



Growing Live Well together

Emerging hallmarks for Centres, Spaces, Offers and
Neighbourhoods across Greater Manchester (GM)

Version 1.0 of an evolving document

September 2025



LIVE WELL
DOING THINGS DIFFERENTLY WITH
GREATER MANCHESTER'S COMMUNITIES

Context

Live Well is Greater Manchester's commitment to ensuring great everyday support is available in every neighbourhood.

As a key mayoral manifesto commitment from Andy Burnham, GM Live Well reimagines health, social and employment support from the ground up – led by communities and enabled by a better connected, and supportive system of public services, focused on reducing inequalities.

It builds on Greater Manchester's long-standing commitment to public service reform, with a continued focus on people, place and prevention.

GM Live Well is about making sure everyone across Greater Manchester has the support, control, connections and resources they need to be healthy and able to live well.

Powered by investment from Greater Manchester Combined Authority (GMCA), National Lottery Community Fund, NHS Greater Manchester (NHS GM) and national government, the GM Live Well vision is already turning into reality in neighbourhoods across Greater Manchester.



Co-producing the hallmarks: an iterative process

This document captures the emerging Live Well hallmarks — a shared vision for what great everyday support looks like in every neighbourhood across Greater Manchester.

In the spirit of Live Well, these hallmarks are the result of hundreds of conversations, co-production activities and co-design sessions. They build on what's already in place and bring together insights from cross-sector events, deep-dive workshops, and learning conversations with communities, Voluntary, Community, Faith and Social Enterprise (VCFSE) sector organisations, public services and partners across the system.

They have been shaped through:

- Live Well accelerator sites and the learning they have generated
- Regional events and engagement sessions
- Local reporting, community engagement and neighbourhood-level insight
- The ongoing legacy of public service reform and place-based working in Greater Manchester

These hallmarks are not a blueprint, but a **working framework** — one that will continue to evolve through shared learning and action across neighbourhoods, localities and sectors.



When you're on your own, there's
that feeling of isolation... **but**
when you come together, good
things happen.



This document is aimed at supporting those at the forefront of Live Well implementation — providing a practical toolkit for developing a locally-led Live Well approach.

You can find further information on How to Use this document in the Appendix.

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This document offers a set of emerging Live Well hallmarks and principles, to support local areas in shaping and strengthening their own approaches.

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Greater Manchester is home to 2.8 million wonderfully diverse people.

But over 500,000 are out of work, 137,000 are long-term sick, and 490,000 live in absolute poverty. Food bank usage is soaring, and mental health issues are on the rise.

It's time to reimagine the state, the way it works and - critically - the way it works with communities. We are ready to radically reimagine everyday support. To rewire our public services. To put people and places at the heart of growth.

So that everyone in our city region can Live Well.

ANDY BURNHAM, MAYOR OF GREATER MANCHESTER

Our shared vision:

To ensure everyone can access great everyday support in every neighbourhood

We're tackling health, social and economic inequalities by changing how we work with people and communities, and in public services.

We're growing community action, power and wealth, so that everyone:

- Has access to a wide variety of activities, support and information
- Is heard and enabled to contribute
- Has the resources to make change happen

By developing a locally led approach, supported by public services, we can ensure great everyday support is available to everyone, in every neighbourhood.

"There's no judgement, **just love**. We try to love people back to life."



"It's not a blueprint – it's a mindset, rooted in **real life, real people, real places.**"

"It's a space for **human, face-to-face support** – where no one has to keep retelling their story."



"These guys helped me accept who I am, **feel like myself again**, have purpose and believe I was worth something – even when I felt at my lowest."



Live Well principles guiding implementation

"Live Well isn't another plan. It's a movement for change that honours the agency that is already in communities to find solutions that work for them."



Community-led and system-enabled

Our practice is both community-led and system-enabled. This means we are led by Greater Manchester's communities who determine and take action on what matters most to them. And we work to transform our systems via new, better ways of working that can actively grow community action, power, and wealth. This principle is at the heart of the Live Well Learning Framework, with more detail available in the Appendix.



Rooted in communities' everyday lives

We recognise that residents need both formal and informal routes to Live Well — building support around trusted people and places.



Reducing inequalities across Greater Manchester

We focus on people and places most affected by structural discrimination and inequality, recognising how these intersect and compound across different communities. We name racial injustice as a key driver of health and economic inequality, actively resource and measure racial equity, and ensure diverse communities shape and lead this work.



A radical shift in our public service model

We build on Greater Manchester's trailblazing history of public service reform to drive cultural and systemic change. We shift power and resources to communities, grow a shared social model of neighbourhood working, and build a wider movement for change.



Connected, coordinated and collaborative

We support the development of a joined-up network of individuals, communities, and voluntary and statutory sectors, underpinned by equal partnerships, trust and shared learning.



Focused on prevention and root causes

We tackle the social, economic, and environmental conditions that shape people's lives, health and wellbeing — addressing structural inequalities such as racism and discrimination, and taking Public Service Reform further into prevention.

Emerging Live Well Hallmarks

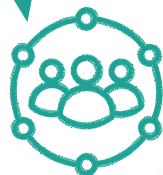
Together, communities, public services and partners can tackle health, social and economic inequalities by changing how we work to grow opportunities for everyone to Live Well.

Live Well is built on:

1. Live Well Centres, Spaces, Offers and an Optimum Neighbourhood Model.
2. What makes these deliver a real difference is a thriving, well-resourced Voluntary, Community, Faith and Social Enterprise (VCFSE) sector, a skilled Live Well workforce, and a shared culture of prevention.

The rest of this document sets out the emerging hallmarks for Live Well Centres, Spaces, Offers and Neighbourhoods; describing how these might look in practice.

"Live Well is an equal space – where people work in partnership to decide what happens".



COMMUNITY POWER

"In our community, we support each other however we can – emotionally, practically, spiritually. We rise together."

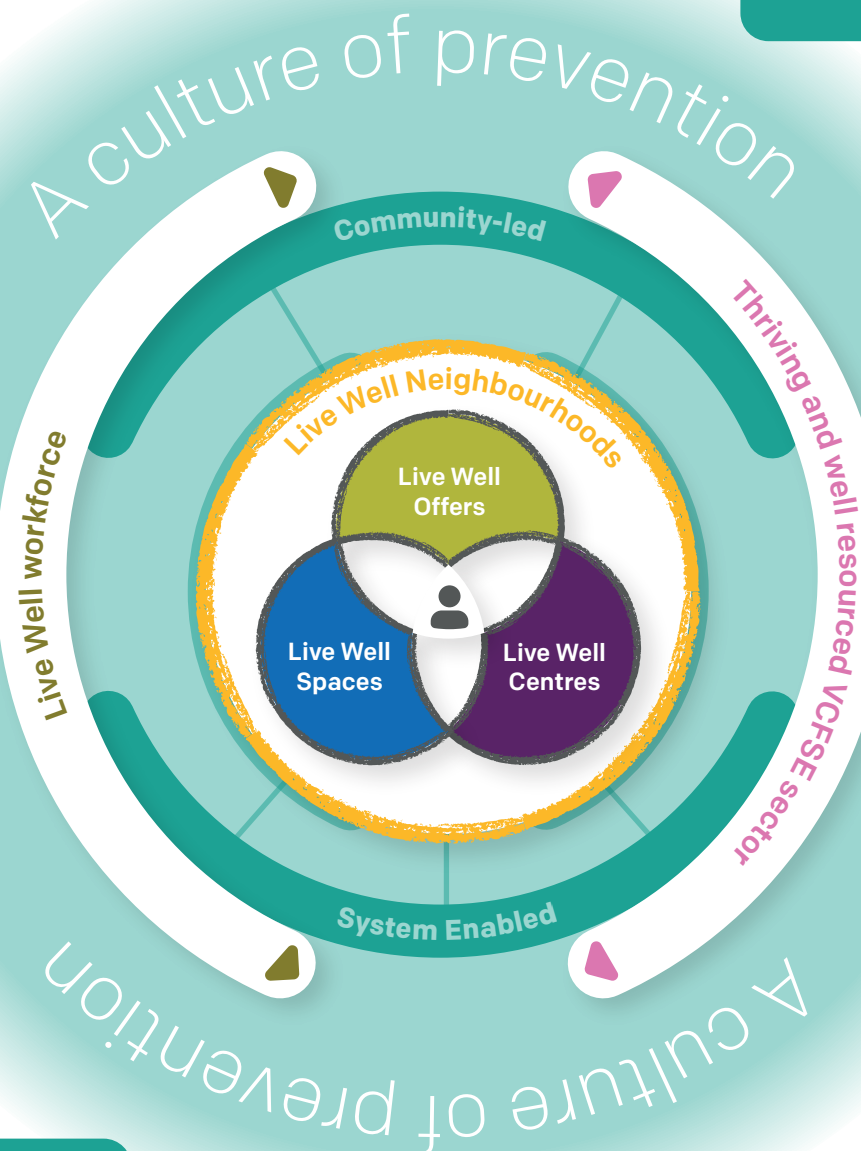


COMMUNITY WEALTH



EASY ACCESS

You realise you're not alone – and you get the support you need, when you need it, in a place that feels safe."





FEBRUAR
THE LIVE WELL
LISTENING PROJECT
(WIGAN)

When did your comm
We explore the ways
experience of their
change

Meet: Jay, Emma, Ann, O
Interview
the women w

Live Well Offers

Live Well Offers are united by common principles and practice. Some take place within Centres and Spaces, while others are connected to them. The Live Well workforce, which includes community connectors, volunteers, social prescribers, peer supporters and public service staff helps people navigate these offers, ensuring support is holistic and joined-up.

Live Well Spaces

Live Well Spaces work alongside Live Well Centres and Offers as trusted places rooted in the community, offering low-barrier access to support and social connection.

Live Well Neighbourhoods



Live Well Neighbourhoods

Live Well Centres, Spaces and Offers are part of a wider Live Well Neighbourhood — a connected local network of people, communities, VCFSE, public services and businesses working together to improve wellbeing and reduce inequalities.

Live Well Centres

Live Well Centres act as a front door — both physically and through their connected workforce — to a wide network of Live Well Spaces and Offers, providing a broader range of community-based and targeted support across the neighbourhood.

Hello
Song
Dylan



Live Well Offers

Live Well Offers are available wherever people live, work and connect — in centres, community spaces, neighbourhoods, homes, workplaces and online.

Delivered by the Live Well workforce, they include a wide range of support, from local wellbeing activities to specialist help with debt, financial and welfare advice and advocacy; employment support; physical health; mental health care; housing advice; clear and immediate crisis support; and longer-term intensive support for people facing multiple, complex challenges. This may include tailored offers for a range of groups, for example immigration support and advice.

But it's not just about what's offered, it's about how. All Live Well Offers are united by a common practice — shaped with communities, grounded in relationships, and delivered in ways that are person-centred, trauma-responsive, culturally competent and strengths-based. As we shift to Live Well ways of working, leaders and decision-makers help these offers grow — backing the workforce with the time, skills and permissions to provide joined-up, relational help that truly meets people's needs, strengths and culture.

Key features



A consistent offer that is locally bespoke

Live Well Offers provide coherent, consistent support, advice and advocacy across a wide range of areas that enable people to live a good life. They include support designed for specific communities of identity and experience, shaped around their needs, strengths and culture. They can be offered inside or outside of Live Well Centres and Spaces. Support isn't tied to a building or postcode — it's offered in ways that work for people, and we are meeting them wherever they are.

Live Well Offers are delivered to an agreed standard. Offers are consistent across neighbourhoods and boroughs, and bespoke to their communities, delivered by diverse teams and organisations who understand and are reflective of the people they're working with. To make this possible, the leaders and decision makers play an active role in resourcing, connecting and supporting those who deliver the Live Well Offers.



Strengths-based, person-centred practice

Live Well support is human, relational and built on trust. It starts with what matters to each person, not what the system thinks they need — and it's shaped with people, not just delivered to them.

Support is person centred, trauma-responsive and culturally competent. It's inclusive, affirming and accessible across age, race, gender, disability, sexuality, faith, migration status and lived experience. People are seen as whole people — support builds on their strengths, talents and potential, and helps them find the solutions that work best for them.

Support happens in spaces that feel safe and familiar, at a pace that suits the person. The focus is on building relationships, recognising identity, honouring lived experience and creating the space for people to grow.



A no wrong door approach

A "no wrong door" approach means that wherever someone shows up, they're met with someone who listens, offers support and takes action — whether that means solving a problem there and then, or connecting them to someone who can. That might be helping to fill in a form, making a call, or going with someone to another service.

Organisations collaborate across sectors and neighbourhoods, building relationships strong enough to work together everyday and pick up the phone rather than just send referrals. Services share responsibility across teams, sectors and disciplines to help people reach the right support, underpinned by deep local connections, clear understanding of each other's roles, and reliable, integrated ways of working.

- **Available across Centres, Spaces, Neighbourhoods and online** — offering early help and support with housing, food and money advice, employment, digital access, physical and mental health and wellbeing, and specific needs such as being affected by dementia.
- **Support is delivered in line with the Live Well principles** — with all Live Well Offers pledging to uphold Live Well values and practice.
- **The Live Well workforce uses a no wrong door approach** — taking responsibility for offering immediate help or making a warm connection to someone who can.
- **The Live Well workforce are supported with training, tools and reflective spaces** — enabling them to keep practice relational, person-centred, trauma-responsive, culturally appropriate, high-quality and rooted in what matters to people.
- **Tailored support is available for different communities** — with offers designed by and for specific identities, cultures and lived experiences.
- **A diverse workforce, volunteer base and community leaders reflect the communities they support** — bringing lived experience, cultural competence and equity into practice. Recruitment and leadership development focus on equality, diversity and inclusion, ensuring support feels relevant, safe and trusted.
- **The Live Well workforce builds trusted relationships with local organisations** — making it easy to connect people to the right support without delay or duplication.
- **Ongoing feedback actively shapes the offer** — drawing on insight from diverse communities, minoritised groups, people with lived experience, practitioners and partners to continually adapt support, making it more relevant, welcoming and effective.
- **Live Well Offers are part of a wider Live Well Neighbourhood** — connected to Live Well Centres and Spaces as part of a joined-up local system.

“Being a Live Well Offer means more than delivering a service — it means working in a way that reflects our shared values and puts people first, every time.”

“We’ve been trained to listen differently, to start with people’s strengths, and to respond with care. That’s what Live Well is all about.”

Live Well Centres

Live Well Centres are welcoming spaces where people can get everyday support without stigma, judgement or long waits.

Whether it's help with housing, health, mental health and wellbeing, debt, employment, food, or feeling connected, Live Well Centres are there for the things that matter most. They are places where people can speak to someone who listens, understands and helps. Centres bring together VCFSE-led and public sector support under one roof, with trusted people on hand to be alongside residents and connect them to what they need.

Live Well Centres will also be supported and enabled by digital solutions — with offers available in the Centres themselves and connected to them — ensuring residents can access support in person and online.

Each centre is rooted in its local community and connected to a wider network of Live Well Spaces and Offers. By March 2026, every borough in Greater Manchester will have at least one Live Well Centre. The ambition is to grow this network so that, by 2030, every neighbourhood of 30,000 - 50,000 people has one. Over time, Live Well Centres may also work together as part of a pan-GM “no wrong door” approach — ensuring a strong, collective response across the region to the specific needs of dispersed communities.

Key features



An open door to trusted connected support

Live Well Centres are trusted places where anyone can get help with everyday essentials. They bring together the full strength of the VCFSE and public sectors, working side by side. Inside, you'll find the Live Well workforce, including community connectors, volunteers, social prescribers, peer supporters and public service staff— all in one place.

Support is joined-up, flexible and personal. People aren't simply signposted or passed on — they're met by trusted and skilled people who listen, understand the full picture, and stay alongside them. Support is tailored to each person's needs and strengths and reflects the reality of connected lives. Access is simple: just come inside or get in touch. There are no confusing forms or long waits. Outreach is part of the offer too — through pop-ups and drop-ins in places people already trust.



Welcoming, inclusive accessible support

Live Well Centres feel more like a living room than a waiting room. They are friendly spaces that offer a warm welcome — a brew, a smile, a hello. Help is offered in quiet, safe and relaxed environments, where staff know your name and trust is built through everyday interactions and familiar faces.

The people matter as much as the space. Staff reflect the communities they support, with a commitment to cultural humility, equity and care. Peer supporters and people with lived experience help build trust, connection and hope, working in partnership with public servants.

Support is culturally- and trauma-responsible, anti-racist and flexible to individual needs and strengths. Adjustments are made so no one is left out. People can access online resources, local information and activities in ways that suit them, making sure everyone feels connected and included.

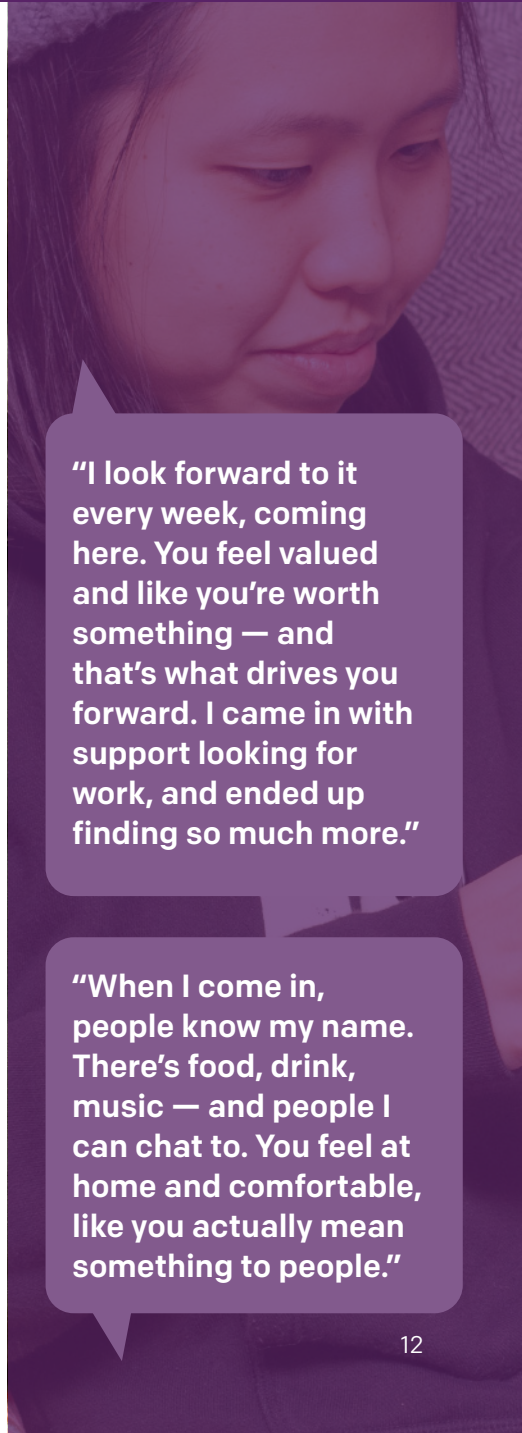


Led by people, rooted in community power

Live Well support starts with the person — their story, strengths, goals and what matters most. It's truly person-centred: delivered in partnership, with people leading the way and making decisions that work for them. But it doesn't stop with individuals. Live Well Centres are deeply rooted in community power. They build on what is already strong in neighbourhoods, amplifying the change that communities are already leading, and they work in close partnership with the wider network of Live Well Spaces and Offers.

Communities are able to shape what happens on an ongoing basis through co-design, participatory budgeting and lived experience-led decision-making. This ensures that Live Well Centres are dynamic and responsive: shaped by everyday experience, community-led partnerships, as well as the existing energy, assets and strengths already alive in every neighbourhood.

- **Delivered from recognised locations** that are easy to get to and well known by local people, building on existing venues like Family, Work and Skills, Youth and Health and Care Hubs.
- **Providing proactive outreach** from local venues, Live Well Spaces and out-and-about on the streets in communities so that no one is left out.
- **Intergenerational and universal** — inclusive of all ages and backgrounds, providing a full range of support, from crisis to everyday advice and connection.
- **Easy to access and disability friendly** — people can drop in, call, or reach out by email, without appointments or thresholds, with reliable and consistent opening times. Centres proactively remove physical, environmental and communication barriers, making sure support is genuinely accessible to all.
- **Welcoming, safe and inclusive space** — think kettles, sofas, calm décor and a friendly, human atmosphere — with environment, communications and services designed to be accessible and responsive to the needs and strengths of disabled people.
- **Joined-up public services**, working alongside VCFSE support, delivered by a consistent and trusted core team — the Live Well workforce, which brings together connectors, peer supporters, social prescribers, community organisations, and public sector staff.
- **Seamless connection to wider Live Well Offers** and wraparound support for housing, health and wellbeing, debt, welfare, food, employment, training, social connection and safety.
- **Clear and immediate crisis support**, longer-term help for those facing multiple challenges, and safety and protection when needed.
- **A diverse team that reflects the community** — a recruitment strategy that focuses on equity, diversity and lived experience representation.
- **Anti-racist and culturally responsive practice** — all staff are supported with training and reflection to understand how racism shapes mental health, access to care and trust in services.
- **Staff trained in Live Well values and practice** — using person-centred, strength-based, trauma-responsive approaches that foster prevention, equity, and work in partnership with people. Training is shared and delivered between Live Well Centres and Spaces.
- **Community engagement**, where Live Well Centres convene and support Live Well Spaces and Offers to come together, share learning, build strong relationships and foster collaborative working.
- **Digitally enabled and community-connected** — offering free WiFi, devices and support to access online resources and services.
- **Live Well Centres actively shape support** through participation in the wider Live Well network, alliances and place-based governance, ensuring decisions reflect diverse voices and lived experience.



"I look forward to it every week, coming here. You feel valued and like you're worth something — and that's what drives you forward. I came in with support looking for work, and ended up finding so much more."

"When I come in, people know my name. There's food, drink, music — and people I can chat to. You feel at home and comfortable, like you actually mean something to people."

Live Well Spaces

Live Well Spaces are at the heart of everyday community life — informal and welcoming places where people come to connect, belong and get involved.

They are often run by VCFSE organisations, peer groups or volunteers. They aren't formal services but spaces of hope and connection, where relationships grow and mutual support thrives.

You might find people chatting over a brew, sharing food, learning new skills or simply spending time together. Support is grounded in trust and community connections. Public services may be part of the offer — most importantly, they show up in supportive, relational ways that strengthen and sustain these vital community spaces.

Each space is shaped by the community it serves. They reflect local culture, pace, strengths and needs — whether that's a community café, public living room, faith hall, library, online peer community or green space.

Live Well Spaces form an inclusive network, they are trusted places where people already connect and build community. They bring everyday support closer to where people live and gather, while serving as vital platforms for trust, social cohesion, community action, power and local wealth.

Key features



Trusted places to connect, belong and get support

Live Well Spaces are warm, welcoming, free and safe places rooted in everyday community life. They're joyful, low-pressure environments where people come together to connect, create, have fun and build a sense of belonging, mutuality and purpose.

These spaces nurture community building, reciprocity and opportunities to get involved. Informal, peer advice and advocacy are available on everyday issues like loneliness and social cohesion, housing, money or health, with support that is relational, not transactional — centred on what matters to people and grounded in trust.

Specialist support, neighbourhood teams and people working in Live Well Centres can be easily pulled into these spaces by the community. From there, people are gently supported to take the next step — whether that's joining a group, speaking with someone who's been through something similar, or connecting with a service provider.



Trusted support for specific groups and experiences

Some Live Well Spaces are designed with, by and for particular communities — whether that's faith groups, people who identify as LGBTQ+, young people, older people, people with learning disabilities, or communities facing racial injustice and structural discrimination. They're often led by people with lived experience and grounded in shared identity, cultural understanding and trust.

These spaces offer tailored support in ways that feel safe, inclusive and personal. By using trusted community environments, they help break down barriers and provide support that's equitable, relevant and rooted in real experience.

They don't replace the Live Well Centre — they complement it. Together, they make sure the wider Live Well offer reaches and reflects everyone.



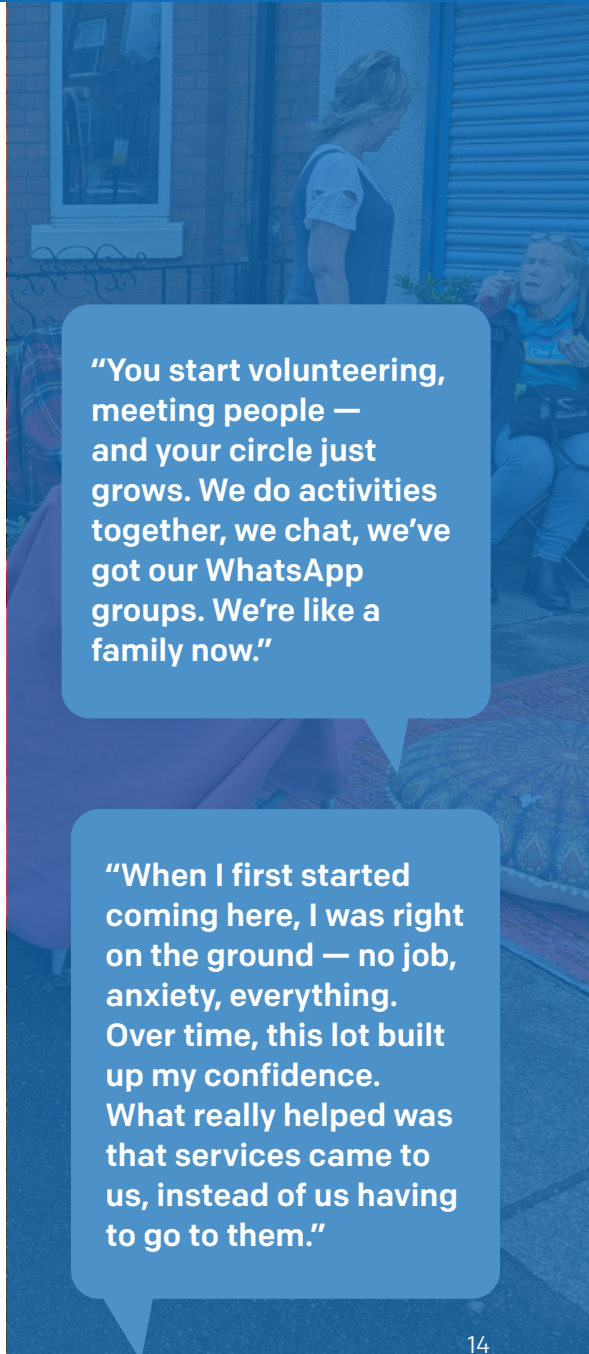
Community power in action

Live Well Spaces don't just involve communities — they're run by them. The tone, culture, rhythm and purpose of each space are shaped by local people, often through grassroots organisations, mutual aid groups or volunteers with deep roots in the neighbourhood.

These are places of everyday leadership, where people make real decisions, challenge assumptions and take collective action on what matters most. Stories, insight and shared reflection shape not only what happens in the space, but also influence support across the wider neighbourhood.

Public services do not direct or deliver Live Well Spaces. Instead, they play a supporting and enabling role — providing local people with the resources, knowledge and relationships needed to lead, shape and sustain these spaces as part of the wider Live Well approach.

- **Available through familiar, accessible community spaces** that local people already know and trust — like community-run centres, cafés, and libraries, faith venues or community gardens — as well as through the groups, activities and networks that bring people together, from choirs and knitting clubs to food projects and youth groups.
- **Led by local communities, residents and VCFSE groups** with deep community roots and lived experience at the heart.
- **Every Live Well Space is part of a wider Live Well Neighbourhood** — connected to a Live Well Centre and a broader network of offers.
- **Live Well Spaces offer social and practical support** — including helping people overcome real or perceived barriers, access information on common issues like housing, money or health, and connect to further support wherever needed.
- **Welcoming and inclusive** — support is relational and informal, shaped by the needs and strengths of the community. Spaces are fun, creative and hopeful environments that nurture trust, build on people's strengths and talents, and support gradual development.
- **Some spaces focus on specific groups or communities** — offering tailored, identity-affirming support alongside the broader Live Well offer. Personalised approaches are central, with adjustments made to ensure equity, accessibility and respect for diverse needs.
- **Live Well Spaces actively grow people's networks and relationships**, recognising that connections matter ("it's who you know"). They offer a social experience that builds community and shared belonging.
- **Staff, volunteers and peer supporters have access to ongoing training and development** that supports person-centred, trauma-responsive practice, community capacity building, community development and leadership, system navigation, cultural competency, equity and inclusion. Training is shared and delivered between Live Well Spaces and Centres.
- **Live Well Spaces are core to the wider Live Well movement** alliances and place-based governance — using ongoing learning, reflective conversations, shared stories and peer insight to shape joined-up, community-led approaches.
- **Ringfenced funding and long-term partnerships** — supporting diverse VCFSE spaces and centring lived experience in the design, delivery and governance of Live Well support.
- **Live Well Spaces are enabled to thrive and sustain** long-term through deep collaboration with Live Well Centres, place-based governance and Live Well Alliances and as a central part of local Live Well implementation.



"You start volunteering, meeting people — and your circle just grows. We do activities together, we chat, we've got our WhatsApp groups. We're like a family now."

"When I first started coming here, I was right on the ground — no job, anxiety, everything. Over time, this lot built up my confidence. What really helped was that services came to us, instead of us having to go to them."

Live Well Neighbourhoods

Live Well Neighbourhoods connect people, places and support into a joined-up local system.

They are defined both by the communities that live there — the streets, estates or towns where people live, work and learn — and, for public services, as the optimum geographical units for integration, covering populations of 30,000–50,000. Live Well Neighbourhoods connect and integrate ‘community neighbourhoods’ with ‘public service neighbourhoods’.

Each brings together all neighbourhood level public services, VCFSE organisations, Live Well Centres and Spaces, employment providers, multidisciplinary teams and community connectors. Neighbourhoods reshape how services and organisations work together — shifting from siloed delivery to integrated support grounded in trust, collaboration and local knowledge.

Prevention drives action to reduce inequalities at four levels — thriving communities, genuinely early help, catching and supporting people, and holding and caring for people. This model depends on people, communities, VCFSE, private and public sectors collaborating to create neighbourhoods where everyone can thrive, supported by the right governance, resources and accountability.

Key features



Working together in Neighbourhoods – a ‘One Team’ approach

Live Well Neighbourhoods bring together the full range of people, organisations and assets that shape everyday life. These shared local partnerships are built on trust, common purpose and a belief in what’s possible when everyone works together.

Neighbourhoods foster a shared culture, use common language and values, and focus on big, inclusive outcomes defined by and for local people. Place-based governance takes shared responsibility for enabling people to live well.

They work together as ‘one team’ and meet regularly to build on the strengths, ideas and talents within community neighbourhoods and public services. They centre relationships and co-production, ensuring support is developed by, with and for local people. Decisions are made together — with community members, practitioners and system leaders all at the table.



Prevention at all levels to tackle inequalities and achieve shared outcomes

Live Well Neighbourhoods bring together diverse voices, partners, public services and communities to understand the drivers of poor outcomes and take action rooted in local insight, equity and justice. Change is driven by data, stories, relationships and deep local knowledge — centring lived experience and structural inequality through a place-based lens. Integrated neighbourhood teams work in the community using data to identify those most at risk, intervening early, supporting people to stay well.

Neighbourhoods focus on prevention in the broadest sense: creating conditions for good lives; providing genuinely early help through neighbourhood people and spaces; and maintaining a responsive, connected system where VCFSE and statutory services work alongside a person’s own network. This integrated support helps individuals and families at risk of crisis regain control of their lives while preventing recurrent or deepening crises.



Collaborative governance, leadership and resources

Neighbourhoods can only thrive when supported by structures and governance that unblock barriers and manage risk collaboratively. Place-based governance invests time, energy and resources in Live Well Neighbourhoods, ensuring strategic alignment with Greater Manchester’s Live Well commitment to community leadership and prevention.

Place-based governance understands the need for formal public services and communities to work together in the interests of the whole place, ensuring investment in community power, community wealth building, and targeted resources and spaces to support collaboration, experimentation and learning. This means asking where the money goes, how to shift it upstream, and where budgets can be pooled to achieve more together.

- **Live Well Neighbourhoods bring together 'community neighbourhoods'** and 'public service neighbourhoods', covering populations of 30,000–50,000 — large enough for strategic coordination, small enough to build strong local relationships and trust.
- **They bring together all relevant public services** alongside the private and social sectors, including VCFSE groups, faith leaders, schools, GPs, businesses, housing associations, primary and secondary care, employers, community centres, local councillors, neighbourhood teams and anchor institutions.
- **Facilitated through place-based governance that provides space** for more formal integrated governance and more informal participatory decision-making, shared learning and cross-boundary leadership.
- **Working towards a common purpose and shared outcomes.** Built on shared culture, language and values — grounded in a common vision for what it means to live well and upheld through everyday practice.
- **Foster a culture of prevention** — a joint approach to workforce and a shared culture of prevention across all public services and support working hand in hand with communities on a daily basis.
- **Align funding, investment, data and decision-making with local priorities** — shifting resource upstream, pooling budgets and enabling flexibility to do what works.
- **Invest in community capacity** — including Live Well Spaces, local leadership and a thriving, resilient VCFSE sector.
- **Fully integrated multiagency teams working in and out of Live Well Centres and Spaces** and delivering a range of offers and support based on community need.
- **Neighbourhood teams freed up to act with dynamism and flexibility based on people's circumstances** — identifying, naming and unblocking barriers quickly to keep support responsive and effective.
- **Proactive action and outreach** is shaped by a combination of collective information sharing, proactive use of data, stories and lived experience. Working hand in hand with communities to shape design, decisions and delivery.

"When something's not working round here, we know it. And when we've got the freedom to do something about it, we do. That's the power of working at neighbourhood level.

This is about everyone in the neighbourhood coming together and playing a part, whether that's formal public services, VCFSE support, or communities themselves.

For public services this means organising themselves around the needs and strengths of a place, working as one team, often colocated and working to common geographies, sharing spaces and sharing a common culture.

For communities themselves this means having the power, capabilities, opportunities and support needed to create thriving, healthy places which foster connection, build community wealth and create the conditions for good lives."



Prevention at all levels to reduce inequalities so everyone can thrive

Creating the conditions for good lives in every neighbourhood - communities, public sector, VCSFE, and businesses all working together to build great places to live.

A first port of call when people hit a bump in the road - communities, VCSFE, and universal services accessed through trusted neighbourhood people and spaces.



Responsive, connected systems hold and care for people to prevent recurrent or deepening crises - VCSFE and statutory services work in tandem with a person's own network.

Integrated support for individuals and families at risk of crisis that puts people back in control of their lives - VCSFE and statutory services working in seamless cross-sector teams in neighbourhoods

Appendix

How to Use

We invite you to use this document as a starting point for deeper conversations in your own communities, places and partnerships.

To support this, we offer some guiding questions:

1

What **matters most to people in your community** when it comes to being able to live well?

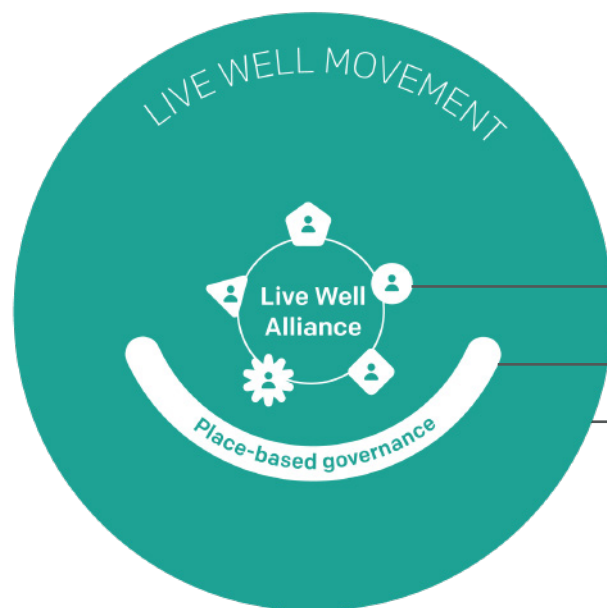
2

What role do Centres, Spaces and Offers **already play** in enabling that? What further role could they play?

3

What **system barriers do we need to shift**, together, to create the conditions for everyone to live well?

Place based governance, Live Well Alliances and the growing Live Well Movement will support this work — helping us adapt and strengthen the approach as we move towards the 2030 vision.



Place-based Governance

Place-based Governance provides strategic oversight and accountability to collectively improve health, wellbeing, and life outcomes, supporting people to Live Well. As a joint leadership team, they unite the NHS, local authority, VCSFE, community groups, specialist services and employers to put people and communities at the centre and tailor solutions to local challenges and opportunities. They maximise the use of place-based resources and funding to grow a shared culture of prevention.

Live Well Alliances

Live Well Alliances are the driving force for developing Live Well on the ground. Uniting people, VCSFE organisations and public services, Live Well alliances are an approach to shaping Live Well practice and systems in partnership with communities, to grow community action, power and wealth.

Live Well Movement

Since its inception, the Live Well Movement has grown to include thousands of people, communities, and organisations across Greater Manchester, united by the principles, values, and practices of the Live Well model. At its heart are interactive and energising GM-wide events that bring the vision of Live Well to life. These experiences celebrate great work in community-led, system-enabled practice and support the sharing of insights, challenges and innovative solutions, ensuring that learning continues to shape the wider delivery of Live Well.

The Live Well Learning Framework

Greater Manchester's Live Well commitment is about reshaping how we support each other to live well, starting in our neighbourhoods.

It's a shift in power, practice and purpose – recognising that communities hold the relationships, knowledge and assets to drive real change, and that public services must work differently, in partnership, to support that.

This ambition requires approaches that are:

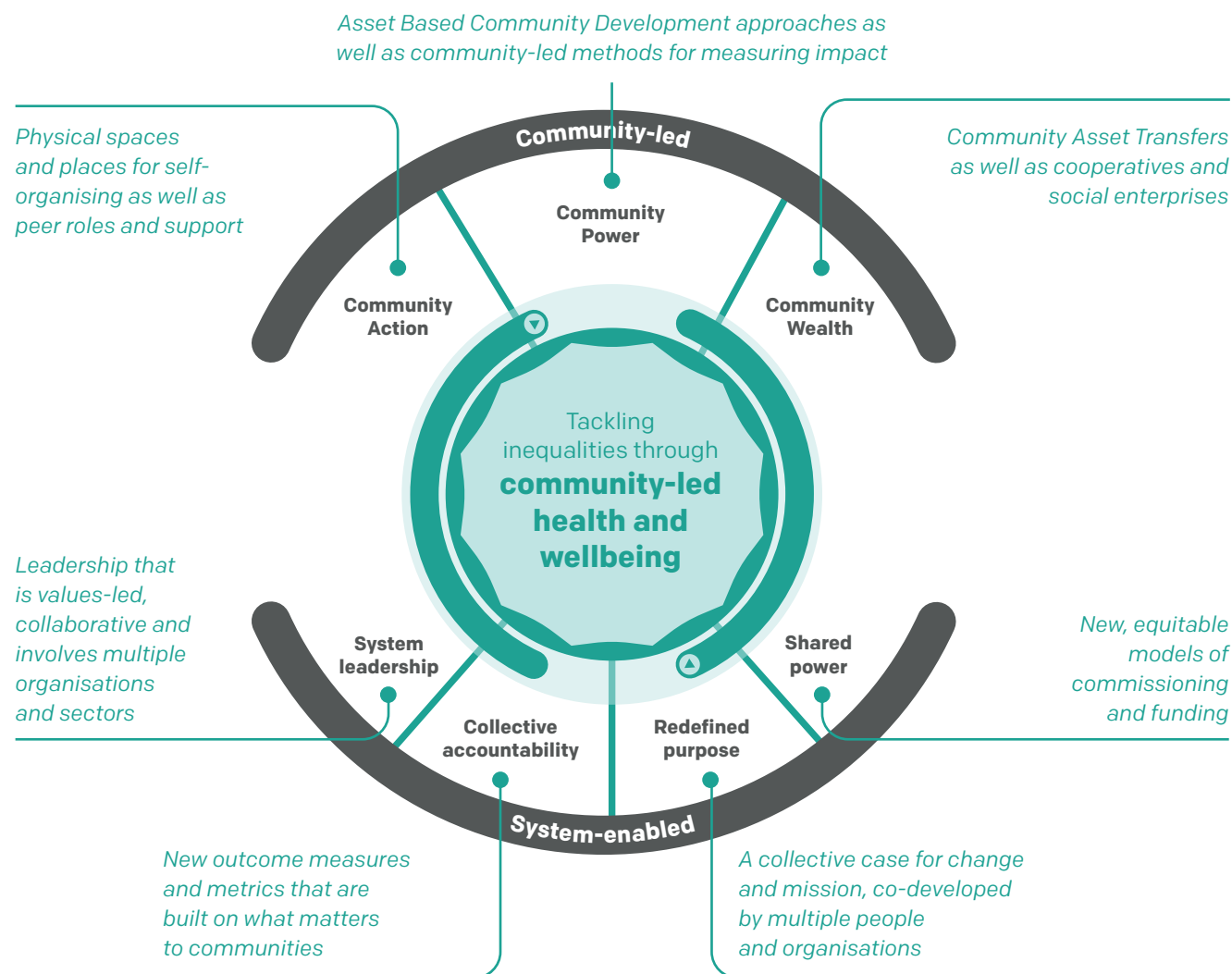
Community-led

Growing community action, power and wealth. This means growing leadership, ownership, voice and capacity within communities of place, identity, interest and experience – particularly those most impacted by structural inequalities, racism and injustice.

System-enabled

Creating the conditions for community-led action, power and wealth to thrive. This means unblocking persistent barriers and building shared purpose, collective accountability and responsive leadership across neighbourhoods and public services.

The Live Well Learning Framework captures the community-led and system-enabled approach to change



Let's learn and build on this together

This is just the beginning. Live Well will continue to grow and evolve through shared learning, iteration and collaboration across Greater Manchester. We want these hallmarks to be something we build together — adapting as we go, guided by what matters most to our communities.

The following resources offer guidance and inspiration for bringing GM Live Well to life locally. They show how Live Well principles can be applied in practice through tested models and case studies. Co-created by communities, VCFSE organisations, localities and public services, they reflect Live Well's ethos — community-led and system-enabled — and show how change can build on what already works.

Live Well is a big vision — but we are Greater Manchester, and together, we can make it a reality.



Now we want to learn **from you**

Share your insights, stories and experiences, and help us shape the next chapter of Live Well **together!**

GMLiveWell@greatermanchester-ca.gov.uk

and using **#GMLiveWell** on social media.



Resources to support delivery

Read about Live Well approaches across Greater Manchester

- [Greater Manchester Housing Provider's Contribution to Live Well](#)
- [Live Well Dementia](#)
- [A Live Well journey to employment](#)
- [An early family help system for thriving families](#)
- [Living Well - Community Mental Health support](#)

Watch videos that bring the Live Well approach to life

- [Hope – What are Live Well Centres](#)
- [Together - What it means to Live Well](#)
- [Able - growing community power to Live Well](#)
- [Ours - growing community wealth to Live Well](#)
- [Connection – everyday support in our neighbourhoods](#)
- [What Live Well means to me](#)

Dive into evidence and bright spots that show the impact of Live Well principles

- [Live Well Learning review](#)
- [UK evidence and GM bright spots for growing community power](#)
- [Live Well Alliances: Learning from Live Well Accelerator Sites](#)

Read more about reports Greater Manchester has contributed to:

- [Future Preventative Public Services | Centre for progressive policy](#)
- [Fixing public services | Institute for Government](#)
- [The Reform Dividend: A Roadmap to Liberate Public Services | Demos](#)
- [Making the case for prevention: a must know for elected members | Local Government Association](#)
- [The Darzi Review Makes The Case For Radical Change | The King's Fund](#)
- [The smarter state: Between the 'magic money tree' and the 'reform fairy' | IPPR](#)
- [The case for Total Place 2.0 | Institute for Government](#)