

Greater Manchester Combined Authority

Date: 28th March 2025

Subject: Local Implementation and Capacity Building Fund to Support Roll-out of GM Live Well

Report of: Mayor of Greater Manchester, Andy Burnham and Group Chief Executive, Caroline Simpson

Purpose of Report

The purpose of this report is to outline Greater Manchester's Live Well ambition and seek approval for the establishment of an implementation support fund to initiate roll-out. GM Live Well aims to deliver consistent and comprehensive support across all neighbourhoods in Greater Manchester, contributing to the Growth and Prevention plan over the next 10 years.

Recommendations:

The GMCA is requested to:

Approve the use of £5m to create an implementation support fund, as set out in paragraph 4 including the flow of investment into localities, noting the specific deliverables identified in the report.

Contact Officers

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Equalities Impact, Carbon and Sustainability Assessment:

Recommendation - Key points for decision-makers

Members are asked to endorse the implementation support fund and the flow of investment into localities noting the specific deliverables identified in the report.

Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion	G	
Health	G	
Resilience and Adaptation		
Housing	G	
Economy	G	
Mobility and Connectivity		
Carbon, Nature and Environment		
Consumption and Production		
Contribution to achieving the GM Carbon Neutral 2038 target		

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.
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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

The report is considered to have a low level of risk

Legal Considerations

Not applicable

Financial Consequences – Revenue

The report seeks endorsement of funding to be made available locally to support the implementation of Live Well and as described in the body of the report. A future pipeline of funding will be required to ensure the success of ongoing implementation, activities and improvements.

Financial Consequences – Capital

There are no immediate capital implications of this report. Local determination will need to be applied dependent on the use of funds locally.

Number of attachments to the report: 0

Comments/recommendations from Overview & Scrutiny Committee

N/A

Background Papers

None

Tracking/ Process

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

Yes

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. Introduction

- 1.1 This report sets out Greater Manchester's (GM's) Live Well ambition and seeks approval to establish an implementation support fund to initiate roll-out across GM. This will be an essential part of delivering our Growth and Prevention plan over the next 10 years and forms an integral part of our negotiations with central government focused on the Prevention Demonstrator and further devolution in this area. Our negotiations with UKG aim to provide GM with greater ability to pool investment and funds focused on prevention and delivered through GM Live Well, further adding to the available investment in localities.
- 1.2 It is proposed that the Supported Employment programmes funded as part of the integrated settlement will develop in line with the current Working Well ambitions and align with the strategic development of Live Well. This will see a further shift into building a more person-centred and empowering employment support system that draws on the strengths of people and communities.
- 1.3 GM Live Well is about ensuring that there is a consistent offer across Greater Manchester so that 'everyday support' is available in every neighbourhood. Live Well support offered to an agreed standard across GM will help people to better manage the pressures of life, live as well as they can and find purpose through good work. In turn, this will also contribute to responding to the key pressures across the public service system by ensuring that best use is made of our collective resources and delivery is focused around the collective needs of our residents
- 1.4 We know that significant and collective investment in localities is needed to be able to fully translate these ambitions into a reality across all communities and neighbourhoods in Greater Manchester. The investment highlighted in this report is the first step in unlocking the necessary investment to fully implement and deliver.

2. Planning for Growth and Prevention in GM

2.1 The Greater Manchester Strategy (GMS) and Delivery Plan are now being drafted, overseen by an Editorial Board representing Leaders, the private and Voluntary, Community, Faith and Social Enterprise Sectors, and the Health & Care and Transport systems. The GMS will set a 10-year vision for GM to become a thriving place where everyone can live a good life. It will reflect our collective mission and evidence-based approach – focusing on the things that matter to residents, institutions, businesses, visitors and more. It will provide a focal point and clarity allowing everyone to see the potential for their role and contribution to drive collective progress.

2.2 Underpinning the GMS will be a a 10-year delivery plan setting out how the vision in the GMS will be delivered, drawing on the evidence for opportunities for growth and addressing constraints including place based priorities (e.g. Growth Locations, town centres), thematic priorities (Live Well, Housing First, Technical Education & Skills, Bee Network), and sector priorities (Local Industrial Strategy).

2.3 The framework of the GMS will be built around the vision for “*a thriving city region where everyone can live a good life*”. The priority themes currently being considered include an emphasis on transforming the health, well-being, employment support, and wider support, offer for residents through what is described as GM Live Well.

3. Our ‘GM Live Well’ Ambition

3.1 GM Live Well is the catalyst for delivering our long-held prevention and integrated neighbourhood working ambitions to secure the best outcomes for people. It will be the mechanism to bring about a radical shift in how we deliver public services and collaborate with communities to reduce health, social and economic inequalities across GM.

3.2 We know that integrated support, built around resident’s 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. GM Live Well is essential in delivering GM's growth priorities by ensuring everyone has access to the support they need to thrive.

3.3 GM Live Well is our shared local delivery vehicle and is made up of four core components:

1. **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.
2. **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.
3. **An optimised integrated neighbourhood 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.
4. **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.

3.4 As this work is building on success and good practice in Localities, we know that many examples of these features and components are already visible across Greater Manchester. GM Live Well and this investment will provide greater capacity for localities to go even further and take local work around prevention and reform to the next level.

3.5 If GM Live Well is our local delivery model, then the 'Prevention Demonstrator' is our outward-facing language and work with central government. It aims to garner traction and support for our local ambitions, focusing on pooling funds and investments locally and gaining more powers for public service reform. The 'Prevention Demonstrator' is a key priority for the next Spending Review, with negotiations ongoing with a task group led by HMT. This initiative has significant backing from DHSC and targets interconnected themes like health, employment, social care, housing, criminal justice, and community safety. Economic inactivity and employment support devolution are also crucial aspects. Our proposal integrates these elements into a single transformative pitch across public services, addressing targeted investments in system

pressure points like multiple disadvantages, young people with health barriers to work, and frail elderly and hospital discharge.

4. GM Live Well Local Implementation and Capacity Building Fund

4.1 To launch the roll-out of GM Live Well, it is proposed that a joint implementation and capacity fund be established. This fund would consist of £5m investment from GMCA, matched by an equivalent amount from NHS GM, thereby creating an initial £10m GM Live Well Implementation and Capacity Building Fund to support localities with roll-out.

4.2 It is important to ensure that investment across localities is proportionate and fair based on the intended use of initiating implementation. Therefore, it is proposed that the fund is allocated to localities on a per capita basis (i.e. locality percentage of overall GM resident population) as shown in the table below. Subsequent investments should focus on local needs, wider demographics, and specific areas requiring development that will be identified through the initial phases of implementation.

Locality	Total Population (Census 2021)	% of GM Population	Proposed Allocation (£)
Bolton	295,961	10.32%	1,032,025
Bury	193,851	6.76%	675,964
Manchester	551,943	19.25%	1,924,642
Oldham	242,081	8.44%	844,144
Rochdale	223,775	7.80%	780,310
Salford	269,927	9.41%	941,244
Stockport	294,776	10.28%	1,027,893
Tameside	231,063	8.06%	805,724
Trafford	235,063	8.20%	819,672
Wigan	329,329	11.48%	1,148,381
GM	2,867,769	100%	10,000,000

- 4.3 It should be noted that the equivalent investment from NHS GM will need to be approved via the appropriate sign-off route in the health system in March 2025 in line with its budget setting and Annual Planning process. The intention is to combine these investment streams into a single implementation and capacity building fund.
- 4.4 The fund will be used to support the initial implementation and capacity building of the GM Live Well initiative in localities. Over time this will ensure that residents can access a network of Live Well centres, spaces and offers through every neighbourhood in GM. These will integrate local employment support and community-based services to provide a consistent approach to accessing everyday support when it is needed.
- 4.5 Additionally, the fund will be used to take steps towards ensuring a resilient and connected local Voluntary, Community, Faith and Social Enterprise (VCFSE) sector, support optimising integrated neighbourhood working across multi-agency teams, and further embed a culture of prevention within systems of support.
- 4.6 The implementation and capacity building fund would be allocated in Q1 of 2025/26 and would be used as follows:
- a) Each locality would use the funding to establish at least one 'Live Well centre' to serve as the local flagship for developing and delivering Live Well support.
 - b) Funding may be used to enhance an existing local setting (e.g. Community Hub or Family Centre) or it may be used to accelerate the integration of a number of different points for joined up support (E.g. Employment Hubs, Wellbeing & Prevention Hubs, Health and Social Care hubs etc.)
 - c) Funding may be used to enable the co-location of staff to form cross-sector teams (i.e. all relevant public services and VCSFE sector) to provide access to integrated support across the full range of local public service support offers (e.g. health – including mental health, employment, social support, financial and welfare advice, housing – including property concerns, community safety, enhanced support for those experiencing multiple disadvantages) as well as VCFSE and community-based offers.
 - d) Funding may be used to better align the neighbourhood model with the flagship Live Well centre.

- e) 50% of the funding will be used to directly support the local VCFSE sector's contribution to Live Well and ensure that the sector has the additional development capacity to innovate and contribute to the design and system re-wiring that will support people to access what they need, working work with locality system partners to design new local models.
- f) The funding may be used to build on existing models and contribute to the development of Live Well workers or navigators operating from and between Live Well Centres and Live Well Spaces.

4.7 In addition, there would be the following expectations relating to the fund:

- a) Each locality would commit to co-designing Live Well Centres, Spaces and offer with local people and based on the lived experience of those accessing support locally.
- b) Each locality will be able to demonstrate how the Live Well centre connects to their integrated neighbourhood working arrangements.
- c) Each local flagship Live Well centre should include the development of, or connection to, employment support offers as a priority, specifically linking to the DWP Economic Inactivity Trailblazer.
- d) Each locality will work with GMCA and NHS GM to identify a specific Live Well support theme/offer that others can learn from. This would not be the exclusive function of the Live Well centre but would be an area of learning/expertise to support others (e.g. housing support, linking to primary care, wellbeing, support for those experiencing multiple disadvantage etc.)
- e) All localities will commit to actively sharing their learning and improvement journey as part of a learning and innovation network. This will be drawn together through our system learning infrastructure and contribute to wider culture and leadership development work as part of this implementation approach.

4.8 GMCA, NHS GM, and other GM footprint organizations will ensure that other services commissioned or funded at the GM level further develop the Live Well offer and centres. This includes services like Jobcentre Plus (JCP), other employment support, digital inclusion, GM Moving, Greater Manchester Fire and Rescue Service (GMFRS), Greater Manchester Police (GMP), Violence Reduction Unit (VRU), Probation, and others. In addition GMCA will invest £500k to enhance capacity and capability to

develop GM's public and VCFSE sector workforce to shift culture and leadership towards prevention.

4.9 Over the next decade, we will root 'Live Well' centres and spaces in every neighbourhood, building out from and further connecting existing integrated provision and support. Live Well centres and spaces will be the front door for prevention and enhanced support, bringing together the very best of our public services and community support when it is needed.

4.10 Following this initial investment we aim to draw down, align and identify further investment across themes and components of GM Live Well in order build additional elements (particularly enhanced live well offers for those expiring multiple disadvantage, housing and property check support, mental health) and functional capabilities (referral pathways, digital enablers) into local delivery. We have already started this work by aligning our DWP 'economic inactivity' trailblazer work to enable the transition of employment support into GM Live Well. Going forward we will continue to draw funding together through our prevention demonstrator work and through the development of the integrated settlement, funnelling this to localities to support the GM Live Well ambition.

5. Recommendation

5.1 Members are asked to endorse the implementation support fund and the flow of investment into localities noting the specific deliverables identified in the report.