



The Oldham Plan

A framework for success
2015 –18



Oldham
Partnership

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Who we are

It is the job of the Oldham Partnership, a body of proactive and engaged partners from the public, private, community and voluntary sector, to turn the ambitions and priorities outlined in this plan into action.

The Oldham Leadership Board

The Oldham Leadership Board is the governing body of the Oldham Partnership. It comprises of public sector chief executive's, key elected members, business and community and voluntary sector leaders. It is more than a partnership of organisations but a body which is responsible for leading and championing Oldham ,not just at the borough level but at the city region and beyond.

The commissioning clusters

The Oldham partnership will focus on pooling and aligning resources where possible and develop investment models and jointly commission services that deliver better outcomes, avoid duplication and reduce costs. It therefore configures itself under four commissioning clusters as follows:

- **Economy and skills**
- **Co-operatives and neighbourhoods**
- **Health and wellbeing**
- **Enabling**

These clusters enable the Oldham Partnership to lead, influence, collaborate and commission across partner organisations in order to deliver the best possible outcomes for residents.

Delivery and supporting partnerships

These commissioning clusters are supported by a range of delivery partnerships that drive the day to day delivery of the Oldham Plan. These are currently on a theme basis and covers for example Health and Wellbeing, Community Safety and Cohesion, Oldham Learning Co-operative and Oldham Business Leaders group as well as support from the Co-operative Commission that enables the Partnership to realise its Co-operative ambition and the Innovation in Oldham Network (iON) which provides a space for the partnership to commission new activity and explore how it can reduce demand and increase community capacity.

Oldham Leadership Board Chair team:





Overview

from the
Chair team
of the
Oldham
Leadership
Board

The Oldham Plan is exactly as the name suggests – a plan for Oldham. It moves beyond individual organisations and institutions to create a shared vision for the borough and our residents.

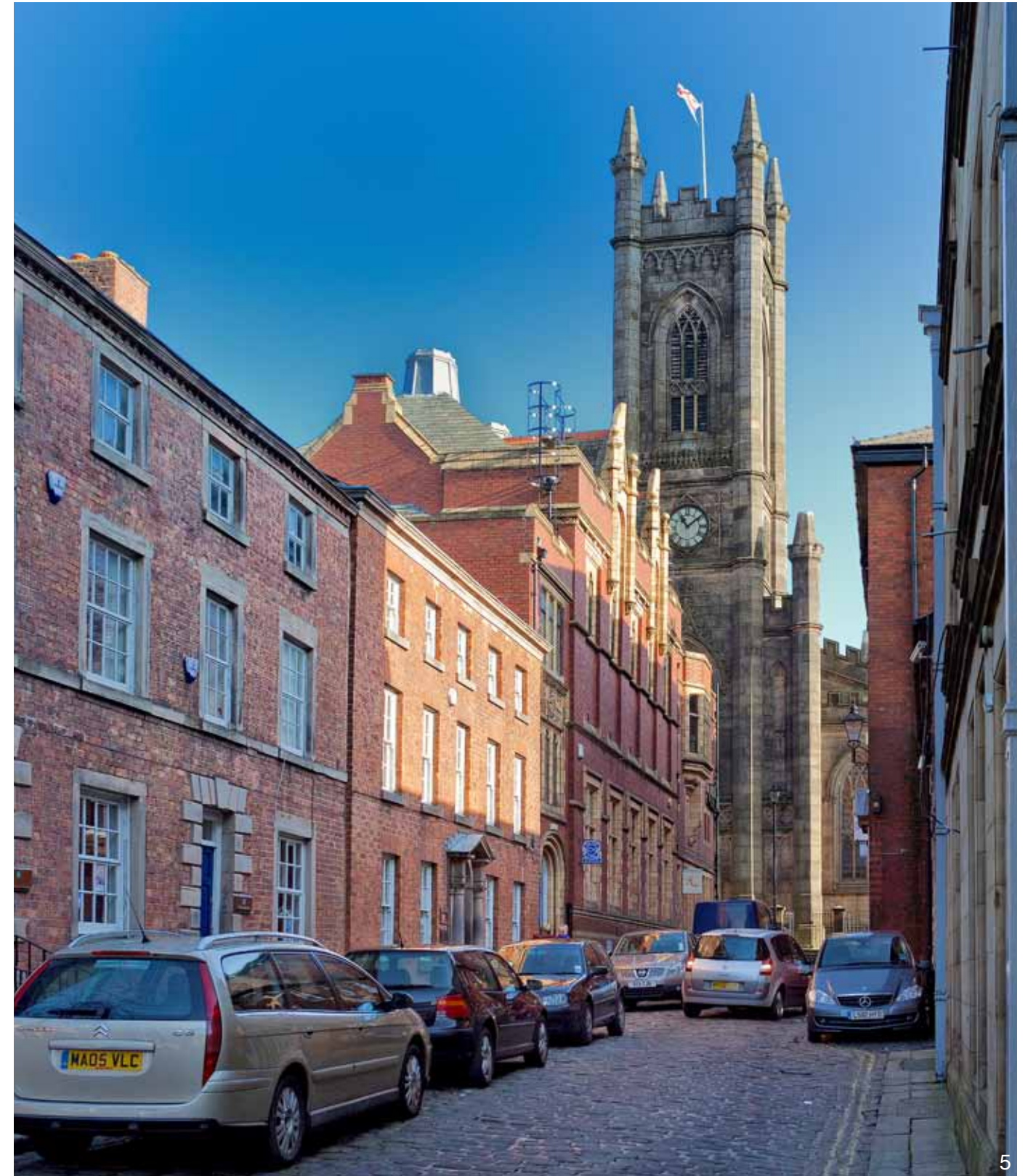
Our ambition for Oldham and its people is more determined than ever. We are not prepared to accept decline as inevitable or that reduced public sector budgets mean we can achieve less. We want Oldham to be ‘a place of ambition where people and communities flourish’.

Our co-operative approach creates the foundation to build on. Put simply we want to create a borough where everyone does their bit and everyone shares the benefit.

This Plan refreshes the original that was published in 2013 and reflects what the Oldham partnership is all about:

- raising the ambitions of Oldham
- getting the best deal for residents
- growing our economy
- getting people into good jobs
- reforming how we do things in the public sector and
- supporting both people and communities to manage change and help themselves

The Plan builds on the positive role we play within Greater Manchester and the city region which will become of growing importance as we move on a path of greater devolution over the next few years. It is therefore essential that our priorities firmly reflect the Greater Manchester’s growth and reform ambitions.





This means that we are well placed to both make and take every opportunity to promote and deliver on the ambitions we have for the Oldham and its residents.

To be the best Oldham we can be, we have to invest in the social and economic base of the borough. We've committed to an ambitious investment programme to build new homes, create good quality jobs, invest in education and skills and build a town centre fit for the new Oldham.

We know times are still hard for many residents with too many stuck in a cycle of low skilled, low wage, insecure employment. It isn't good enough for public service to only step in when a problem is presented. We must invest in our communities and our people and support them to be as resilient, self-reliant and ambitious as possible.

We are committed to working with residents differently to identify the root causes and seek to prevent issues such as worklessness or ill health - this is much better than dealing with the effects. In order to achieve this we need residents to work with us and take more responsibility and control over their own lives and the issues in their communities.

The Oldham Partnership is charged with delivering our vision 'to be a place of ambition where people and communities flourish'. By looking beyond our own organisations, agencies and institutions and bringing together our resources we can make Oldham a place where people are proud to live and will choose to do so.

Together we're going to make Oldham the best it can be.



What we will achieve: our vision and priorities 2015-2018

“To be a place of ambition where people
and communities flourish”



1

Economy and skills

Priority outcome: Investment, skills and good quality jobs.

- Develop a skilled, educated and dynamic workforce that can compete for jobs within the city region
- Support people into decent, secure jobs which pay well
- Achieve a balanced local economy, more inward investment and a strong position within Greater Manchester
- Enable more business start-ups and increase survival rates
- Ensure we are a place that supports economic growth, encourages enterprise and capitalises on new technologies

2

Co-operatives and neighbourhoods

Priority outcome: Resilient and co-operative people and communities who flourish and cope well with change.

- Support all communities to flourish
- Support vulnerable people to overcome challenge
- Reward positive contribution and support residents to do better for themselves
- Improve the physical environment of communities
- Campaign, lobby and lead on the issues that matter most to Oldham people

3

Health and wellbeing

Priority outcome: Healthy, happy and confident people and communities.

- Improve health outcomes for all.
- Keep vulnerable children and adults safe.
- Enable more people to be in control of their own health.
- Develop a more joined up and effective health and social care system.
- Invest in preventative services to help people earlier.



A message from Alun Francis

Principal of Oldham College and Chair of the Economy and Skills Commissioning Cluster.

We have made significant progress in terms of education achievement over the past decade with Oldham closing the gap with the rest of the country in education achievement at key stage 2 and GCSE. However, this success does not seem to have been translated elsewhere - with Oldham residents less likely to have a degree, be in work or earn as much as their England and Greater Manchester colleagues. In-fact, wage levels in Oldham are lagging behind with more people termed as 'in work poverty' than elsewhere.

This is why our challenge for Oldham is more than getting people into work. It is about getting more skilled and educated Oldhamers who can access good quality jobs both here and in the city region.

We cannot achieve this alone and will need to work closely with our partners in the city region to ensure Oldham people benefit from city region prosperity. However, we need to do this at the same time as attracting more investment into Oldham, marketing it as a place to live, work and invest, increasing our housing, leisure and infrastructure offer and supporting more people to start up and succeed in starting their own businesses.

Economy and skills



What the evidence tells us

- Oldham continues to close the gap nationally for education attainment at key stage 2 and GCSE. Primary school SAT results in Maths and English are 79% compared to national average of 75% and 57% of pupils achieved 5 GCSE's A* to C grades including English and Maths compared to the national average of 59%.
- **However, only 22.5% of people in Oldham have degree level qualifications compared to 31.8% in Greater Manchester and 35% nationally presenting a significant skills gap.**
- The number of people claiming out of work benefits stands at 13.1% in line with the Greater Manchester average but higher than national average of 9.8%
- **The number of new jobs in Oldham is forecast to increase by 6% in the next 10 years compared to 10% in Greater Manchester and nationally.**
- Oldham has the lowest wages in Greater Manchester and the gap is widening with the North West (14% gap in 2013, up from 10% in 2008) and nationally (24% gap in 2013, up from 18% in 2008).
- **15,600 children (26.9%) are in low income families.**
- Business start-up rates are 14.6% in line with national average and slightly lower than Greater Manchester at 15.9%. Survival rates at 5 years are 38.6% in line with Greater Manchester but lower than the national average of 41.2%.
- **116 private homes being built in the past year. Terraced properties in Oldham make up 41% of the stock compared to 21% across the North West. 71% of homes are in the lower end council tax bands of A and B.**
- The public sector has led the way on investing in Oldham but it remains a challenge to attract public sector investment. 23% of Oldham jobs are in the public sector compared to 21% at Greater Manchester and 19% nationally.

Economy and skills





one

Develop a **skilled, educated and dynamic workforce** that can compete for jobs within the city region



What we will do

- 1 Develop an Oldham skills strategy that improves the adult skills offer. For example, by building on the outcomes of the Oldham Education Commission, aligning skills funding pots and maximising the new powers for skills funding under the Greater Manchester Devolution Agreement.
- 2 Drive up education standards, particularly English and Maths through all key stages.
- 3 Increase the number of people achieving advanced level and degree level qualifications including developing higher level vocational and apprenticeship opportunities that lead to degree level qualifications.
- 4 Work with the Manchester Skills and Employment Hub, local employers and local training providers to provide training that better meets the needs of employers.
- 5 Support the development of key sectors including retail, hospitality, health and engineering and maximise the impact of new developments including Hotel Futures and Oldham General.

Headline measures

- Achieve a decrease in working age population with no qualification in line with Greater Manchester average.
- Increase in number of adults educated to level 3 and degree level in line with Greater Manchester average.
- Increase wage levels in line with Greater Manchester average.

Supporting strategies

- Education Strategy 2014.
- Economic Framework 2013.


Owners

- Economy and Skills Commissioning Cluster.
- Oldham Learning and Co-operative Partnership.



two

Support people into **decent, secure jobs** which pay well



What we will do

- 1 Work with residents at the neighbourhood level to identify barriers to employment. For example, communicating job opportunities through social media, texting and neighbourhood working and improving the affordability and accessibility of transport between areas of opportunity and need.
- 2 Work with the Skills and Employment Hub, Job Centre Plus and other partners to identify improved ways to support the long term unemployed back into work.
- 3 Get employers in Oldham to sign up to our Fair Employment Charter that includes working towards the payment of the living wage and the reduction of 0 hours contracts.

Headline measures

- Increase in employment levels in line with Greater Manchester levels.
- Increase in job and apprenticeship opportunities via Get Oldham working.
- Get 20% of employers signed up to the Oldham Fair Employment Charter by 2016.

Supporting Strategies

- Economic Framework 2013.
- Get Oldham Working programme.
- Fair Employment Charter 2014.

Owners

- Economy and Skills Commissioning Cluster.
- Co-operatives and Neighbourhoods Cluster

Economy and skills



three

Achieve a
**balanced
local economy,
more inward
investment** and
a strong position
within Greater
Manchester

What we will do

- 1 Market Oldham as a place to live, work and invest. For example, use public sector capital to encourage private sector investment and strengthen the tourism, health and green economy offer for Oldham.
- 2 Encourage private sector investment in our District Centres.
- 3 Develop a family friendly town centre with a thriving day time and evening economy. For example, using the town centre Metrolink to strengthen our retail offer and diversify businesses, including the leisure and hospitality industry.
- 4 Create a major city region employment zone along Junctions 20 and 21 of the M60 by developing sites at Hollinwood and Foxdenton and by supporting the relocation of key business in the borough.
- 5 Ensure Oldham maximises investment opportunities from the Greater Manchester city region.

Headline measures

- Increase the level of business rates generated.
- Increase in private sector investment.

Supporting strategies

- Economic Framework 2013.
- Place Marketing Strategy 2013.
- Tourism Strategy 2015.

Owners

- Economy and Skills Commissioning Cluster.
- Place Marketing Board.
- Oldham Leadership Board.

Economy and skills



four

More **business
start-ups** and
increase survival
rates

What we will do

1. Provide help for people to start and sustain their own business. For example, through small grants, loans, practical support and mentoring including the Talent for Enterprise Programme.
2. Diversify and strengthen the town centre offer. For example, support the growth of independent retailers and small businesses, support the development of town centre and district markets and develop a proactive lettings policy that attracts new types of shops.
3. Maximise social value to support existing businesses. For example, including targets for local supply chains and local employment and by getting business to sign up to the Construction Charter and Fair Employment Charter.

Headline measures

- Increase in business start-ups and survival rates in line with Greater Manchester levels.
- An increase in local employment from social value procurement.

Supporting strategies

- Economic Framework 2013.
- Partnership Social Value Charter 2013.

Owners

- Economy and Skills Commissioning Cluster.
- Oldham Business Leaders Group.

Economy and skills

five

Ensure we are a place that supports **economic growth, encourages enterprise** and capitalises on **new technologies**

What we will do

1. Improve the range and quality of the housing offer including development of a higher value housing offer and new housing in the private sector.
2. Improve the cultural and leisure offer. For example, building on the old town hall leisure development.
3. Further develop affordable and accessible transport. For example, utilising new powers of the Manchester Devolution agreement and maximising the value of key infrastructure such as the Metrolink.
4. Work with the Greater Manchester Low Carbon Hub to maximise training and employment opportunities in the low carbon and environmental sectors.
5. Capitalise on new technologies and prepare for the future. For example, by developing a clear strategy on digital growth that includes extending the broadband infrastructure of the borough.

Headline measure

- Increase in % of new homes built in Council tax band C-G.
- Extend broadband coverage to 99%.

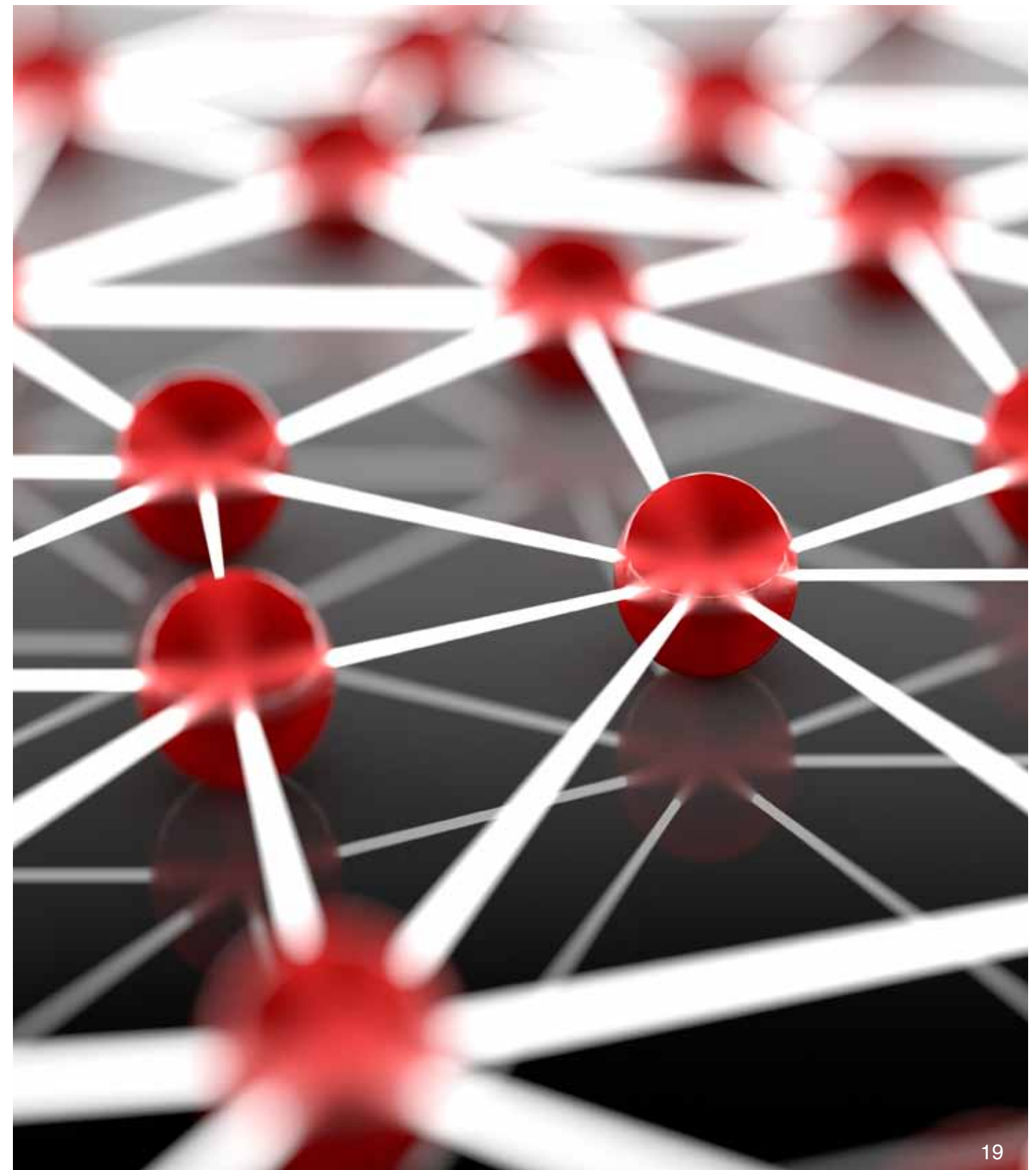
Supporting strategies

- Oldham Residential Framework 2013-18.
- Climate Change Strategy 2013.

Owners

- Oldham Leadership Board.
- Oldham Housing Board.
- Economy and Skills Commissioning Cluster.
- Greater Manchester Low Carbon Hub.

All supporting strategies and updates on how we are performing against our measures can be found at: oldhampartnership.org.uk





A message from Cath Green

**Chief Executive of First Choice Homes Oldham and
Chair of the Co-operatives and Neighborhoods
Commissioning Cluster**

In Oldham we need resilient people and communities. This means that we want the residents of Oldham to flourish and be able to cope well in the face of challenge and change. We know that our residents are likely to experience higher levels of debt, spend more of their income on essentials like heating their home and be less healthy than their Greater Manchester counterparts. We also know that strong social networks, good family and supportive communities and services enables people and communities to flourish.

This is why we are committed to developing resilience whether this means connecting people to job opportunities, providing a means out of fuel poverty or helping people to gain skills, confidence and self-esteem. This requires everybody doing their bit. It means us reforming as public sector partners to shift our resources to early help and tackling high cost, complex issues and to refocus our resources on issues that matter to local people like access to fair employment and transport. It also requires residents to take more control of their own lives and play an active role in their communities. Only by working together in this way will we create more resilient people and communities at a time of dwindling public sector resources.

Co-operatives and neighbourhoods



What the evidence tells us

- 82% of residents are satisfied with the area as a place to live.
- **The population remains relatively stable. 69 % of people have lived in the borough for more than 20 years and 43% have lived in one neighborhood.**
- Overall crime rates have fallen by 33% over the past decade as have incidents of anti-social behaviour.
- **Population movement is much greater among younger respondents and tenants in social or private rented housing.**
- Home ownership is declining and the private rented sector has increased by 33% in the past 10 years.
- **Recycling rates had been increasing year on year but have started to fall (41% of waste sent for recycling against a national average of 43%).**
- Oldham is the 48th most deprived area out of 326 local authorities.
- **As much as much as 38% formally volunteer and 60% do some type of informal volunteering. Participation in sport also reflects the national picture.**
- 38% of people in Oldham are considered 'financially stretched' compared to the national average of 22.5%.
- **The Warm Homes Oldham scheme has helped 1,074 people out of fuel poverty in its first year alone but fuel poverty remains an issue for as many as 1 in 4 residents.**

Co-operatives and neighbourhoods





one

Support all
communities
to flourish

What we will do

1. Maximise the potential of existing neighbourhood investment. For example, generating additional opportunities from investment in energy efficiency homes as part of BGreen in St Mary's & Coldhurst to also include investment in health and getting people back into work.
2. Develop new place based pilots and initiatives focussing on delivering differently. For example, using an asset based approach, engaging residents in service design, participatory budgeting supporting elected members to lead communities, pooling and aligning public sector resources, neighbourhood led commissioning and supporting the voluntary and community sector.
3. Improve the private rented sector by targeting poor landlords and through selective licensing.
4. Support the role of the community and voluntary sector to bid for services and support communities.
5. Develop co-operative deals that strengthen the relationship between communities and public services. For example, building on the Limehurst Agreement and co-operative deals as part of BGreen in St Mary's and Coldhurst.

Headline measures

- A basket of measures will be used to measure community resilience and these will differ between communities. For example, housing tenure mix, asset base and volunteering levels.
- Co-operative contracts developed with all communities in Oldham
- Increase in people from different communities getting on well.

Supporting strategies

- Social Value Charter 2013.
- Co-operative Charter 2011.

Owners

- Co-operatives and Neighbourhoods Commissioning Cluster.
- Innovation Oldham Network.

two

Support
vulnerable
people to
overcome
challenges

What we will do

1. Refocus our activity on early intervention and prevention. For example, implementing the "all age early help offer" providing intervention at the earliest point to people who have a range of issues that are complex and are dependent on services. As well as building upon the troubled families and transforming justice pilots.
2. Develop new and innovative solutions to tackling domestic abuse. For example, by reassessing tenancy arrangements and increasing the support offer.
3. Improve the points of access to services within the community. For example, through greater use of GP surgeries, community buildings and schools.

Headline measures

- Positive outcomes of all age-early help including a reduction in crime, ASB, domestic abuse and drug and alcohol use.
- Improved school attendance and employment levels

Supporting strategies

- Early Help Framework 2014.
- Domestic Violence Strategy 2013-16.

Co-operatives and neighbourhoods



three

Reward **positive contribution** and support residents to do **better for themselves**

What we will do

1. Encourage residents to take part in civic life. For example, embedding Get Oldham Growing and extending the Love Where You Live campaign with a focus on 'they did it you can do it too'.
2. Encourage residents to take more control over their lives. For example, through effective public health campaigns in areas such as oral health and active Oldham.
3. Encourage 'something for something principles' that reward positive behaviours. For example, building on initiatives such as working xtra and introducing new reward schemes.
4. Encourage residents to get involved in decision making. For example, through participatory budgeting, open democracy and supporting local leaders.

Headline measures

- Basket of individual resilience measures. For example, a reduction in repeat GP repeat visits, % of income spent on fuel poverty.
- Participants in Get Oldham Growing and pledges to Love Where You Live.
- Increase in number of residents that feel they can influence decisions.

Supporting strategies

- Public Health Charter 2013
- Co-operative Housing Offer 2013
- Love Where You Live.
- Get Oldham Growing
- Co-operative Housing Offer 2014.

Owners

- Co-operatives and Neighbourhoods Commissioning Cluster.
- Co-operative Commission.
- Innovation in Oldham Network.



four

Improve the **physical environment** of communities

What we will do

1. Work with housing providers to provide quality new housing estates, tackle empty homes and make use of existing stock. For example, Limehurst, Sholver and Fitton Hill.
2. Encourage residents to take more control over the physical environment. For example, reducing fly-tipping and encouraging community growing.
3. Maximising local environmental benefit. For example, building local economic resilience, training opportunities and experience in low carbon energy technologies through the "Generation Oldham" community energy programme

Headline measures

- More people are satisfied with their neighbourhood as a place to live.
- Number of community energy projects supported

Supporting strategies

- Housing Strategy 2015.
- Climate Change Strategy 2013

Owners

- Oldham Housing Board
- Oldham Housing Investment Partnership
- Co-operatives and Neighbourhoods Commissioning Cluster.
- GM Low Carbon Hub.

Co-operatives and neighbourhoods



five

Campaign,
lobby and
**lead on issues
that matter to
Oldham** people

What we will do

1. Campaign and lobby on the issues that matter most to Oldham residents. For example, fair energy, fair transport and fair employment.
2. Further reduce the impact of fuel poverty through a partnership approach delivering health, energy efficiency and community energy interventions.
3. Identify and develop new partnership campaigns that help to alleviate poverty and increase social mobility.

Headline measures

- 20% of employers to sign up to Fair Employment Charter.
- Number of residents lifted out of fuel poverty.

Supporting strategies

- Co-operative Charter 2011
- Fair Employment Charter 2014
- Affordable Warmth Strategy 2010-13.
- Greater Manchester Poverty Pledges 2014.

Owners

- The Co-operative Commission
- The Oldham Leadership Board

All supporting strategies and updates on how we are performing against our measures can be found at: oldhampartnership.org.uk

Co-operatives and neighbourhoods





A message from Cllr Sue Dearden

Chair of the Health and Wellbeing Board and the Health and Wellbeing Commissioning Cluster

We refuse to accept stark inequalities in Oldham and our priority is to ensure that every resident is happy, healthy and confident and has the same life chances.

To achieve this we need to address the wider determinants of ill health including access to good education and employment and focus our efforts on early intervention and prevention. We also need to work with people and communities to enable them to take more control of their lives, be more involved in their communities with a focus on eating better, being more active and reducing alcohol consumption and smoking prevalence.

We need to ensure that each part of the health and social care system in Oldham works better and equally for everyone in Oldham and ensure a whole system approach to areas such as mental health services.

Health and wellbeing



What the evidence tells us

- Life expectancy has risen by 1.4 years for men and 0.6 years for women since 2008 but men can expect to live three years less, and women two years less, than the England average.
- **There are stark differences in life expectancy within Oldham with men in our poorest wards likely to live as much as 11 years and women as much as 10 years, less than in our better-off wards.**
- Social and environmental factors such as being in good and sustainable employment, having the support of families and friends and adopting healthy behaviours have the biggest impact on health.
- **Oldham has an atypically young age profile. People in Oldham are on average 2 years younger than in the rest of the country.**
- Oldham's older population is projected to steadily increase over the next ten years, with the over 75 years increasing by as much as 26%.
- **We have the second worst levels of dental decay in the under-fives in England at 48% compared to 36% in Greater Manchester and 27.9% in England.**
- 37% of Oldham residents are inactive compared to an average of 29% across the UK.

Health and wellbeing





one

Improve **health outcomes** for all

What we will do

1. Radically change the way services and agencies operate and interact, including pooling budgets and sharing resources. For example, by targeted interventions at a neighbourhood level through GP clusters and district working that better meet the health needs of residents.
2. Develop more community based projects that support health outcomes. For example, Get Oldham Growing and using sport and physical activity as a means to engage residents.
3. Focus on the reduction of child poverty measures. For example, through the 'all age early help offer' and troubled families work and improving the aspirations of parents, children and young people through early years, school readiness and building on recommendations from the Education Commission.

Headline measures

- Reduce the gap in life expectancy between Oldham's poorest and richest communities over the next 5 years
- Reduce the number of children living in relative poverty in line with Greater Manchester average.

Supporting strategies

- Health and Wellbeing Strategy 2015.

Owners

- Health and Wellbeing Board.
- Oldham Learning Co-operative Partnership.

Health and wellbeing



two

Keep **vulnerable** children and adults **safe**

What we will do

1. Safeguard vulnerable people across the life course through multi-agency working through the Multi-Agency Safeguarding Hub (MASH) and both the Adult and Children's Safeguarding Boards.

Headline measure

- Good inspection ratings for both children and adult safeguarding.

Supporting strategy

- Oldham Local Safeguarding Children's Board Business Plan 2011-14.

Owners

- Oldham Adult Safeguarding Board.
- Oldham Children's Safeguarding Board.
- Community Safety and Cohesion Partnership.

Health and wellbeing



three

Enable more people to **take control** of their own lives

What we will do

1. Get more people more active more often. With a target to get Oldham into the top 5 local authorities within Greater Manchester and top 100 nationally. For example, through widening access, developing infrastructure, promoting the benefits of sport and encouraging participation among priority groups.
2. Run effective and targeted public health campaigns that encourage people to take more control over their own health. For example, oral health, health checks and active Oldham.

Headline measures

- Bring Oldham in line with national averages in oral health, smoking and alcohol consumption in the next 5 years.
- Get Oldham in the top 5 within Greater Manchester and top 100 nationally for sport and physical activity over the next five years.
- Increase in % of users of council owned leisure activities.

Supporting strategies

- Health and Wellbeing Strategy 2015.
- Active Oldham Strategy 2013-18.
- Oldham Public Health Charter 2013.

Owners

- The Health and Wellbeing Board.
- The Active Oldham Partnership.

four

Invest in preventative services to **help people** earlier

What we will do

1. Actively support initiatives that support the prevention of ill health. For example, by increasing the early help offer for people at risk of losing employment through ill-health and developing a preventative strategy to tackle social isolation and loneliness.
2. Reduce the reliance on institutional care by intervening earlier. For example, by shifting towards community- and home-based care, independent living, and recovery-focused services and supporting carers.

Headline measure

- A significant shift away from acute care to community based care and early intervention in the next 5 years.

Supporting strategy

- Health and Wellbeing Strategy 2015-18.

Owner

- Health and Wellbeing Strategy 2015-18.

All supporting strategies and updates on how we are performing against our measures can be found at oldhampartnership.org.uk

Health and wellbeing

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Enablers

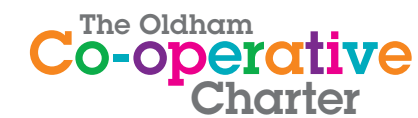
How we will achieve and our co-operative values



Moving forward to a Co-operative future

Our ambition

Oldham is committed to developing a Co-operative future; one where citizens, partners and staff work together to improve the borough. We want all members of the community to play an active part in building our co-operative borough. This means everybody doing their bit



Our values

To help make this ambition a reality we have developed Co-operative Values. We will encourage our staff, citizens and partners to adopt these values in everything they do:

Fairness

We will champion fairness and equality of opportunity, and ensure working together brings mutual benefits and the greatest possible added value. We will enable everyone to be involved.

Openness

We will be open and honest in our actions and communications. We will take decisions in a transparent way and at the most local level possible.

Responsibility

We take responsibility for, and answer to our actions. We will encourage people to take responsibility for themselves and their actions. Mutual benefits go hand-in-hand with mutual obligations.

Working together

We will work together and support each other in achieving common goals, making sure the environment is in place for self-help.

Accountability

We recognise and act upon the impact of our actions on others, and hold ourselves accountable to our stakeholders.

Respect

We recognise and welcome different views and treat each other with dignity and respect.

Democracy

We believe and act within the principles of democracy, and promote these across the borough.



Ambition

- We will ensure that Oldham residents get the best deal from their community, the borough, the city region and beyond.
- We will champion Oldham as a place and campaign and deliver on the issues that matter the most to local residents.
- We will challenge and be open to challenge.
We will ensure that each partner is the best that it can be.

Growth

- Ensure that our work is unashamedly economically focussed.
- We will use our strength as a partnership to attract investment to the borough.
- We will ensure the maximum possible social value for Oldham from every public sector pound spent in the Borough.

Reform

- We will jointly commission services across organisations and sectors that are informed by communities and deliver better outcomes and value for money.
- We will pool and align our resources where possible and develop investment models that deliver better outcomes, avoid duplication and reduce costs.
- We will rebalance investment to towards preventative services and strengthen our early-help offer.
- We will develop one public estate where the public sector maximise the use of their physical assets, create efficiencies

Resilience

- We will develop a shared understanding of resilience that helps both communities and individuals to flourish and overcome hardship and change.
- We will work in the spirit of the co-operative charter developing a co-operative culture where everybody does their bit and everybody benefits (see overleaf).
- We will develop co-operative contract between public services and communities getting clarity on what each can expect from the other.





Measuring success

To make sure that Oldham is on track to achieve its ambitions, we will measure progress against the outcomes using a set of carefully selected indicators.

These indicators are designed to tell us if our approach is working, or if we need to change it.

This is important not only for Oldham, but also to ensure that we can effectively demonstrate our contribution to delivering against the wider Greater Manchester ambition set out in the Greater Manchester Strategy.

This means that the Oldham Plan – and what the Partnership does to deliver it – will evolve and change over time to ensure that it is relevant and effective.

Find out more

If you have any questions about the Oldham Plan please contact: policy@oldham.gov.uk

All supporting strategies and updates on how we are performing against our measures as well as news stories via our Partnership virtual report can be found at: oldhampartnership.org.uk



Oldham
Partnership

