

Expressions of Interest

GM Moving has a shared purpose to change lives through movement, physical activity, and sport.

Leading and Moving in GM is our new People and Leadership development approach, that aims to further embed the ways of working required to help us achieve our purpose.

We believe that change happens when many people and organisations work together, with a focus on relationships, collaboration and systems change.

Date: August 2026

Deadline: 20 September 2026

Main contact:

Claire Tomkinson. Strategic Lead for People and Leadership.

Claire@gmmoving.co.uk

Our ways of working:



GM Moving in Action

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:

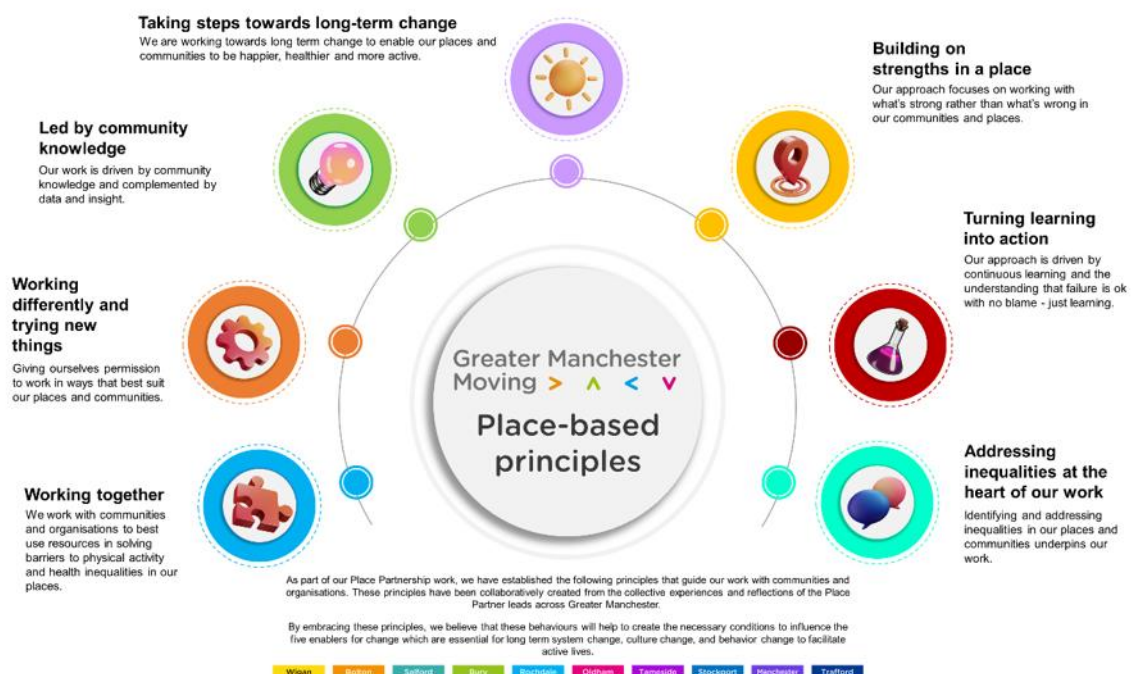
GM Moving exists to change lives through movement, physical activity and sport.

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**.



Brief

At GM Moving, we believe that we can all help people live more active lives. Everyone has a role to play: volunteers, communities and the paid workforce. We work collaboratively to develop the skills, knowledge, values, mindsets and behaviours needed to increase physical activity and reduce inequalities.

We can make a real difference together when we understand each other's experiences. This will help us understand what helps, and what gets in the way as we change lives through physical activity, movement and sport

The ideas and opportunities that we have outlined in this document aim to bring together our People and Leadership learning over the last six years to continue to grow and develop the skills and confidence needed to make change happen in a place, and to increase physical activity and reduce inequalities.

Local and national learning has shown us that:

- Creating long-lasting change means organisations and communities working together, sharing leadership and building the collaborative skills needed to understand barriers, distribute power and act collectively.
- Many staff and volunteers are trained for service and programme delivery, not system change, facilitation and convening.
- Capacity pressures such as limited time, short term funding and organisational demands can make it difficult to invest in slower, relational system work.

Our previous leadership approaches have created a strong network of people who want to work and lead in different ways. These are mainly people in paid roles at delivery level, who are inspired and motivated to do things differently, but feel like they have limited power to influence change within their organisations. Initially this was open to anyone with an interest. Now we're taking a more targeted approach to deepen skills and move beyond training towards taking practical action together.

In response to this, we have worked with our partners to identify some priority areas of work that will help us deepen our approach and achieve our shared purpose from now until March 2028.

We are not approaching this as a traditional workforce development programme or training offer. We see this as a system change intervention, enabling place-based change across Greater Manchester.

Enabling change:

Over the last few years, we have identified five enablers for change. These are the conditions needed to help us achieve Active Lives for All. This opportunity is the investment into people, relationships, leadership and culture that helps to activate and embed these enablers:



The opportunity:

There are four opportunities outlined below. Partners are invited to submit expressions of interest to help us develop the area where you think you can add the most value. Please make it clear within your submission which opportunity you are interested in supporting. You are welcome to apply to support more than one opportunity, but please do this as individual expressions of interest.

Please note that there will be an expectation to work with GM Moving to share wider learning and impact across all four opportunities, as there will be synergy and connectivity across them all.

Opportunity 1:
Title: Facilitation Skills
Budget: £10,000 plus VAT

Why this matters:

Facilitating and convening groups and networks is an essential and often undervalued skill. Good facilitation helps communities, partners and organisations work together, guide discussion, manage conflict and ensure participation. This helps when groups need to collaborate, innovate and address complex issues where diverse perspectives and distributed power are needed.

We want to ensure that key partners across GM are equipped with these skills and capabilities.

Enablers supported:

- Effective work across and between sectors
- Involving local people and growing assets
- Learning and adapting

Target audience:

People directly involved in the GM Moving Place Partnership, and internal GM Moving staff.

Format:

1. A modular training programme for a core group of approximately twenty participants.
2. An online “Introduction to Facilitation Skills” workshop that is open to anyone

Intended outcomes:

- Develop core facilitation skills and techniques that are relevant and appropriate for working with communities, volunteers and the paid workforce.
- Increased understanding of relevant theories, models and facilitation philosophy-linked to practical action.
- Better understanding of group dynamics and challenging situations.
- Improved ability to reach consensus and drive decisions.
- Increased confidence in leading meetings and designing and hosting interactive and effective sessions and networks.
- Develop re-usable resources and content so the learning can continue to be shared and used beyond the length of this contract.

Opportunity 2:

Title: Coaching Development Skills

Budget: £10,000 plus VAT

Why this matters:

Reducing inequalities in sports and physical activity is challenging work. We want to embed a culture of coaching, where people are equipped with the skills and capabilities needed to actively listen, ask good questions, give constructive feedback, build self-awareness, and provide peer support and healthy challenge.

This is because people know their systems/organisations/communities best and we want to help them unlock their own solutions. We want to create capacity in the wider system of people who are ‘critical friends’ and will challenge traditional ways of working and thinking through questioning.

Please note: we are not looking for a partner to provide coaching or deliver an accredited coaching qualification. We want someone to help us explore and embed coaching principles and capabilities.

Enablers supported:

- Effective work across and between sectors
- Involving local people and growing assets
- Learning and adapting

Target audience:

People directly involved in the GM Moving Place Partnership, and internal GM Moving staff.

Format:

1. A modular training programme for a core group of approximately twenty participants.
2. An online “Introduction to Coaching Development Skills” workshop that is open to anyone

Intended outcomes:

- Help others find their own solutions
- Provide supportive challenge
- Encourage continuous learning and curiosity
- Support colleagues through change and complexity
- Build trust, empathy and stronger relationships
- Give and receive useful feedback
- Develop re-usable resources and content so the learning can continue to be shared and used beyond the length of this contract

Opportunity 3:
Title: Connecting the network
Budget: £20,000 plus VAT

Why this matters:

This part involves creating opportunities for people to come together to learn new skills and share ideas. These will be open to anyone who feels like movement, physical activity and sport matter to them or their work (VCFSE, Health, Transport, Leisure, Local Authority, Sport, Education etc..) and will develop and nurture values, mindsets, confidence and capability in people across the system to play their part in the movement for movement.

We want this to bring together people across Greater Manchester who can influence the conditions for movement in their places. Ideally, this will feel like a learning and action community to help people lead change by joining up efforts to make activity everyone's business.

Enablers supported:

- Effective work across and between sectors
- Involving local people and growing assets
- Learning and adapting
- Strategic leadership enabling collective leadership

Target audience:

- People working directly in local neighbourhoods and communities who can influence everyday movement.
- People with trusted relationships in communities.
- Cross-sector staff from different levels and places
- People that have been involved in previous systems leadership and global majority leadership work.
- People who are part of our existing networks (Tackling Inequalities Network, Volunteering Community of Practice, Sports Connect Forum etc.)

This mix is important because this works best when different parts of the system learn together.

Key characteristics of participants

Rather than job titles alone, this approach should target people who:

- Care about reducing inequalities in movement
- Work with communities or places
- Can influence others or connect partners
- Are open to collaboration and learning
- Want to create culture change, not just deliver projects

Format:

We're open to suggestions, but this could include a series of online webinars exploring topics like systems change, place-based working, reflection and sense-making, network building, inequalities and inclusion, storytelling, co-design and coproduction, trust and movement building, with opportunities for people to test things out.

Intended outcomes:

- Create simple, practical learning spaces, with a focus on learning, connection, action and influence
- Intentionally build a culture of inclusion and belonging, so participation is representative of Greater Manchester communities
- Build shared skills and leadership, with a focus on distributed leadership, collaboration across sectors and shared responsibility for change
- A shift in the values, mindsets, behaviours, skills and knowledge needed to take a place-based, whole systems approach
- Organisations across all sectors understanding the leadership capabilities and ways of working needed to lead across a system around a shared purpose
- Develop re-usable resources and content so the learning can continue to be shared and used beyond the length of this contract

Opportunity 4:
Title: Strategic and Senior Leadership
Budget: £20,000 plus VAT

Why this matters:

We know that developing the skills and capabilities of individuals is not enough to create long term change alone. This final part is about growing strategic and collective leadership and creating the culture and conditions that enable people at all levels to act and make decisions.

We don't want to focus too much on hierarchy and positional leadership, but we have learnt that senior and strategic leaders, playing an ongoing, active role is essential in helping frontline staff know that they have the power, permission and "top cover" needed to implement their learning and work and lead in different ways. This often means shifting cultural norms in organisations, as siloed working, risk aversion and hierarchical leadership can be misaligned with place-based approaches and what we are trying to achieve across opportunities one to three.

We want to create a courageous space for a smaller number of more senior leaders to explore the unique barriers and pressures faced by those in executive leadership positions when trying to distribute leadership and share power. We want to build trust in decision-making, where strategic leaders foster a culture of support and grant permission for innovation, taking and sharing risks and accountability.

If done well, we believe this could be the shift that helps everything else happen.

Enablers supported:

- Effective work across and between sectors
- Learning and adapting
- Strategic leadership enabling collective leadership
- Transforming governance and processes

Target audience:

A small number of senior leaders from different sectors across Greater Manchester

Format:

A six or twelve month supported learning journey

Intended outcomes:

- Create sustained, visible and active support from senior leaders and elected members
- Empower people to lead and act together. Understand their role as senior leaders in increasing confidence for people that may not see themselves as traditional leaders

- Protect the space for others to do things differently
- Help transform governance and structures where change and innovation can feel stuck
- Embed a culture of continuous learning. Not just reporting KPIs
- Develop re-usable resources and content so the learning can continue to be shared and used beyond the length of this contract

Role of GM Moving

We see this as the development of a partnership where GM Moving and our appointed partners are working together as a team, embedding and deepening learning and progress from the last six years.

GM Moving will:

- Design the invitation
- Create booking and registration processes
- Promote through our networks, relationships and with previous participants
- Work alongside you as a partnership
- Help with evaluation and learning
- Help tell the story of change and impact

The provider/s will:

- Demonstrate expertise and passion for their chosen opportunities
- Work collaboratively with GM Moving and key partners to co-design the approach
- Develop re-usable resources and content so the learning can continue to be shared and used beyond the length of this contract
- Deliver inclusive, engaging and practical opportunities for people with differing levels of knowledge and confidence
- Offer flexible participation options (virtual, in-person etc.)
- Be committed to inclusion and the importance of diversity within participation and representation
- Work with GM Moving to share the learning and impact across the four different opportunities to tell a compelling story of change

The provider/s will not:

Deliver an off the shelf generic training programme based on theory alone

Deliver the four opportunities in isolation from each other

Budget and timescales:

- Each opportunity has an individual investment:
 - Facilitation Skills: £10,000 plus VAT
 - Coaching Development Skills: £10,000 plus VAT
 - Connecting the Network: £20,000 plus VAT
 - Strategic and Senior Leadership: £20,000 plus VAT
- Our timescales are flexible, from November 2026 to March 2028

Activity	Timeline
Brief issued	August 2026
Closing date for expressions of interest	20 September
Shortlisting	Week commencing Monday 21 September
Interviews/ conversations	Monday 5 October (with flexibility through the week)
Appointment/s made	Monday 12 October
Design and collaboration	From November 2026
Launch	TBC

Next steps:

If you are interested in collaborating with GM Moving, please submit a proposal including the following:

An introduction to your organisation, outlining your background and expertise	One page
A summary of what you would bring to the different opportunities to achieve the intended outcomes	One page
A description of the approach that you will take, including costs and timescales	One page
How you will capture and share the learning and impact.	One page

Submission Evaluation:

Submissions will be assessed against the details outlined in this brief. The evaluation process will proceed as follows:

1. Review and scoring. Each expression of interest will be evaluated in accordance with the details specified in this brief
2. Shortlisting. A working group will decide who to invite to the next stage
3. Interviews. We will invite the shortlisted partners to participate in a follow up conversation/ informal interview
4. Notification. Successful partners will be notified
5. Feedback. Constructive feedback will be provided

Submissions:

All submissions must be emailed to: Claire Tomkinson. Strategic Lead for People and Leadership: claire@gmmoving.co.uk

Deadline: 20 September 2026