

# Changing lives together

through movement,  
physical activity and sport

Business Plan  
April 2023 - March 2025

Greater Manchester  
Moving > ^ < v



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# GM Moving Business Plan: April 2023– March 2025

The GM Moving Business Plan sets out our purpose, vision and mission: our values, behaviours, the way we work and 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, highlighting our organisational priorities over the next two years.

# 1 > Our purpose, vision and 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](#), the Greater Manchester strategy for physical activity.

Nationally, we are one of [43 active partnerships](#); a network across the country who work collaboratively to create the conditions for an active nation. We also 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

United communities and more equal and inclusive places in which people can lead happier, healthier and more active lives

## Our mission

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





# GM Moving - the movement

A movement of people, communities and organisations united by a shared passion to positively change the lives of people through physical activity and sport.



## GM Moving in Action

GM Moving in Action is our Greater Manchester strategy for physical activity.

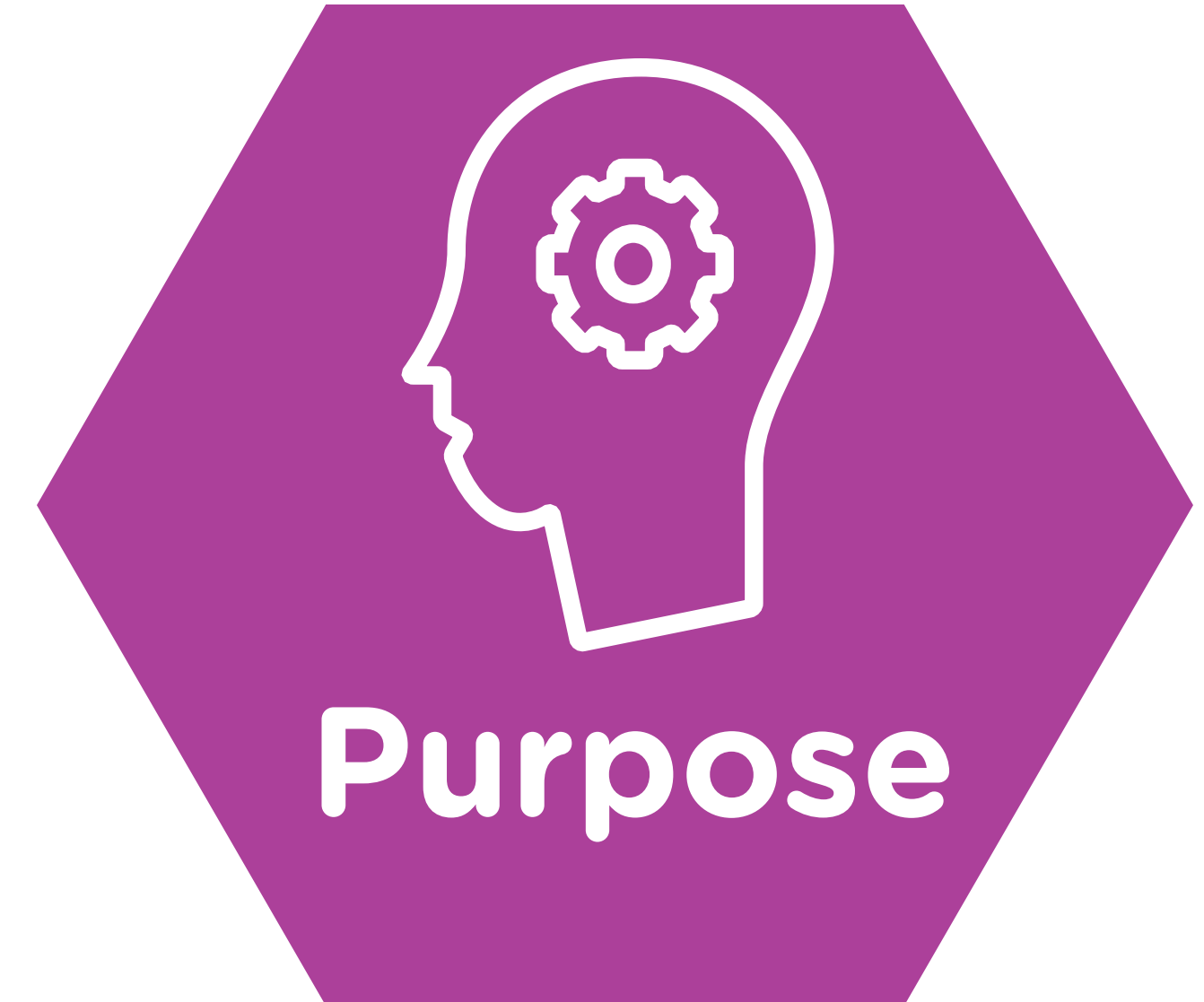


## Active lives for all

GM Moving's ultimate ambition for Greater Manchester, where everybody has the opportunity to be active.

# 2 > Our values and behaviours

# Our values and behaviours



Our values - passion, integrity and purpose - were co-designed with our board, team and partners. They guide how we work, are important to everything we do, and the way that we do it.

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



# Our values and behaviours

## Integrity



### We lead by example

- We do what we say we are going to do
- We ask, act and share with honesty and transparency
- We own our mistakes, apologise and make amends
- We set clear boundaries and hold ourselves and others accountable to them
- We value and welcome feedback and give good feedback to others, even when challenging

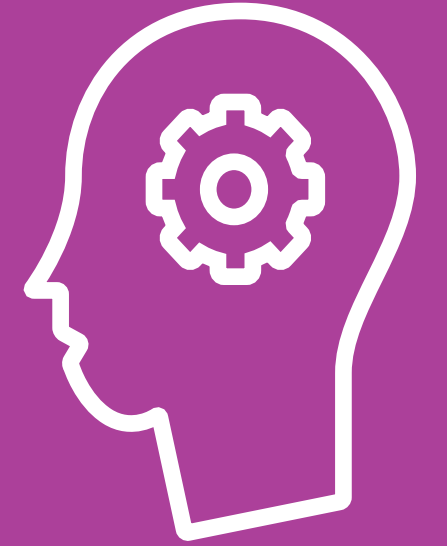
## Passion



### Our work is visible and inspiring

- We inspire and motivate ourselves and others
- We embrace differing perspectives and care about creating compassion with each other
- We approach our work with positivity, enthusiasm and joy
- We are curious, tenacious and resilient through challenges
- We are proud of our collaborative nature and collective achievements

## Purpose



### We make things happen

- We are clear, authentic and open in our communication
- We take focused and deliberate action to address inequalities and inequities
- We prioritise carefully and give an informed explanation of why we say yes or no.
- We recognise and embrace complexity and adapt to changing needs and opportunities
- We take responsibility for our work

# 3 > Supporting the wider movement

# GM Moving

## A movement for movement...

Everyone has a role to play in enabling Active Lives for All; people, communities and organisations, from every sector and place across the city region, pulling in the same direction and with a shared goal to help people 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 us all**
- **We need to design movement back into our lives**
- **Everyone has a role to play**

**GM Moving in Action (GMMiA)** is the strategy that sets out what will be done to get people moving more by designing moving into everyday life. Helping people move a little more, 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 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

## **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

## **All underpinned by...**

- Excellence in governance, finance, HR and business operations
- Embedding equality, diversity and inclusion in all we do
- A strong commitment to welfare and safeguarding

GM Moving is committed to maintaining the highest standards of governance and financial management. 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.

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**Delivering GM Moving in Action  
commitments**

# 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 10 years. This is powered by GM Moving.

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.

We organise our work in this way to support the shared outcomes set out in [GM Moving in Action](#). 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
- Walking, wheeling and cycling

## **Active places**

- Place-based working: localities
- Healthy active places

## **Whole system integration**

- Health and care integration
- Culture and system change

## **Catalysts**

- Marketing and communications
- Data, insight, evaluation and learning
- People, leadership and workforce

## **Business operations**

- Governance, HR, finance and risk

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

**5** > **Our people**

# Our people

## Our people are our biggest asset.

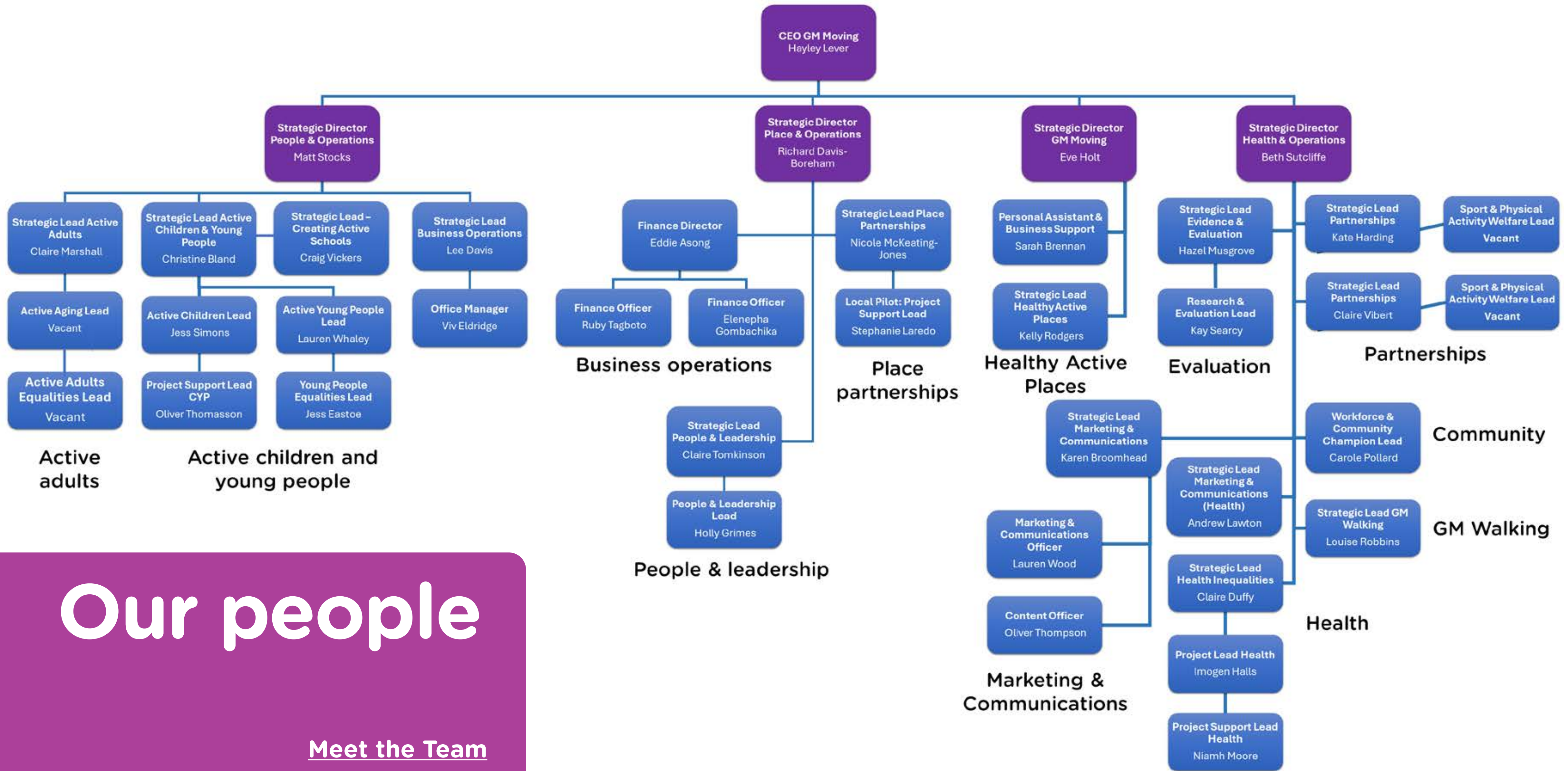
To play our role in the wider movement, our people and leadership need to align to the priorities and needs of the Greater Manchester system.

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 the [Greater Manchester Strategy](#) and [Greater Manchester Integrated Care Partnership Strategy](#).







# Our people

[Meet the Team](#)

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

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**Our commitment to equality,  
equity, diversity and inclusion**

# 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 of our employees, job applicants and volunteers equally and equitably. As an employer, we aspire to being a diverse, inclusive and responsible organisation.

We believe in people. We believe that with the right opportunities, everyone should reach their full potential and we believe that moving more, sport and physical activity is a fundamental key to unlocking potential. Our aim is to have a workforce that not only thrives, but also reflects and understands the communities we work for and with, and one which encourages a sense of belonging for our team and partners.



# Equality, equity, diversity & inclusion

## Ambitions

1. To develop and grow workforce (internal and external) EEDI knowledge, understanding, and confidence.
2. Greater diversity and inclusion in all its forms on our Board and across the GS team, so we are more representative of the GM population.
3. An organisation that leads by example. One that celebrates diversity and promotes inclusion and consciously creates a culture which promotes equality and respect.
4. We embed EEDI into all that we do: Our operations, how we interact with one another, our behaviours, and that we meet/exceed all EEDI standards.
5. An inclusive, safe and supportive environment where everyone feels a sense of belonging and is given a fair and equal chance to fulfil their potential and thrive.



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**Our approach to being a great company to work for and with**

# GM Moving continuously strives to be a great company to work for and with

## What

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

## Why

Because we care about our people and partners. We know that being a great place to work is the key to a healthy, high performing, motivated, and inclusive workforce. And system change involves relationship building, collaboration, trust and a common purpose.

## How

We have developed our ‘foundations’, which we believe to be the bedrock of a high performing organisation. They provide the basis for our dashboard of indicators, which acts as a barometer for organisational performance and continuous improvement, measurement, evaluation and learning.



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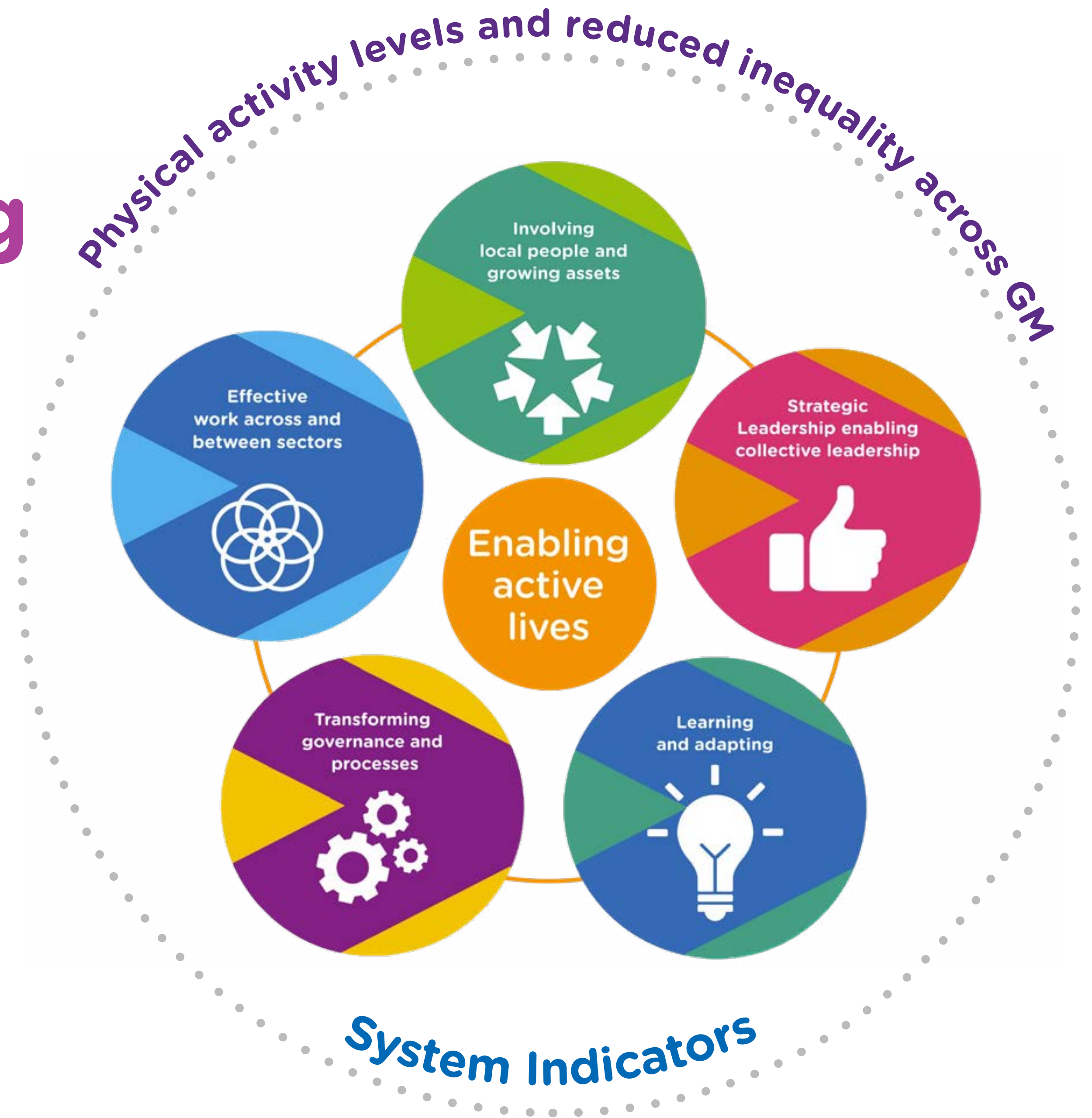
**Our approach to measurement,  
evaluation and learning**

# Our approach to measurement, evaluation and learning

GM Moving's role is to lead, support and connect the Greater Manchester system in creating the conditions to enable Active Lives for All. We have a critical role to play in measurement, evaluation and learning to support our team and organisations across the system to understand what is enabling and getting in the way of change.

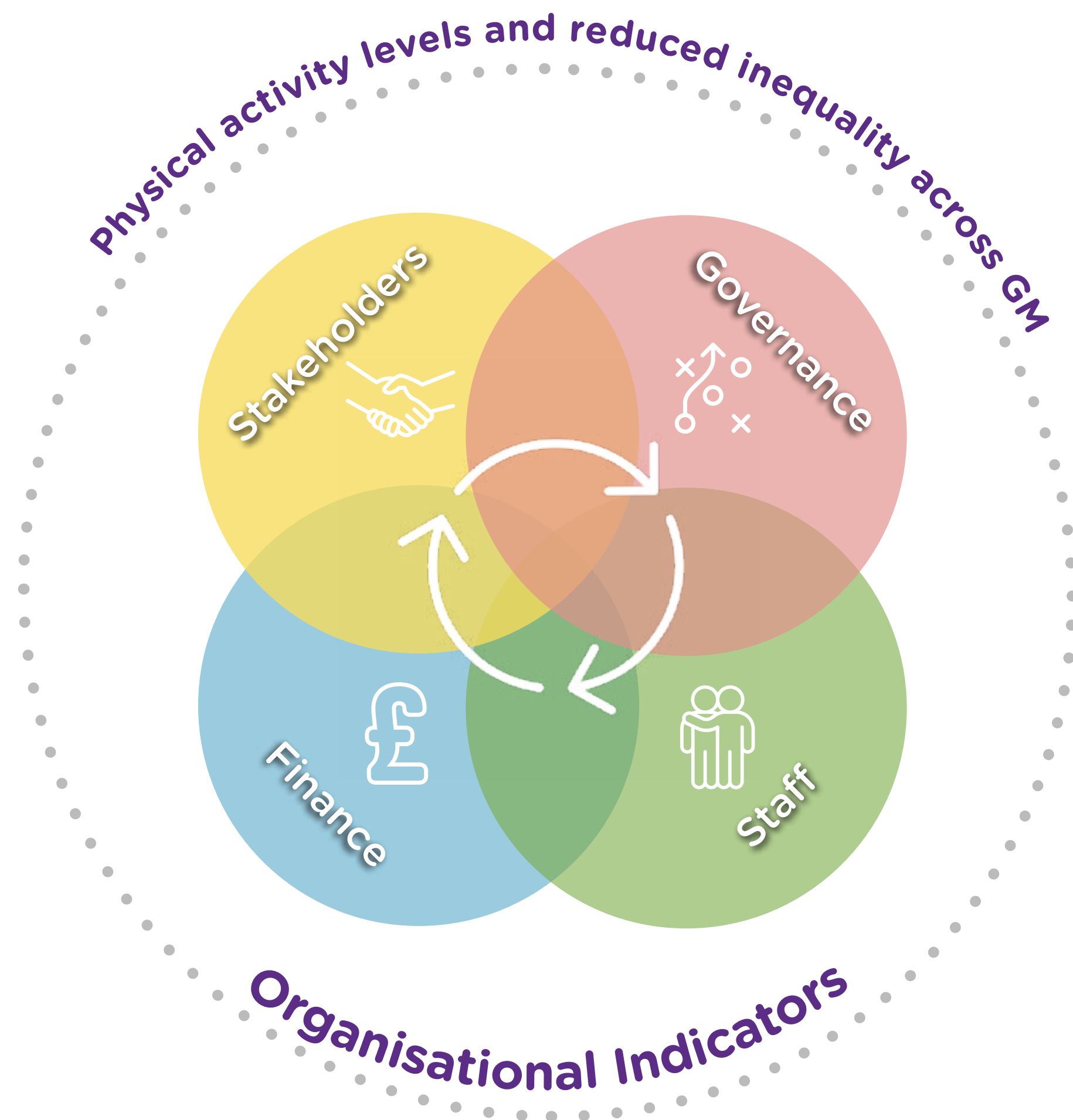
Culture change, system change, and behaviour change can be observed, 'measured' and captured in multiple ways, and it is critical to look at process outcomes as well as outputs. Some things can't be easily counted but they are equally important to understand.

Overall progress towards the GM Moving mission will be tracked through Sport England's Active Lives Survey on an annual basis. Our approach to measurement, evaluation and learning will also include a focus on the intermediate indicators of system or process change that enable active lives.





# Our approach to measurement, evaluation and learning



We are creating the conditions for a learning culture within our organisation and across the whole system, developing collective understanding, innovation, and improvements in approaches. We are developing explanatory accounts of what works to support culture change, system change and behaviour change in what circumstances and why, using a range of data and evaluation sources, and underpinned by a cycle of monthly reflections and quarterly collective sense-making that ask questions like these:

**What...** has happened, and why?

**So what...** is the change that can be counted, seen, heard or felt?  
... is the impact of this in terms of culture, system and behaviour changes?

**Now what...** needs to happen next to support further change?

# Our approach to measurement, evaluation & learning

As we develop this approach we will strive to incorporate as many diverse perspectives across our partners as we can. We also take a leadership role, upskilling and supporting a network of research ambassadors across the system as well as creating the conditions for measurement, evaluation and learning to become a routine practice for everyone.

We know the value of storytelling for sharing learning and inspiring change. We will tell stories that bring the impacts and learning to life through rich examples of culture, system and behaviour change across the work, developing high quality marketing and communications tools and resources that can be used by everyone, creating a ripple effect of further change.





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Greater Manchester  
Integrated Care Partnership

**GMCA** GREATER  
MANCHESTER  
COMBINED  
AUTHORITY