

Greater Manchester Combined Authority

Date: 12 December 2025

Subject: A New Model of Public Service Delivery: Live Well, Prevention Demonstrator & Economic Inactivity Trailblazer Deep Dive

Report of: Andy Burnham, Mayor of Greater Manchester

Purpose of Report

The report provides an update on the delivery of Live Well as the driving force of a new model of public service delivery across the city region.

To support this huge ambition, an update on the Prevention Demonstrator mobilisation is also included with a deep dive into one of the 4 key priority areas for this work.

The overview of the Economic Inactivity Trailblazer is set out with a very clear intention of moving beyond the trailblazer as a standalone programme towards its potential role, impact and delivery in terms of the next steps of the Prevention Demonstrator, Live Well and transformation of the Employment and Skills system.

Recommendations:

The GMCA is requested to note the contents of the report and any implications

In addition, Members of GMCA are asked to:

1. Support taking Live Well to the next level throughout 2026 by making it a visible, practical offer for residents. This would include embedding Live Well in each locality and harnessing the power of local partnerships to deliver integrated, accessible support.
2. Note that this next step is vital to strengthen and accelerate prevention in practice, ensuring Live Well continues to be a driving force for better outcomes for residents across Greater Manchester

Contact Officers

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Equalities Impact, Carbon and Sustainability Assessment:

Recommendation - Key points for decision-makers

The GMCA is requested to note the contents of the report and any implications.

Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation					
Equality and Inclusion	G						
Health	G						
Resilience and Adaptation	G						
Housing	G						
Economy	G						
Mobility and Connectivity	G						
Carbon, Nature and Environment							
Consumption and Production							
Contribution to achieving the GM Carbon Neutral 2038 target		No direct impact					
Further Assessment(s):		Equalities Impact Assessment					
G	Positive impacts overall, whether long or short term.	A	Mix of positive and negative impacts. Trade-offs to consider.	R	Mostly negative, with at least one positive aspect. Trade-offs to consider.	RR	Negative impacts overall.

Carbon Assessment

Overall Score		
Buildings	Result	Justification/Mitigation
New Build residential	N/A	
Residential building(s) renovation/maintenance	N/A	
New build non-residential (including public) buildings	N/A	
Transport		
Active travel and public transport	N/A	
Roads, Parking and Vehicle Access	N/A	
Access to amenities	N/A	
Vehicle procurement	N/A	
Land Use		
Land use	N/A	
No associated carbon impacts expected.	High standard in terms of practice and awareness on carbon.	Mostly best practice with a good level of awareness on carbon.
	Partially meets best practice/ awareness, significant room to improve.	Not best practice and/ or insufficient awareness of carbon impacts.

Risk Management

This is a general update on activity and progress only

Legal Considerations

N/A

Financial Consequences – Revenue

N/A

Financial Consequences – Capital

N/A

Number of attachments to the report: 0

Comments/recommendations from Overview & Scrutiny Committee

N/A – subject to future session on this subject at the Overview & Scrutiny Committee

Background Papers

N/A

Tracking/ Process

Does this report relate to a major strategic decision, as set out in the GMCA Constitution

No (Update only)

Exemption from call in

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

No

1. Background

At the September meeting of the GMCA, an overview was provided on the three interrelated areas of activity which are central to ambitions set out in the Greater Manchester Strategy and which will influence the next 10 years of public service delivery across Greater Manchester (GM); Live Well, The Prevention Demonstrator and developments in the health system (the NHS 10 Year Plan and ICB reforms)

Live Well Implementation continues and pace and has ignited a shared ambition and momentum in organisations and communities across GM, creating a once-in-a-generation chance to transform outcomes for people at a pace and scale never seen before.

Since the last Combined Authority, significant progress is now being made around Live Well implementation with attention now focusing on going deeper into rewiring priority areas in public services which have the biggest impact in people's lives – e.g. Primary Care and Mental Health, Employment Support, Housing, support for families and the Live Well Offer for those experiencing Multiple Disadvantages.

We continue to build on the energy and momentum of the Live Well Movement, but it is essential that we also focus on long term investment over the next 3-5 years (across *both* VCSFE and local public services, including investment in local government services) to match the scale and scope of the ambition and sustain the energy and delivery of Live Well.

The Prevention Demonstrator has now squarely moved into a mobilisation phase, which includes designing a robust method and approach for a replicable model, maintaining and developing UKG collaboration and involvement and building on the 4 key priority areas to identify specific entry points into the work. The next stage will be to more clearly identify resource and intended impacts (human, fiscal, economic and system). One of the 4 key priority areas (alongside Health Prevention, Children and Young People and Multiple Disadvantage) is responding to the challenge of Economic Inactivity.

The Economic Inactivity Trailblazer in GM has already helped to define the Live Well employment support offer but will also now directly support the mobilisation of the Prevention Demonstrator. Our focus around the Economic Inactivity Trailblazer will now move beyond the Trailblazer as a standalone, time-limited programme of work and apply learning to the wider ambitions as part of Live Well, the employment and skills system and the Prevention Demonstrator. Practically, this means that we can now seek to bring together Trailblazer delivery, funding (via extension of the Integrated Settlement), evaluation & data with other areas of work.

This paper will focus on the following:

- A brief recap on Live Well
- An update on Prevention Demonstrator mobilisation
- A deep dive into progress update on the Economic Inactivity Trailblazer and employment support

2. Live Well Update

Our Live Well ambition is huge, it is the driving force of a new model of public service delivery in GM. It is absolutely key to GMS delivery and the main mechanism for embedding prevention, integration, and community empowerment across GM's neighbourhoods. Delivery and realisation of Live Well is one of the most ambitious and significant developments in Greater Manchester's history and will **set the gold standard for the future of public service delivery nationally and internationally**. The stakes are

high - for our communities, our public services, our economic future and for GM as a whole but Live Well is already raising the bar for what can be achieved together – Live Well is truly whole system, whole society and re-writes the rulebook for what living a good life means and can mean for every last one of our residents..

We are building an ecosystem across local public services, VCSFE provision and communities themselves. This means building upon and fully connecting a range of support from Family Hubs, Integrated Health teams, Employment Support Programmes, Neighbourhood Policing teams, community centres and so on – all clearly brought together and where necessary fully integrated through Live Well.

As set out in the GMS, **by 2035 this means that every resident and community in Greater Manchester can expect to see a fully connected Live Well system**, with access to great everyday support covering the full range of activity needed to live a good life (Employment Support, Physical and Mental Health, Housing, debt and financial advice, Family Support, 'Enhanced Offers' for those experiencing 'multiple disadvantages' as well as a full range of community-led support).

Live Well ensures that partners work collectively with and around people and places, not through separate lenses and therefore by 2035, **public services in Greater Manchester will be working hand in hand with the VCSFE sector and communities themselves**

across disciplines, themes and communities to deliver a truly integrated, person centred and relational model of public service delivery.

In just the last 6 months:

- **All 10 localities have confirmed that they will establish at least one Live Well Centre** by the end of this financial year
- **£10m has been invested in localities jointly between GMCA and NHS GM.**
- **Over 50% of the Implementation fund invested into VCSFE Live Well Support** as well as investment into wider local implementation (e.g. Live Well Centres)
- Greater Manchester's **Live Well Board is now established** and met for the first time on 24th October
- Significant progress has been made on **alignment of the GM mental health programme** to Live Well
- Publication of a **Live Well Hallmarks framework**, co-designed with localities and communities, a live document which will iterate overtime
- **Data sharing pilot with DWP** has been progressed with Rochdale and Stockport
- The **Live Well Leadership Collaborative** has developed bringing together leaders from across the system and across sectors to work on and find solutions to real challenges
- The **Live Well Podcast** has been launched bringing together stories, testimonials and insights across people, places and sectors talking about their experiences of and hopes for Live Well
- The **Participation Playbook** has been launched 'Shaping how we Live Well Together' – a practical, co-designed guide that brings together tried-and-tested

participatory approaches, from citizens' assemblies and participatory budgeting to co-production and digital democracy

- Our bid to The National Lottery Community Fund has been submitted 'Spaces of Hope' with the chance to bring more resources directly into communities.

Collectively, we have made significant progress this year in delivering Live Well across Greater Manchester. We will now go further; by the end of this financial year (25/26) we will:

- Set out a **long-term investment approach** over the next 3-5 years linked to our core budget processes (for *both* core public services, local government services and VCSFE provision)
- Set out our approach to **integrate Job Centre Plus** with centres and spaces
- Define and begin implementation of **priority offers** and thematic areas of Live Well to deliver the wrap around support to enable people to live a good life; employment support, primary care, **mental health services**, housing support as well as codesign and codification of the 'Enhanced Live Well Offer' for those experiencing multiple disadvantages
- Launch the **GM Live Well Learning and Innovation hub** with all 10 localities
- Establish the **first wave of Live Well centres**
- **Establish the Prevention Demonstrator** around initial challenge areas/cohorts

Turning Ambition into Reality

Live Well implementation is happening right now across all localities in GM. Across Greater Manchester, localities are turning ambition into reality through diverse approaches tailored to their communities. Below is a high-level summary of the plans submitted by each locality and areas of focus:

- Bolton is prioritising prevention and integration, starting with a pilot in Brightmet and expanding from there. The approach emphasises co-production with VCFSE partners, neighbourhood networks, and tackling inequalities across life stages, employment, mental health, and family support through improved access, stronger communities, reduced economic inactivity, better health outcomes and capacity building.
- Bury is building on neighbourhood teams and strengths-based working, launching a new Live Well Centre in Whitefield. This will transform a disused council building into a community-led asset.
- Manchester is taking a whole-place approach starting in the neighbourhoods of Miles Platting, Harpurhey and Newton Heath, focusing on economic activity, mental health,

and children's development. Manchester is also a key Test, Learn and Grow site for Cabinet Office work around public service reform.

- Oldham is embedding Live Well into the Oldham Plan missions across all its five areas with a flagship centre in Failsworth. Key priorities include community spaces and offers, community leadership, citizen involvement/infrastructure and participatory budgeting.
- Rochdale plans to develop Live Well ecosystems across neighbourhoods, targeting marginalised groups and systemic inequities. This will be through community action, power and wealth programmes in a community-led/system enabled way and inclusive participation.
- Salford is adopting a city-wide approach for social prescribing. Investing VCFSE sector via identifying spaces and offers for investment, with all of funds allocated to VCFSE organisations.
- Stockport has nominated the Stockroom as its flagship site, while applying the approach across all seven neighbourhoods. A proportion of funding will support VCFSE-led neighbourhood networks to shape priorities with local communities.
- Tameside is initially focusing on St Peter's ward, with plans to scale boroughwide. Community asset mapping will be used as the baseline approach to rollout to other neighbourhoods.
- Trafford is developing a Live Well ecosystem starting in Partington and Sale. Key focus areas include employment, health-related outcomes and prevention – empowering residents to drive change.
- Wigan has Live Well at the heart of its whole place movement for change Progress with Unity, creating a borough-wide Live Well ecosystem aligned with its radical new neighbourhood model – working deeply in neighbourhoods, empowering communities and investing significantly in community-led innovation and social infrastructure. This will ensure Live Well isn't a project or a service but fundamental to a community-led movement for change. Deep listening and exploration in priority neighbourhoods is identifying radical options for whole system change.

From Participation to Democratic Renewal

Right now, people across our city region are feeling the pain of deepening inequalities, and services are struggling to meet rising needs.

If we are to move to a new model of public service delivery we also need to acknowledge the importance of participation and the need to rebuild trust in public services. The energy and momentum of Live Well needs to grow to touch the lives of every one of our nearly 3 million residents from all areas of Greater Manchester from all walks of life.

More than this, Live Well is a once in a lifetime opportunity for democratic renewal with grass roots participation and representative democracy coming together to deliver this

whole system and whole society transformation - every interaction starting with a spirit of openness and collaboration.

We have launched the Participation Playbook which signals this step-change but this is only the start of what will be a process of democratic renewal across our communities which will reinvigorate and transform the relationship between communities, public services and the local state – Civic and Civil Society working hand in hand.

Rewiring of Public Services and the Local State

A network of GM Live Well centres, spaces and offers will serve as the front door of our integrated system of prevention. Live Well is therefore the main public service delivery model of the Prevention Demonstrator, but we will need to go much further if we are to truly rewire and reform the full range of services for the public. We know many many of our residents and communities rely on the caring and life changing support and interactions from public services and we know that Live Well has the power to bring together grassroots civil society with the transformative, life changing power of public service delivery.

If Live Well is our driving force for a new model of public service delivery then we have to be relentless in both pace and ambition, leaving no stone unturned. This will mean building upon the energy and momentum of events, participatory activity and work with communities but **going much deeper with the transformation of the fullest range of services with and for the public** – supporting, valuing and reinvigorating public services as a key cornerstone of communities and society at large – communities, the VCSFE sector and public services truly collaborating.

From front-line teams and integrated neighbourhood models through to the fundamentals of the way we structure, fund and commission public services - delivery of a new public service model will require fundamental transformation across the whole system working across all sectors and disciplines to rewire and reform the local state around place and around people's lives.

From health services to housing advice, from employment support to financial advice, the fullest range of support across all ages ranges, touching all aspects of people's lives – enabling all to Live Well.

Long-term investment approach across the whole ecosystem

To match the scale of the ambition we will need to set out a long-term investment approach linked to our core budget processes. This is not *only* about sustaining funding for VSCFE provision but recognises that **Live Well is wholly reliant upon strong, sustainable and caring public services**. Our investment approach will need to make sure that we are equally funding and resourcing delivery of these public services often provided by local government, **with investment going into both VSCFE and local public services**. We will also continue to make the case for a **fair local government funding** settlement to support the many public services which communities rely on and are core to Live Well.

Making it real for every one of our residents

If Live Well is to be visible, real and tangible across the full range of public services and support, then we need to bring this to life for the public and the many hundreds of

thousands and millions of residents going about their day to day lives. This will need a system wide commitment to clear, staged operational goals and decisions. We know that

this is a 10-year plan but residents should be able to see and feel the progress over time.
This means:

In 10 years time (2035):

- Every resident and community in Greater Manchester can expect to see a fully connected Live Well system

In 4 years time:

- Live Well centres and spaces will be available from every neighbourhood
- Live Well actively contributing to the wellbeing of Young People
- Primary Care accessing Live Well support & LW 'appointments' operational
- Live Well priority offers (including enhanced offers) in place to agreed standards across GM
- Multi-agency neighbourhood prevention teams operating on 30–50k footprints
- Integrated health–work–money pathways in all localities
- Prevention Demonstrator will be translating into a New Public Service Delivery Model

For residents, this means that by December 2026

- All residents can see Live Well Centre and Spaces in their community which are clearly identified as such
- All residents know exactly why they would engage with Live Well and what they can expect
- All residents know that they can access live well in person (or digitally?)
- All residents can expect the basic Live Well support offers/services to be available including Employment Support, Mental Health support and advice around housing, debt and finance

To achieve this, over the next year we will need to:

1. Clearly communicate to all residents what Live Well means and what is the 'minimum offer' they can expect in tangible terms (set out publicly)
2. Fully develop and embed employment support programmes into Live Well and make accessible to residents via Live Well
3. Working with partners to define and publish which health services can be accessed via Live Well

4. Working with partners to make sure Mental health services can be accessed directly through Live Well (e.g. talking therapies) with direct access to mental health capability.
5. Review any commissioning, resourcing and staffing needed to deliver these commitments

A fundamental rewiring of public services on this level also requires a fundamental rewiring of the state meaning we also need to put our full weight behind the ambitions of our Prevention Demonstrator which will play a critical role in supporting and enabling this system shift.

3. Mobilisation of the Prevention Demonstrator

The Prevention Demonstrator will enable Live Well and the reform of public services at a place level with an initial focus on preventing ill health, reducing economic inactivity and demand pressures on Local Authorities and other public services (e.g. social care, housing, hospital and GP demand).

It is our mechanism to get Government backing for a sustainable Live Well Model and demonstrate how the approach can prevent poor outcomes for our residents and prevent rising costs for local authorities, NHS and other services.

Realisation of the Prevention Demonstrator will enable us to systematise prevention and will see us work closely with central government departments to provide the blueprint for a joined-up approach to preventing social harms and costs, wrapping public services around people in their community, linking up Government and 'cracking the nut' of one of the biggest public policy issues of our time.

Greater Manchester has now been designated as a national Prevention Demonstrator; The Government has made these commitments in both the 10-year Health Plan and through the Task & Finish Group on GM Devolution chaired by Treasury and MHCLG.

In addition to designating GM as Prevention Demonstrator, the Task & Finish process also agrees to a number of other supporting actions:

- Expanding the Integrated Settlement to include a wider range of funding streams linked to prevention and reform as part of the 'Health, Wellbeing and Reform' area of competence (e.g. further employment support, Multiple Disadvantage and further work and to include relevant areas of preventive activity in relation to health and families in collaboration with GM LAs and local partners)
- Incorporating the next phase of the Cabinet Office Test, Learn and Grow programme (local innovation accelerator around Public Service Reform working in North Manchester).

- Developing and agreeing an evaluation framework

Mobilisation of the Prevention Demonstrator

We are now moving into a mobilisation phase for the Prevention Demonstrator and whilst the Prevention Demonstrator will eventually need to work toward prevention being the default for delivery across the Greater Manchester Strategy ('Making sure people can Live Well') we will need to sequence activity over time.

The Prevention Demonstrator will have three types of success criteria:

- Robust Design and Method for a replicable Prevention Demonstrator Model
- Immediate Impacts on use cases AND wider impacts on use cases following expanded focus
- Influence on UKG and national partners leading to greater devolution and flexible funding and investment

We have now set up a 'virtual unit' for GM which brings together expertise and capability to drive mobilisation and delivery of the Prevention Demonstrator and which sits alongside Live Well Implementation and Resource. This core function is resourced collectively across GMCA, NHS GM and Health Innovation Manchester and will consist of a dedicated Director, existing Reform & Live Well resourcing, secondments from central government and a wider range of capabilities from across the system (e.g. research and evaluation, innovation capability and higher education contributions).

The focus for the next three months will be on:

- Aligning the local system - connecting the full range local delivery leads, experts by experience, and subject matter experts to confirm the focus and starting point of each area of work making up the Prevention Demonstrator Portfolio
- Developing a proven and robust method for spread and delivery
- Connecting local and national expertise – including a National Advisory Group to ensure maximum national influence and challenge and support to realise benefits.
- Setting out the scope, entry points and sequencing of activity from Year 1, 2-5 & 10+ years

Scope and Sequencing

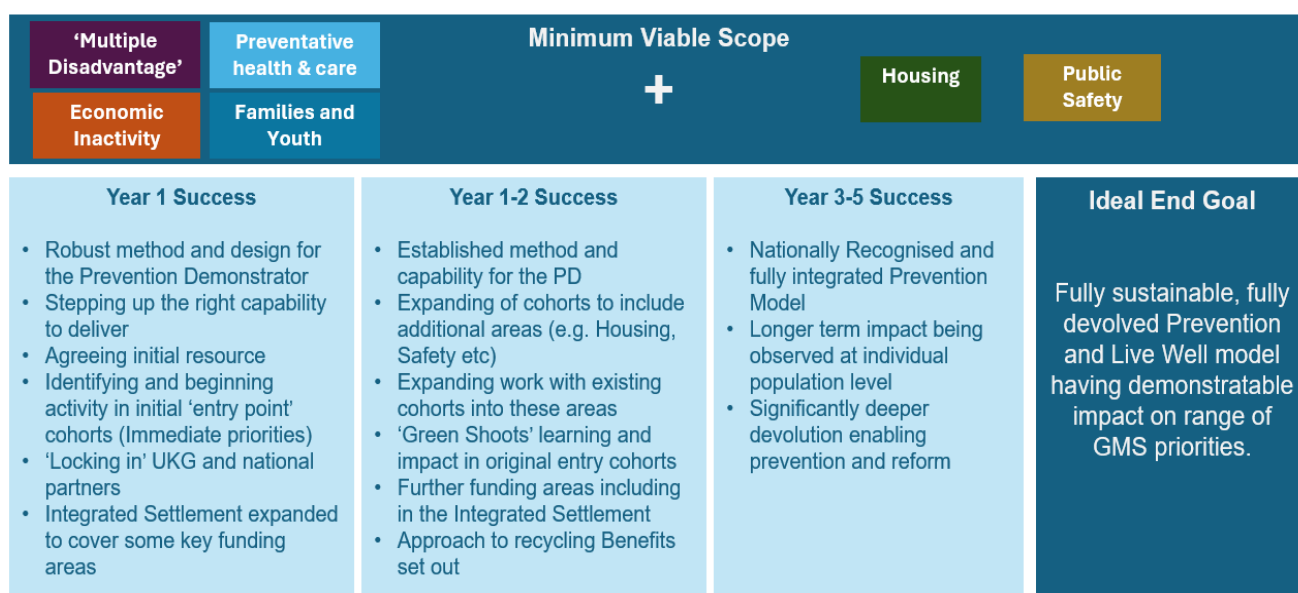
It is critical that the Prevention Demonstrator is able to hold firm to the longer term goal of system change, reform and deeper devolution – we will need to avoid being pulled into small, fragmented initiatives but recognise that we will need to focus on immediate priorities and 'entry points' whilst working to gain greater freedoms and flex with UKG and create space for areas linked to GMS Priorities.

The minimum viable scope for the prevention demonstrator will focus on the key Interrelated pressure areas in the system which are also of significant relevance to Central Government priorities:

- Economic Inactivity -Individuals who are economically inactive and unemployed

- Health Prevention - Individuals who have 'suboptimal care'
- Multiple Disadvantage - Multiple Complex Cohorts with a range of crosscutting issues (e.g. mental health, substance misuse, homelessness, contact with criminal justice system, health conditions etc)
- Families and Youth – Young people who would benefit from Early Help to prevent poor outcomes

Whilst we will need to build out into other key areas (e.g. public safety and housing), we will initially identify a quantifiable and identifiable cohort from these key areas (e.g. 4,500 adults who are economically inactive, 10,000 people who currently have 'suboptimal care' and at risk of CVD or diabetes, 3000 adults experiencing multiple disadvantage and 5000 Children and Young People)



From these starting cohorts we will need to determine to what extent this can be delivered through Live Well infrastructure or whether additional activity is needed. The Prevention Demonstrator will seek to align existing funding unlocked through devolution and determine if any additional resource, freedoms and powers are needed. This will be supported by confirmation of the outcomes framework and real time learning as part of the evaluation framework.

Successful delivery of the Prevention Demonstrator and a fully sustainable Live Well model will also be heavily reliant on local health and care operating models and future ICB arrangements.

Role of the National Advisory Group

The first National Advisory Group for the Prevention Demonstrator took place in November with representation from a range of high profile national and local expertise across sectors and disciplines (e.g. UKG departments, health, economy, children and young people, higher education, public services, VCFSE & Civic Innovation). The role of the Advisory Group is to:

- **Provide key strategic perspectives**, insights and advice from a range of organisations and sectors relevant to all the elements of the Prevention Demonstrator.
- **Provide the relevant profile and advocacy** for this agenda within their organisations, across the GM system and at a national level
- Steer the translation of the Prevention Demonstrator announcements into **a clear and focused programme of work**
- Advise on work with UKG departments to **secure central government involvement** as a core element of the Prevention Demonstrator
- **Leverage insights** within different parts of central government to promote and secure further commitment and support.
- Bring together and **secure commitment from all relevant stakeholders** to cover the agreed scope/aspects of the prevention demonstrator (noting that this will build over time – health, multiple disadvantage, families, employment, youth & justice etc)
- **Unlock and unblock any barriers to delivery** and mobilisation and any barriers to securing the necessary resources and capabilities.
- **Provide oversight** of delivery, evaluation, outcomes, data & resources.
- Ensure that the advisory group is fully connected with and **working in tandem with Live Well** governance and operations.

Next steps for the Mobilisation of the Prevention Demonstrator include:

- Clarification of what is to be prevented, specifying the cohorts involved, the resources identified, and the intended impacts across human, fiscal, economic, and system domains.
- Representation of the current service model alongside a clear articulation of the new public service model.
- Clarification of how will test the public service models
- Clarification and full scoping of how we will resource models and activities in localities
- Confirmation of the data requirements necessary to underpin the proposed model.
- Representation of the approach to cost-benefit analysis (CBA) and return on investment (ROI) assessment.
- Representation of the evaluation framework to track change over short, medium, and long-term periods

4. Moving Beyond the Economic Inactivity Trailblazer

Background

Responding to Economic Inactivity is a key part of our ambitions for Live Well and is one of the major focuses of work for the Prevention Demonstrator. We know, however, that the underlying causes of and challenges around Economic Inactivity are fully interrelated with other areas (physical health, mental health, skills, housing, safety, family relationships and so on) all of which are priorities for Live Well and crossover with other key cohorts for the Prevention Demonstrator.

An update on the Economic Trailblazer is provided here but our emphasis will now move beyond the Trailblazer as a standalone programme towards its potential role, impact and

delivery in terms of the next steps of the Prevention Demonstrator, Live Well and the wider skills and employment system

The Trailblazer

Greater Manchester was selected to be one of 8 Economic Inactivity Trailblazer (EIT) areas as outlined in the DWP Get Britain Working White Paper required to test and learn new approaches to tackling inactivity including broader systems change. The £10m grant is being used to shift the GM employment and skills system to a Live Well model which takes a prevention-focussed approach and provides the foundation for future delivery in this area which is fundamental to Live Well and the Prevention Demonstrator.

The £10m fund is being used across 2 test areas that both fills gaps in current delivery and start to shape the system for the future. As a 'trailblazer' it is about testing, learning and then adopting what works:

- **Test 1 - Embedding a Live Well journey to employment** - System shaping work across digital and data needs, growing VCFSE capacity and capability, amplifying residents voice and JCP integration.
- **Test 2 - Direct support for residents on their journey towards work** – Almost 40 different interventions across all 10 localities targeting a range of priority cohorts and learning 'what works' to engage and support 4500 residents on their journey towards work.

Progress to date

Test 1 - Embedding a Live Well journey to Employment

Early in the EIT mobilisation phase, Local Authorities, VCSFE and other partners were brought together to create a system co-designed Live Well Journey to Employment. This is now forming the basis for developing the system wide vision across all GMCA and partner activity enabling the system shift which needs to happen to take a prevention-focussed approach. An overview of this vision is set out below

Live Well vision for Employment



Voluntary Sector North West have built on this work and completed phase one of the VCSFE project which aims to build capacity and capability within the sector to deliver community-led offers as part of an integrated system, which involved mapping and understanding VCSFE delivery models across the 10 boroughs. Phase 2 is now underway and will identify and commission studies of exemplar services and capacity and readiness of the sector to support the Live Well Journey to Employment vision.

The EIT has explored how combining different data sources helps target residents more effectively and match their needs to available opportunities, using a “names not numbers” approach to providing strengths-based and person-centred support. This is central to the Prevention Demonstrator, through providing a foundation to test working with central government and local areas to link additional datasets across themes and groups for better insight, targeting, and tracking.

To fast track this work, GM has been working with UKG over the summer to unblock the barriers to data sharing so we can connect residents known to DWP but not accessing JCP Work Coach support to appropriate local offers. We have agreed in principle with DWP to repurpose the existing Household Support Fund (HSF) data share and LAs and GMCA are working together to finalise the data matching and evaluation approach prior to

going live. If this is successful there will be scope for DWP to amend the national policy to mainstream this approach.

Work is underway on a digital project which aims to understand the current ways of working and complete a gap analysis of the existing Live Well digital services across GM. The project will deliver an options appraisal document which maps out the user requirements and proposes a digital solution, not only to complement the existing systems but also optimise the current ways of working, which are fundamental to an integrated Live Well system.

Test 2 - Direct support for residents on their journey towards work

Across the 10 LAs, there are almost 40 distinct projects being tested to tackle inactivity in line with the Live Well Journey to Employment vision. They range from working to develop local VCSFE support offers, job clubs and intensive cohort programmes, to more health focused offers such as expanded mental health offers and wellbeing capacity reviews. These projects have been identified by each LA based on their understanding of demographic need and gaps in the current system offer. Anticipated outcomes range from reduced social isolation and structural barriers, to moving people into work and gaining qualifications.

The majority of projects are now underway with the remaining few projects beginning in November, and LAs are confident of achieving the anticipated engagement and outcomes by March 2025. At the end of October, the EIT has engaged with more than 900 residents. LAs have begun to submit case studies which shows both the breadth and impact of the work already undertaken. A short summary of two case studies are included below.

Early Case Studies

Rochdale

In Rochdale, targeted programmes such as the Heywood Trailblazers and New Pioneers Project are helping residents facing complex barriers to employment move towards greater independence, wellbeing, and long-term career opportunities.

Support has enabled individuals who were previously socially isolated, long-term unemployed, or managing health and language barriers to begin transforming their lives. For example, one woman who had fled conflict overseas has been supported to train as a teaching assistant, participate in wellbeing activities, and secure school-based work experience. Another couple, unemployed for over two decades due to health and

confidence challenges, have rebuilt their lives through financial education, volunteering, and regular community activity — becoming advocates for others in similar positions.

The projects have also proved particularly effective for residents with additional needs. Young adults with autism and memory challenges have been guided into volunteering roles, training, and pathways to sustainable employment with local employers. Tailored support has further enabled residents to progress into higher education, with ongoing coaching in place to sustain momentum

Stockport

The Work & Skills Navigator programme in Stockport provides tailored, person-centred support to residents facing multiple barriers to employment, including financial hardship, limited qualifications, and low confidence. Referrals often come through routes such as the Council's Cost of Living helpline, ensuring support reaches those most in need. Participants are offered low-barrier engagement activities to rebuild confidence and social connections before progressing into training or volunteering opportunities. Practical obstacles such as transport and digital access are addressed alongside skills development, helping individuals move towards sustainable employment. Recent delivery examples include residents enrolling in confidence-building and vocational courses such as childminding, developing the qualifications and resilience needed to re-enter the labour market and support their families' long-term stability

Wigan

In Wigan Borough the trailblazer funding has all gone out to the VCFSE sector, via a grant funded process that has been led by Wigan Borough Community First, Wigan's infrastructure organisation. Recognising that we should be investing and building out from the strengths in our communities, 11 organisations have been funded to work alongside residents in an asset-based way, building on strengths, raising aspiration and working through barriers together. The VCFSE organisations that have been funded are all rooted in communities, close to where people live and where trusted relationships are already formed. Residents are more likely to engage with trusted services in the heart of their community and the funding will help to build the social infrastructure and social capital so that residents, furthest away, are able to build confidence, raise aspiration and thrive, whilst connecting to enabling support such as housing, here for you, digital support and adult learning.

5. Moving Forwards

Prevention Demonstrator

This paper has focused on 1 on 4 key cohort and challenge areas of the Prevention Demonstrator (which reflect the key local challenges and priorities), namely economic inactivity. Parallel work is being undertaken in the other 3 areas (Children and Young People – looking at families early help & SEND, Multiple Disadvantage and Health Prevention (linking clinical and social intervention)). We will be bringing further updates on these areas to the CA noting that a fundamental part of this work is to understand and more fully set out the interrelationships between these cohorts.

This will lead to:

- Insights into new models for delivery within our Live Well approach
- Sources of insight through connected data to support predictive analysis, case finding for early help and impact
- Development of the financial model which will support a shift in resources to increase preventative capacity and impact
- An evaluation model which will evidence what works and how improved outcomes and greater value for the public purse are secured

Live Well

Live Well has ignited a shared ambition and momentum in organisations and communities across GM, creating a once-in-a-generation chance to transform outcomes for people at a pace and scale never seen before. Through Live Well, we can make sure that every stride in economic growth over the next decade is matched by a leap in opportunity, so that any resident, in any community, feels the benefit of living in this thriving city-region providing fairer, healthier and hopeful futures.

Live Well is generating unstoppable momentum across organisations and communities. The chance for democratic renewal is there for the taking with participation in the ambition at a level unmatched anywhere in the country. This is our moment to embed the energy of this collaboration into the fabric of how we work and deliver on our ambition to become the most networked city-region in the world.

Key Recommendations

The GMCA is requested to note the contents of the report and any implications.

In addition, Members of GMCA are asked to:

- Support taking Live Well to the next level throughout 2026 by making it a visible, practical offer for residents. This would include embedding Live Well in each locality and harnessing the power of local partnerships to deliver integrated, accessible support.
- Note that this next step is vital to strengthen and accelerate prevention in practice, ensuring Live Well continues to be a driving force for better outcomes for residents across Greater Manchester