

Appendix I: Manchester Sport and Physical Activity Strategy Refresh

Strategic Theme I

	Current	Proposed	Notes
Theme	Encourage residents who are currently inactive to become regularly active.	Encourage Residents to move more	This is a specific shared commitment from GM Moving (GMM) and succinctly captures the essence of supporting the least active to move more and addressing inequalities.
Narrative Description	This theme is about supporting a decrease in the percentage of people physically inactive, with a particular focus on underrepresented groups – for example, disabled residents, women and girls and older people. Manchester City Council, Manchester Active together with residents, local communities and partners will:	This theme is about improving sport and physical activity experience and opportunities, so they are inclusive, irrespective of gender, ethnicity, age, disability, or whether you live with a health condition. We will follow the established concept of “proportionate universalism” in the work that we do, balancing targeted and universal provision in a way that’s proportionate to the level of need and helping to ensure that we are tackling inequalities across the city. Manchester partners together with residents and local communities will:	Redrafted to highlight the focus on inclusion, proportionate universalism, and addressing inequalities. The language also draws on some of the commitments within Uniting the Movement (UTM) regarding ‘connecting with health and wellbeing’.
We Wills	I. Co-produce new community led initiatives with resident led groups and embed sport and physical activity as part of a place based integrated services approach in priority areas within the city	I. Develop a range of place-based approaches to tackle inactivity with residents and communities, particularly those with poor health.	The focus is on geography and areas of poor health. This continues to align to the work through the Sport England Local Pilot.

	Current	Proposed	Notes
	(people on low incomes and inactive people).		
	2. Place physical activity at the heart of health related initiatives such as social prescribing approaches across the city	2. Work with partners to improve, develop and prioritise the link between physical activity, sport and local health systems.	Rather than being too prescriptive to a single concept this has been broadened to focus more strategically on the link between the physical activity and sport and health systems. This aligns to the focus of Sport Englands Uniting The Movement Strategy which talks to: <ul style="list-style-type: none"> • ‘Support meaningful links between the sport and physical activity sector and health systems.’ • ‘Support local solutions, develop leaders who respond to local need and help bridge the gap between physical activity and sport and local health systems.’
	3. Ensure the sport and physical activity offer available is diverse, inclusive, affordable, accessible, and is tailored towards tackling the main barriers of participation (e.g. lack of time, lack of money, availability and timing of sessions) particularly amongst under- represented groups.	3. Ensure the ways in which we encourage people to move more are affordable and inclusive providing opportunities and support for those who need new or different ways to take part, removing barriers and increasing access.	The focus remains on ensuring the formal/informal offer and interventions are inclusive.

Strategic theme 2

	Current	Proposed	Notes
Theme	Helping young people enjoy being active and healthy, and reach their potential	Positive experiences for Children and Young People	This aligns to one of the 5 big issues in Sport England's Uniting The Movement Strategy. The slight reword is a more succinct way of saying the same thing.
Narrative Description	This theme is about supporting children and young people to have the best start in life (aged 0-18), to enjoy taking part in sport and physical activity and support their all-round wellbeing, to reduce childhood obesity, and to help provide the skills that will help them to reach their potential in life through sport and physical activity. Manchester City Council, Manchester Active together with residents, local communities and partners will:	This theme is about supporting children and young people to have the best start in life, to benefit from being active in a safe and positive environment and have equal chance to achieve their potential. Positive experiences at an early age help build the foundations for an active life. This will support their all-round wellbeing, help to reduce childhood obesity, and provide skills that will help them to reach their potential in life. Manchester partners together with residents and local communities will:	Minor tweaks to emphasise the importance of a positive experience.
We Wills	4. Embedding physical literacy into young people's lives (0-5s) through parental education, through Early Years settings, and through raising awareness and education for the Early Years workforce.	4. Embed physical literacy into young people's lives (0-5s) through parental education, through Early Years settings, and through raising awareness and education for the Early Years workforce.	No amends necessary.
	5. Tackle childhood obesity by helping all children in Manchester enjoy an hour of physical activity every day through a range of interventions.	5. Tackle childhood obesity by creating the conditions for all children in Manchester enjoy an hour of physical activity every day.	Whilst the outcome is broader than obesity the explicit reference remains as it is important to draw the link to other policy areas.

	Current	Proposed	Notes
			The language 'creating the conditions' aligns to both UTM and GMM and is sufficiently broad to capture the many actions that would fit under this area recognising this includes policy level interventions right through to the physical provision on the ground.
	6. Create a connected and visible city based talent system ensuring those young people with talent are supported to reach their full potential in sport, either as a participant, volunteer or coach.	6. Create a connected and visible city-based talent system ensuring that young people have equal chance to achieve their potential in sport, either as a participant or member of the workforce.	Tweaked the language to talk more about equality of opportunity as talent might not shine through in the first place without opportunity. Have used 'workforce' over 'coach' as it captures a broader employability dimension.

Strategic theme 3

	Current	Proposed	Notes
Theme	Sustain and increase adult participation in sport and physical activity.	Active Adults increasing and sustaining activity levels	Originally considered 'active adults' on its own but tagged on the increasing and sustaining part to make the distinction between the work covered in theme 1.
Narrative Description	This theme is about growing participation amongst adults and ensuring that those already participating in sport and physical activity remain doing so. Manchester City Council, Manchester Active together with residents and, local communities and partners will	This theme is about creating the conditions for adults moving in everyday life and helping those who are already active to sustain positive habits throughout their lives. It is about working with Manchester residents, families and communities, in all their diversity to enable everyone to live an active life. Manchester partners together with residents and local communities will:	Sustaining positive habits is the key emphasis recognising the different pressures at different stages of the life course on remaining active. The theme of families feels important in terms of being an area of strategic focus. It wasn't explicit in the document even though it cuts across a number of we will's.
We Wills	7. Support programmes and activities with mass appeal (e.g. Great Manchester Run), work with open data, embrace technology, and different partners who can open new opportunities, in order to help sport and physical activity become part of everyday life.	7. Support programmes and activities with mass appeal and reach . This includes working with open data, embracing technology, and different partners who can open new opportunities, to help sport and physical activity become part of everyday life.	Very minor tweaks. The emphasis remains on areas of mass appeal and reach.
	8. Develop a new suite of sports specific plans, which help to grow and sustain high quality sports clubs and results in additional resources leveraged.	8. Develop and implement sports specific development plans , which help to grow high quality, sustainable and inclusive sports clubs, addressing inequalities and supporting a whole population approach to moving more.	Clubs are clearly important but they need to <u>inclusive</u> , sustainable and aligned to the broader agenda. Acknowledge that there are cross overs with we will 5 which focusses on young people being active.

	Current	Proposed	Notes
	<p>9. Encourage self-sufficient physical activity habits by working to increase the amount of family friendly sessions and local, free / low cost, regular, volunteer led programmes and activities in local facilities such as parks and community venues.</p>	<p>9. Create the conditions for adults moving in everyday life and throughout their lives. We will design movement into everyday habits, routines, activities and spaces and enabling movement to become normal. We will understand the barriers at different life stages including supporting an active life in older age.</p>	<p>As written, we will 9 was very similar to 3 in that they were both focussing on the formal/informal offer. To avoid confusion it has needed to change quite a lot from the original focus. The reword is informed by GMM and tries to capture the essence of what 9 is about but in a broader way.</p> <p>The specific reference to older age is important as it links to an important strand of work in the city supporting aging well. It is also highlighted within GMM. There are some cross overs to We Will's 1 and 3 but given none of the We Wills were being explicit to any particular group the wording here has been broadened to capture this. We Will 4 makes reference to a particular age group in the context of young people. The alternative would have been to create a new We Will but it was decided against this because the work on active aging it happening, it is now just being drawn out more specifically.</p>

Strategic theme 4

	Current	Proposed	Notes
Theme	The home of world-class sport that inspires people	World-class sport that inspires positive change	Slight tweak in language re 'positive change'. This aligns to UK Sport' new Strategic Plan as one of its 3 strategic ambitions.
Narrative Description	This theme is about actively supporting high performance sporting success in the city, ensuring the maximum sporting, social and economic benefits in return. Manchester partners City Council, Manchester Active together with residents and , local communities and partners will	This theme is about actively supporting high performance sporting success in the city, ensuring the maximum sporting, social and economic benefits in return. This theme will use the power and platform of sport to contribute to a happier, prouder and more connected society. Manchester partners together with residents and local communities will:	Small tweaks in language to elaborate a little more on what that positive change can be.
We Wills	10. Position the Etihad Campus as a global leading sports and innovation zone that becomes home to an increasing number of sports organisations resulting in a global sporting knowledge capital and economic driver for continued regeneration in East Manchester and the City more generally	10. Position the Etihad Campus as a global leading sports and innovation zone that becomes home to an increasing number of sports organisations resulting in a global sporting knowledge capital and economic driver for continued regeneration in East Manchester and the City more generally.	No change needed. The Etihad Campus remains a key strategic priority for the city.
	11. Position Manchester to be known as a global sporting headquarters through improving our world class facilities, continuing to host major sports events, becoming the home of more GB / National Squads, supporting more	11. Position Manchester to be known as a global sporting city through improving our world class facilities and continuing to host major sports events which generate positive social and economic impacts for the city.	There was some potential overlap 10 as it was also talking of hosting sports organisations. This is therefore focussed in on facilities and events and the positive impacts they will have.

	Current	Proposed	Notes
	<p>performance sports clubs, and supporting world class coaching, which connects and creates opportunities for residents, contributing to the continued economic growth of the city.- Potentially look to split the we will up into two: 1 to focus on sporting head quarters and major events and 2: to focus on performance squads and teams and the inspirational role for our residents and performance clubs.</p>		
		<p>12. Position Manchester as the home of more GB / National Squads, supporting more performance sports clubs, and world class coaching, and creating opportunities for residents.</p>	<p>New 'we will' as suggested feedback. The original 11 was very broad and wordy so is now split into 2 separate statements.</p>

Strategic theme 5

	Current	Proposed	Notes
Theme	Creating great places to be active	Active Places and Neighbourhoods	Added <i>neighbourhoods</i> ' to be more explicit to the language and focus given to neighbourhood working in other strategic documents.
Narrative Description	This theme is about developing more active and sustainable environments and communities. Manchester City Council, Manchester Active together with residents and , local communities and partners will:	This theme is about developing more active and sustainable environments creating the opportunities for all residents to lead an active life. Manchester partners together with residents and local communities will:	
We Wills	12. Continue to invest significant resources to develop and sustain a world class facilities infrastructure over the next 10 years as identified within the suite of facility strategies for indoor and outdoor facilities	13. Continue to invest significant resources to sustain, develop and enhance the facility asset base over the next 10 years. This includes the provision of multi-sport hub sites and new active environments at a neighbourhood level to encourage and provide new opportunities for more people to get active.	Minor reword in line with the forward focus of the facility work.
	13. Widen access to and activate all of the existing 803 sport and leisure facilities, including local parks, community assets, local sport and leisure centres and work to open up more school facilities beyond the school day. This includes the use of faith centres, community centres, and GP surgeries and exploring the timing of sessions (including increased opening	14. Widen access to and activate facilities and spaces, grow local assets, and address spatial inequalities. This includes sport and leisure facilities, green spaces, local parks, workplaces, community centres, faith centres, GP surgeries and schools.	The focus of the work remains broad, but the wording has been made more concise. It is acknowledged that there is cross over to active design and active travel within this 'we will.' This has been highlighted specifically under strategic theme 8.

	Current	Proposed	Notes
	times), whilst building on the success of the existing approach to community asset transfers.		

Strategic theme 6

	Current	Proposed	Notes
Theme	How we communicate and engage with residents	Communicating with and Connecting Communities	<p>This theme has been more challenging as the two 'we will's' are quite distinct.</p> <p>'Connecting Communities' is one of the big issues within UTM and at its heart it is about a bottom-up approach to working with communities.</p> <p>It is important to have communication explicitly referenced given the existing 'we will 15'.</p>
Narrative Description	<p>This theme is about placing residents at the centre of everything we do by ensuring we get the right message to the right person in the right way to make it easy to find out about opportunities. It's also about giving residents and local Councillors a local voice in the way in which local provision is provided and developed. Manchester City Council, Manchester Active together with residents, local communities and partners will:</p>	<p>This theme is about placing residents at the centre of everything we do engaging and involving communities to co-design, co-produce, co-deliver and ultimately own sustainable solutions that enable active lives for all. This includes shaping and sharing a powerful public narrative and communications about the importance of being physically active that will engage and resonate. Manchester partners together with residents and local communities will:</p>	<p>There is a slight shift / broadening in the focus here to bring out the community engagement element beyond just communication.</p> <p>The following are catalysts for system change identified in GMM which have been merged in the description.</p> <ul style="list-style-type: none"> • <i>Engage and involve communities to co-design, co-coproduce, co-deliver and ultimately own sustainable and realistic solutions that enable active lives for all.</i> • <i>Shape and share powerful public narrative and communications that engage and resonate with systemwide and community audiences through</i>

	Current	Proposed	Notes
			<i>positive messaging, imagery, language and stories.</i>
We Wills	14. Create 12 “locality active networks” encouraging collaboration amongst residents, members and partners to inform communication priorities and provide leadership and coordination to local provision. These networks will be directly connect to ward coordination and to new governance arrangements for city wide sport and physical activity in Manchester.*(see below)	15. Align our resources to embed sport, physical activity and movement in each of the city’s 12 neighbourhoods . We will continue to establish trusted relationships to encourage collaboration and engagement with residents, members, partners, community organisations / clubs, the VCSE sector and local providers to ensure that communities are heard and at the forefront of what we do, engaging with people in ways that work for them.	The wording itself has been slightly edited to ensure it remains current with the language being used.
	15. Build a single communications platform and single user account, enabling one central digital location for sport and physical activity information in Manchester and ensuring local residents can be communicated to in a seamless way and to link participation opportunities to their individual interests	16. Build a single communications platform and single user account, enabling one central digital marketplace for information on sport, physical activity and movement in Manchester, ensuring residents can access opportunities to change their behaviour to live healthier, happier lives.	Minor reword.

Strategic theme 7

	Current	Proposed	Notes
Theme	A skilled, motivated and valued workforce (employees and volunteers).	Realising the potential of the workforce	More engaging language that plays to the contribution the workforce can make but also to the individual value that working in sport and physical activity can provide.
Narrative Description	This theme is about developing a fit for purpose workforce for the future, with the skills to support the least active to get active, to grow and sustain people's interest in sport, and to support elite success. In doing this will provide employability skills, create jobs, and other individual benefits to those engaged. Manchester City Council, Manchester Active together with residents, local communities and partners will	This theme is about harnessing the potential of the people who spend their time helping others to be active. They're the key to adopting and achieving the ambitions in this strategy, whether that be supporting the least active move more, to grow and sustain people's interest in sport, or to support high performance success. In doing this will provide employability skills, create jobs, and other individual benefits to those engaged. Manchester partners together with residents and local communities will:	Minor tweaks. 'Harnessing potential' feels more engaging than 'fit for purpose.'
We Wills	16. Develop a coordinated city-wide Training Hub which provides CPD resources and training to help upskill the sector workforce. The hub will co-ordinate new apprenticeship opportunities, a programme of peer mentoring, work closely with the student sector to link training and work opportunities and create a new coaching framework for Manchester	17. Develop a coordinated city-wide Training Hub which provides CPD resources and training to help upskill the sector workforce . The hub will co-ordinate new apprenticeship opportunities, a programme of peer mentoring, work closely with the student sector to link training and work opportunities and create a new coaching framework for Manchester.	No changes required.

	Current	Proposed	Notes
	17. Grow the volunteer base by working closely with and to the strengths of residents, utilizing platforms such as MCR VIP to identify, recruit, train and deploy more volunteers in sport and physical activity opportunities	18. Grow the volunteer base and improve the experience for volunteers focussing on what is needed to making giving your time easy, meaningful and supported, now and for the future.	Removed the MCR VIP reference as suggested for consistency of not referencing specific initiatives. This has also drawn on some of the language from UTM regarding improving the volunteering experience. This also links to the new Sport England Coaching Plan 2.0.
		19. Champion an unrelenting emphasis on diversity, inclusion, skills and behaviours , to open up and increase volunteering and employment opportunities for people from a broader range of backgrounds and experiences.	The original 'we will's did not appear to sufficiently emphasis the strategic importance of equality, diversity and inclusion in the workforce. This addition links directly to UTM and it needs explicit reference.

Strategic theme 8- Proposed new theme

	Current (original draft)	Proposed	Notes
Theme	N/A	Contributing to a zero-carbon future	Contributing to environmental sustainability is how it is phrased in GMM. 'Zero carbon future' is the language used within the Our Manchester Strategy.
Narrative Description	N/A	This theme is about contributing positively to environmental sustainability and reducing our carbon emissions. A Climate Emergency has been declared by Manchester City Council and this strategy needs to play its part. Sedentary behaviours are carbon intensive so our core mission of enabling more people to move more, will support net zero ambitions. We will also focus on reducing the negative impact leisure facilities have regarding CO ² emissions.	The original narrative was quite inward looking. As a city strategy the aspiration should be to get to net zero carbon for all sports facilities in the city, irrespective of whoever owns/operates. Also cycling has been identified as one of the biggest factors that could support the climate change agenda. Broadening the narrative helps bring this into focus as well.
We Wills	N/A	20. Decarbonise city council owned sport and leisure facilities through a variety of means including: <ul style="list-style-type: none"> • the installation of energy efficient and renewable technologies • the development of a sustainable waste and recycling structure • implementing sustainable procurement approaches. 	Suggest that the target is left to the action plan as that could change over time. The bullet points have been used to be more explicit on the specific elements to the objective.
	N/A	21. Influence, educate and advocate other sporting bodies connected to	Tried to make it a little clearer on 'who' this relates to whilst being broader on

	Current (original draft)	Proposed	Notes
		Manchester to rise to the challenge of climate change.	the 'what'. Ideally it will be more than 'just' carbon reducing hence using 'rise to the challenge'.
		22. Embed good active design principles and best practice into policy, practice and governance, with a particular emphasis on designing active travel into the built and natural environment.	Focussing here more on the 'what' rather than 'why' as that is established in the narrative. This also tries to pitch more at system change vs initiatives.