

Memorandum of Understanding Greater Manchester Moving: Active Lives for All, 2024-2031

1. PARTNERS TO THIS AGREEMENT

- 1.1 This Memorandum of Understanding (**MoU**) is between the [Greater Manchester Combined Authority](#) (referred to as '**GMCA**'), the [Greater Manchester Integrated Care Partnership](#) (referred to as **NHS GM**), [Transport for Greater Manchester](#) (referred to as '**TfGM**'), the Greater Manchester voluntary, community, faith and social enterprise (**VCFSE**) sector through [GM VCFSE Leadership Group](#) (referred to as '**GMVCSE**'), Greater Manchester public sector leisure, through [GM Active](#) (referred to as '**GM Active**'), The English Sports Council, [Sport England](#) (referred to as '**Sport England**') and [Greater Manchester Active Partnership](#) (referred to as '**GM Moving**').
- 1.2 Collectively, 'the **Partners**' form the GM Moving Partnership (referred to as 'the **Partnership**') which are represented in the governance structures through the 'GM Moving **Partnership Board**'.

2. PURPOSE, APPROACH AND AMBITION OF THIS MEMORANDUM OF UNDERSTANDING

- 2.1 The purpose of this MoU is to **support and guide how the Partners will work together** in a long-term collaborative Partnership.
- 2.2 The MoU **aligns with local, GM and national government strategies** for moving, physical activity and sport, as well as broader, local to national, cross-government strategies to deliver population health and wellbeing. The MoU will span the life of Sport England's [Uniting the Movement strategy 2021-31](#) and GM's '[GM Moving in Action 2021-31](#)' strategy. Recognising that population level change in place requires a clear and sustained focus, commitment and approach over an extended time, to create the conditions for collective understanding, trust and action.
- 2.3 The MoU sets out **our approach**, as the GM Moving Partnership, and as the people and partners who form the wider GM *movement for movement*, to achieving mutual outcomes and our shared mission of Active Lives for All, as set out in '[GM Moving in Action 2021-31](#)', GM's physical activity strategy. To include a shared commitment to take a long-term, preventative, community-led, evidence-based approach to tackling inactivity. And to hold each other to account to facilitate joint working in a whole system, place-based way to tackle inactivity and inequality, creating the conditions for self-supporting systemic change.
- 2.4 **Our ambition is to enable active lives for all in Greater Manchester.** This means taking a combination of targeted, universal, and systemic action to prevent inactivity, close activity inequality gaps between socio-economic and demographic population groups and increase access, participation and positive experiences of moving, physical activity and sport. Helping to create a mature system and the conditions for culture, system and behaviour change. Contributing towards people living better,

longer lives; improved health equity; safer, stronger communities; inclusive economic prosperity; vibrant and resilient places; and greater environmental sustainability.

- 2.5 The MoU seeks to **make our joined-up work for active lives for all even more impactful**. In the knowledge and belief that moving matters to all of us, we need to design moving into everyday life for all, and we all have a role to play to achieve that ambition.

3. THE SCOPE OF THIS MEMORANDUM OF UNDERSTANDING

3.1 The intention of the MoU is to:

- a. Set out at a high level how the Partners will work together in collaboration over the next seven years, in line with shared objectives and values.
- b. Provide a framework for the [GM Moving Partnership Board](#) in providing executive leadership and accountability for whole system delivery of the commitments and priorities set out in '[GM Moving in Action 2021-31](#)'.
- c. Reaffirm the Partnership's commitment to focus on dismantling the barriers for the groups in the population who are least active (as informed by evidence and insight, statistics and stories) to provide the biggest gains and best value for public investment and shared resources.
- d. Create direct relationships and clear line of sight between national, regional, local and hyperlocal challenges and provides opportunities to work better with all our partners, communities and residents.
- e. Crystallise the Partnership's commitment to embed GM's socio-ecological approach to behaviour changeⁱ, and to draw on the evidence, insight and learning around the key enablersⁱⁱ (figure 1 below) for delivering long-term systemic change at pace, depth and scale and playing our full role to help develop as a mature and integrated system.
- f. Provide a solid foundation and transparency of purpose, approach and system to support further growth of a diverse and inclusive 'movement for movement' and to inform individual and joint action plans.
- g. Is not intended to be legally binding except as specifically stated in relevant clauses.
- h. It will be effective from the date of signature from partners until 2031 or the Partners decide to review.

4. THE FOUNDATIONS WE ARE BUILDING ON AS A PARTNERSHIP

4.1 The Greater Manchester and Sport England partnership has evolved over the last eight years because of a shared ambition and understanding of collaborative advantage, working on an equal footing. This partnership and our shared mission have been a continued priority in Greater Manchester since 2015. This MoU aims to reflect the increasing breadth and depth of the work and learning since the first MoU was signed between Sport England, GMCA, and GM NHS in 2016.

4.2 The last five years has seen increased alignment, clarity and consistency which includes:

- a. Aligned messages, language and framing to include a widening of the lens from sport to include all forms of movement.

- b. Shared ambitions, priorities and outcomes, to include increasing focus on health equity, ensuring moving, physical activity and sport make their fullest contribution towards population health and wellbeing to include both physical and mental health and growing recognition of the contribution to be made towards planetary health and sustainability.
- c. Joint strategic thinking, sense-making, and decision making.
- d. Welcoming innovation and seeing strength of Greater Manchester as test bed.
- e. Joint investment and pooling, aligning and channelling resources for greatest impact.
- f. Collective learning around measurement, evaluation and learning. Developing shared indicators of change and honest, meaningful and efficient ways of capturing progress. Increasing confidence in how we measure what matters and share what works in a complex system, so evidence can translate into practice and demonstrate value, to include nurturing and capturing system maturity.

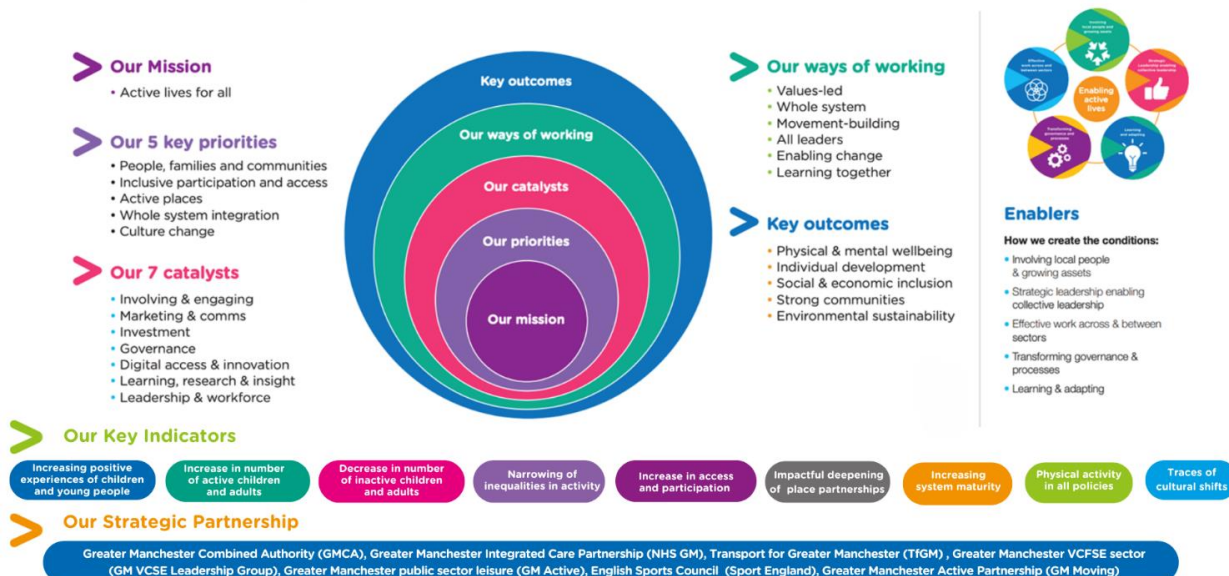
4.3 This is reflected in the shared priorities and approach set out in the [‘GM Moving in Action’ strategy 2021-31](#) which we co-authored as Greater Manchester’s renewed whole system strategy for physical activity and call to action for Active Lives for All. See below.

4.4 The partnership and collaborative spirit we have created has felt powerful, providing the strength and resilience to stay focused, stay together and to keep us moving forward even in times of significant challenge and stress on partners and the system.

5. GM MOVING IN ACTION – OUR SHARED FRAMEWORK

5.1 Our shared vision, priorities, ways of working, catalysts and enablers for change are set out in the [‘GM Moving in Action’ strategy 2021-31](#) which the Partnership co-authored, alongside people and partners across the wider movement. As a partnership we take responsibility for providing strategic direction, conditions, check and challenge and accountability for system delivery of this strategy.

GM Moving In Action Our framework



GM Moving in Action Strategic Framework, Figure 1

5.2 This includes the following agreed ways of working:

- **Values-led:** We'll live our values in practice. To include being present, open and honest to enable high challenge and high support. Actively listening and assuming the best of each other and seeking common ground.
- **Whole system working:** Acknowledging the multiple and complex influencers on people moving. Connecting people and information together across layers, hierarchies, systems, sectors and geographies to accelerate progress within place.
- **Movement-building:** Inviting others to join in and enabling them to play their role as part of a movement for movement. Creating a culture of welcome, inclusion and belonging.
- **All leaders:** Joint commitment to collaboration, co-production and being 'in the work' together. Respect for each other's strengths, perspectives, expertise and competing demands.
- **Enabling change:** Drawing on our collective evidence and insight to inform practice and using ongoing reflection and sense-making to ensure practice informs learning. Being agile, flexible and receptive to the dynamic and emergent nature of the work.
- **Learning together:** Working together on a day-to-day basis as one team. Forging deep relationships that nurture courage to test, to fail and to learn.

6. MEASURING PROGRESS - OUR KEY PRIORITIES AND INDICATORS OF CHANGE

6.1 The 'GM Moving in Action' strategy 2021-31 sets out our view of what success will look and feel like in 2031 and our high-level approach to measuring progress against each of our key commitments and priorities. 'We want to know names and numbers, stats and stories'.

- 6.2** As a Partnership we will facilitate the production and publication of an annual progress report and action plan. This will focus on our key commitments and indicators of change, as set out below, alongside significant stories of impact and partners' on-going reflections on the changes we see, hear and feel. See appendix for our latest progress report and action plan.

Key Commitment	Key Priorities / Big Issues	Key indicators of change
People, families, communities: Active Lives for all	Active Children and Young People	Sport England Active lives data shows increasing positive experiences of children and young people, decrease in number of inactive children and increase in number of active children.
	Active Adults	Sport England Active lives data shows decrease in number of inactive adults and increase in number of active adults.
	Reducing Inequalities	Sport England Active lives data shows narrowing of socio-economic, demographic and spatial inequality in activity levels.
Inclusive participation and access: Move your way!	Physical activity, sport and leisure	Data and stories show increase in access and participation in physical activity through community and faith networks and spaces, public leisure and grassroots sports and increasing representation of target audiences. And these networks are deepening their connections in communities and growing breadth and strength of their ties and engagement in the movement.
	Walking, wheeling, cycling and other active modes	Data and stories show increase in access and participation in walking, wheeling and cycling and other active modes (e.g. run, skip and play on the way) in Greater Manchester and increasing representation of target audiences. And these networks are growing in diversity, scale and strength of engagement to include participation in

		GM Walking festival and GM Walking Voice.
Active places: Wherever you live, work and play	Place partnerships	Impactful deepening of place partnerships in Greater Manchester. To be developed with localities and Sport England to align with model for measuring place-based work. To include indicators to show increasing community-leadership.
	Active environments	Increasing examples of where good active design is embedded into policy, guidance and practice in Greater Manchester.
Whole system integration: Building back fairer through active lives	An increasingly mature, enabling system.	Increasing system maturity across the GM Moving enablers for change.
	Physical activity integrated into health and care	Increasing examples of integration into policy, practice and delivery.
	Physical activity integrated into economic inclusion and wealth creation	
	GM Moving is contributing to environmental sustainability	
Uniting the movement, locally, regionally, nationally and globally	Increasing number and diversity of people and partners actively involved in localities and pan GM. Stronger ties with national partners and growing global community of practice.	
Culture change: Everyday moving	Inclusive language, imagery, stories. Dispelling myths and assumptions that perpetuate inactivity	Traces of change across the system. As captured through GM Moving socials, events, conversations and ongoing reflection and sense-making.

7. CATALYSING AND ENABLING CHANGE

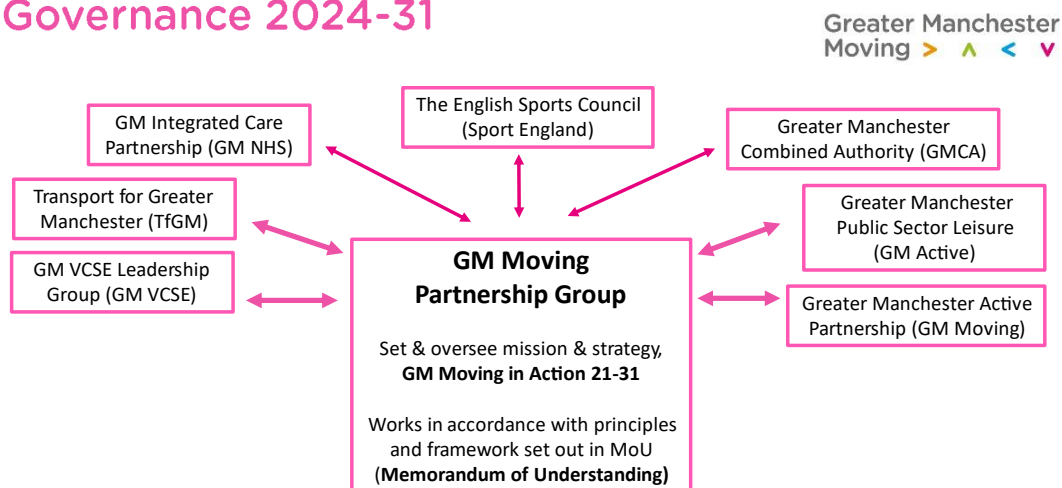
- 7.1 Evidence and learning to date has highlighted the importance of the seven GM Moving catalysts and the five enablers for change (as set out in the GM Moving in Action framework above) as critical to how we create the conditions for change and make progress towards Active Lives for All. The partnership takes responsibility for ensuring these are considered in decision-making and in oversight of investment and delivery of the strategy.
- 7.2 The partnership also commits to investing resource and capacity to ongoing process evaluation to ensure real-time learning and its translation into action and practice. GM Moving in Action will continue to lead the way in understanding what works, and

why in systems approaches to inactivity and inequality and will collaborate and share with others.

8. GOVERNANCE, ACCOUNTABILITY AND RESOURCE ALLOCATION

- 8.1 The GM Moving Partnership Board will oversee the shared action plan and ensure annual publication of progress against the agreed outcomes framework to include changes against each of the key indicators of change. This will be in addition to any reporting mechanisms agreed between partners for specific areas of investment though partners will seek to streamline governance and reporting around the shared framework to optimise shared measurement and learning and reduce administrative time and resources.
- 8.2 The Partnership Board will meet four to six times a year to guide progress against key commitments and priorities, assess issues, risks and new opportunities and to strengthen and support partnership working. Additional working groups or advisory groups can be established as and when needed at the discretion of the Board and Exec team.
- 8.3 Membership of the Partnership Board to include a minimum of one and maximum of three representatives from each of the key partners. Guests to be invited to attend to provide advice and insight or to observe as and when agreed. The Board to annually nominate a Chair and Deputy Chair for all meetings. Membership to be reviewed annually. Executive support and secretariat functions to be fulfilled by GM Moving.
- 8.4 In the event of any member or partner having an actual, potential or perceived conflict of interest in relation to their role within the Partnership and matters to be discussed at the Board, they will notify the Chair and the Exec lead. In this event the partners will discuss and agree the necessary actions to ensure a conflict of interests is avoided.

Governance 2024-31



GM Moving in Action Governance Structure, Figure 2

- 8.5 In keeping with the Partnership's values, the partners all sign up to promote a culture of shared responsibility, accountability, and radical candour to each other, to the

people and partners in the GM Moving movement and to the Greater Manchester population.

- 8.6 The Partnership will oversee the production and publication of an annual GM Moving progress report and annual action plans. To inform and support the annual sense-making and reporting process, partners will help to convene an annual GM Moving round table, to bring Greater Manchester and national strategic leaders together. Partners will also support the hosting of an annual GM Moving conference, as an opportunity for people and partners across the whole movement to come together to celebrate their collective progress, share learning, re-energise and refocus.

Annual calendar	Partnership Board meetings	Wider partnership and movement
Winter	<ul style="list-style-type: none"> Deep dive for Commitment 2: Access & Participation 	
Spring	<ul style="list-style-type: none"> Review co-investment and outcomes framework. Deep dive for Commitment 3: Place 	<ul style="list-style-type: none"> Annual GM Moving Conference Results of stakeholder survey released
Summer	<ul style="list-style-type: none"> Deep dive for Commitments 4 & 5: System integration & culture change 	
Autumn	<ul style="list-style-type: none"> Review of MoU and Partnership Board. Deep dive for Commitment 1: People, Families & Communities 	<ul style="list-style-type: none"> Publish Annual GM Moving progress report and action plan. Stakeholder survey disseminated. Annual Roundtable with strategic leaders

9. COMMUNICATIONS

- 9.1 All communications will be guided by the partnership's agreed ways of working to include principles of transparency, distributed leadership, shared ownership, and responsibility.
- 9.2 This includes a commitment to ensure that the following GM Moving communications are maintained:
- GM Moving website will be kept updated as a platform for sharing progress, partner stories and data, insight, learning and resources.
 - The annual progress report and annual action plans will be published on the GM Moving website along with details of the governance arrangements and Partnership Board with a link to this MoU and its appendices.
 - A regular GM Moving newsletter with updates to be sent to all subscribers.
 - Regular communications across social media platforms to include GM Moving feeds on X, LinkedIn and YouTube.
 - Annual GM Moving Conference will be held as an open space for all people and partners across the whole movement to gather.

10. CONFIDENTIALITY AND DATA

- 10.1 The parties agree and acknowledge that the discussions related to the Partnership and the MoU may include confidential information and are subject to a separate Non-Disclosure Agreement (NDA). Neither party will disclose confidential information without the prior written consent of the other party in accordance with that NDA.

Data sharing and Freedom of Information

- 10.2 The parties will adhere to protect personal data.
- (i) Where any Personal Data is processed in connection with this MoU, the parties acknowledge that they each act as a Data Controller.
 - (ii) The Parties will comply with all relevant Data Protection Legislation.
 - (iii) 'Data Protection Legislation' means all applicable data protection and privacy legislation in force from time to time in the UK including the General Data Protection Regulation (Regulation 2016/679 of the European Parliament) as transposed into UK national law by operation of section 3 of the European Union (Withdrawal) Act 2018 and as amended by the Data Protection, Privacy and Electronic Communications (Amendments etc.) (EU Exit) Regulations 2019; the Data Protection Act 2018; and the Privacy and Electronic Communications Regulations 2003 (SI 2003 No. 2426) as amended and all other legislation and regulatory requirements in force from time to time which apply to a party relating to the use of Personal Data (including, without limitation, the privacy of electronic communications).
- 10.3 The Partners acknowledge that each is subject to the requirements of the Freedom of Information Act 2000 (FOIA) and the Environmental Information Regulations and shall assist and co-operate with each other to enable compliance with its information disclosure obligations.
- 10.4 Where one partner considers that any information it has provided to the other is exempt from disclosure under the FOIA, it must tell the other partner and refer to the relevant exemption and give reasons why it is so exempt.
- 10.5 Each Partner acknowledges that the other Partner shall be responsible for determining in its absolute discretion whether any of the content of the MoU is exempt from disclosure in accordance with the provisions of the FOIA and/or the Environmental Information Regulations.

11. PAYMENT

- 11.1 No payments will be made by any Partner under this agreement. Commitments of investment through the partnership will be governed by separate agreements, albeit with reference to the principles and framework set out in this MoU.

12. WIDER OPPORTUNITIES

- 12.1 This MoU does not limit the scope for potential joint work and each Partner will seek to explore any collaborations, locally, nationally, or internationally, which might deliver game changing results.

13. REVIEW

- 13.1 The Partnership and MoU will be reviewed annually to ensure it best reflects, represents and serves GM population and is fit for purpose to support delivery of the GM Moving mission and strategic priorities. This MoU will come to an end and will need to be renewed in 2031 alongside the refresh of the 2021-31 GM Moving Strategy, or earlier if required.

14. GENERAL

- 14.1 This MoU is written in the spirit of a partnership committed to strengthening, deepening and expanding collaboration and in striving to add value, as more than the sum of our parts.
- 14.2 The Partners agree that they will comply with the relevant rules, regulations, policies and procedures of the other organisations to the extent necessary for the purposes of the implementation of and operation of the MoU.
- 14.3 This MoU will come into force on the date of signature below and will remain in force unless terminated. Any Partner can terminate this MoU on giving at least three months' notice in writing to the others.
- 14.4 The terms of the MoU can be amended by mutual agreement in writing by the Partners.

Signed on the following date:

By:

Tim Hollingsworth
**Chief Executive, Sport England
England**

Lisa Dodd-Mayne
Director of Place, Sport

Andy Burnham
Greater Manchester Mayor

Caroline Simpson
CEO, GMCA and TfGM

Sir Richard Leese
Chair, Greater Manchester Integrated Care Board

Mark Fisher
Chief Officer, GM NHS

Liz Windsor-Welsh
Director 10GM and GM VCSE Leadership Group

Andy King
Chair, GM Active

Richard Nickson
Network Director, Active Travel, TfGM

Hayley Lever

Tom Stannard

CEO GM Moving and Exec lead

Chair, GM Moving Partnership
Board & CEO Salford Council

ⁱ GM Moving, socio-ecological model, <https://www.gmmoving.co.uk/about/how-we-work>

ⁱⁱ GM Moving, enablers, <https://www.gmmoving.co.uk/commitments/in-place/place-partners/evaluation>