



What are we learning about **growing a culture of prevention for Live Well?**

Insights and ideas from public and
voluntary sector leaders working
across Greater Manchester

SUMMER 2025

A growing movement of changemakers across Greater Manchester

Learning in real time how to change our services and systems.

Live Well is Greater Manchester's commitment to ensuring great everyday support is available in every neighbourhood. It is led by communities and enabled by a better connected and supportive system of public services, focused on reducing inequalities.

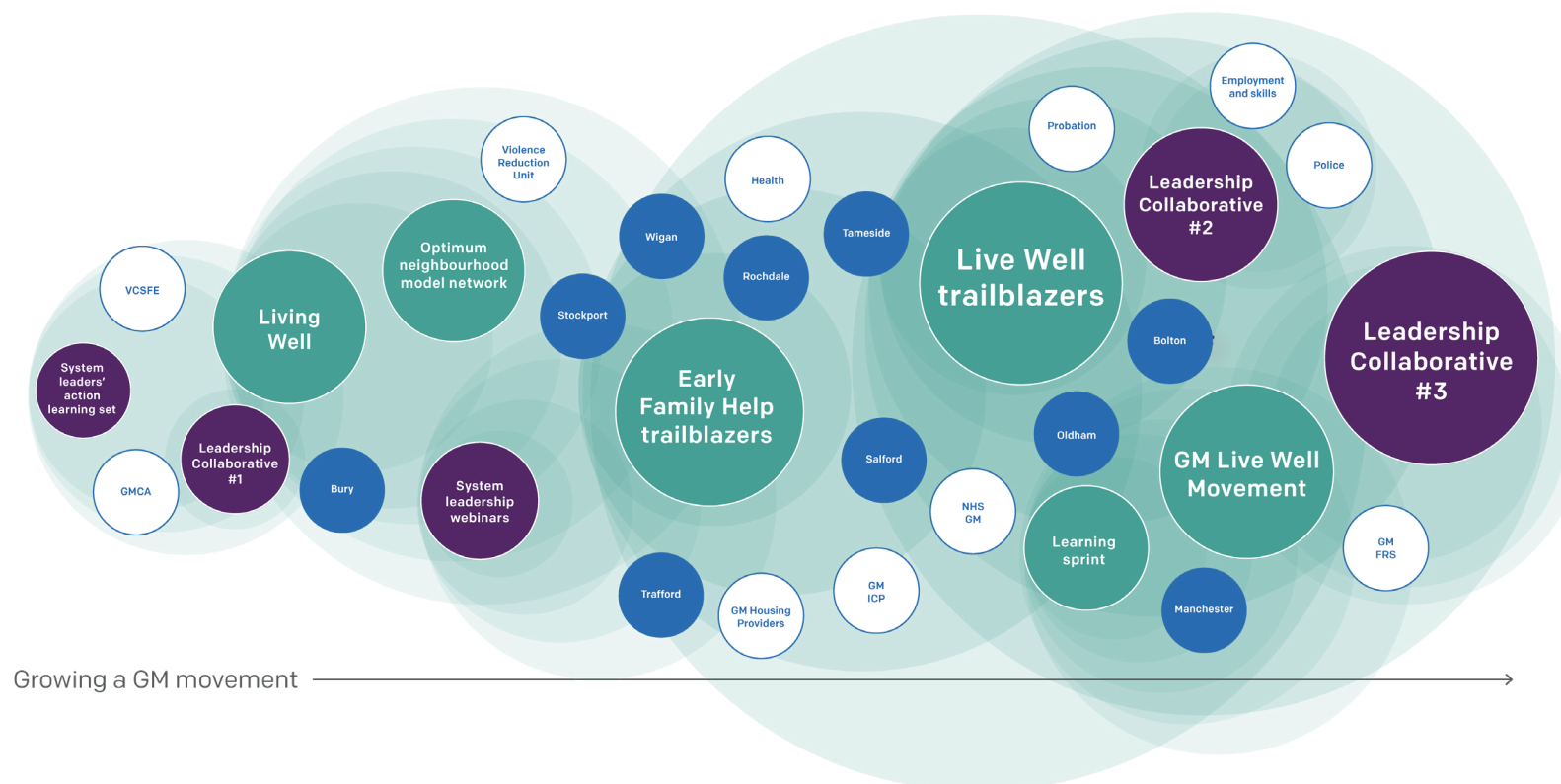
The Live Well Leadership Collaborative is a new kind of leadership development opportunity codesigned with and for leaders in GM. It connects people who share this vision for Greater Manchester, and who work across boundaries between services, sectors and places to make public services more collaborative, place-based and preventative.

Their aim is to grow a culture of prevention and reduce entrenched inequalities.

Over the last two years, in a strategic partnership called GoodLives GM, we have been exploring with 1000 GM changemakers in different projects and programmes how to bring about the changes we need, with exciting and inspiring results.

“This 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



Find out more about the people and places who have been leading and learning together:

[Go to website](#)

Introduction

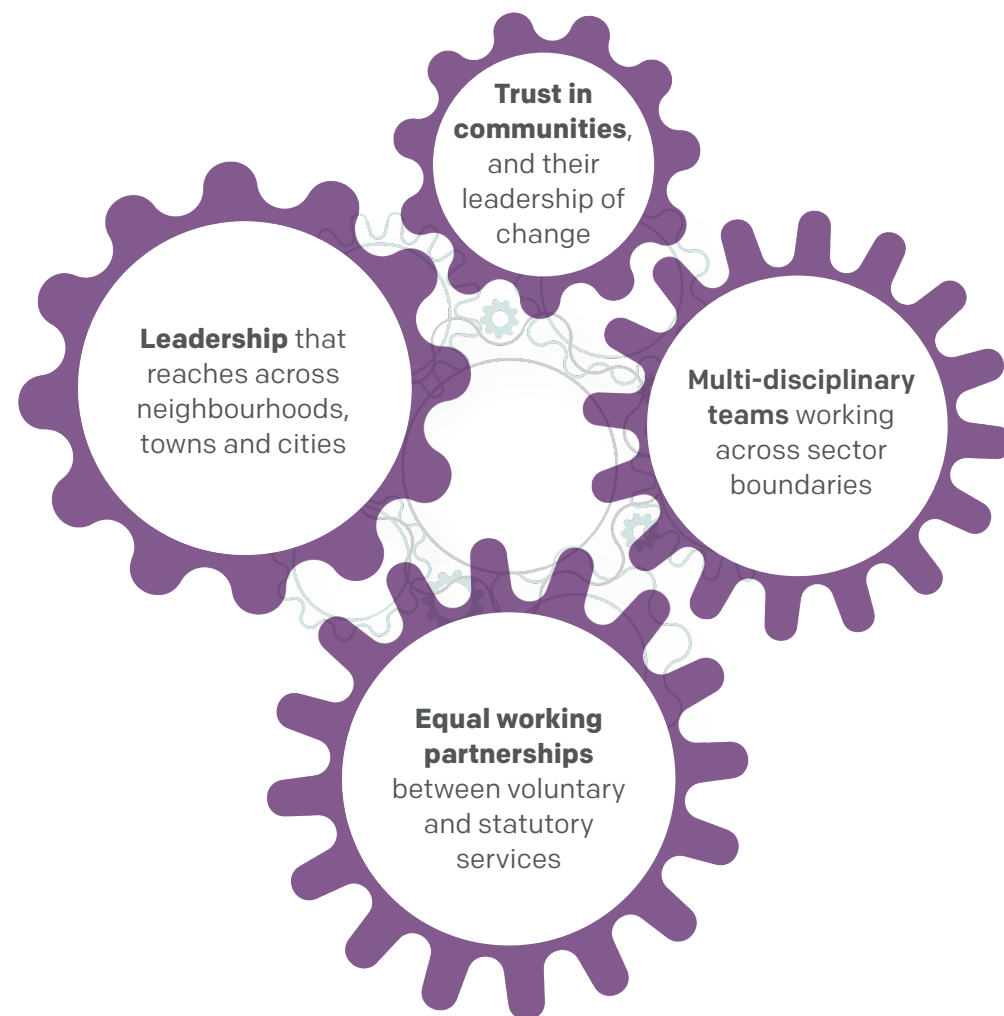
Four system enablers

What are we learning about system enablers and how to create them?

Through the brilliant work of these trailblazing leaders and teams, we are learning that for public services across Greater Manchester to become more collaborative, place-based and preventative, four key system enablers need to be in place.

This summary report sets out what we are learning about what it will take to ensure these system enablers feature consistently across Greater Manchester.

It contains insights, practical suggestions and ideas for those leading Live Well in the public and voluntary sectors, from the people and places who have been in the vanguard of this work.



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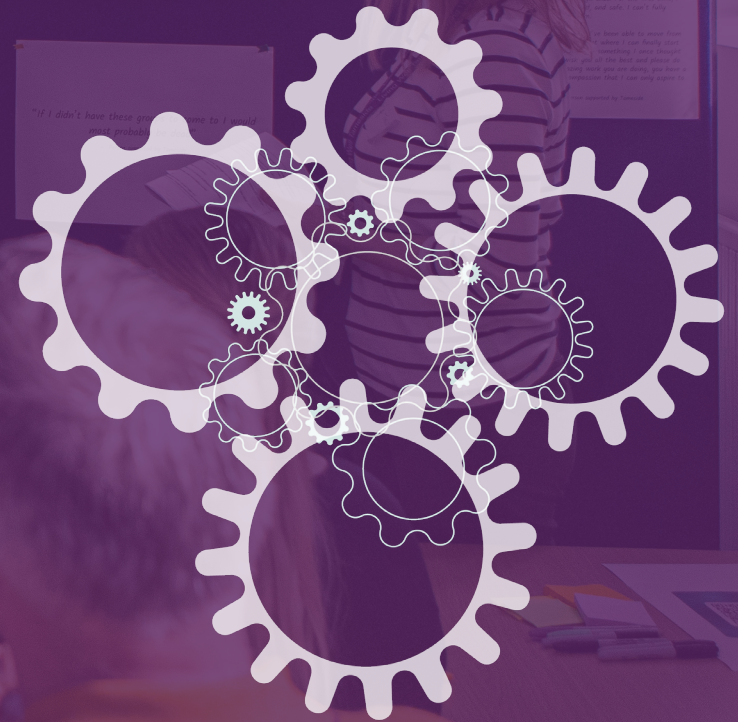
Inspiring examples from Greater Manchester and beyond of brilliant work in these opportunity areas.

26 summaries from teams demonstrating what's possible in a range of sectors and places, and the benefits they are seeing for residents, colleagues and systems.

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System enablers

What are we learning about system enablers for a culture of prevention - and how to create them in GM?



What are we learning about...

Leadership across place

Connected leaders growing
collective capability and capacity

We are learning that...

Leadership that reaches across neighbourhoods, towns and cities is a collective endeavour that requires individual leaders from different sectors and services to work together closely and consistently, to ensure the people on their patch live well.

Deep collaboration that makes the best use of skills, knowledge and resources and reduces duplication, competition, gaps

and waste, requires detailed knowledge of local assets and opportunities, as well as local need.

It also requires a reset of relationships, moving beyond structural or contractual arrangements between organisations to true partnership between leaders and teams who share a commitment to the people and place they serve.

Six things that leaders can do to grow this kind of collaboration and make leadership across their place a reality.



Model optimism

Grow a hopeful, shared vision for the future and pursue it with passion, consistency and enthusiasm.



Be human

Make strengthening relationships and growing trust your first priority.



Be curious

Learn about and connect to people and place through relationships, data, and stories.



Embrace change

Be open to new ideas, and willing to learn and try new things. Expect to have your mind changed.



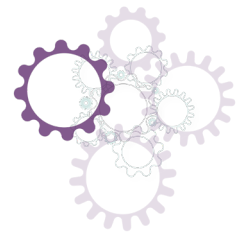
Be accountable

Take responsibility for making things happen and for being part of the solution when things get tough.



Explore conflict

Understand that people won't always agree and be alert to division and discord. Take a positive role in resolving these.



"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 AND IMPLEMENTATION, GMCA

What are we learning about...

Cross sector teams

Skilled colleagues collaborating with intent and purpose

We are learning that...

Working in ways that are collaborative, place based and preventative is a complex challenge that goes beyond the scope and capability of a single service or sector.

It requires colleagues working in interdependent multidisciplinary teams to overcome professional and organisational boundaries and combine their skills and knowledge, and to work together alongside communities to mobilise strengths and assets, and to anticipate and solve problems.

This kind of collaboration does not happen by accident. It takes focused effort by leaders and teams to shape a shared culture and practice within which effective professional relationships can flourish.

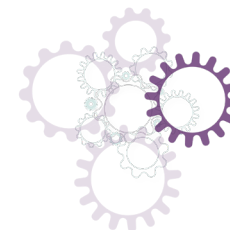
"This work enables us to nourish our relationships and tackle problems together. It is central to our workforce development to improve how we work across the whole system."

JANE FORREST

DIRECTOR FOR PUBLIC SERVICE REFORM, GMCA



Here are five things that leaders and teams can do together to grow effective cross sector collaboration.



Connect as humans

Recognise that colleagues have lives, experiences and stories that influence their thinking, practice and relationships. Get to know each other beyond formal roles and responsibilities.



Find common cause

Identify and amplify the values and purpose that colleagues share regardless of sector or service.



Be intentional about culture forming

Codesign working rhythms routines and habits to deepen positive team connections. Find ways to regularly share and celebrate progress. Bring in external facilitation where it feels helpful.



Move beyond meetings

Explore new ways of working that focus on residents and their lives e.g. case conferencing, storytelling or collaborative problem solving. Hear together from people with lived experience.



Learn together

Power and experience imbalances and professional differences are evened out when colleagues open up to learn new knowledge and skills together. Invest in learning and implementing a single model of strengths and asset based practice together.

What are we learning about...

Equal voluntary and statutory partnerships

Curiosity, openness and a shared mission

We are learning that...

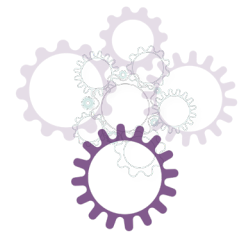
Voluntary and public sector partnerships are part of the fabric of collaborative, place-based, and preventative services. It is often what is meant by 'community-led'.

But while partners have played a critical role in service delivery, few have been invited to take part in leadership and decision making about how services should be designed, resourced and evaluated, or in the development of strategy and policy affecting such decisions.

These are roles that are held by public sector organisations where both funding and formal accountability, and therefore power and risk, reside.

Moving partnerships between voluntary and statutory organisations onto a more equal footing will require creative and courageous leadership to rethink existing power dynamics and begin new conversations around shared resources and power on the one hand and shared accountability and risk on the other.

Here are five ways that leaders of voluntary and public sector organisations can work together to make partnerships more equal:



Talk about power

Bring conversations about power imbalances into the open and explore what lies beneath together. Some conversations may need skillful facilitation.



Be generous with information

Partners often hold different pieces of valuable knowledge and information about neighbourhoods and the people who live there. In an equal partnership, partners share, analyse and interpret data together to develop useful insight.



Shared outcomes; shared purpose

Partnerships need purpose and focus. Identify the outcomes that each partner is working towards or accountable for and collaborate around the outcomes you share.



Challenge assumptions

Unhelpful assumptions and inaccurate histories can affect relationships between organisations as well as people. Don't assume anything; ask questions of each other.



Identify partners' strengths and assets

Find the ways in which partner organisations complement each other. Celebrate and share what's unique and special.

What are we learning about...

Trust in communities

Diversity, empathy and agency

We are learning that...

Services that are collaborative, place-based and preventative recognise that residents exercise agency in their lives and leadership in their communities.

Strengths and assets in communities are often overlooked by public and voluntary services, and better more sustainable solutions than external help can exist in untapped community resources.

Trusting in communities and their leadership of change makes it possible to mobilise these assets. It empowers communities to determine what it will take for them to Live Well and creates the environment they need to realise their hopes and ambitions.

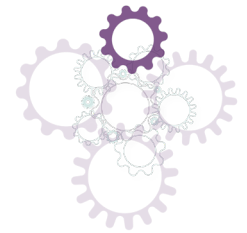
Trust is necessary and must be grown. It starts with listening for understanding, and an appreciation of the value of different experiences, perspectives and goals.

"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



Here are five things leaders and teams in voluntary and public sector organisations can do to grow trust in their communities.



Earn trust

Ask people what they want and need; listen with empathy to what they say and act on it; share what you learned and what you did.



Embrace diversity

New ideas come from fresh perspectives. Seek out unheard voices and listen hard to understand what needs to change.



Explore risk

Partners and residents perceive risk quite differently. Surface and discuss differences of view, and what they mean for working together.



Grow a codesign and coproduction practice

Prevention is an active process that requires agency. Work with residents to codesign support and coproduce (better) outcomes.



Be transparent

Find out what changes residents would most value and engage them in tracking progress towards achieving these.

Emerging opportunity areas

What are we learning about the next
steps we might take to grow a culture of
prevention in GM?



Four emerging opportunity areas

Together the leadership insights and ideas indicate four emerging opportunity areas; changes to systems and practice that together will create the enabling systems we need to grow a culture of prevention and reduce inequalities, and for Live Well to flourish in Greater Manchester.



1

Leading Together

Collaborative leadership

Participatory Governance



2

More than Meetings

New ways of working

Diverse roles and partnerships

Joint practice models



3

A Joint Response to Regulation

Shared outcomes and accountability

Managing risk

Data sharing



4

Authentic Coproduction

Community leadership

A range of methods and approaches

This section expands on these opportunities, explores why they are important areas for development for Live Well, and the benefits we might expect to see for residents, colleagues and systems if we can make progress on them.

Each opportunity area includes links to inspiring summary examples from Greater Manchester and beyond.



Opportunity Area 1: Leading Together

Collaborative Leadership

Collaborative leadership looks like...

Moving beyond a model of solo/organisational leadership to a more networked, team-based, and partnership-oriented approach. In Live Well collaboration beyond organisational boundaries will be especially powerful.

Important because...

It acknowledges the complex challenge of growing a culture of prevention for Live Well and recognises the diverse skills, expertise, experiences and perspectives it will take to lead Live Well successfully and sustainably.

Creates the opportunity to...

- Model genuine partnership by sharing planning, evaluation and decision making, as well as delivery, beyond a single service, organisation or sector.
- Invite new voices into the leadership space to expand creative thinking and stimulate innovation.
- Grow local leadership talent and plan for the future.

Inspiring examples of Collaborative Leadership:





Opportunity Area 1: Leading Together

Participatory Governance

Participatory Governance looks like...

Finding new and authentic ways to consistently and sustainably engage partners and residents in strategy and direction setting, and in holding local leaders accountable to local priorities.

Important because...

Live Well is community-led and system enabled so communities and all parts of the system need to be active in how Live Well takes shape and evolves over time.

Creates the opportunity to...

- Grow trust in communities and between partners.
- Learn about what's important for residents to Live Well and involve them in tracking progress.
- Make better, more connected, more impactful strategy, policy and decisions.

Inspiring examples of Participatory Governance





Opportunity Area 2: More than Meetings

New ways of working

New ways of working looks like...

Rethinking the time leaders and teams spend together to move away from formal engagements, when colleagues are 'in role' and representing the priorities of their job title or organisation, to more informal learning environments that enable collaboration around residents' and communities' priorities.

Important because...

Live Well will require genuine collaboration in authentic partnerships that can overcome existing service, sector and system barriers and boundaries.

Creates the opportunity to...

- Explore data and stories to understand strengths and need and develop creative solutions together.
- Set aside power imbalances between individuals, services and organisations.
- Grow trusting and powerful learning relationships between colleagues.

Inspiring examples of New ways of working





Opportunity Area 2: More than Meetings

Diverse roles and partnerships

Diverse roles and partnerships look like...

Fluid and dynamic teams expanded to include new roles for practitioners, residents and partners working together in an inclusive environment.

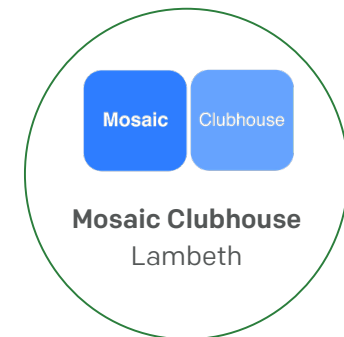
Important because...

Live Well challenges us to rethink our culture, practice and systems. Expanding teams to include different experiences and perspectives will expand the pool of ideas and expertise available to help us make the necessary changes.

Creates the opportunity to...

- Grow capacity and capability through shared learning.
- Flex the shape of the team to reflect evolving priorities and opportunities.
- Bring to life the values and goals of Live Well by opening up new routes into learning and employment.

Inspiring examples of Diverse roles and partnerships





Opportunity Area 2: More than Meetings

Joint practice models

Joint practice models look like...

Teams of colleagues with different backgrounds learning and implementing relational and strengths-based practice that reflects the values of Live Well.

Important because...

The shift in mindset required successfully to adopt relational and strengths based practice is foundational for services and systems to become less reactive, more preventative.

Creates the opportunity to...

- Grow trust in communities through a consistent experience of engaging with Live Well colleagues and partners.
- Deepen connections between colleagues and partners through shared routines, tools, and language.
- Grow a community of practice for continuous learning and improvement.

Inspiring examples of Joint practice models





Opportunity Area 3: A Joint Response to Regulation

Shared outcomes and accountability

Shared outcomes and accountability looks like...

An explicit commitment to prioritise, evaluate and report on Live Well outcomes that are important to residents. Work like this is usually underpinned by a shared outcomes framework, co-developed with partners and residents.

Important because...

Leaders of partners in Live Well will be accountable for a wide range of outcomes, some but not all of which will be shared, or coincide with residents' priorities for what it will take for them to Live Well. Agreeing shared outcomes with residents and each other will help leaders to focus resources on what matters most.

Creates the opportunity to...

- Identify shared values and priorities.
- Align activities and resources.
- Create a powerful and purposeful narrative for governors and regulators.

Inspiring examples of Shared outcomes and accountability





Opportunity Area 3: A Joint Response to Regulation

Managing risk

Managing risk looks like...

An open conversation about the different perceptions of risk and varying degrees of risk tolerance that colleagues, partners, and residents hold. Work like this is usually underpinned by a co-developed risk management framework.

Important because...

Some organisations are understandably risk averse and Live Well Leaders and teams for whom this is true will find it harder to engage in equal cross-sector partnerships and trust in communities. Exploring risk using evidence-based approaches will help to accurately evaluate risk.

Creates the opportunity to...

- Strengthen relationships by explore assumptions and values that inform attitudes and practice relating to risk.
- Remove risk as a barrier to collaboration.
- Create tools that help colleagues to evaluate and manage risk consistently.

Inspiring examples of Managing risk





Opportunity Area 3: A Joint Response to Regulation

Confident data sharing

Data sharing looks like...

Tools and ways of working that enable colleagues and residents to share relevant and useful information with confidence. Work like this is usually underpinned by an agreement or code of practice that emphasises what can and should be shared freely.

Important because...

Concerns about data sharing often feature as barriers to collaboration. However, data and information governance experts point out how much is possible within the law, compared to the restrictions that organisations place on data sharing to manage risk. Leaders in Live Well will need to work together to overcome their concerns to ensure the rich and varied insight that will come from combining the different data and information that partner organisations hold can benefit communities.

Creates the opportunity to...

- Unlock new ways of thinking about communities from different perspectives.
- Strengthen collaboration by coming together around rich data and insight about communities in common.
- Innovate new ideas for Live Well based on deeper understanding of communities.

Inspiring examples of Confident data sharing





Opportunity Area 4: Authentic Co-production

Community leadership

Community leadership looks like...

People with lived experience of inequalities, place, and identity are supported with resources, capacity building, and new leadership spaces to lead all aspects of work in Live Well, including inception, design, governance, and evaluation.

Important because...

The complexity and depth of the challenges experienced by communities, and the scale of the Live Well ambition to shift to prevention, requires innovative leadership models that harness the knowledge, skills, and energy that already exists in communities.

Creates the opportunity to...

- Convene leadership and resource around a purpose rooted in the aspirations of local communities.
- Connect community assets (support, knowledge, people) together to improve outcomes.
- Be responsive to community insight, to adapt services quickly.
- Grow collaborative cultures that improve the delivery and outcomes of Live Well.

Inspiring examples of Community leadership





Opportunity Area 4: Authentic Co-production

Evidence based methods

Methods and approaches for authentic coproduction look like...

Teams using different collaborative, evidence-based processes and frameworks, fit for context and purpose, to engage communities and partners as equals in the development of new practice, systems and places and the delivery of better outcomes.

Important because...

Learning a range of approaches and methods will grow Live Well leaders' and teams' confidence to engage community leaders and to tackle different challenges in their communities. Activating agency in communities is fundamental to prevention and place-based approaches.

Creates the opportunity to...

- Reveal insight held in communities to help understand the root causes of the toughest challenges.
- Reframe challenges and put people at the centre of solutions.
- Iterate, test, and learn in real time, alongside local people - assuring quality in new practice and systems.

Inspiring examples of Evidence based methods



**Community-led
Regeneration**
Little Hulton



**Family
Conversations**
Camden



**Preventing
Homelessness**
Greater
Manchester



Alcohol Inquiry
Cheshire and
Merseyside

Inspiring examples

Inspiring examples from Greater Manchester and beyond of brilliant work in the opportunity areas



Hayley
umf



act:onaid

ActionAid

United Kingdom

ActionAid UK are an international humanitarian charity committed to achieving social justice and women and girl's rights.

They recognise, champion, and embody feminist principles in the work that they do and define their 10 feminist behaviours. In 2024, they announced the move to a feminist leadership structure aiming to further share power.

How do they do it?

After a turbulent period with financial pressures and successive leaders declaring themselves unsuited to the challenges the organisation faces, rather than recruit for a new permanent CEO, ActionAid UK decided to embody a co-leadership model. Seeing the potential of a distributed leadership model to support the organisation to be increasingly resilient, to enhance a culture of collective care, and increase innovation, three co-CEOs were appointed.

Each co-CEO takes accountability for different areas with one CEO focused on Innovation and Impact, another on People and Culture, and another on Advocacy and Influencing. They make joint decisions on the strategic direction of the organisation.

They hope that by decentralising decision-making and power dynamics across the organisation, they hope to facilitate a more inclusive and impactful organisation. Additionally, the model benefits from diverse leadership skills, prevents risk falling on one individual, and fosters a more equitable distribution of influence and power.

**As a result,
ActionAid UK:**

A year and a half since establishing an interim co-leadership model, ActionAid UK's three co-CEOs remain in post and continue to lead the organisation together



Wellbeing Teams

England-wide

Wellbeing Teams, founded in 2016, are a home care provider who apply the principles of the Buurtzorg model which emphasises self-managed, neighbourhood-based teams.

They aim to address the rising costs of care and disillusioned workforces by empowering frontline workers whilst always providing high quality, person-centred care. The approach centres flexibility, community assets, and relational care.

How do they do it?

Wellbeing Team's distinct leadership model was based on self-management. Roles traditionally held by managers are shared amongst the team, fostering collective responsibility and collaboration. All team members had a buddy for peer support and leaders used coaching approaches rather than management approaches to support each other.

Weekly team meetings were based on Holacracy practices: using structured agendas and clear roles to focus the

team on operational work. Together they review performance, set priorities, and resolve tensions including using root-cause analysis to learn from incidents.

Values-based recruitment attracted diverse individuals and culture was embedded through one page profiles and 'learning and failure sessions' where everyone learns together.

An evaluation found that, despite strong outcomes, further systems change was required Wellbeing Teams

As a result, Wellbeing Teams:

Won **Guardian's Public Services Award** for values based recruitment

Significantly **lower staff turnover** (less than 5%) compared to industry average (67%)

Achieved **CQC Outstanding**



System Stewardship

Mid and South Essex

Mid and South Essex Integrated Care System (ICS) work together for better lives by delivering their triple aim of improving population health, improving quality of care, and a better, more equitable, and more sustainable use of resources.

They use the practice of system stewardship, where teams come together to get the best value from shared resources, to achieve this.

How do they do it?

In 2021 they established a stewardship programme drawing on Elinor Ostrom's Nobel Prize winning work on stewardship of common resources.

Stewardship forms teams that bring together perspectives that go beyond services and look to how people are supported before and after they receive care as well as during. It also emphasises lived experience especially in defining what 'value' means with people.

In phase one, four 'Stewardship teams' aligned to four care areas bring together a broad range of perspectives from across the whole cycle of care to lead and support the ICS in better stewarding resources. These teams are tasked with identifying opportunities where evidence based practice and more joined up working can improve quality of care. They benefit from shared data and intelligence from across the system to inform solutions.

After successful outcomes, phase two expanded this approach to six more care areas.

As a result:

Results suggest a shift to community care

Positive impacts on hospital capacity, personalised care, and planning

Strong senior buy-in to the approach



The Proud Place

Greater
Manchester

Originally set up in 1970 by LGBTQ+ residents, their relatives, and friends, The Proud Place uses governance structures make sure the venue remains led by the community it seeks to serve.

It is home to The Proud Trust as well as a hub for the LGBTQ+ community which includes flexible multi-use spaces, a community lounge complete with café, a roof terrace, and an LGBTQ+ library.

How do they do it?

True to its community-led origins, a variety of governance methods make sure The Proud Place serves the whole community it seeks to serve.

Members comes together six times a year to discuss how they would like the centre to be run and are surveyed annually about what they would like to see at the Centre. Groups that run from the centre (e.g. BME group Rainbow Noir, Alcoholics Anonymous, asylum-seeker support) are invited to quarterly Centre User Group meetings where they all have a vote.

The board of volunteer trustees encompasses the diverse community that the centre serves.

Although much loved, the centre became beyond economic repair, and £2.4 million was raised to replace the building on the site it's known as home since 1988. Co-designing the new building took place over two years making sure people with lived experience of the centre, and it's history, could meaningfully contribute to the renovation. It reopened in 2022.

**In 2023-2024,
The Proud Place:**

Welcomed
506 people
to events

Welcomed
**309 community
members**
regularly each
month

Hosted
**117 room
bookings**



Reform Radio

Greater Manchester

In 2013, three friends saw the potential of online radio to engage young people.

Today, Reform Radio continues to use radio and media as a tool to engage young adults into high quality creative training and supports them to build careers. Their ability to engage young people is no accident - the community they serve are embedded into their governance structures.

How do they do it?

As the creative and media industries grow significantly around local young people in Greater Manchester, Reform Radio give young people access to the opportunities on their doorstep.

Reform Radio embed the community they serve into their governance structure. Reform Radio embeds the community they serve into their governance structure. Their advisory board reserves the role of Chair for a young person (under 30), includes alumni now working in the industry, reflects the diversity of the

communities they serve, and aims for 70% of the board to be under 30.

As a result, their offer is holistic and includes the important details that make all the difference. They operate from high end studios that young people will find as they grow into the industry; support goes beyond technical skills and includes vital industry skills such as filing taxes, growing a network, and applying for funding; and real opportunities are available through their radio station, podcasts, and their production company.

In 2023-2024, Reform Radio:

Delivered training to 247 young adults

Reinvested £750,000 in GM's cultural economy through paid positions

69% of employees progressed from their programmes



Corporate Family Co-operative

Manchester

Manchester City Council transformed its Corporate Parenting Committee into a Family Co-operative to better serve Looked After Children.

Though the original structure brought together different teams and sectors, it crucially lacked lived experience. A Family Co-operative brings together Care Consultants (young people with lived experience of care), professionals, and local councillors.

How do they do it?

Instead of traditional meetings, the Family Co-operative come together in quarterly workshops to explore issues and co-create solutions. Topics for each workshop are chosen by Care Consultants who are paid a living wage for their time in and preparing for workshops. No matter the topic, the focus is always understanding what children and young people say it is like for them and findings ways to make things even better.

A cross-sector Corporate Family Strategic Partnership Group meets between Co-operative workshops. This group tracks progress of children and young people as well as taking action on areas which need improvement or removing barriers as identified by the Co-operative.

Within its governance structures, Manchester places the Corporate Family Co-operative alongside its Children's Scrutiny Committee so the Co-operative is able to suggest areas for review. It's also placed above the Corporate Family Strategic Partnership Group who report their action plans to the Corporate Family Co-operative.

As a result:

Increased care leavers grant

Apprenticeships ring-fenced for care leavers

Co-designed mental health handbook for foster carers

Sourced free clothes for care leavers



Bee Heard

Greater Manchester

Established in 2020, Bee Heard works in partnership with Community and Crisis Mental Health Boards to give young people aged 16-24 an opportunity to shape and advise mental health services.

Bee Heard's members meet monthly and draws in relevant practitioners and leaders from across sectors to examine together how services can better support young people.

How do they do it?

Health system boards in Greater Manchester signed up to the area's Children and Young People's Voice and Participation Frameworks which commits them to embed the Lundy model of participation. This rights based framework highlights four elements vital to meaningful participation: space, voice, audience, and influence. Bee Heard brings this model to life; the voices of young people are given due weight to then create change within mental health services.

Their monthly meetings take place in a non-clinical settings where topics can include mental health in schools, CAMHS, crisis pathways, and commissioning.

The pace of change has been much slower than young people would like. Creating feedback loops has been key so young people can see the impact of their change, can make sense of the complexity of mental health systems, and to understand what can't be achieved and why.

As a result:

Influenced the crisis care pathway on A&E alternatives

Advised crisis teams on how they can best respond to young people in an emergency

Held roundtables to hold leaders accountable



Community Planning Partnership

East Ayrshire

Community Planning brings together partners in the public and voluntary sector to better plan, resource, and deliver quality services that meet the needs of people.

In East Ayrshire, effective participation by people and communities is embedded in the approach and it's governance structure: the Community Planning and Partnership Board.

How do they do it?

Community voice is fundamental to Community Planning in East Ayrshire. It strengthens understanding of the distinctive needs of communities and both adds to and helps makes sense of the wealth of statistical evidence that partners bring together.

The Community Plan is recognised by all Partners as the sovereign strategic planning document for the delivery of public services over the next 15 years. Community Action Plans are created by communities.

Focusing on smaller localities within East Ayrshire, they provide foundations for place based working, outline community aspirations for regeneration, and are fundamental to addressing inequalities across East Ayrshire.

Voice is not just reflected in approach, but also in governance. The Community Planning and Partnership Board brings together five local elected members, four nominated community representatives, voluntary sector representation, and representation at Board level from core statutory partner organisations.

As a result:

A supported but voluntary process, 25 communities have decided to and developed a Community Action Plan

93% of adults rate their neighbourhood as a good or fairly good place to live



Mental Health Neighbourhood Team

Bolton

Formerly Bolton Living Well, this team brings together the best of local services and providers across sectors; NHS clinicians sit alongside peer and VCSE workers as they distribute and allocate people to whoever is most suited to support them.

They operate in flattened hierarchies that enable collaborative working as well as get the most from both social and medical approaches to supporting mental health.

How do they do it?

Creating one cohesive team that collaborates to get the best for people went beyond agreeing shared policy, procedures, and data systems. It took attention to developing a shared understanding of remit and embodying shared values which led to consistent messaging. This made space for open communication and a mutual respect for difference.

With those in place, the team upholds its cohesion by operating as a flattened hierarchy; moving away from seniority by band to truly valuing the experience of all team members.

As a result, the team's focus is always on what is best for the person.

In addition to weekly multidisciplinary team (MDT) meetings, the team:

- Stay well together through weekly wellbeing sessions
- Learn together in monthly Learning Spaces and through reflecting on outcomes data
- Celebrate together in nominating monthly Living Well Legends

As a result:

Management team is cross-sector

Sharing learning improves offer e.g. new Family Worker and Older Adults Worker

Staff report high levels of satisfaction



Family Collaborative

Rochdale

Rochdale Council restructured Early Family Help teams to align to neighbourhoods and the MacAlister's Children's Social Care review proposed neighbourhood family help teams that are built in partnership with families and connect to high quality universal and community support.

To create the conditions for this change, a Neighbourhood Lead tested new approaches to partnership working.

How do they do it?

Starting with one neighbourhood and 'accepting there is so much we don't know' - a 'doorstep out' approach emerged. They met families where they are, asking where they go first for help, and what matters most to them. With a refreshed list of community offers, the neighbourhood lead convened a collaborative welcoming anyone who cares about families.

Existing neighbourhood spaces emphasised information sharing between services and organisations.

The collaborative reached wider welcoming community leaders, school staff, VCSE workers, midwives, and more and emphasised growing relationships. Together, they reflected on their own values to agree shared values, learnt together as they explored what is going on for families right now, and ultimately agreed shared missions for the collaborative.

Beyond the collaborative, the role of the Neighbourhood Leads shifted from welcoming partners into their spaces to spending time in the neighbourhood listening to communities.

As a result:

Anecdotally, families connected between members

Real time response to local need e.g. linking free community washing machine to families seeking asylum living in hotels charging £7 a washload



Relational Practice in Family Hubs

Gateshead

With a practice model shared across Children's Services that is strengths based, emphasises systemic working, and uses narrative approaches - Gateshead Family Hubs focus on relational approaches in localities.

They define relational as building on families strengths, developing trusted relationships, establishing strong peer networks, and providing continuity of help and support.

How do they do it?

Gateshead's practice model across children's services proudly uses words such as respect, compassion, and care. Identifying relationships as the focus Gateshead's Family Hubs was therefore a decision easily made and implemented: with a formal relational offer including conflict and relationship programmes.

The team went further, inspired by Gateshead's Houses led by the VCSE sector, the hubs are designed to be environments for relationships:

- All staff train in relational practice together - receptionists key in delivering practice
- Hubs are cosy like homes with domestic kitchens
- A cup of tea on arrival is a core part of the offer
- Teams are embedded - so families know who will answer the door
- A community steering group leads each hub

As a result:

Language is key: with hubs and houses preferred over hubs and spokes

Family feedback emphasises how listened families feel, the impact of 'cuppas', and the key role of the receptionists



Mosaic Clubhouse

Lambeth

Mosaic Clubhouse is in a warm, welcoming building in the heart of its community and they have supported people since 1994.

There are two central tenets to their approach: a membership model and working side by side to co-deliver support. Members are viewed as the key stakeholders and participate in all work, decision-making, and governance.

How do they do it?

Mosaic Clubhouse provides opportunities for people experiencing mental health issues to regain their confidence and live a satisfying life.

The clubhouse model, and its membership structure, makes sure that the community leads in delivering Mosaic Clubhouse. Although they have paid support staff, services are deliberately understaffed as a means of making sure all support is delivered between members and staff. Members work on reception, run the

café, maintain the gardens, support administration and finance activities, and deliver workshops for the benefit of their peers.

A 'side by side' culture is built on the core belief that members are highly motivated, capable, and to always views members for their strengths. Through the activity of co-delivery of the offer, members regain their confidence and build their self-esteem.

Mosaic also ensure their trustee board includes members.

As a result:

In 2023-24,
87 members
visiting their
alternative to A&E
avoided 856 A&E
attendance

Able to both engage
people and achieve
outcomes, 70% of
£1.1million turnover
is commissioned
statutory funding



Relational Practice Framework

Camden

Camden's Relational Practice Framework sets out beliefs and values and translates them into everyday practice with those they serve and with each other.

The framework recognises the impact of relationships as a resource for supporting people in their time of need and creates a context for staff to take an active role in championing rights and challenging discrimination.

How do they do it?

Relational Camden is a unique practice framework that combines approach, method, and techniques to help practitioners live shared values and help people well. Rather than drawing on systemic and relational approaches, Relational Camden draws on systemic practice and the principle of community power to create relational practice. All parts of the framework are rooted in theory, evidence, and ethical principles.

The approach is systemic thinking. The methods (mentalisation, anti-racism, participation, and restorative practices)

help practitioners think and act in a systemic and relational way. Their techniques give practitioners tools that they can use in their work.

Camden's Centre for Relational Practice delivers training, from introductory e-learning to a 5-day course. Supervision is integral, ensuring a culture of 'rigour and imagination', where supervisors model curiosity and address power dynamics. Everyday rituals like 'check ins', 'listening circles' and tools embed the practice, ensuring consistent application of values.

As a result:

Camden are the only Local Authority in the country to receive 'Outstanding' ratings from both Ofsted for its Children's Services and the CQC for its Adult Social Care



Elevate Salford

Salford

Elevate Salford is a community-based, trauma-informed, person-centred work and skills programme that meets people where they are at.

It is delivered by 21 local VCSE organisations who already connect to communities of both geography and identity and bring experience supporting those furthest from the labour market, including vulnerable groups, to secure work.

How do they do it?

By pooling the strengths of each VCSE partner, Elevate Salford drives impact: reducing time spent recruiting participants to the programme as partners connect directly to communities and drawing from a variety of expertise to offer a holistic package that meets the needs of a diverse cohorts. People can access Elevate Salford through any partner and partners connect people to the whole offer available.

A robust, co-designed shared outcomes framework underpins Elevate Salford - ensuring that across all 21 delivery partners there is a cohesive offer and consistent reporting to capture impact.

Co-design both balances the need to capture the information required by funders and builds from what VCSEs know collectively about measuring what matters most. By sharing outcomes, collaboration is encouraged, with many partners also offering placements and work experience to participants.

As a result:

Case studies highlight the vast support offer including qualifications, health, wellbeing, and housing support, a self employment specialist offer, coaching, and styling for interviews



Southwark 2030

Southwark

Southwark 2030 is an ambitious borough-wide plan which is jointly owned by wider Southwark community which includes people, public services, businesses, education, cultural sectors, and Southwark Council.

It reflects a co-designed vision for a fair, green, and safe Southwark where everyone can live a good life as part of a strong community.

How do they do it?

Southwark 2030 outlines six goals and three guiding principles developed through listening events with 750 residents, 8 in depth conversations with over 200 residents, workshops to test what had been captured, 3 partner workshops, and 10 detailed research groups.

Accountability is explicitly established through required annual partner action plans and an outcomes framework to measure progress. This includes utilising a shared data hub to capture

and exchange information and evidence transparently, ensuring progress is tracked and publicly reported through annual reports. Residents are involved at every stage of plan development and delivery to ensure responsiveness.

Delivery involves bringing together an 'Anchor Network' partners to come together to find shared solutions to the biggest challenges that Southwark faces. It also establishes five pledges which all partners have signed up to and asks for more partners to commit too.

As a result:

A partnership wide 2024 report publicly available demonstrating progress

Invested over £2 million in opening two new children's homes

Completed more new council homes than any other Council in England



Community Planning Partnership

East Ayrshire

As part of their Community Planning approach, governed by Community Planning and Partnership Board which includes community representatives, a Local Outcomes Improvement Plan serves as a performance management framework, ensuring shared outcomes and accountability across organisations.

It is refreshed every three years to reflect changing community needs.

How do they do it?

The Community Plan is recognised by all Community Planning Partners as the sovereign strategic planning document for the delivery of public services across East Ayrshire. It encompasses a shared vision, shared plan, and sets out how partners will work together to make it real. The plan covers a 15 year period.

People, communities, and their lived experiences are fundamental to the approach: adding to and helping make sense of the wealth of statistical evidence that partners bring together.

The Local Outcomes Improvement Plan allows partners to be publicly accountable to each other and to local communities. It is reviewed and refreshed in a three year rolling cycle to ensure it reflects changing needs and aspirations of communities. It reflects on the vision of the Community Plan, outlines what success looks like, and maps to performance indicators.

Delivery Plans outline the work that will be done in partnership to achieve the measures.

As a result:

A Local Outcomes Improvement Plan identifies 28 performance measures

A publicly available PowerBI dashboard allows partners, including people, to view the most up to date data and trend information on all 28 measures



Relational and Team Risk Model

Salford

Salford's Mental Health Neighbourhood Team (formerly Salford Living Well) use a risk model grounded in relational approaches, that makes risk assessment and management team processes, and uses reflective assessment to share risk across a team.

The approach responds to both views of people, 'you must be kicking and screaming to be taken seriously', and staff who reported overwhelm and exhaustion.

How do they do it?

Since 2022, NICE recommend to not use risk assessment tools or global risk stratification to predict suicide or self-harm, nor to determine treatment or discharge; and instead, to focus on supporting their immediate and long term psychological and physical safety.

Relational assessments utilises a staff members direct experience of a person (and the staff members anxiety) as an informative tool, grounds in a person's current reality, and keeps a person central in managing their own risk.

Team based approaches recognise that complex interpersonal dynamics cannot be processed internally and ensure a sense of safety and support vital for achieving a good risk impression. A number of spaces facilitate risk sharing across a team: daily huddles for immediate advice and support, daily psychology drop ins to think about risk together, weekly reflective case discussions drawing on the MDTs whole expertise, and in group and 1-1 supervisions staff can explore the person or their own narratives and past experiences.

As a result:

98% staff feel the team trust and collaborates with each other

95% of staff would recommend their organisation as a place to work

100% of people agreed (58%) or strongly agreed (42%) that the support they received improved their wellbeing



No Wrong Door and RAISE

North Yorkshire

Created in North Yorkshire, No Wrong Door is an approach to support adolescents in or on the edge of care.

It establishes hubs that create breathing space for young people to make mistakes without hitting crisis. Hubs co-locate a multi-agency team who offer 'no appointment needed' support and use a bespoke model, RAISE, to reduce risk through real time data sharing and working in 'safe uncertainty'.

How do they do it?

RAISE (risk, analysis, intervention, solution, and evaluation) is a multi-agency, intelligence-led approach to risk management. RAISE brings together practitioners to work with 'safe uncertainty'; trying different approaches with the support of each other to see what works.

Central to RAISE is one of the four provocations of No Wrong Door: are we managing risk for the child or for the organisation?

In a RAISE meeting, key partners come together to identify, consider, and manage potential and current

risks relating to a young person who is receiving support. RAISE meetings are only called for the most vulnerable young people and attendance of key practitioners is mandatory, if requested, so that real-time data is shared and used to reduce risk. Together, practitioners develop a strengths based plan that understands the young person's behaviour and takes a systemic approach to keep the young person safe while maintaining their placement. Each agency identifies and provides actions to contribute to this goal.

As a result:

Evidence partners have more confidence to manage risk

Incidents of young people going missing halved since the year prior to NWD commencing

Evidence of earlier identification of potential risk from known offenders



Shared Systems for MDTs

Greater Manchester

Mental Health Neighbourhood Teams are based on the Living Well model designed to catch those who previously fell between the gaps of being 'too complex for some services yet 'not unwell enough' for others.

They bring together wellbeing expertise across sectors: NHS clinicians sit alongside peer and VCSE workers as they distribute and allocate people to whoever is most suited to support them.

How do they do it?

Living Well models centre multi-disciplinary working where the whole team works in a flattened hierarchy. It is the combination of skills, insights, and expertise unlocked in multi-disciplinary settings that translates into people receiving holistic, person-centred care.

In Salford, Bolton, and Manchester, a truly collaborative 'one team' approach is underpinned by policies, procedures, and systems that further collaborative working:

- Use the same data system with both full access and the same governance, audit, and risk management approaches for all team members
- Capture impact with the same validated outcomes measures
- Work from the same base; after some time identifying a suitable estate, Salford now work from a space custom designed for multi-disciplinary working
- Share key practice tools including an initial conversation tool
- Work to the same policies and procedures

As a result:

85% of stakeholders agree or strongly agree that partners work together to make sure people can access the support available in Salford

88% of staff feel team members trust and collaborate with each other to a great or very great extent



Winning Hearts and Minds

North Manchester

Partners from across sectors came together to explore what can be done to improve outcomes for people in North Manchester.

Viewing people as assets who possess both strengths and solutions, they established the Winning Hearts and Minds programme that uses a whole systems approach and co-production to improve heart health, improve mental health, and reduce health inequalities.

How do they do it?

Community Led Initiatives is a key workstream of the programme that supports people on the ground; builds trust and relationships; collates all the learning direct from the community; and shares insight with the systems and leaders who can affect strategic and policy change.

This began by focusing on four communities experiencing the sharp end of inequalities in Manchester and employing eight local people - reflecting the diversity of these communities - as fieldworkers to explore the strengths and assets of these communities.

Two years in, this team defined the principles and behaviours that underpin their approach.

A recent evaluation found the programme supported community projects, groups and services; increased community networks; supported the local economy; increased local representation and contributed to positive systemic transformation. These outcomes were enabled by fieldworker's approaches and attitudes; a collaborative and supportive team culture; a diverse team; having no set targets; and building trust with communities.

As a result:

Engaged with approx
20,000 community
members

Engaged with 365
partners on projects,
activity, and events

£447,000 wider health
and care system
funding secured
with contribution of
WHM learning and
approach



Employing Local People

Oldham

Noticing that their workforce did not reflect the local population, Northern Care Alliance worked with local communities to widen access to quality work.

Mapping their employment profile revealed postcodes with higher deprivation where they were not employing people. Now, their workforce benefits from people with lived experience, transferable skills, and a genuine passion for helping others.

How do they do it?

The work began with one hospital and its neighbouring community: co-producing new ideas that better connect them as an employer to the talent available in their most local communities.

Together, they co-designed:

- More tailored pre-employment training packages
- To really help people secure meaningful work, reserving some entry level roles for those who complete pre-employment training bypassing advert and interview processes
- Moving recruitment fairs from standalone events in the hospital to community venues where local people already are

Fundamentally, these packages aim to help people for whom structural inequalities have prevented their talent from shining. For example, they are calibrated to help groups, such as BAME people, get ready for work. The approach has now spread to all four hospitals.

As a result:

Recruitment events save £50,000

Committed to 85% of pre-employment learners gaining a role with Northern Care Alliance

Employment rate of local people increased from 45% in 2019 to 65% in 2023



Good Homes in Good Places

Salford

With Salford's Health and Wellbeing Strategy committing to using co-production to generate solutions to the most persistent barriers to good health, Salford Council's Public Health team commissioned a co-production project to do so.

Community-led priorities were defined as 'enjoyable work' and 'good homes' then leaders and practitioners joined to co-design solutions.

How do they do it?

Unlimited Potential convened a group of young adults with lived experience of health inequalities, who also reflect the diversity of Salford, to explore health inequalities and identify how to best redress these. They were all paid above a living wage for their time.

75% of group members experienced homelessness, often before age 18, and felt that a preventative approach which supported all children to grow up in 'Good Homes' needed as much attention as 'bricks and mortar' solutions. With system leaders, they co-designed:

- Good Homes Magazine to help you create a good home: explaining the housing system, guiding people to finding community, interviewing experts from welfare rights to decorators, and full with real world (and real budget) inspiration
- Good Homes in Good Places: a strategic blueprint for a new Homes Strategy that calls for a systems approach to tackling homelessness and services that reflect the trauma of homelessness and the events that lead to it

As a result:

1000 copies of Good Homes distributed to community centres and first-time tenants

Magazine presented in Parliament

Not only committing to the blueprint's principles, Salford's new housing strategy is called Good Homes in Good Places



Community-led Regeneration

Little Hulton

After hearing many times that local people would like to see improvements to Peel Park in Little Hulton, CommUNITY Little Hulton set up a community research project to develop specific proposals.

Always intending on making good on these ideas, not only did they deliver - but they involved the community every step of the way.

How do they do it?

Partnering with the University of Salford to provide research support and The Broughton Trust who trained the community researchers, CommUNITY Little Hulton employed local people as community researchers to identify the priorities of local people in improving their park.

Having delivered the Pump Track, they rallied local partners to deliver the renovation. With a nearby shopping centre managed by the Albert Gubay Foundation, they offered full funding for the renovation and took on the lease which was offered at a peppercorn price by the Council.

Ensuring the renovation remained community-led, CommUNITY appointed Architecture Unknown, specialists in community focused architecture who co-designed the renovation with local people and chose WikiHouse construction method which enabled 200 volunteers, including school children, to help build the pavilion. CommUNITY leveraged relationships with local businesses and housing associations who offered their skilled volunteers to do tasks so the area surrounding the Pavilion is of the same standard.

As a result:

200 volunteers
involved in
construction

£250,000
Pump Track
and £950,000
pavilion
renovation

Local people trained
and employed,
paid a living wage,
as community
researchers



Family Conversations

Camden

Camden Council's Children's Services wanted to improve the experiences of parents whose children were under child protection.

They empowered parents with experiences of child protection to become peer researchers who interviewed other parents, social workers, and managers about how to make child protection more humane and effective.

How do they do it?

Having set up the 'Family Advisory Board' in 2014 to learn from families experiences in order to improve practice, Camden Children's Safeguarding Board wanted to learn even more about learning from families experiences.

A small project team led the work; a facilitator with lived experience as a parent at child protection, a social worker, and a Professor from a local University.

Parents were supported to become peer researchers who could interview both other parents, social workers, and managers about making child protection more humane and effective.

Over a year, parent peer researchers, supported by a social worker, interviewed 25 families and 25 professionals. The peer researchers and project team compiled their findings and produced a report which went directly to Camden's Children's Safeguarding Board.

As a result:

Relationships improved between independent chairs and families

'Family Action Board' empowered in governance

Previously co-designed training offered to wider disciplines and sectors



Preventing Homelessness

Greater Manchester

GMCA and GM Homelessness Action Network employed Legislative Theatre as part of their preventative, whole systems approach.

A participatory democracy tool created in Brazil in the 1990s, this approach uses theatre to bring people and policy makers together to shape decisions. It creates a rigorous and fun space to test new policy and practice.

How do they do it?

5 facilitators-in-training were recruited who had both experience in the arts, organising, or leadership, and experience of homelessness. They facilitated a creative process so 35 people could create 3 original plays based on their experiences of homelessness and services. Crucially, they engaged people with varying experiences, including recent migrants and people with disabilities, to understand from different experiences homelessness.

These plays were performed at three events with audience members including other people with lived experience, practitioners, elected representatives, and system leaders. Audience members suggest alternative responses which are tested, and improved, through improvisation. This meant deeper analysis, more nuanced ideas, and an iterative co-design process. After this process, together, a workshop was held where proposals were drafted.

All participants were paid for their involvement. The facilitators established GM Jokers and continue practicing Legislative Theatre.

As a result:

20 proposals from performances and workshops included in GM's Homelessness Prevention Strategy

Awarded Best Practice for Citizen Participation by Institute of Participatory Democracy in 2022



Alcohol Inquiry

Cheshire and
Merseyside

CHAMPS Public Health Collaborative (led by nine Directors of Public Health in Cheshire and Merseyside) felt that responses to alcohol related harms should come from people.

So, they used a Citizen Inquiry approach to answer: "What can we do to make it easier for people to have a healthy relationship with alcohol?"

How do they do it?

Deliberation is at the centre of Citizen Inquiry approaches; people come together around a common topic, react to each other's views, seek to understand each other, be willing to be persuaded, and, ultimately, puzzle over an issue together to collectively problem solve.

In line with best practice, an Oversight Panel of diverse stakeholders was established to ensure design was fair and rigorous, agree the approach to recruitment, suggest topics, identify suitable 'commentators', and push for implementation of the Jury's recommendations.

Recruitment was through delivery of 6000 letters across the region. Of the 213 applicants, 35 jurors were recruited to reflect the diversity of the local populations. They met for 24 hours over four Saturdays to deliberate on their question, the first 3 sessions included presentations from 12 'commentators' (similar to expert witnesses in a legal jury), who they questioned or cross examined, and in the final session they agreed recommendations. Jurors were given a £100 voucher each Saturday as payment.

As a result:

12 'commentators' including practitioners from across sectors, VCSE leaders, police inspectors, public health officers, and academics presented evidence to and were 'cross examined' by the Citizen Jury