



**Putting it into practice**  
**Tools to support tackling inactivity**  
**through system change**

# Power shift

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# Power shift

This Common purpose/shared value resource will help to guide you through the tools, models and approaches being used by places to tackle inactivity through implementing a place-based approach. This is one of eight sections of our collective resource 'Putting It Into Practice' which is organised by what we've found to be some of the practicalities of system change. The full resource can be found [on our website](#).

We've tried to move from a transactional to a collaborative relationship with the pilots and the communities they work in. Local partners have told us where investment was needed rather than the other way around, creating more trust and confidence as we listened and acted on their guidance.



## Questions you might be asking:

- How can I design and embed processes that help to create a shift in power?

Investment  
principles

Greater Manchester  
Moving > ^ < v

# Investment Principles

## Greater Manchester

### Local Delivery Pilot

Local Pilot Investment Principles have been developed by GM to guide investment decisions and as a check and challenge tool for any key decisions.



<b>Name:</b>	Local Pilot Investment Principles
<b>Why would I use it?</b>	<ul style="list-style-type: none"> <li>To guide investment decisions, and/or as a check and challenge tool for any key decisions you are making. They are also used more broadly as principles for the work.</li> </ul>
<b>Who would I use it with?</b>	<ul style="list-style-type: none"> <li>Key partners or stakeholders working across all layers of the system.</li> </ul>
<b>How can it be used?</b>	<ul style="list-style-type: none"> <li>As an infographic, a checklist or a reflection tool to prompt thinking and discussion.</li> </ul>
<b>Advice to others</b>	<ul style="list-style-type: none"> <li>To use the investment principles effectively they need to be cited regularly and included as a core part of your investment or decision making process.</li> <li>This could vary in the depth of involvement i.e. from a checklist, right through to a tool for reflection that you work through together and forms the basis of a discussion.</li> </ul>

### Putting it into practice - how the tool has been used

#### Who was involved?

The key partners involved in the Local Pilot work; central team colleagues (representing GM Moving, GreaterSport, 10GM and Sport England), and locality leads (representing local authorities and various VCSE organisations). They were developed by GM colleagues in line with the feedback from the initial LP engagement process with target audiences, the GM workforce and specialist experts that supported the development of the Local Delivery Pilot application. Also in line with, the investment principles for the Greater Manchester Health and Social Care Partnership Transformation Fund investment for the Population Health Plan, and Sport England's principles underpinning the Local Delivery Pilots nationally.

#### Why was this tool used?

We were designing a process to support the Local Pilot work and investment; a submission process from each of the localities to describe their suggested approach and the investment that was required to do that. The Investment Principles helped us to structure and review those submissions to ensure that we were planning the focus of the LP work on the right things in each locality.

#### How was it done?

We used the Investment Principles to challenge our thinking and hold ourselves to account, because we wanted to design a process that looked and felt very different to process orientated competitive investment. We used the Principles as a checklist working through them to ensure that our plans aligned and/or complemented them, rather than conflicting with them.

#### What was the impact?

We designed a locally driven submission process where each locality defines their own submission with the Investment Principles at their heart. The assessment process for those submissions takes a peer review approach, where other central team and locality colleagues help to refine those submissions, support colleagues to work through challenges, and also act as an objective yet critical friend where necessary.

#### What did we learn?

The Investment Principles have helped us to work in a whole system way, keep us grounded in our initial aspirations for the Local Pilot, and anchor us away from unnecessary processes.



#### Reflections from those involved?

Locality colleagues have used the Investment Principles locally, particularly in their steering group meetings, to hold the focus of steering group members on working with the aspirations of the Pilot at the front of their minds.

Kate Ahmadi-Khattir,  
Greater Manchester Pilot Manager



## The Principles of Investment for Local Delivery Pilot



### Things to consider:

- The principles are pointless if you don't keep coming back to them.
- You need to create the time, space and opportunity to evolve/develop them based on the learning and feedback from partners.

### Where can I find further information?

[Visit GM Local Pilot website](#)

### Summary of opportunities:

- A different way of investing funding that is awarded to the city-region.
- A culture of continual sharing and learning together as a network.
- Building trust in your colleagues who work locally to make informed decisions alongside the community about how they could become and stay active.

Also in this series:

**Understand the  
lived experience**

**Distributed  
leadership**

**Capacity and  
time to reflect**

**Test and learn**

**Common purpose/  
shared value**

**Having the right  
conversations**

**Understanding  
the system you  
are trying to shape**