

Report to CABINET

Oldham Live Well Implementation

Portfolio Holder:

Cllr Barbara Brownridge, Cabinet Member for Adults, Health and Wellbeing

Officer Contact: Mike Barker, Deputy Chief Executive

Report Author: Rebecca Fletcher, Director of Public Health

21st July 2025

Reason for Decision

Implementing Live Well presents an opportunity to accelerate and intensify the work already started in Oldham to shift to a preventative approach where residents get the support they need, in the way they need it, in their own communities.

Executive Summary

Launched in May 2024, Live Well is Greater Manchester's (GM) movement for community-led health and wellbeing. It aims to support healthier, happier and fairer communities by growing opportunities for everyone to Live Well, providing everyday support in neighbourhoods. Oldham has been using a similar approach for some time, through building and supporting a strong Voluntary, Community, Faith & Social Enterprise (VCFSE) sector, developing our place-based approach to public services and range of activities intended to support strong, resilient communities. This paper outlines an Oldham Live Well approach and the governance to implement this locally utilising the implementation funding from Greater Manchester, a total of £844,000.

Recommendations

Cabinet is requested to

1. Accept the Live Well Implementation Funding, including the conditions of funding outlined in this report and agree that the grant funding is allocated to Public Health to enact.
2. Delegate authority for the execution of all decisions regarding utilisation of the funding from the Live Well Implementation Fund to the Director of Public Health, in consultation with the Cabinet Member for Adult Social Care, Health and Wellbeing.
3. Delegate authority to the Director of Public Health, in conjunction with the Borough Solicitor and Director of Finance (or their nominees), to vary existing contracts (and any associated

collaborative commissioning agreements), issue grant agreements or award contracts stemming from a compliant procurement process.

4. Delegate authority to the Borough Solicitor or their nominee to carry out all necessary legal formalities linked to the actions delegated to the Director of Public Health, including the execution of contracts.
5. Agree to the formation of the Live Well Partnership Board to support the implementation of a Live Well approach in Oldham to accelerate and intensify the existing focus on supporting residents in our communities in partnership with a resilient VCFSE sector.

Oldham Live Well development

1 Background

- 1.1 Launched in May 2024, Live Well is Greater Manchester's movement for community-led health and wellbeing. It aims to support healthier, happier and fairer communities by growing opportunities for everyone to Live Well and providing everyday support in neighbourhoods. Oldham has been using a similar approach for some time, through building and supporting a strong Voluntary, Community, Faith & Social Enterprise (VCFSE) sector, developing our place-based approach to public services and range of activities intended to support strong resilient communities.
- 1.2 Greater Manchester Combined Authority (GMCA) and NHS Greater Manchester (NHSGM) have now announced a Live Well Local Implementation Support Fund for 25/26 totaling £10m. This will be made available to each Locality based on the size of their population to invest in the local roll out of Live Well and its key components (detailed later in the report). For Oldham this investment equates to £844k.
- 1.3 Live Well is also described as Greater Manchester's 'Prevention Demonstrator' to Central Government, intended to prove how working differently in neighbourhoods with a focus on prevention can deliver change and in turn gain more powers in GM for public service reform.
- 1.4 Oldham has to date been part of several aspects of Live Well work, including a 'trailblazer' scheme focused on addressing economic inactivity. The next phase of funding for Live Well comes with specific requirements about how the funds are directed, based around four key components of Live Well.

2 What is Live Well and what does it look like in Oldham?

- 2.1 Our vision for Oldham Live Well is for a thriving and resilient community where each individual has access to the support they need to lead a healthy and fulfilling life, where they live.
- 2.2 To achieve this, we will focus on a whole-system approach that prioritises prevention, collaboration, and our vibrant VCFSE sector. By building on our strong partnerships, and harnessing our local assets, we will create a sustainable model of health creation, that reduces health inequalities, enhances social connections, and ensuring every resident has the opportunity to flourish. Our approach will champion community-led initiatives, strengthen local capacity, and ensure that prevention is at the heart of everything that we do.
- 2.3 The rationale behind the GM Live Well approach is one which is familiar in Oldham – that integrated support, built around residents' needs, delivered at the right time and in the right place is critical to improving outcomes across the board. This means bringing together the very best of formal and informal support across the system. Collaborating with communities to design and deliver these interventions can reduce health, social and economic inequalities across Oldham and GM.
- 2.4 There are four key components to the Live Well approach and these should be delivered in all ten boroughs:
 - i. **A network of Live Well centres**, spaces and offers. These will see public services and community-based support working together to provide a consistent everyday support offer from recognisable places in the community.

- ii. **A resilient VCFSE eco-system.** Ensuring a resilient and connected local VCFSE offer from a sector resourced to respond to what matters to people, with community-led approaches at the heart.
- iii. **An optimised integrated neighborhood model.** This will see multi-agency teams working on common geographical footprints of 30-50k population towards shared outcomes and purpose alongside local people and communities.
- iv. **A culture of prevention.** Where the workforce and organisational development is geared towards prevention, with an emphasis on person-centred and relational ways of working across all systems of support

2.5 We will undertake an internal benchmarking exercise, with key partners, to understand how well developed each of these components is already in Oldham, and what actions are required to fully meet all aspects of this feature. This piece is urgent and will be completed before the end of August 2025.

2.6 We are already well placed and have many of the Live Well building blocks in place in Oldham, as described in diagram 1 below. Our primary challenge is describing a single programme that brings it all together as a vision for the borough that everybody can understand and connect the ambition to the delivery and results.

Diagram 1: Summary of current Oldham position against Live Well features

Live Well feature	Oldham position
Live Well Centre & Spaces	<p>Centres: Oldham has five districts, or neighbourhoods, four of which have a building and infrastructure which can be considered a Live Well Centre e.g. Chadderton Health and Wellbeing Centre (see supporting slides).</p> <p>Spaces: There are numerous spaces in Oldham which can be described as Live Well Spaces including our Family hubs, libraries, sports centres and other community spaces.</p>
Resilient VCFSE Eco-system	<p>We have strong track record of working with and developing the VCFSE in Oldham</p> <ul style="list-style-type: none"> ▪ Action Together, infrastructure organisation working with and across VCFSE ▪ One Oldham fund ▪ Extensive social prescribing model in place ▪ VCFSE Strategy in development ▪ Public sector-VCFSE forum established this year
Optimised integrated neighbourhood model	<p>We have embedded a multi-agency approach through the following;</p> <ul style="list-style-type: none"> ▪ Family hubs and integrated children and families service ▪ Development of district hubs as the focal point for residents to access the range of support from the council, putting the resident at the centre. ▪ Community Explorers Networks ▪ Development of social care Target Operating Model ▪ Population Health Management approach delivered by Primary Care Networks on neighbourhood/district footprints

Culture of prevention	<p>We have a strong culture of prevention in Oldham which can be further deepened through this programme.</p> <ul style="list-style-type: none"> ▪ The Live Well Accelerator is taking a community-led approach ▪ Prevention Framework developed and guiding our approach ▪ Focus of investments and interventions are guided by strength-based approaches as well as trauma informed responses
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2.7 In making an assessment of where we are now and recognising the strengths and gaps in our existing offer, we must also consider the approach required in Oldham which will enable us to deliver our vision for Live Well. It is proposed that we focus on supporting and investing in activity, which;

- I. **Accelerates progress** – rapidly building on what is working in Oldham to roll this out further
- II. **Grows capacity and capability** – we must develop the capacity in Oldham to work in a different way, alongside the capabilities across individuals and organisations to work in an integrated, community-led way
- III. **Fosters culture of prevention** – building a shared culture of prevention across the whole of our workforce, ensuring services are joined up and working together
- IV. **Tests, learns and innovates** – testing new approaches, with a focus on community-led prevention and embedding this way of working across the system
- V. **Tackles system barriers** – identify the barriers to delivering our Live Well ambition and work together to tackle these

3 GM funding and requirements

3.1 The GMCA and GMICB have set out a number of expectations for each locality to meet in order to receive the 25/26 funding allocation. We are confident based on the summary provided in Section 2 above that Oldham can fulfill these criteria in FY25/26.

3.2 We will need to describe and deliver the following for Oldham;

- a) Our vision for Live Well and Neighbourhood working in Oldham.
- b) How we will use the funds, based on the principle that at least 50% will go directly to the local VCFSE sector.
- c) Identify a district hub to be designate as Oldham's flagship Live Well Centre and any specific projects or initiatives that will additionally be supported through the funding.
- d) A clear timeline for implementing the above by the end of 25/26.
- e) How we will measure, monitor and govern this work in the Oldham system.

Through the governance described in the next section, we plan to organize our activities which will deliver these features.

4. Proposed Oldham 'Live Well' Governance

4.1 As described above, governance is required to provide system leadership for us to co-ordinate the delivery of this major transformation approach. It is therefore proposed that an Oldham Live Well Programme Board is established, which will be accountable to existing

partnership governance within the Council, Integrated Care Partnership and Oldham Partnership.

- 4.2 The membership of the Live Well Programme Board will be constituted of key leaders from across the Council, NHS and VCFSE and will be chaired by Mike Barker, Deputy Chief Executive of the Council and Oldham Director of Health and Care Integration for NHS Greater Manchester.
- 4.3 A Live Well Working Group has already been established to be the engine room for this programme and is undertaking a readiness assessment and diagnostic to understand what features of the Live Well approach are already embedded in Oldham. This working group, as well as the existing Live Well Accelerator Working Group, will report into the Programme board.
- 4.4 While a project team is being formulated from colleagues working within the system, there is a need to ensure dedicated project management capacity. The system has identified funding for the next 2 years from the partners to achieve this and that resource will be hosted by the Council on behalf of the Oldham system

5. Benefits to Oldham

- 5.1 An outcomes framework will need to be developed, however, we know based on the evidence that exists for these community based approaches, the following benefits and outcomes are expected;

For residents:

- Increased access to VCFSE services by residents
- Improvement in residents' overall health and wellbeing
- Reduction in social isolation for key groups
- Potentially increased satisfaction with public sector

For the system:

- Reduction in proportion of population economically inactive
- Reduction in demand for high-cost services e.g. reduced need for adult social care, acute hospital interventions
- Better outcomes through 'health creation'
- Thriving VCFSE sector in Oldham

- 5.2 Measuring and attributing the outcomes of these interventions will require a longer-term approach, and therefore the development of intermediate indicators, which allow us to understand whether the Live Well approach is becoming embedded and functioning in Oldham, will be identified.

6. Options/Alternatives

- 6.1 **Option 1:** accept the implementation funding and conditions to roll out Live Well in Oldham. This option is preferable as it enables Oldham to build upon the range of work developed over previous years (see section 2) and our strong desire to move towards a system with prevention and community empowerment at its heart. The funding made available will enable both investment in the VCFSE, and consolidate our district approach through the strengthening of key hubs and spaces. This would broaden the approach neighbourhood

teams can collaborate to support residents. This would also align with our wider reform agenda.

A key disadvantage to accepting the Live Well funding and its requirements is that currently this funding is non-recurrently available for one financial year only. Future non-recurrent or recurrent investment is unclear and is predicated on Localities and Greater Manchester demonstrating the value proposition for Live Well.

- 6.2 **Option 2:** decline the implementation funding made available to roll out Live Well in Oldham. The advantage to this option would be reducing the demands on council capacity to enact the initiative, however, the disadvantages far outweigh this advantage. Live Well is a flagship approach for Greater Manchester which has funding attached to it. Oldham could be reputationally damaged should it decline this opportunity to test approaches to community led wellbeing.

7. **Preferred Option**

- 7.1 The preferred option which is recommended to Council is Option 1. This option would include Council agreeing to the following steps;
- a. Accepting the Live Well Implementation Funding, including the conditions of funding outlined in this report and agree that the grant funding is allocated to Public Health to enact.
 - b. Delegating authority for the execution of all decisions regarding utilisation of the funding from the Live Well Implementation Funding to the Director of Public Health, in consultation with the Cabinet Member for Adult Social Care, Health and Wellbeing and subject to contract procedure rules.
 - c. Delegating authority to the Director of Public Health, in conjunction with the Borough Solicitor and Director of Finance (or their nominees), to vary existing contracts subject to the right to extend (and any associated collaborative commissioning agreements), issue grant agreements or award contracts stemming from a compliant procurement process.
 - d. Delegating authority to the Borough Solicitor or their nominee to carry out all necessary legal formalities linked to the actions delegated to the Director of Public Health, including the execution of contracts.
 - e. Agreeing to the formation of the Live Well Partnership Board to support the implementation of a Live Well approach in Oldham to accelerate and intensify the existing focus on supporting residents in our communities in partnership with a resilient VCFSE sector.

8 **Consultation**

- 8.1 Our approach to Live Well has been developed through discussions with our Health and Well Being Board and Integrated Care Partnership Committee, both of which include a range of internal and external stakeholders. Key leads for districts, economic development and those involved in the Live Well Accelerator in Oldham have also been engaged, as has the VCFSE strategic representation.

9. **Financial Implications**

- 9.1 The preferred option as detailed in the recommendations above is to accept £844k 'Live Well Implementation Funding' from the Greater Manchester Combined Authority (GMCA) to support the roll out the Live Well programme in Oldham.
- 9.2 The paper also seeks approval of the proposed governance arrangements set out in points 2 to 5 of the recommendations. These include delegated authority of the decision-making process, and the creation of a Live Well Partnership Board. A diagram of the proposed Live Well governance structure can be found in paragraph 4.

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- 9.3 The Greater Manchester Combined Authority (GMCA) and the Greater Manchester integrated Care Board (GMICB) have set out several expectations for each locality to meet in order to receive their 2025/26 funding allocation.

These conditions are detailed in paragraph 3 and include the principle that at least 50% of the funding will go directly to the local VCFSE sector and that a clear timeline has been set for implementing its roll out by the end of the 2025/26 financial year.

- 9.4 Failure to meet these grant conditions may result in the withdrawal of funding or a claw back of any grant received.

- 9.5 The commissioning of spend against the grant will be subject to further delegated reports.

(Matthew Kearns – Finance Manager)

10 Legal Implications

- 10.1 The report proposes accepting grant funding from GMCA. Once available, the grant agreement will need to be reviewed to ensure that the Council's obligations are clearly defined and manageable, to identify any conditions that may trigger clawback (such as failure to meet delivery milestones), and to check for any onward funding restrictions or reporting requirements.

- 10.2 As at least 50% of the funding is expected to be distributed to VCFSE partners, formal funding agreements will be required. These should set out the permitted use of funds, delivery and monitoring requirements, and include appropriate repayment or clawback provisions.

- 10.3 Where elements of the programme involve the procurement of goods or services, the Council must ensure compliance with all applicable procurement legislation and its internal Contract Procedure Rules

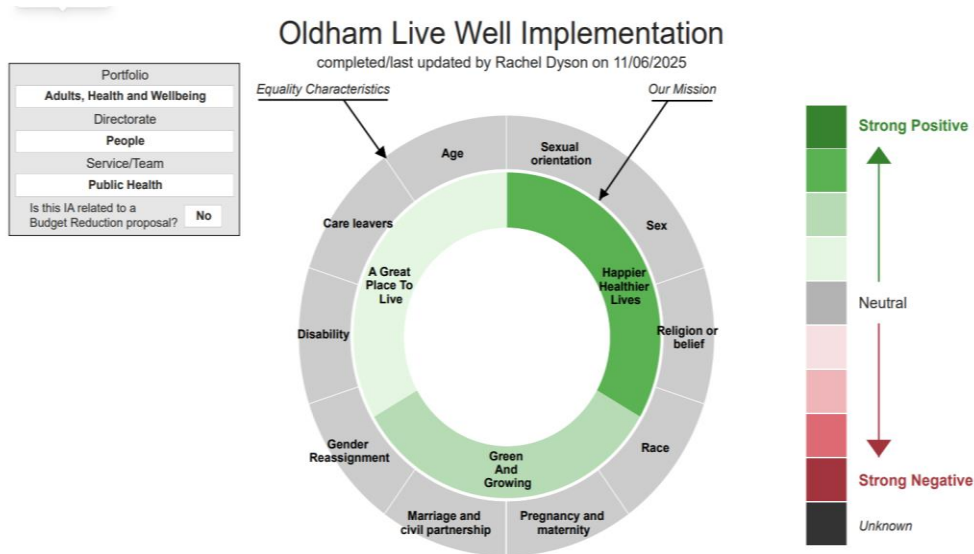
- 10.4 There may also be subsidy control considerations. If the funding is used solely to support non-economic activity, such as public health outreach or community engagement, it is unlikely to amount to a subsidy. However, a formal screening should be undertaken in each case, with support from Legal Services.

Pamela Nsofor (Solicitor)

11 Procurement Implications

- 11.1 There are no Procurement implications to accepting the grant, or where the money is passed on as a grant, although there may need to be a discussion with legal around state aid where money is given as a grant. Where this funding is then used to commission a service then the organisation's CPRs would apply regardless of any decision making authority approved, to ensure the Council remain compliant with the obligations of the Procurement Act 23. Where this is the case then a DDR would be required on a case by case basis to consider the spend and requirements on the organisation related to that spend, giving legal, procurement, finance and other departments opportunity to comment. At present specific spend has not been identified in this report, and it is not possible to make generic statements around how this may be spent. James England – Procurement Manager

12 Equality Impact, including implications for Children and Young People



12.1

13 Key Decision

13.1 Yes

14 Key Decision Reference

14.1 HSC-10-25

15 Background Papers

15.1 None

16 Appendices

16.1 None