action learning tools as part of the ongoing learning process. We commission and manage evaluation contracts with expert, external evaluators and academic partners and bring together the evidence and learning to inform, challenge and mature approaches across the GM system, with national and international colleagues through the global community of practice and learning.

Overall change and progress on the system-wide GM Moving in Action mission and strategy is tracked through a range of data sources including:

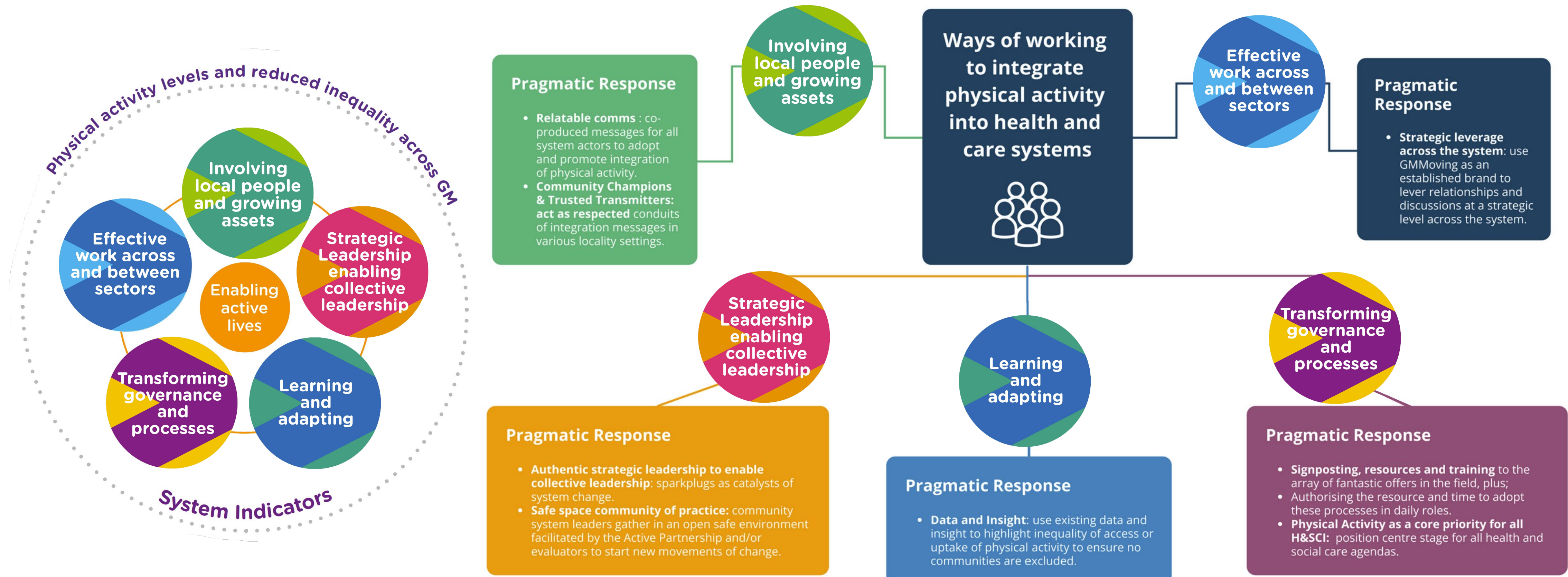
- Active Lives Survey
- Four government outcomes
- System maturity data
- Traces of change in language, culture, belief and dominant worldview.
- A range of local data, layered, mapped and disaggregated to understand change in different places and population groups.

What is changing and how do we know?



- **Traces of change** in language and culture, ideology, belief, worldview
- **Decrease in number** of inactive children & adults
- **Narrowing of inequalities** in inactivity
- **Increasing positive experiences** of children & young people
- **Increase in number** of active children & adults
- **Closing inequality gaps** between places and groups
- **Tracking the pooling & targeting** of resources to meet greatest need
- **Decreasing inactivity** in target neighbourhoods





Our team and partners use a range of evidence-based tools and theories of change to observe the change that is taking place, understand what is making change happen and why, including

- National evaluation and learning partnership conditions Greater Manchester enablers of change.
- Greater Manchester pragmatic responses.
- A range of other tools and approaches, e.g., ripple effect mapping, revaluation, theories of change and logic models.



Translating and sharing learning to catalyse change: Our monitoring, evaluation and learning approach is underpinned by the value of public narrative and storytelling to share learning, inspire and make further change happen. We tell stories that bring impact and learning to life through rich and exploratory examples of culture, system and behaviour change across the work.

Our evidence and evaluation, marketing and communications, and people and leadership teams work as one to develop high quality tools and resources that can be confidently used by everyone- catalysing and the ripple effect of further change. We develop and deliver accessible and inclusive communications, people and leadership development opportunities and communities of practice to support people and organisations to play their part and make their contribution to the movement based on the latest evidence and learning.

[7] Our people

Our people are our greatest asset.

We invest in our workforce, so they are all happy, healthy, productive, high-achieving, motivated, and enabled to reach their full potential.

We work hard to create a culture where everyone feels valued, heard, and treated with care and respect. We recognise how important equality, equity, diversity, and inclusion are. These principles help us make better decisions, broaden our perspectives, think differently, spark creativity, and improve our work.

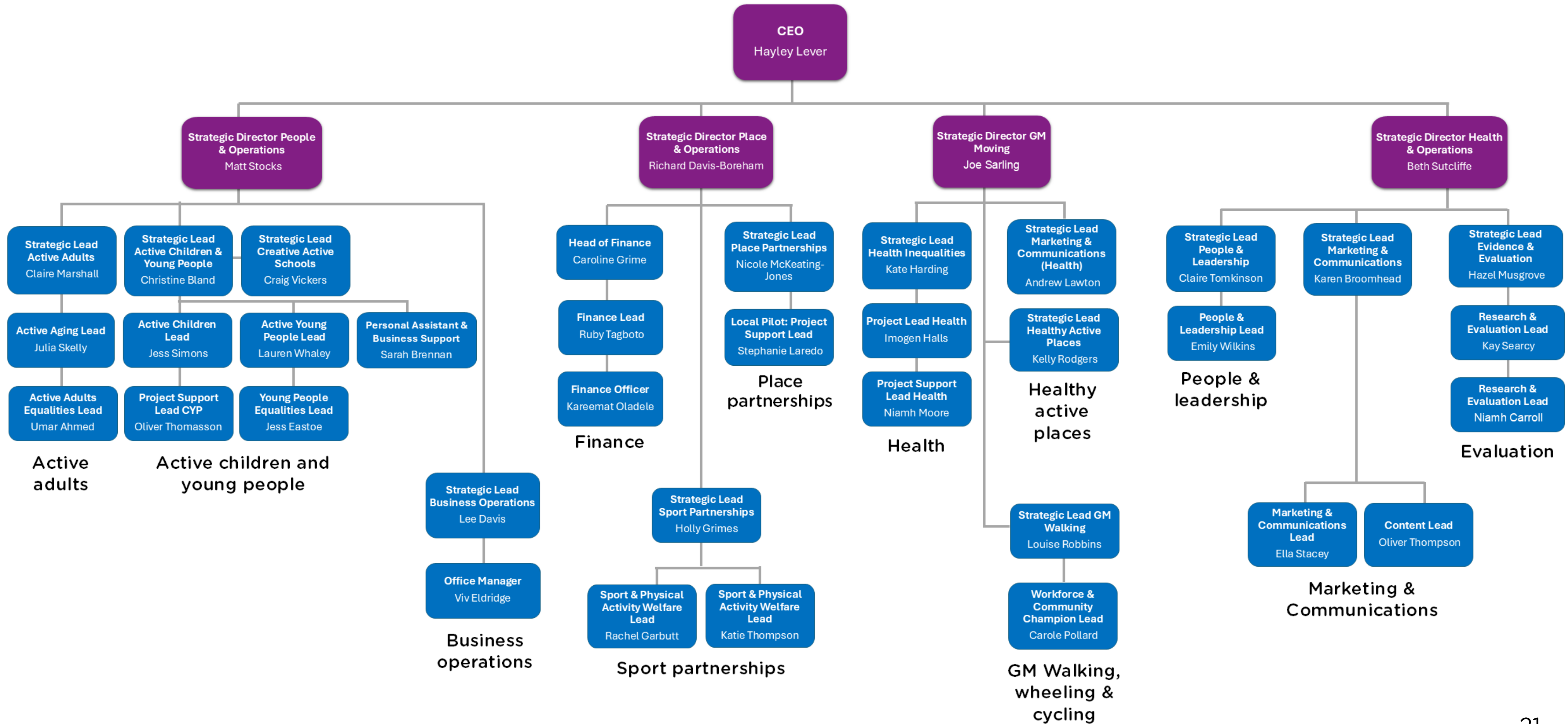
We are committed to nurturing talent at all levels of the organisation, by offering opportunities for growth through taking on additional responsibilities, gaining exposure to external systems, participating in decision-making, shadowing, mentoring or benefitting from a comprehensive learning and development programme.

We have collaborated with Sport England, Greater Manchester partners, our Board, and our team to shape the organisational structure for the next stage of our journey. Our setup is designed to reflect the needs of the Greater Manchester system and align with the [Greater Manchester Strategy](#) and [Greater Manchester Integrated Care Partnership Strategy](#).



Meet the team

Find out more about the team 





We also have a Board made up of exceptionally talented and dedicated individuals, whose role is to make high-quality decisions, to allow GM Moving to grow its value. You can find out more about them [here](#).

Our [People Plan](#) provides an overview of the strategies, commitments, systems, and procedures pertaining to our aim of being a great company to work for and with. It is organised around eight key components, each one guiding our work over the next two years.

The Plan is reviewed annually to ensure it addresses the evolving needs of the organisation and its employees.

[8] Our approach to being a great company to work for and with

We prioritise being a great company to work for and with.

What

To us this means a place where we all inspire, grow, lead, learn, move and thrive together to make positive change. We embrace the joy of this journey with a sense of fun, fulfilment and belonging.

Why

We care deeply about our people and partners because we know that real change starts with strong relationships. True transformation needs collaboration, trust, and a shared purpose. By building these connections, we create an environment where the movement for movement can grow and thrive.

How

We have established our ‘foundations’, which we consider to be the core components of a performing organisation. These support and foster long-term stability, growth, and success. They also form the basis of our dashboard, which helps measure our performance, drive continuous improvement, and support learning and evaluation.



[9] Our commitment to equality, equity, diversity & inclusion

Our commitment

GM Moving is committed to providing equal opportunities and promoting diversity, irrespective of ethnicity, age, gender identity, sexuality, disability, religion, pregnancy or personal circumstance. We ensure we consider lived experiences and personal circumstance when creating an equitable working environment, by promoting a safe, equal and respectful workplace. Equality, equity, diversity, and inclusion is critical for the success of GM Moving and the achievement of our vision. We are fully committed to treating all our employees, job applicants, and volunteers equally and equitably. As an employer, we pride ourselves on being a diverse, inclusive and responsible organisation.

We believe that everyone should reach their full potential with the right opportunities. We also believe that movement, physical activity and sport are key to unlocking that potential. Our goal is to have a workforce that thrives, reflects and understands the communities we serve, and creates a sense of belonging for our team and partners.





Our Equality, Equity, Diversity and Inclusion (EEDI) Plan is built upon five core ambitions (left), strategically identified to create the most meaningful impact and drive change. These will act as the guiding priorities over the next year (2025-26).

The ambitions are strengthened by an Action Plan which translates these aspirations into actionable steps aimed at achieving tangible impact and results, while holding us accountable.

We are determined to challenge and oppose all forms of prejudice, discrimination, injustice, and inequality, holding ourselves accountable for advancing EEDI in every way. Our goal is to be an organisation that not only meets legal requirements, but one that leads by example, living up to the standards we expect from others. Our commitment to this mission should be seen and heard, felt internally and by everyone we work with.

1. **Workforce Development:** To nurture and strengthen EEDI knowledge, understanding, and confidence, within both the internal and external workforce.
2. **Enhanced Diversity and Inclusion:** Greater diversity and inclusion on our Board and throughout the GM Moving team, ensuring our team reflects the diversity of the Greater Manchester,
3. **Leading by Example:** An organisation that leads by example, celebrates diversity, promotes inclusion, and consciously creates a culture which promotes equality and respect.
4. **Integrated Practices:** Embed EEDI principles into every part of our operations, interactions and behaviours, ensuring compliance with and exceeding EEDI standards
5. **Inclusive and Supportive Environment:** Cultivate an inclusive, safe, and supportive environment where everyone feels they belong, providing fair and equal opportunities for individuals to reach their full potential and thrive.

[10] Our commitment to environmental social governance

GM Moving, led by its board of trustees, will do what's right for people and planet. We will ensure we consider impact on stakeholders, wider society and the environment into the decisions we make, and the actions we take.

We have developed a [statement](#) which outlines our commitment to ESG, along with our goals for the two years. It will be reviewed annually as part of the Board's overall governance and strategic planning.

Purpose and vision

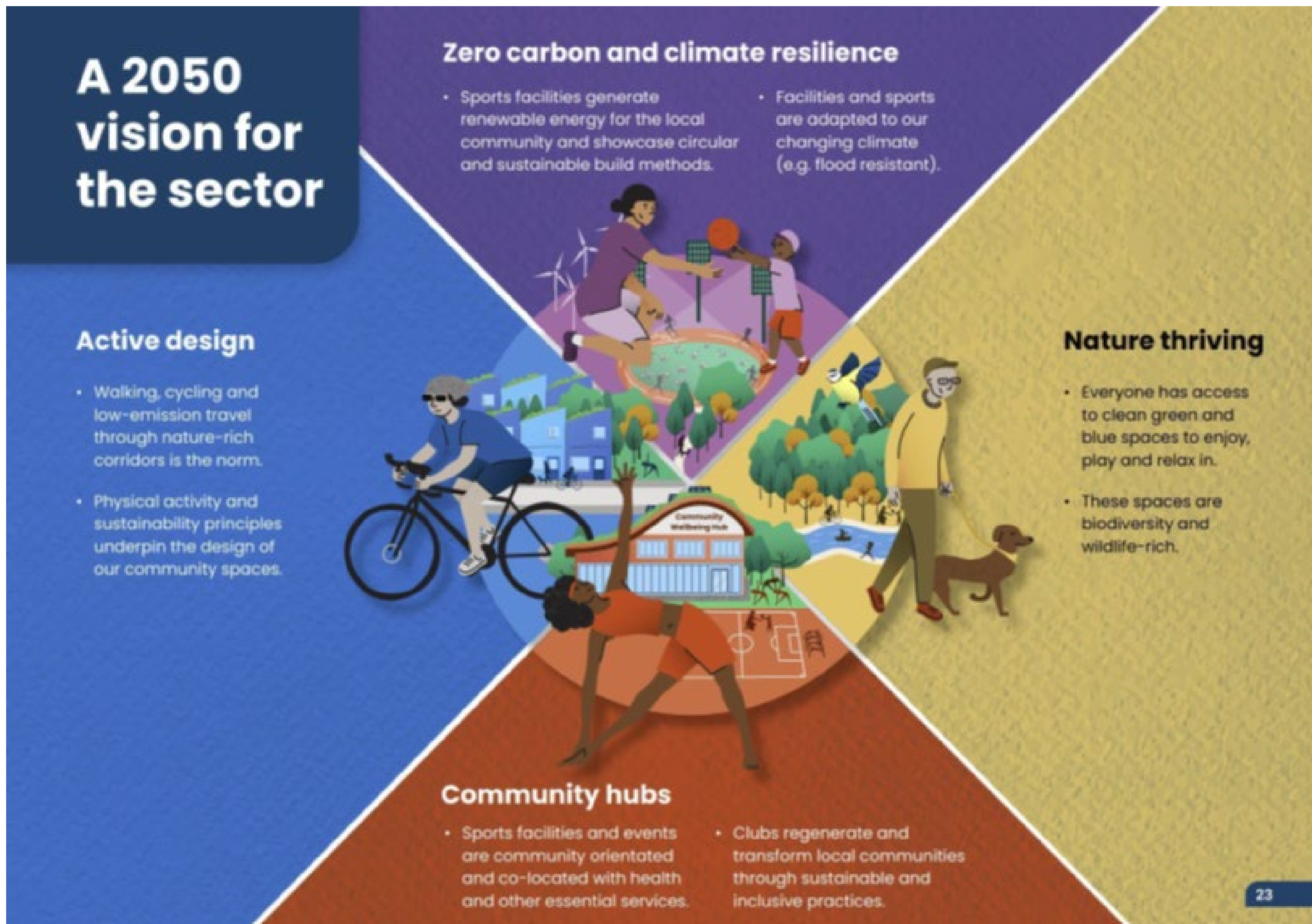
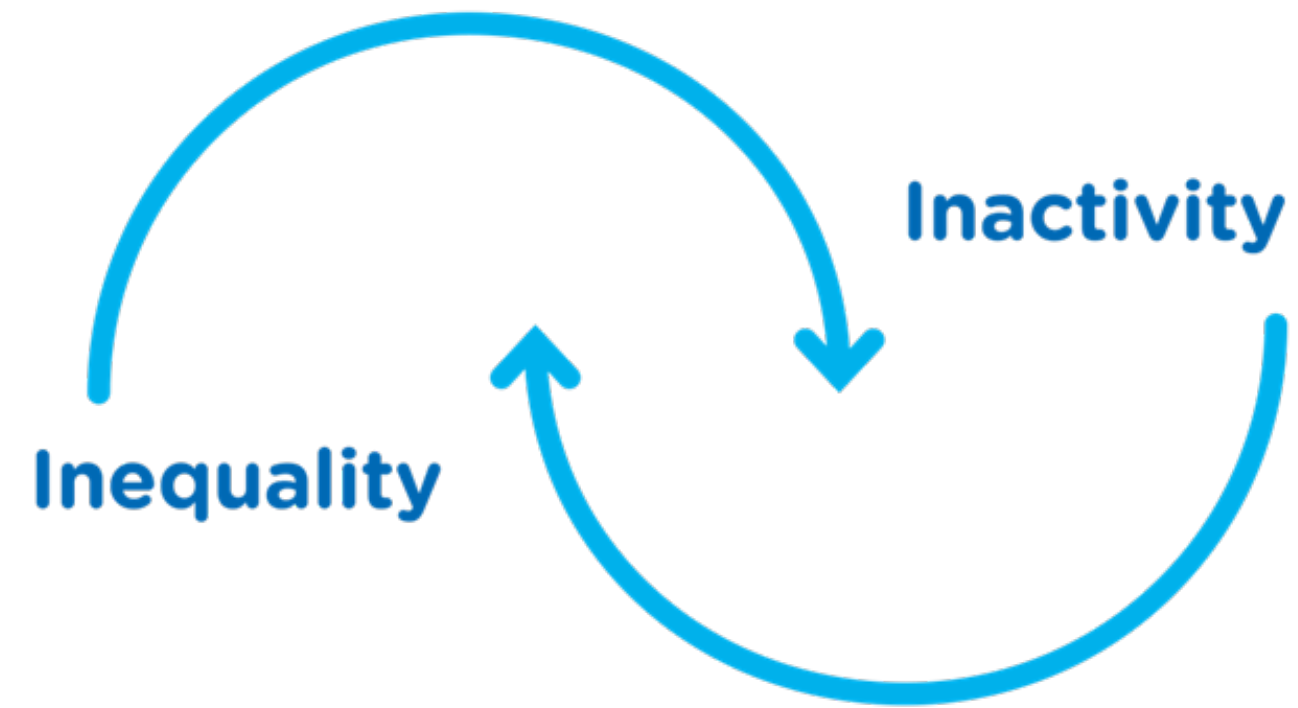
To establish a reputation for turning visionary, values-based leadership into action and change on ESG matters. We will use evidence and learning to grow and inspire collective, positive action for change, ensuring that ESG is embedded in everything we do. We will draw on the expertise and experience of the leading experts in Greater Manchester to support us on this journey.

Key messages

1. Environmental, social and governance impact matters to active lives for all.
2. Together we can create the conditions and measures for our organisation to positively impact on these areas.
3. We all have a role to play to embed this across our organisation.



Adverse environmental impact



Environmental sustainability

We are fully committed to driving meaningful change and taking positive action on this agenda. Our aim is to become a more environmentally responsible organisation and support the sector in taking action to reduce the negative impacts that sport and physical activity have on the environment. We also aim to support more active lives by contributing to cleaner air and enhancing access to high-quality green and blue spaces.

Image Source: Sport England's Every Move Sustainability Strategy and Action Plan



2024-30

Environmental
Sustainability Plan

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Our contributions align with the goals outlined in Sport England's Environmental Sustainability Strategy, Every Move, and those set out in GM Moving in Action. Specifically, we aim to limit and respond to ecological breakdown, reduce carbon emissions, and increase biodiversity.

In line with our organisational role, we will:

Lead advocacy and integration of environmental sustainability across all aspects of our work.

Support partners in learning, understanding, and taking action to embed environmental sustainability into everyone's work.

Connect partners locally and nationally to enable shared learning and collective action, offering opportunities for engagement, workforce training, storytelling, and measurement and evaluation.

Co-developed with the GM Moving team and Board, we have established an Environmental Sustainability Plan that sets out our ambitions and commitments for the period 2024 to 2030.



Our shared ambitions:

Ambition 1: Workforce development

To nurture and strengthen environmental knowledge, understanding, and confidence, within both the internal and external workforce to accelerate change.

Ambition 2: Measure and reduce our carbon emissions

Become aware of our organisations carbon footprint and put into place actions that will reduce it.

Ambition 3: Leading by example

Be an organisation that leads by example and does what is right for people and planet.

Ambition 4: Integrated green(er) processes

Embed environmental sustainability principles into every part of our operations, interactions and behaviours, ensuring compliance with and exceeding ESG standards.

The ambitions are underpinned by an Action Plan that translates them into targeted actions, activities and pledges designed to drive meaningful outcomes, while ensuring accountability at every stage.

[11] Our commitment to welfare and safeguarding

GM Moving is dedicated to ensuring the welfare and safety of our employees, trustees, beneficiaries, and all those we engage with.

To us this means:

- Taking action to ensure that people are safe, well and free from harm, harassment, bullying, abuse and neglect.
- Implementing robust processes and procedures to effectively respond to welfare and safeguarding concerns or incidents.
- Fostering a culture of belonging, inclusion, care, kindness, and respect.
- Upholding the highest standards in safeguarding and welfare, while embedding best practices.
- Maintaining ongoing compliance with all statutory and regulatory requirements.
- Strengthening and championing good practice in places and spaces across Greater Manchester.
- Led by our Board, ensuring that welfare and safeguarding is factored into decision-making, organisational system and policies, and the actions we take.
- Promoting psychological safety by encouraging open communication, risk-taking, and learning from mistakes without fear of judgment or negative consequences. This fosters trust and respect, allowing team members and those we work alongside to be their authentic selves.





Priorities for 2025-27:

- Achieve full compliance with the Ann Craft Framework by March 2027, incorporating them into the organisation's operations and beyond.
- Continuing to meet the CPSU safeguarding standards, while further strengthening our relationship to drive continuous improvement and collaboration.
- Ensure all policies and procedures are up to date, reflect best practices and are compliant with external regulatory changes.
- Champion and uphold exemplary safeguarding standards and practices across the organisation.
- Support NGBs and community clubs in Greater Manchester to provide safe and inclusive environments for all through direct interventions.
- Promote and enhance welfare and safeguarding practices within clubs, youth, and community groups.
- Unify the sport system across Greater Manchester, engaging with Sport England system partners, local authorities, professional club foundations, and grassroots and community clubs, to cultivate a strong welfare culture.
- Carry out regular reflective reviews to evaluate how effectively welfare and safeguarding have been prioritised and integrated into the organisation, ensuring accountability at every level.
- Position GM Moving as a leading Active Partnership, amplifying the organisation's ability to influence national welfare and safeguarding practice.

[12] Sound governance, financial practice & risk management

Governance

To enhance GM Moving's growth and stability over the next two years, we will continue strengthening our governance structures and practices while maintaining our transparency, accountability, stakeholder trust, and value creation.

We will remain compliant with all statutory, regulatory and contractual requirements, including those established by the Charity Commission, Companies House, and the [Code for Sport Governance](#), continuing to embed and uphold five core principles:

- 1. Structure** - A robust governance framework led by a highly competent Board.
- 2. People** - Recruit and engage people with diverse backgrounds, perspectives, skills and experience, to enable strong decision-making and continue to build trust.
- 3. Communication** - Clear, accountable, and open engagement with stakeholders, ensuring the provision of relevant and reliable information.
- 4. Standards and Conduct** - Uphold high standards of integrity and accountability, promote an ethical and inclusive culture, and drive continuous improvement.
- 5. Policies and Processes** - Strict compliance with all legal, financial, and regulatory duties and requirements, while proactively managing risks.





Financial growth and sustainability

Our focus will be on achieving financial growth and ensuring sustainability in line with our charitable objectives.

This will be achieved by:

- Optimising targeted and strategic investment opportunities.
- Maintaining a robust system of financial controls and effective management processes, which are regularly reviewed and scrutinised for improvement.
- Harnessing technology to drive and enhance the overall efficiency and effectiveness of financial operations across the organisation.
- Fostering the development of a highly skilled, collaborative finance team, who provide exceptional internal support and external influence.
- Providing clear, accurate, reliable and relevant financial information to support and enable informed strategic decision-making.
- Maintaining strong and trusted relations with key stakeholders, investors, suppliers, regulators.
- Applying strategies that balance economic growth with social and environmental responsibility.
- In accordance with our charity's objectives, remaining committed to responsible stewardship of resources and funds, ensuring that we maximise the impact for our stakeholders and beneficiaries.

- Strategy continuously informed by risk insights.
- Clear definition of risk appetite and operating metrics.
- Prioritised risk heat map – “spotlight” on risks and opportunities that matter.
- Standardised and simplified risk management procedures that are part of business as usual.



- Clear understanding of risk culture.
- Alignment of culture with its risk strategy.
- The right investment in skills and infrastructure to manage risks.
- Reports tailored to different management levels driving decision-making.

Risk and opportunity

We will cultivate a culture of risk awareness across the organisation. We work with and embrace risk instead of fearing it and actively seek ways to turn it into innovative and positive change and impact.

We will apply the Enterprise Risk Management approach to proactively identify, assess, and manage risks across all aspects of GM Moving’s operations. This will ensure we are well-prepared to navigate uncertainties and handle potential risks that may impact our growth, financial stability, and long-term objectives.

We will proactively identify and assess financial, operational, regulatory, and reputational risks, putting processes in place to minimise and mitigate their impact.

We will continuously monitor and report on risks to enable informed decision making with a risk register and back up plans in place to keep the business running smoothly.

[13] Technology and digital transformation

In 2025, we will develop a technology and digital strategy aimed at enhancing performance and driving efficiency across the organisation. The primary elements of this strategy will include:

Digital innovation: Adopting cutting-edge digital technologies to streamline processes, enhance data analytics, and improve decision-making capabilities.

AI and automation: Unlocking the full potential of artificial intelligence (AI) and automation to optimise workflow processes and increase efficiency. Through these advancements, we'll boost productivity, drive innovation, and foster a more agile and responsive organisation.

Cybersecurity and data privacy: Strengthening our cybersecurity frameworks to ensure the highest level of protection for our systems and data. This will involve refining our security protocols to stay ahead of emerging threats and adopting advanced technologies to safeguard against potential breaches. By working alongside industry experts, we will create a secure and resilient digital infrastructure.

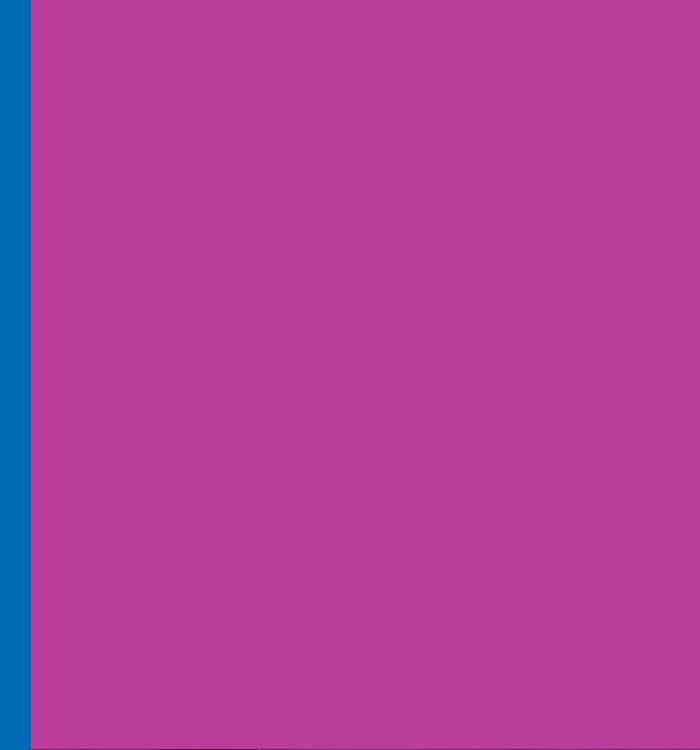
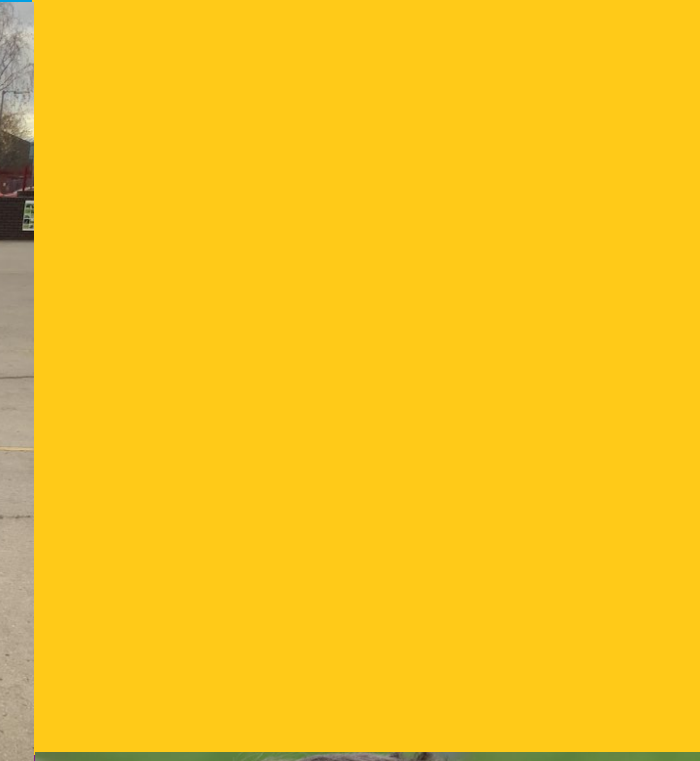




Training and development: We will prioritise the continuous learning and development of our workforce to enhance their technical and digital expertise, equipping them with the skills, knowledge, and confidence to optimise the use of tools, software, and resources. This will boost productivity and drive innovation across the organisation.

Sustainability: We are committed to promoting environmentally sustainable practices by integrating green technologies and adopting energy-efficient systems throughout our operations. This includes reducing our carbon footprint, optimising resource usage, and implementing eco-friendly solutions.

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GM Moving is a company limited by guarantee registered in England and Wales

Company No. 3258930 | Charity No. 1059115



Greater Manchester
Integrated Care Partnership

GMCA GREATER
MANCHESTER
COMBINED
AUTHORITY

