

**GM Walking Plan Business Case Capacity Role Brief**  
**June 2026**

Background and context

There is a shared understanding that increasing walking in Greater Manchester (GM) will contribute to a range of outcomes that support the Greater Manchester Strategy and NHS GM priorities.

A group of stakeholders working across GM has identified a strategic need to coordinate the work of system partners working to create the conditions to walk more. This includes making connections between different areas of work, such as transport-funded infrastructure improvements for walking, off-road improvements along waterways, greenways and designated public rights of way. The need to increase confidence and capability to use such routes and improving access to green and blue spaces is also important.

The work to date has been undertaken by representatives from [GM Moving](#), TfGM, GMCA, Ramblers, Cyan Lines, Canal & River Trust, Walk Wheel & Cycle Trust and GM Ringway. Collectively, they have formed the '**GM Enabling Walking**' steering group.

However, the GM system partners involved lack the capacity to develop this and are seeking the support of a consultancy, organisation or part time secondment to progress the work and vision. The work aims to increase walking for all with targeted approaches to address three interrelated challenges:

- tackling inequalities,
- health creation,
- increasing access to nature

The appointed capacity will be accountable to GM Moving on behalf of the GM Enabling Walking steering group.

There is a budget of £40,000 for the work to achieve the deliverable outlined below.

There is an associated, delivery and engagement budget for convening stakeholders and galvanising support for the work. The delivery and engagement budget allocation will be determined by the GM Enabling Walking steering group in service of the work.

Role Purpose:

The work centres on developing a proposition for GM system-wide investment for capacity and resource to create and implement a GM Walking plan 2027-30.

Drawing on data, evidence and an understanding of existing work at local GM, national and international scales and aligning to the ambition, the investment proposition will articulate the vision to increase walking for all, with a targeted approach to tackle inequalities, health creation and access to nature, and make recommendations for measuring impact.

Through its creation, it will position a GM Walking Plan as a mechanism to help deliver strategic outcomes for GM and local places, and secure longer-term investment into the work through whole-system alignment and become a mechanism to support strategic outcomes for Greater Manchester and the people who live, work and visit here.

This is a short-term piece of work: Sept 2026 – March 2027. Detailed timescales agreed in partnership with the appointed capacity.

Duties and responsibilities

Work with the GM Enabling Walking Steering Group and wider stakeholders to:

1. Develop an investable proposition to enable walking in GM, with a clear vision strategic alignment, high level success measures and headline targets aligned to wider GM strategies. This should include:
  - a. A prospectus highlighting the ambition and vision for what can be achieved (phase 1 to Jan 2027)
  - b. An implementation plan (By March 2027)
  
2. The approach will require desk-top research and an understanding of existing work across GM.
  - a. Set out policy and strategy alignment
    - i. Map out the links between the plan and other strategies and plans, (transport, planning, environment, health).
    - ii. Set out key interdependencies with these plans
  - b. Develop the evidence base and conduct baseline analysis (using current evidence)
    - i. Demand/behaviour – understanding existing walking rates (by e.g. purpose, geography, demography, length/distance).

- ii. Supply/network – coverage and quality of walking infrastructure.
    - iii. Wider determinants – environmental quality, safety, accessibility.
  - c. Define priorities based on gap between evidence of current situation and vision/ambition:
    - i. These could be – thematic, place specific, priority users/demographics
  - d. Identify interventions and action plan/programme, could fall into e.g.
    - i. Infrastructure investment
    - ii. Policy change
    - iii. Behaviour change
- 3. Develop an investment strategy/economic case for walking, aligning with existing funding sources, as well as the potential for emerging partnerships and opportunities. This may require multiple, coordinated business cases, with aligned budgets.
  - a. Undertake an analysis of the funding landscape and current investment into walking in GM.
- 4. Outline a delivery mechanism, setting out a longer-term approach to:
  - a. Delivery
  - b. Governance
  - c. Stakeholder engagement
  - d. Monitoring and evaluation
- 5. Update GM Moving and steering group on progress each month, and provide quarterly written update for key GM stakeholders including the funders, TfGM, GMCA, GM Moving and Ramblers.

#### Skills and requirements of post holder

- 1. Experience of developing evidence based strategic documents
- 2. Experience of working across sectors and systems.
- 3. Ability to influence GM local authority partners and wider stakeholders
- 4. Workshop/engagement planning and facilitation skills.
- 5. Strong project management approach, including budgeting and reporting
- 6. An understanding of the potential walking has to support a range of GM, local and community outcomes, including, health creation, tackling inequalities, and the use of green and blue spaces.

7. Understand the range of system influences on walking behaviours from individual factors through the policy, environment, the wider conditions and cultural norms.
8. Ability to engage with parts of a complex system through a range of approaches.
9. Strong project management approach, including budgeting and reporting.

#### Outputs

- Phase 1:** October - December – early January 2027, develop a prospectus and a set of investible propositions.
- Phase 2:** In parallel and up to March 2027, develop an implementation plan for the longer-term approach to the work

#### Accountable to:

The contract will be between GM Moving and the successful organisation.

The work will be overseen by the GM Walking Plan steering group. The terms of reference of the GM Walking Plan steering group terms of reference.

See attached Terms of Reference of the GM Enabling Walking steering group.

#### Application and selection process:

Please send an expression of interest in the work to Louise Robbins at GM Moving [louise@gmmoving.co.uk](mailto:louise@gmmoving.co.uk) by 11:59pm Sunday 19<sup>th</sup> July 2026. This should be no more than 4 sides of A4. Please include responses that address the criteria below.

Interested applicants are welcome to contact Louise for an informal chat prior to application [louise@gmmoving.co.uk](mailto:louise@gmmoving.co.uk) or 07740 883080.

Stage of process	Dates
Closing date for applications	11:59pm Sunday 19 <sup>th</sup> July 2026
Panel shortlisting	20 <sup>th</sup> July – 10 <sup>th</sup> August 2026
Applicants notified of outcome	By Monday 17 <sup>th</sup> August 2026
Interviews	2 <sup>nd</sup> -4 <sup>th</sup> September 2026
Due diligence, checks, contracts	7 – 21 <sup>st</sup> September 2026
Work commences	By end September 2026

Criteria for assessment:

Criterion	Weighting
1. Ability to work independently, and collaboratively with multiple system partners	20%
2. Experience in strategic planning across multiple stakeholders and complex systems, with high level alignment of ambition (including any track record)	20%
3. Experience in producing plans	20%
4. Understanding and experience of walking to tackle inequalities, support health creation and improve access to greenspaces for GM residents	15%
5. Approach for achieving the outcomes and deliverables over a 3 and 5-month period.	15%
6. Costs for the work	10%