



GOODLIVES GM

Developing the GM workforce to deliver good lives for all

A partnership between

GMCA GREATER
MANCHESTER
COMBINED
AUTHORITY

 **Innovation
Unit**
Creating impact
Reducing inequalities
Transforming systems

Why?



**Good
Lives
for all**

The Good Lives for All Vision

“My vision for GM is a place where everyone has a good secure home, a clear path in life and a good secure job; a place where people can get around easily and have the ability to live well, free from the fear of crime.”

Andy Burnham

Mayor of Greater Manchester

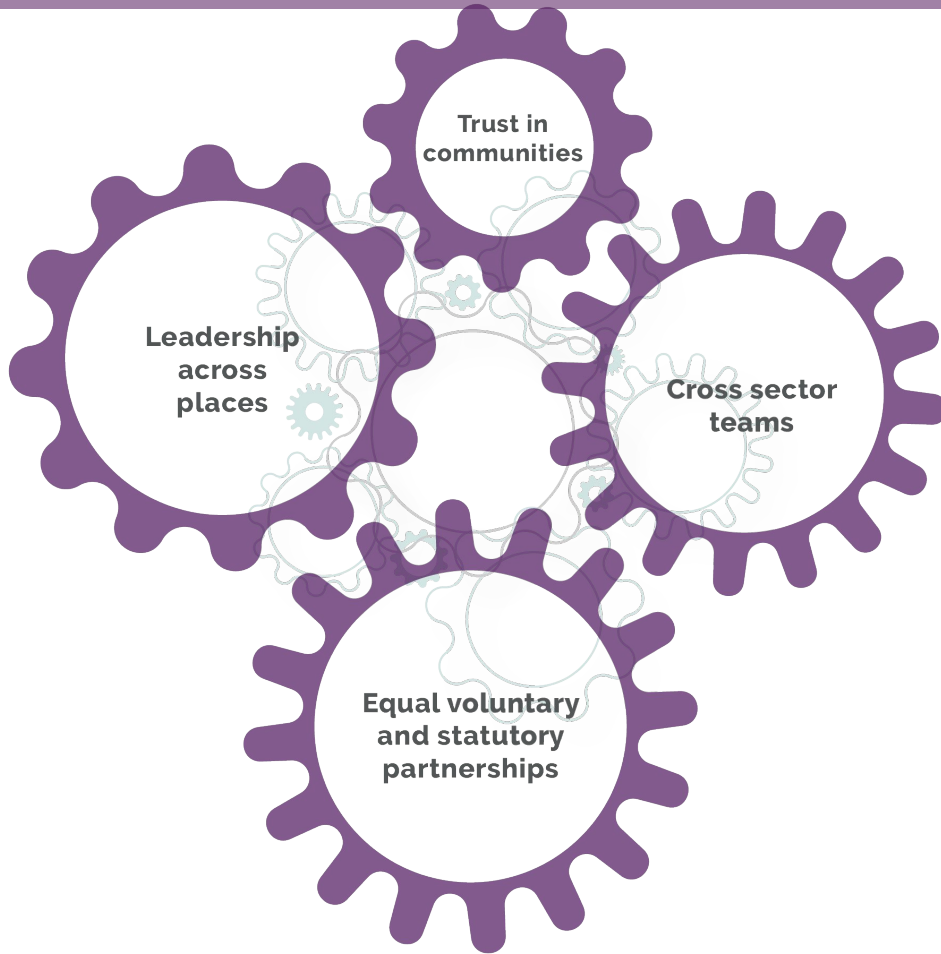
What?



The Mayor's three big ideas: **Housing First, Live Well, and MBacc** will help bring this vision to life.

Pulling off these major reforms will require fundamentally new ways of working - at scale.


How?



Andy Burnham describes these new ways of working as a 'high trust state' and 'local people and local places delivering local solutions':

- **Leadership** that reaches across neighbourhoods, towns and cities
- **Equal working partnerships** between voluntary and statutory services
- **Cross-sector teams** working across boundaries
- **Trust in communities**, and their leadership of change

These are not new aspirations. These ways of working exist in pockets in GM - they are not the norm.



“The GoodLives GM approach helps to create better conditions for collective local leadership and action. It builds relationships and connection between people in different roles, places, and layers of the system. It is helping us *all* – giving us clarity of vision, skills and confidence to shift the barriers to change together.”

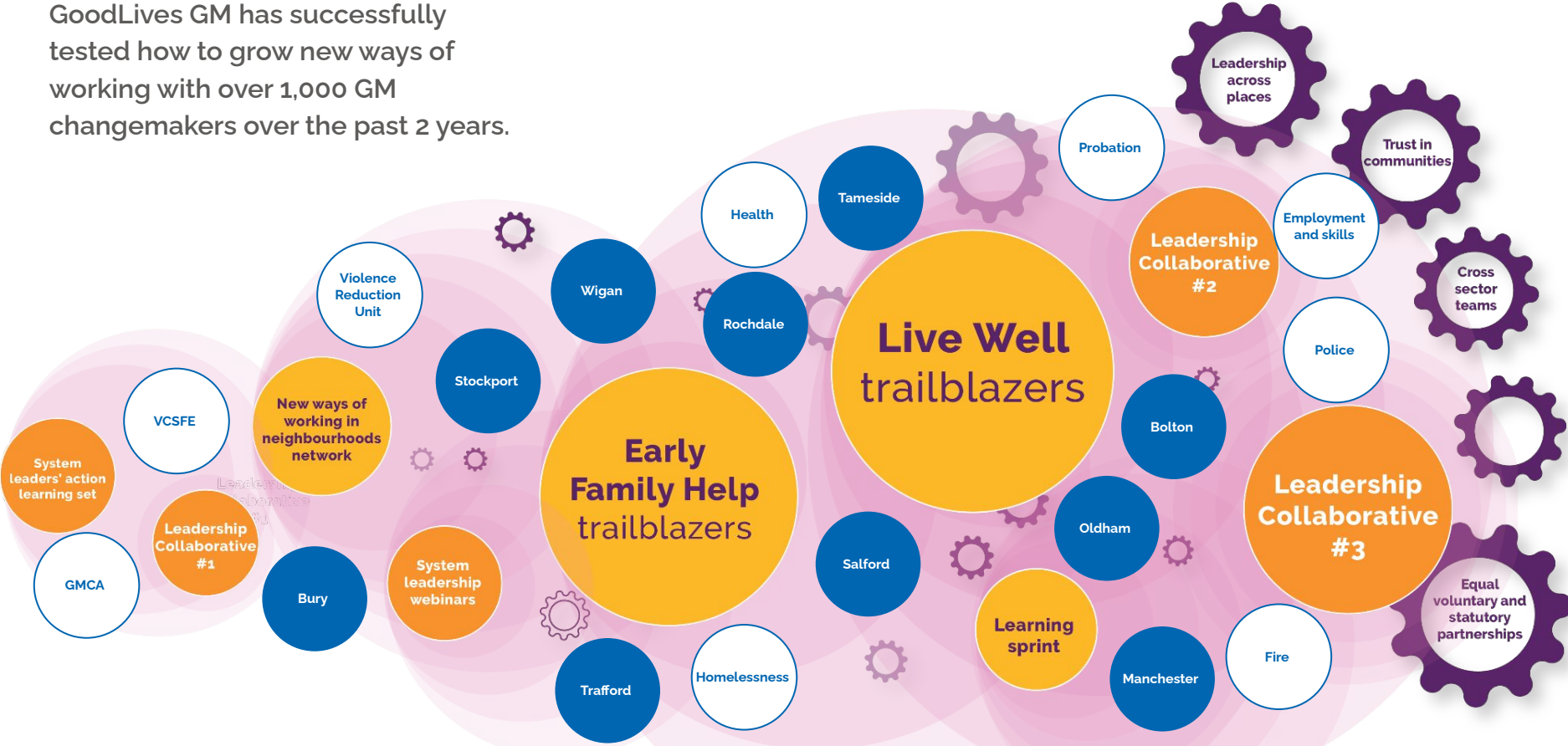
Hayley Lever
CEO, GM Moving



Realising the Mayor's vision for GM will require these ways of working as standard.

We must be as obsessed with the **'how'** as well as the **'what'** of change to bring the GM vision to life.

GoodLives GM has successfully tested how to grow new ways of working with over 1,000 GM changemakers over the past 2 years.



“GoodLives GM offers the missing piece of the jigsaw: it is helping leaders like me to stand in other people’s shoes and solve real live problems together...all of the stuff we don’t usually do, and that we absolutely must do if we are going to make our ambitions for public service reform a reality”

Will Blandamer

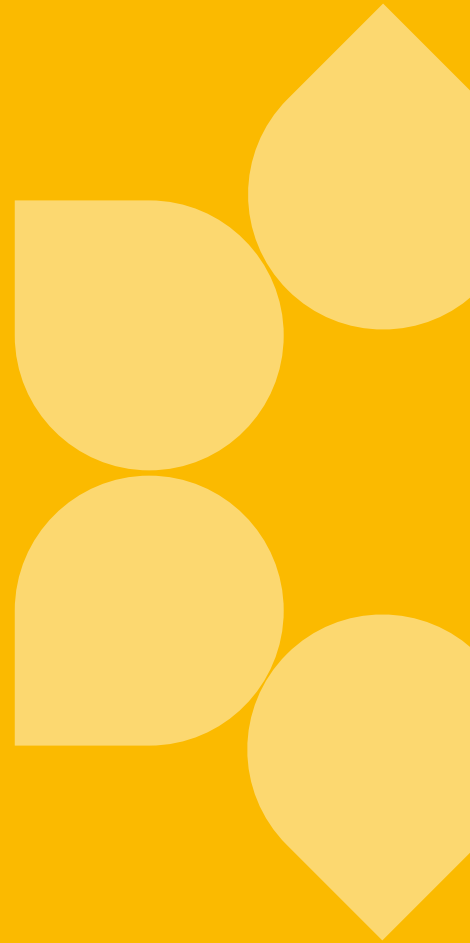
Executive Director of Health and Adult Care & Deputy
Place Based Lead, Bury Council



"The GoodLivesGM leadership network represents greater integration. It is a catalyst for change. We want to be less siloed and better at working with complex individuals. GoodLives GM is in exactly this space."

Chris Edwards

Regional Probation Director, Greater Manchester





**GOODLIVES GM
contributes**



Evidence, insight and
inspiring ways forward



Confident,
connected and
capable leaders



New alliances
for change



GOODLIVES GM contributes



Evidence, insight and inspiring ways forward

Pulling together wisdom and intelligence
from across GM and beyond to tackle
our biggest challenges



Confident, connected and capable leaders


Unlocking the agency of leaders
by working on real life barriers to
change in cross-sector teams



New alliances for change

Building relationships, trust and
energy to shift systems together


Good
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for all



“The GoodLivesGM approach to leadership development as a multi sector team is really rare - and it is a make or break necessity to resolve the problems we’re trying to address.”

Warren Heppollette


Chief Officer for Strategy & Innovation, NHS Greater
Manchester Integrated Care



“GoodLivesGM enables us to nourish our relationships and tackle problems together. It is central to our workforce development to improve how we work across the whole system”

Jane Forrest

Director for Public Service Reform, GMCA



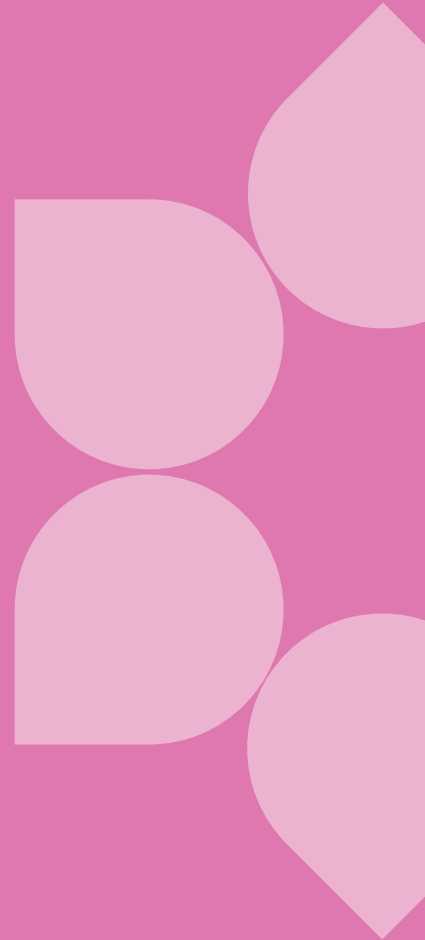
“If I could ensure that everyone doing system change work was in a GoodLives GM action learning set with colleagues from other parts of the system ... we would see really significant change happen. The power of that would be immense.”

Hayley Lever
CEO, GM Moving

“For devolution to flourish we need a different type of leadership; leadership for place ... Action Learning supports us as system leaders to practice new ways of working, to break down barriers across the system and contribute to good lives for all.”

Paul Lynch

Director of Strategy and Planning, NHS Greater Manchester
Integrated Care



“All these people in the system are feeling the frustration of knowing they need to try and make space for reimagining how we work ... yet people are feeling stuck. We need to create that headspace and model it.”

Eve Holt

Head of Policy & Implementation, GMCA





How GoodLives GM contributes



GOODLIVES GM contributes



Confident, connected and capable leaders

Unlocking the agency of leaders
by working on real life barriers to
change in cross-sector teams



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Confident, connected and capable leaders

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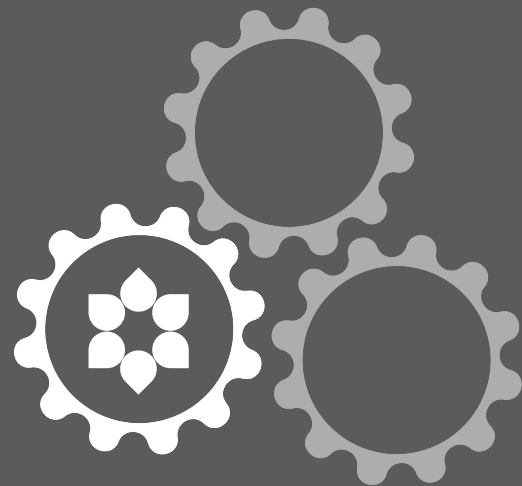
- **GM Leadership Collaborative:**
9 month, cross-sector, 'system shifting' leadership development for leaders at all levels. Co-designed with leaders across GM. Combines coaching, webinars & peer support to tackle real world challenges.
- **Action learning sets:**
cross-sector groups of similar seniority, surfacing and tackling the leadership challenges of 'shifting systems' together.



“It’s more diverse than other leadership programmes I’ve experienced. This felt like you really had a diverse group of people in the room and the conversation was different.”

Philippa Johnson

Deputy Place Based Lead (Stockport), NHS Greater Manchester Integrated Care

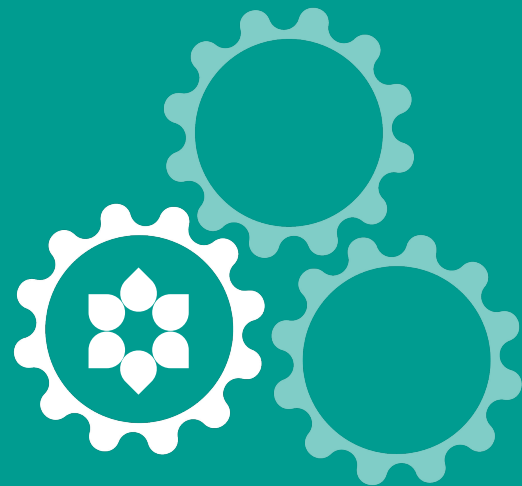




“The trust, understanding and confidentiality in that room has allowed us to surface safely where the real blockers to change are. I've learnt that if you can name those barriers, you can get to the heart of the matter and actually shift the things holding them in place.”

Hayley Lever

CEO, GM Moving

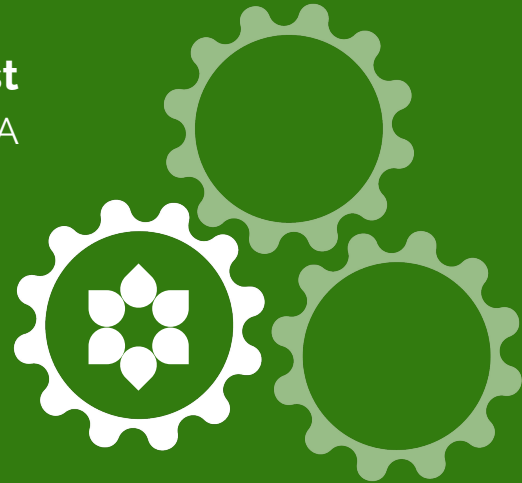




“The Action Learning process allows you to identify next steps, the concrete stuff. When I've applied and delivered on those steps, it has actually made a difference”

Jane Forrest

Director for Public Service Reform, GMCA

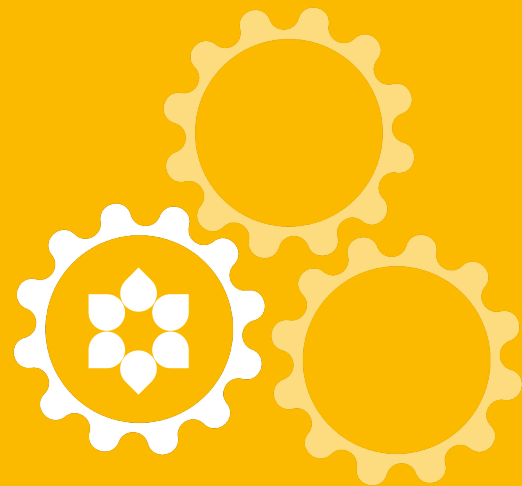




“Action learning helps you get into solution mode in the real world context, and I think that's unusual. Most of our development is done in quite an artificial setting, and that's not the way we actually work to address wicked, societal issues.”

Warren Heppolette

Chief Officer for Strategy & Innovation, NHS Greater
Manchester Integrated Care

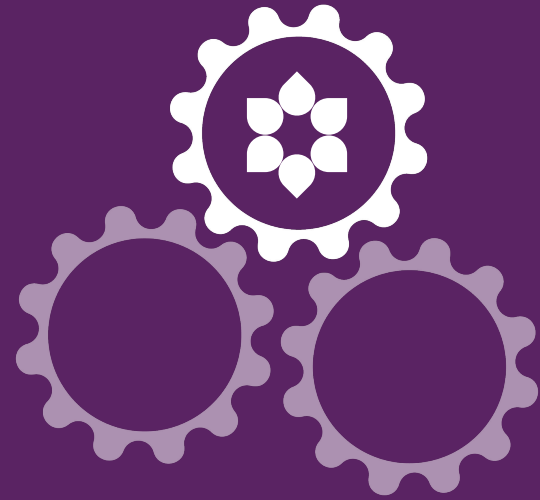




“Over the last 18 months, the prevailing narrative has been one of crisis ... Action Learning helps us to maintain hope and ambition, which is critical for bringing people with us on a tough journey of change.”

Paul Lynch

Director of Strategy and Planning, NHS Greater
Manchester Integrated Care

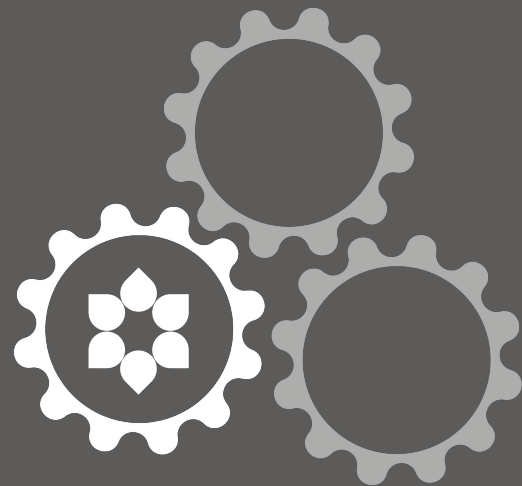




“Having the excuse and licence to ask people to do things differently was very special”

Robbie Cowbury

Deputy CEO, Back On Track, Greater
Manchester

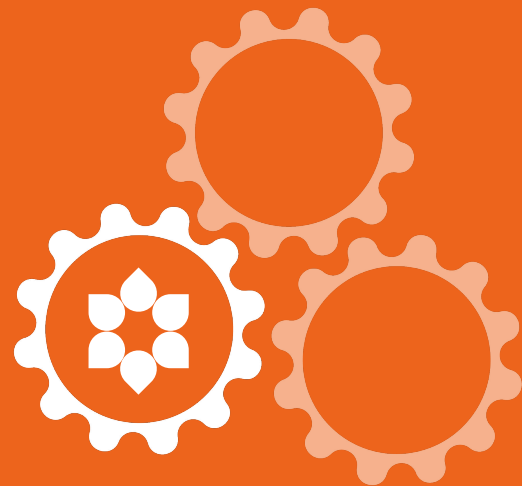




“Hearing each others' stories, as leaders, is energising ... I now feel a sense of responsibility and permission to help colleagues connect to their 'why' and to each other. That is critical for creating the conditions to effect the changes we want to see.”

Eve Holt

Head of Policy & Implementation, GMCA

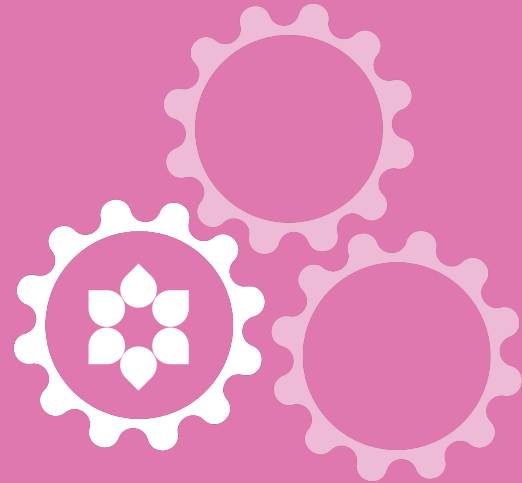




“The coaching was really really helpful. Having the chance to park the solution and say I don’t know what that is yet. Instead saying I’m here for the journey. It unlocked that.”

Helen Latham

Young Adults Strategic Lead/GM Devolution Lead, Greater Manchester Probation Service

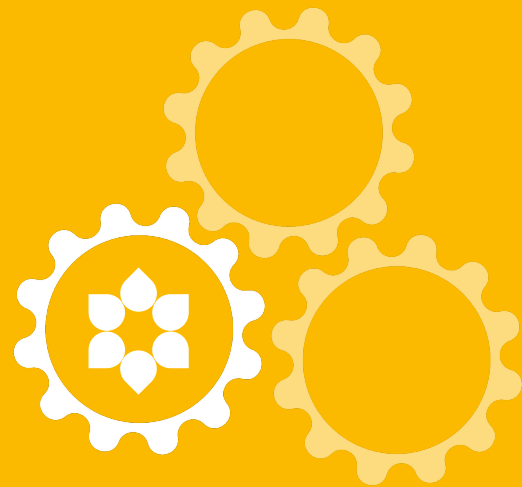




"The GoodLives GM leadership offer gives people a chance to be vulnerable ... to be safe to say 'I don't know it all and there is something for me to learn here'. That gives people the chance to be brave - to ask 'what would happen if I did take a chance on this?'"

Elizabeth Cameron

Elizabeth Cameron Equality, race equality expert





**GOODLIVES GM
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**Evidence, insight and
inspiring ways forward**

Pulling together wisdom and intelligence
from across GM to tackle
our biggest challenges

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**Evidence, insight and
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Pulling together wisdom and intelligence
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- **Learning sprints:** cross-sector, pan-GM workshops to find new solutions to our biggest, shared challenges in tackling inequalities
- **Communities of practice:** tackling challenges and sharing solutions in a shared practice area (e.g. early family help)
- **Horizon scanning:** learning from the very best practice from GM and beyond
- **Theories of change:** drawing the links between the outcomes we want to achieve - and what it will really take to get there

“The opportunity to collaborate with colleagues I don't usually work with actually made us think about residents. How do you put the resident at the heart of our work? Who is best placed to do that, and how can our Public Services be reformed around that?”

Nicola McLeod

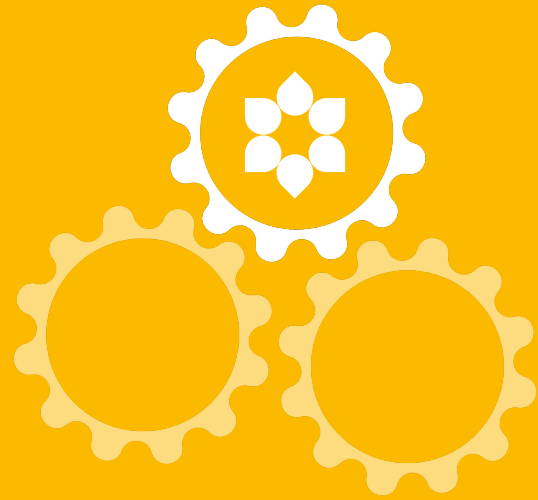
Assistant Director Education, Work & Skills, GMCA



“There's such a benefit of learning across the 10 localities. There's so much brilliant stuff going on, but it's hard to know about it all. It's that cross-fertilisation that can inspire and motivate you to drive the conversation with other system leaders. Hearing how others have unblocked their system demonstrates that long-standing issues can be changed. It's in our gift I to make those changes if we can work better together in our systems”

Philippa Johnson

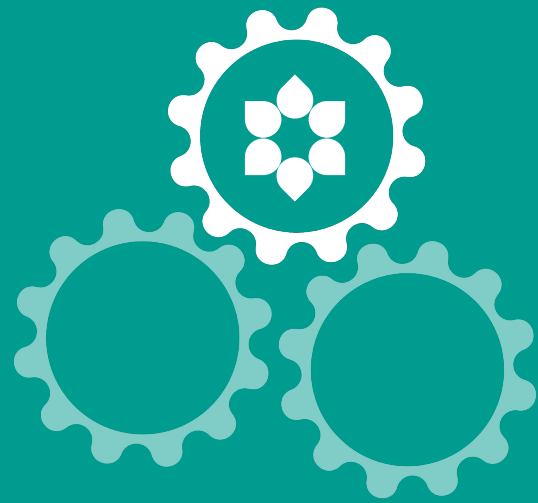
Place Based Lead (Stockport), NHS Greater Manchester Integrated
Care



“The subject matter was familiar to us in the system. It was the network of people exploring different perspectives on a similar barrier that I found really helpful.”

Thomas Johnson

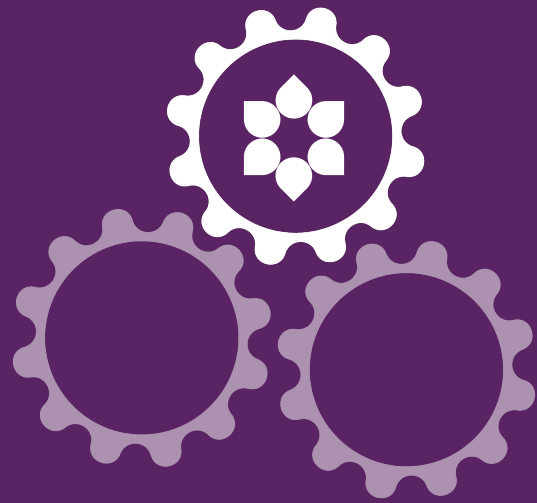
Reform, Strategy & Policy, GMCA



“This work is really empowering people to challenge the way we work, reform our offer, & change culture and behaviour. Most importantly, it’s helping us to think about what families in our communities really need.”

Jacob Botham

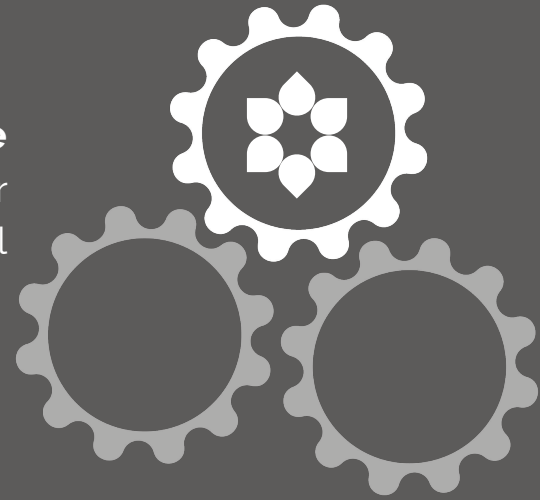
Children and Young People Lead, GMCA



“The learning sprint was about our expertise, not just how we deal with a challenge in Salford or Bury. Usually, I sit in GM conversations and it feels like I am there as the MCC rep, to talk about what’s going on in Manchester. But in the sprint conversations, it’s been more about sharing our expertise than where somebody works.”

Paul Holme

Head of Performance, Research and Intelligence, Manchester
City Council





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New alliances for change

Building relationships, trust and
energy to shift systems together

- **GM Leadership Collaborative; Action Learning Sets; Learning Sprints; Communities of Practice:**

All GLGM activities build cross-sector, pan-GM alliances for change that endures beyond each programme

- **Website, comms and engagement:**
Proactively connecting, and highlighting the work, of everyone working to shift systems in GM



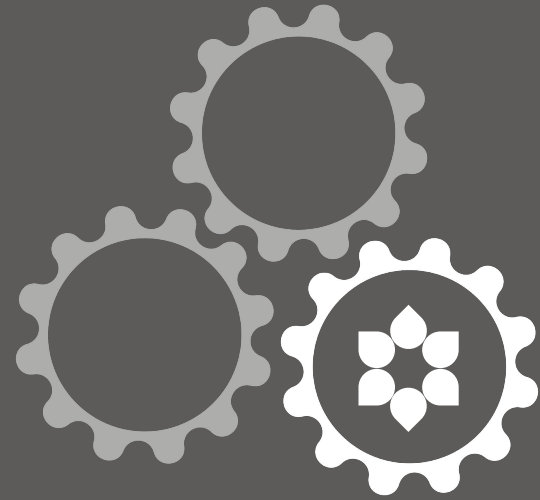
New alliances for change

Building relationships, trust and energy to shift systems together



“The trust and relationships built through the action learning set have helped us to support each other better outside of that room. You can ask a good question that helps to unlock a conversation, or just send someone a message to give them support - because I understand what they are trying to achieve and what their fears or vulnerabilities are.”

Hayley Lever
CEO, GM Moving

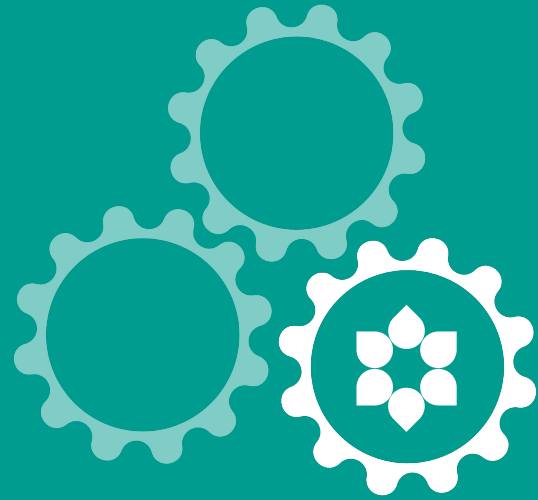




“It has unlocked a different dialogue with our key stakeholders, it’s less transactional and more of a network. It’s a web of new conversations, that’s what the work has brought.”

Nic Witton-Dowd

Assistant Director, Education, Work and Skills

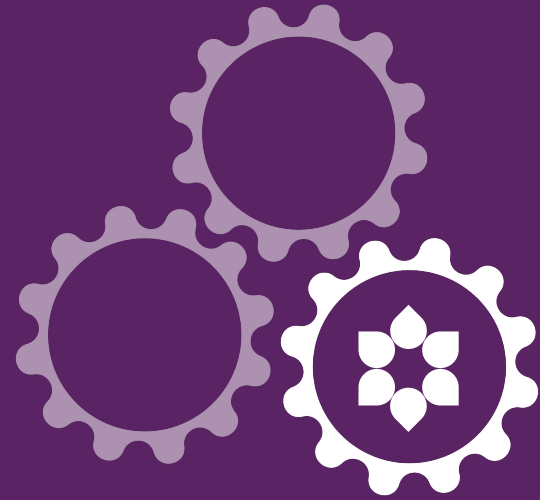




“Being in that room and being with those people, your relationships strengthen and the trust grows. It builds cumulatively. It has allowed me to gain confidence and energy and resilience to keep going.”

Jane Forrest

Director for Public Service Reform, GMCA

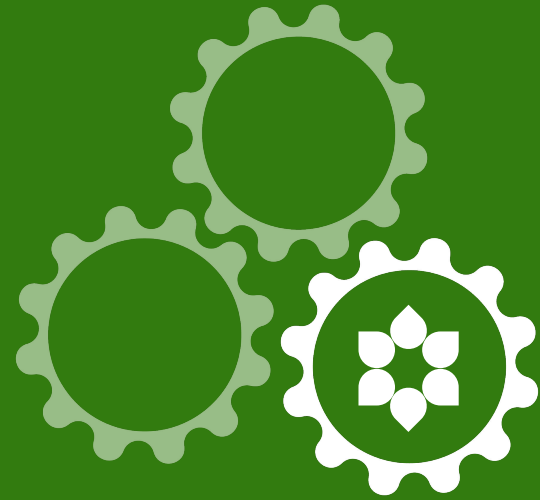




“The leadership collaborative really propped up the soul. Every time we met it gave me fuel to keep fighting the good fight.”

Lauren McKechnie

CEO, Age UK, Bolton

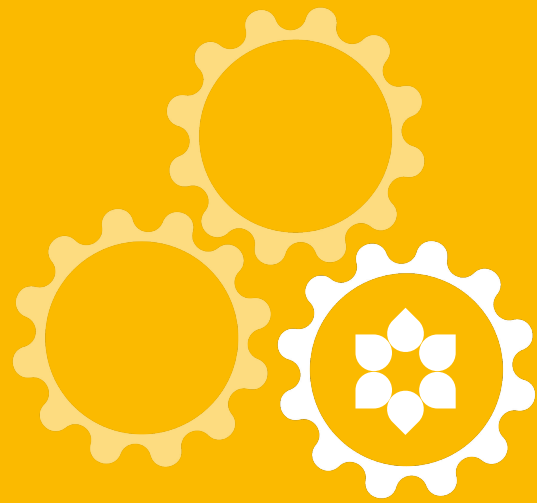




“It has helped to connect me to others who have tools that are critical for real change. For example the analysts across GM who have so much data and insights that we’re not drawing on enough. It feels really powerful to have those relationships now.”

Eve Holt

Head of Policy & Implementation, GMCA

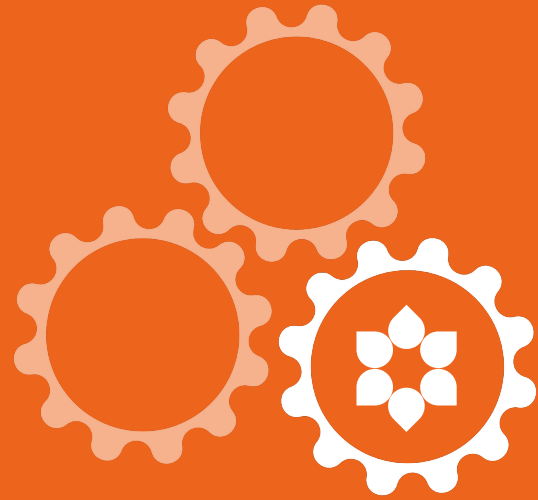




“The conversation feels really different.
We’re leaning into health much more.
There are some really helpful new
relationships developing.”

Chris Edwards

Regional Probation Director, Greater Manchester

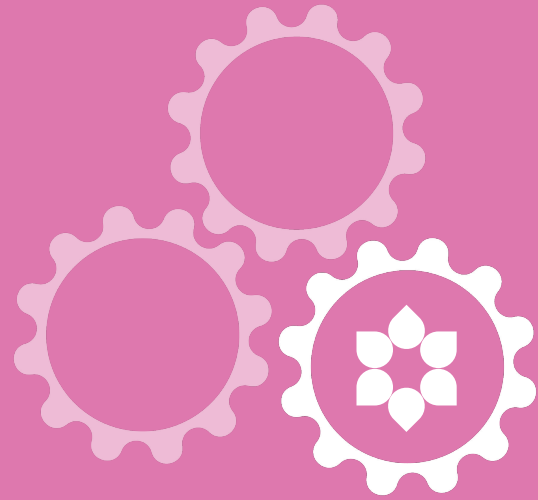




“Having the safe space was incredibly valuable for me - people from all different backgrounds, career paths, parts of the system, across GM. If you were to profile us we were a really eclectic bunch of individuals. But there was an absolute synergy of values and behaviours for tackling these inequalities.”

Lauren McKechnie

CEO, Age UK, Bolton

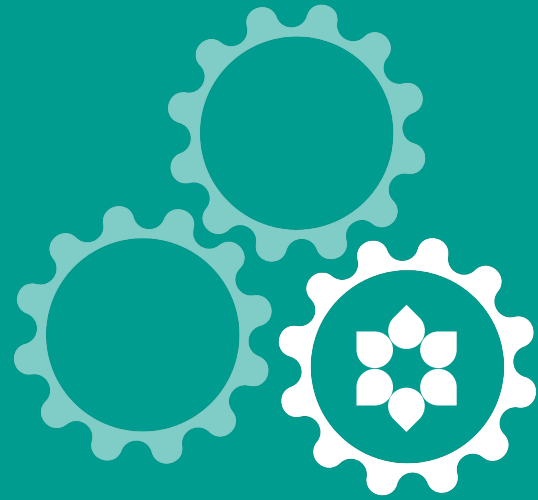




“In this room, there are no hierarchies and no roles. There are just people exploring together what it's going to take to shift the system. It's giving me a lot of energy to take back into my work.”

Bronwyn Raper

Programme Manager, GMCA



Are you looking to grow leadership across places, trust in communities, cross sector teams or equal voluntary and statutory partnerships?

Contact us to find out about our next leadership cohort, set up an Action Learning Set and more at goodlives.gm@innovationunit.org

Or find out more about our offers [on our website.](#)

