

**Report to CABINET**

## **Oldham Live Well Implementation**

**Portfolio Holder:**

**TBC**

**Officer Contact:** Mike Barker, Deputy Chief Executive

**Report Author:** Rebecca Fletcher, Director of Public Health

**20<sup>th</sup> July 2025**

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**Reason for Decision**

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To accept a grant from GMCA & NHS GM to support the continuation of Live Well implementation in Oldham in 26/27. This 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.

## **Recommendations**

- 1.** Accept the £844k Live Well Implementation Funding for financial year 26/27, including the conditions of funding outlined in this report and agree that the grant funding is allocated to Public Health to enact.
- 2.** Agree the allocation of a grant of £424k to Action Together to hold on behalf of the VCFSE sector, and to utilise according to plans to be agreed and developed by the Oldham Live Well Sponsorship Group.
- 3.** Delegate authority to the Director of Public Health to accept any further Live Well Implementation Funding allocation from GMCA in 27/28 and 28/29, and to allocate a minimum of 50% of that funding to Action Together to hold on behalf of the VCFSE.
- 4.** 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.
- 5.** 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.
- 6.** 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.

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## Oldham Live Well Implementation

### 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 In Summer 2025 Greater Manchester Combined Authority (GMCA) and NHS Greater Manchester (NHS GM) announced a Live Well Local Implementation Support Fund for 25/26 totaling £10m. This was 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 equated to £844k.
- 1.3 In April 2026, GMCA and NHS GM confirmed that a further £844k will be committed to Oldham for the financial year 26/27. They have also made a commitment to sustain the implementation support fund through to 27/28 and 28/29 to support the delivery of the ambitions set out in the Greater Manchester Strategy and its Delivery Plan.
- 1.4 The stated purpose of the funding is to support the local implementation of Live Well, with a clear expectation from GMCA and NHS GM that 50% of Live Well investment flows directly to the local VCFSE sector. This remains essential to ensuring that Live Well continues to be rooted in community assets, meeting local needs and building trusted relationships with people and place and provides sufficient capacity to develop Live Well alongside wider public services.
- 1.5 Live Well is also part of 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.

### 2 Current Position

- 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 During 25/26 we established a Live Well Sponsorship Group, reporting into the Health & Wellbeing Board, to drive forward the ambitions of the programme and provide oversight to the Live Well Implementation Support Fund. The Sponsorship Group also provides oversight to other funding streams and innovation programmes associated with Live Well, including Live Well in Later Life and the Live Well Economic Inactivity Trailblazer.
- 2.5 Our priorities for activity and investment in 25/26 were aligned to the GM Live Well hallmarks and set out in a Live Well Implementation Plan to GMCA as required by the conditions of the grant.
- **Establish and improve sites for Live Well centres across each of Oldham's five districts** - making it easier for residents to access support in their local area
  - **Build on learning from our Live Well Accelerator** - involve more people across the whole borough in decisions about funding their local area
  - **Build capacity in our Community Centres** – supporting their sustainability as Live Well spaces
  - **Develop community and citizen leadership capacity** – enabling more people to influence and lead as part of our Live Well approach
  - **Grow a culture of prevention** – equipping people within frontline teams and VCFSE organisations to take a preventative approach in their work with residents
  - **Improve pathways into local support offers** – staff and residents know, or can easily find out, what is available in their local area
- 2.6 A breakdown of the allocation of implementation funding for 26/27 across Live Well programmes of work is shown in the table below. This proposal has been agreed by the Live Well Sponsorship Group.

| Theme                                                                  | Programme of work                                                                                                                                    | Total Investment<br>Year 2 26/27 (£) |
|------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| <b>Centres &amp; Spaces</b>                                            | <b>Investment in community centres</b>                                                                                                               |                                      |
|                                                                        | - Operational grants – to ensure spaces can remain open and function while developing sustainability plans                                           | <b>£100k</b>                         |
|                                                                        | - Infrastructure grants – to address infrastructure gaps to support sustainability (e.g. wifi, accessibility, furniture)                             | <b>£50k</b>                          |
|                                                                        | <b>Investment to public sector centres &amp; spaces</b>                                                                                              |                                      |
|                                                                        | - Initial investment into Failsworth Town Hall as flagship Live Well Centre                                                                          | £50k                                 |
|                                                                        | - Investment in development of public sector led building to improve alignment with Live Well hallmarks                                              | £340k                                |
| <b>Culture of Prevention</b>                                           | <b>Develop community &amp; citizen leadership capacity</b>                                                                                           |                                      |
|                                                                        | - Community leadership programme for people leading in grassroots organisations                                                                      | <b>£30k</b>                          |
| <b>Integrated Districts</b>                                            | <b>Build district volunteering infrastructure</b>                                                                                                    |                                      |
|                                                                        | - develop schemes such as volunteer passport, rewards                                                                                                | <b>£52.5k</b>                        |
| <b>Resilient VCFSE</b>                                                 | <b>Scale up participatory grant making</b>                                                                                                           |                                      |
|                                                                        | - Participation costs for VCFSE organisations and residents involved in participatory grant programmes in all five districts of Oldham               | <b>£7k</b>                           |
|                                                                        | <b>Investment in community-led approaches</b>                                                                                                        |                                      |
|                                                                        | - Employment & Skills support                                                                                                                        | <b>£100k</b>                         |
|                                                                        | - Live Well offer grants                                                                                                                             | <b>£72k</b>                          |
| <b>Enablers</b>                                                        | <b>Programme coordination and leadership</b>                                                                                                         |                                      |
|                                                                        | - Strategic VCFSE leadership from Action Together for Live Well & VCFSE Representation on Live Well Sponsorship Group and other Live Well governance | <b>£12.5k</b>                        |
|                                                                        | <b>Evaluation &amp; learning</b>                                                                                                                     |                                      |
|                                                                        | - Funding to secure evaluation support                                                                                                               | £30k                                 |
| <b>Total Allocation to VCFSE via Action Together (figures in bold)</b> |                                                                                                                                                      | <b>£424k</b>                         |
| Total Investment                                                       |                                                                                                                                                      | £844k                                |

- 2.7 GMCA and NHS GM have set some clear priorities for use of the Live Well Implementation Support Fund for 26/27. They have asked that localities continue to focus on strengthening:

- **The local support infrastructure that is now being developed through Live Well**, including the physical presence of centres and spaces that provide residents with a clear and trusted route into everyday support.
- **The consistency and quality of the Live Well offer**, using the co-designed Live Well hallmarks, and in co-production with communities, to ensure that people experience a welcoming, relational and empowering approach wherever they encounter Live Well (across public services and VCSFE support)
- **The breadth of the Live Well offer**, easily accessible public services and support available directly through and as part of Live Well which cover the full range of everyday support (Employment, Physical and Mental Health, Housing support, support for children and families, debt and financial advice and Enhanced Support where needed)
- **The visibility and recognisability of Live Well for residents**, making it easier for people to see, understand and access Live Well support in the places they live, work and spend time. This includes clear identity, a stronger presence in communities and neighbourhoods and more proactive communication so residents can easily identify Live Well as part of everyday life.
- **Progress against key measures**, collectively contributing and understanding progress against metrics (progress and impact) agreed and codesigned through the Live Well Board.

2.7 It is proposed that Oldham Council accepts this grant on behalf of the Oldham system and that the Director of Public Health works with the Oldham Live Well Sponsorship Group to develop a 26/27 implementation and spending plan aligned to our existing local priorities (see 2.5) and GM priorities (see 2.6). This will include allocation of a minimum of 50% of the funding (£422k) to the VCFSE, with Action Together holding these funds on behalf of the sector and utilizing them according to the agreed implementation and spending plan. All further decisions regarding utilisation of the funding should be delegated to the Director of Public Health who will work, in conjunction with the Borough Solicitor and Director of Finance (or their nominees), to ensure that spend is allocated through compliant processes.

2.8 It is proposed that authority is delegated to the Director of Public Health to accept any further grant funding allocation from GMCA for Live Well implementation in 27/28 and 28/29. This will include allocation of a minimum of 50% of future funding to the VCFSE, with Action Together holding these funds on behalf of the sector. The Director of Public Health will work with the Oldham Live Well Sponsorship group to develop an implementation and spending plan aligned to local and GM priorities. All further decisions regarding utilisation of the funding should be delegated to the Director of Public Health who will work, in conjunction with the Borough Solicitor and Director of Finance (or their nominees), to ensure that spend is allocated through compliant processes.

### 3 Options/Alternatives

3.1 **Option 1:** Accept the implementation funding and conditions to continue to embed Live Well in Oldham. This option is preferable as it enables Oldham to build upon the range of work developed over previous years 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 consolidation of our resident offer approach in districts through the strengthening of key centres and spaces.

**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 deliver the initiative. However, the disadvantages far outweigh this advantage. This funding provides an opportunity for Oldham to invest in approaches which align closely to

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the ambitions of the Oldham Plan, as well as being a flagship GM initiative. Oldham could be reputationally damaged should it decline this opportunity to embed approaches to community led wellbeing.

## **4 Preferred Option**

4.1 The preferred option which is recommended to Council is Option 1. This option would include Council agreeing to the following steps;

1. Accept the Live Well Implementation Funding for financial year 26/27, including the conditions of funding outlined in this report and agree that the grant funding is allocated to Public Health to enact.
2. Agree the allocation of a grant of £424k to Action Together to hold on behalf of the VCFSE sector, and to utilise according to plans to be agreed and developed by the Oldham Live Well Sponsorship Group.
3. Delegate authority to the Director of Public Health to accept any further Live Well Implementation Funding allocation from GMCA in 27/28 and 28/29, and to allocate a minimum of 50% of that funding to Action Together to hold on behalf of the VCFSE.
4. 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.
5. 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.
6. 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 Consultation**

5.1 Our approach to Live Well has been developed through discussions with our Health and Well Being Board and Live Well Sponsorship Group, both of which include a range of internal and external stakeholders. This includes leads for social care, housing, districts, economic development, and health and care amongst others, as well as strategic representation from VCFSE. Engagement has also taken place with the wider VCFSE sector through a range of existing forums and networks.

## **6 Financial Implications**

- 6.1 The preferred option is to accept the implementation funding of £844k, along with the associated conditions, to continue embedding the Live Well approach in Oldham. This funding provides an opportunity to accelerate and deepen the preventative work already underway, ensuring residents receive the support they need at the earliest stage.
- 6.2 Approve the allocation of £424k as a grant to Action Together, to be held on behalf of the VCFSE sector and utilised in line with plans developed and agreed by the Oldham Live Well Sponsorship Group.
- 6.3 This funding presents minimal financial risk, as it is externally provided, requires no match funding, and does not create any ongoing financial commitments.

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- 6.4 Authority is delegated to the Director of Public Health to accept any further Live Well Implementation Funding allocations from GMCA in 2027/28 and 2028/29, and to allocate a minimum of 50% of this funding to Action Together to hold on behalf of the VCFSE sector. The Director of Public Health is also authorised to implement all decisions relating to the use of the Live Well Implementation Fund, vary contracts, issue grant agreements and award contracts in consultation with the Borough Solicitor and Director of Finance (or their nominees). The Borough Solicitor (or nominee) is authorised to complete all related legal formalities, including the execution of contracts.

Mohammed Rahim (Accountant)

## **7 Legal Implications**

- 7.1 The Council must ensure the funding is used in accordance with the grant conditions set by GMCA and NHS GM, with appropriate monitoring in place.
- 7.2 The allocation of £424k to Action Together will require a formal grant agreement setting out clear terms of use, accountability, and clawback provisions. Legal will be on hand to assist with this.
- 7.3 It is Action Together has an established role as a delivery partner for the VCFSE sector and would have been appropriately selected. However, a significant proportion of funding is routinely allocated to this organisation, which may present risks around perceived concentration of funding and transparency. This issue has been previously raised, and is highlighted again for finance consideration and to ensure any mitigation that may be appropriate.

Pamela Nsofor (solicitor)

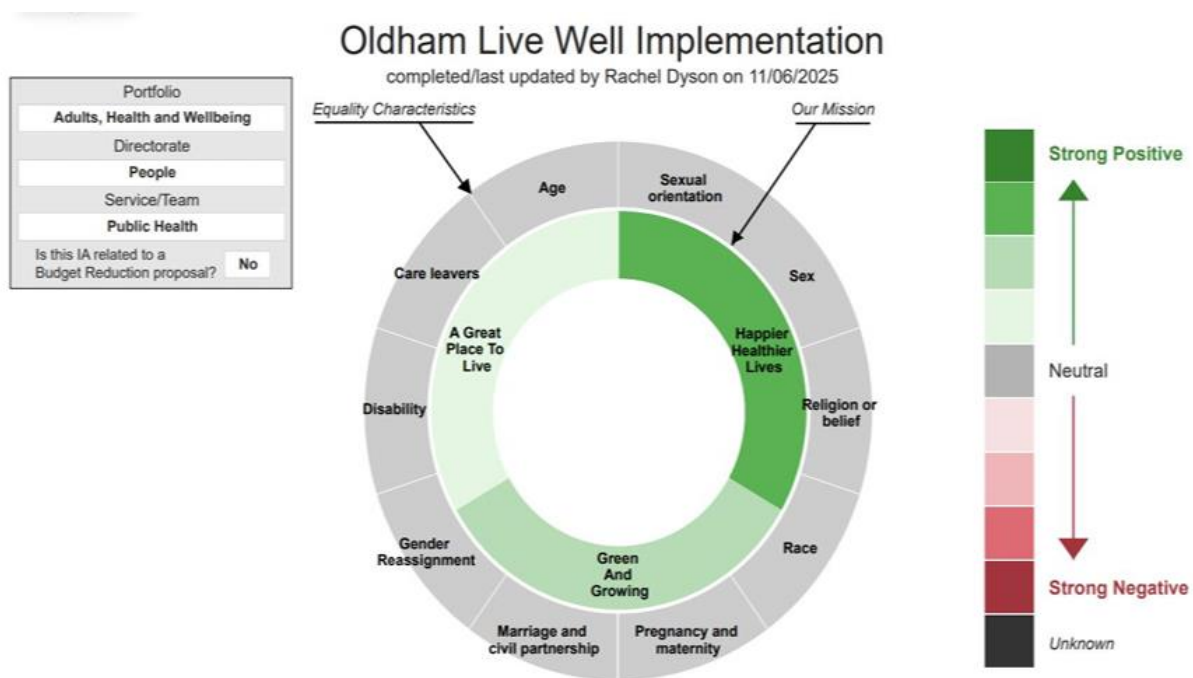
## **8. Procurement Implications**

- 8.1 There are no procurement implications in accepting grant funding. Any grant funding that is received would then become public money and the spending of this would need to be in compliance with both the CPRs and legislation. The delegation of authority does not delegate the requirements of the CPRs and legislation, so any spend would need to be covered by a relevant report and specific comments around spend requirement from Procurement would be added to that.

James England – Procurement Manager

## **9 Equality Impact, including implications for Children and Young People**

- 9.1 Yes



## 10 Key Decision

10.1 Yes

## 11 Key Decision Reference

11.1 HSC-07-26

## 12 Background Papers

12.1 Live Well Implementation 25/26

## 13 Appendices

13.1 Table of total Live Well Implementation Fund investments Year 1 (25/26) and Year 2 (26/27).



| Theme                        | Programme of work                                                                                                                                                                                                                                                                                                                                               | Total Investment Year 1 25/26 (£)            | Total Investment Year 2 26/27 (£) | Combined Total Year 1 & 2 (£)                |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-----------------------------------|----------------------------------------------|
| <b>Centres &amp; Spaces</b>  | <b>Investment in community centres</b><br>- Expert business development support from Locality for 6 community centres<br>- Operational grants – to ensure spaces can remain open and function while developing sustainability plans<br>- Infrastructure grants – to address infrastructure gaps to support sustainability (e.g. wifi, accessibility, furniture) | <b>£250k</b><br>- £50k<br>- £100k<br>- £100k | <b>£200k</b><br>- £100k<br>- £50k | <b>£400k</b><br>- £50k<br>- £200k<br>- £150k |
|                              | <b>Investment to public sector centres &amp; spaces</b><br>- Initial investment into Failsworth Town Hall as flagship Live Well Centre<br>- Investment in development of public sector led building to improve alignment with Live Well hallmarks                                                                                                               | <b>£50k</b><br>- £50k                        | <b>£390k</b><br>- £50k<br>- £340k | <b>£440k</b><br>- £100k<br>- £340k           |
| <b>Culture of Prevention</b> | <b>System wide organisational development to drive a culture of prevention</b><br>- Working with Innovation Unit as experts in organisational change to develop programme of interventions                                                                                                                                                                      | <b>£50k</b>                                  |                                   | <b>£50k</b>                                  |
|                              | <b>Develop community &amp; citizen leadership capacity</b><br>- Community leadership programme for people leading in grassroots organisations<br>- Co-design programmes that empower residents to lead and influence                                                                                                                                            | <b>£30k</b>                                  | <b>£30k</b>                       | <b>£60k</b>                                  |
| <b>Integrated Districts</b>  | <b>Develop single digital front door</b><br>- Develop and implement an interactive digital service guide for residents and staff across the system                                                                                                                                                                                                              | <b>£80k</b>                                  |                                   | <b>£80k</b>                                  |
|                              | <b>Build district volunteering infrastructure</b> – develop schemes such as volunteer passport, rewards                                                                                                                                                                                                                                                         | <b>£30k</b>                                  | <b>£52.5k</b>                     | <b>£82.5k</b>                                |
| <b>Resilient VCFSE</b>       | <b>Establish citizen alliances</b> – enable residents to participate in neighbourhood governance & offer training in community organising and participatory governance                                                                                                                                                                                          | <b>£20k</b>                                  |                                   | <b>£20k</b>                                  |
|                              | <b>Scale up participatory grant making</b><br>- Delivery of £50k participatory grant programmes in all five districts of Oldham, enabling residents to be involved in how money is spent (supplemented by National Lottery You Decide and GM Live Well Communities Fund)                                                                                        | <b>£100k</b>                                 | <b>£7k</b>                        | <b>£107k</b>                                 |
|                              | <b>Investment in community-led approaches</b><br>- Employment & Skills support<br>- Live Well offer grants                                                                                                                                                                                                                                                      |                                              | <b>£172k</b><br>- £100k<br>- £72k | <b>£172k</b><br>- £100k<br>- £72k            |
| <b>Enablers</b>              | <b>Programme coordination and leadership</b><br>- Strategic VCFSE leadership from Action Together for Live Well & VCFSE Representation on Live Well Sponsorship Group and other Live Well governance<br>- Project Management & Engagement Activities                                                                                                            | <b>£174k</b><br>- £75k<br>- £99k             | <b>£12.5k</b><br>- £12k           | <b>£186,500</b><br>- £87.5k<br>- £99k        |
|                              | <b>Evaluation &amp; learning</b><br>- Funding to train community researchers who will support the evaluation of Live Well<br>- Funding to secure evaluation support                                                                                                                                                                                             | <b>£60k</b><br>- £30k<br>- £30k              | <b>£30k</b><br>- £30k             | <b>£90k</b><br>- £30k<br>- £60k              |
|                              | <b>Total Investment</b>                                                                                                                                                                                                                                                                                                                                         | <b>£844k</b>                                 | <b>£844k</b>                      | <b>£1.688m</b>                               |