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CHADDERTON NEIGHBOURHOOD BOARD
Agenda

Date	Tuesday 22 September 2026
Time	10.00 am
Venue	Oldham College Business Centre, OL9 6AA
Notes	1. Declarations of Interest- If a Member requires advice on any item involving a possible declaration of interest which could affect his/her ability to speak and/or vote he/she is advised to contact Alex Bougatef or Tom Newton at least 24 hours in advance of the meeting. 2. Contact officer for this agenda is Tom Newton email constitutional.services@oldham.gov.uk

Item No	
1	Welcome and Housekeeping
2	Introductions and apologies for absence
3	Notice of any urgent business to be accepted onto the agenda and reason for that urgency
4	Declarations of interest
5	Review of minutes and action updates from 25th June 2026
6	Pride in Place staffing - update (Pages 3 - 8)
7	Monitoring and evaluation update (Pages 9 - 14)
a	Engagement and Communications: Engagement Strategy - decision (Pages 15 - 52)
b	Engagement and Communications: Awareness Campaign update
a	Project updates: Foxdenton Hall
b	Project updates: Subcommittees (Pages 53 - 56)
10	New Chadderton Partnership - decision (Pages 57 - 64)
11	Finance (Pages 65 - 66)
a	Governance - Elected Members selection decision
b	Governance - Skills Audit
13	Action review/next steps
14	Any other business
15	Time and date of next meeting

PRIDE IN PLACE
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Chadderton
Pride in Place

Board Briefing Paper

Date: 22nd September 2026
Subject: Programme Support Team Structure and Costing

Oldham Council

Programme Support Team Structure and Costing Update

Purpose

This report provides the Neighbourhood Board with an update on the proposed Programme Support Team structure for the delivery of the Pride in Place programmes in Oldham. It outlines the rationale for the proposed staffing model, key roles and responsibilities, associated costs, and the next steps required to establish the team.

Back ground.

Oldham is currently delivering two Pride in Place programmes:

- **Phase 1:** Chadderton
- **Phase 2:** Alt and Holts

Both programmes are now fully operational and entering a critical stage of development and delivery. As projects move from planning into implementation, it is important that robust programme management, governance, community engagement, and delivery capacity are in place to ensure successful outcomes.

The proposed staffing structure has been designed to:

- Ensure effective, compliant and accountable programme delivery.
- Provide sufficient capacity to support increasing programme activity.
- Maximise value for money through shared resources where appropriate.
- Maintain a strong local presence within each Pride in Place area.
- Support the delivery of investment plans and long-term neighbourhood outcomes.

The team will be employed and managed by Oldham Council, whilst remaining accountable to the respective Pride in Place Neighbourhood Boards through agreed governance and reporting arrangements.

Proposed Programme Support Structure

The proposed model combines strategic and programme-wide functions with dedicated locality-based capacity.

Role	Coverage	Key Responsibilities
Strategic Lead Officer	Shared across both programmes	• Provide strategic leadership and direction • Manage programme funding, governance, compliance and risk • Lead partnership and stakeholder engagement • Oversee delivery of investment plans • Monitor performance, outcomes and impact
Project Manager	Shared across both programmes	• Coordinate programme delivery and project implementation • Manage stakeholders and delivery partners • Lead programme monitoring, reporting and MHCLG returns • Oversee financial monitoring and budget management • Support community engagement and co-design activities
Place-Making Officers (2 posts)	One dedicated officer per programme area	• Build strong relationships with residents, community organisations and local stakeholders • Support Neighbourhood Board activity and governance arrangements • Facilitate engagement, participation and co-design processes • Coordinate local projects, activities and events • Champion local identity, assets and opportunities
Apprentice Programme Support Officer	Shared across both programmes	• Provide administrative and project support across the programme • Support community engagement and development activity • Assist with Board meetings and community forums • Support delivery of local events and initiatives • Gather community insight and promote local successes

Benefits of the Proposed Model

The proposed structure offers a balanced approach that combines strategic oversight with dedicated neighbourhood capacity.

Key benefits include:

- A consistent and coordinated approach across both Pride in Place programmes.
- Shared specialist expertise, reducing duplication and maximising value for money.
- Dedicated place-based officers who can build trusted local relationships and support community-led delivery.
- Strong governance, performance management and compliance arrangements.
- Increased capacity to support resident participation and neighbourhood co-design.
- Development opportunities through the creation of an apprenticeship role, supporting future workforce and talent development.

Financial Implications

The costs associated with shared roles will be apportioned equally between both Pride in Place programmes.

Projected Staffing Costs

Financial Year	Total Annual Cost	Cost per Programme
2026/27	£170,000 * significantly lower due to some posts yet to be recruited	£85,000
2027/28	£275,000	£137,500
2028/29	£285,000	£142,500
2029/30	£300,000	£150,000

The above projections include assumptions relating to annual pay inflation. Current modelling assumes annual salary increases of approximately 3-4%; therefore, actual costs may vary slightly over the life of the programme and will be managed through routine budget monitoring.

To total annual costs for each programme are within the agreed expenditure for programme management and support and fully covered within the revenue budget allocations per year.

Total cost for Core programme support team for the Chadderton Programme 2026 – 2030 will be **£430,085.**

Next Steps

Following the board meeting, and noting of the Planned structure the following actions will be progressed:

1. Secure recruitment approvals in line with Oldham Council policies and procedures.
2. Develop and advertise the relevant posts.
3. Undertake recruitment and selection processes, including appropriate Board representation.
4. Appoint and onboard successful candidates.
5. Establish performance management and reporting arrangements to ensure accountability to both Neighbourhood Boards.

Recommendation

The Neighbourhood Board is asked to:

1. **Note** the Programme Support Team structure.
2. **Endorse** the principle of a shared staffing model across both Pride in Place programmes, alongside dedicated place-based capacity in each neighbourhood.
3. **Support** the progression of recruitment activity to enable the team to be established and operational as soon as practicable.

This approach will ensure that both Pride in Place programmes have the capacity, expertise and local presence required to deliver their ambitions, achieve programme outcomes and maximise the impact of investment for local residents.

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Pride in Place

Board Briefing Paper

Date: 15th September 2026
Subject: Monitoring and Evaluation progress

Oldham Council

Purpose

To update the Board on progress implementing the approved Monitoring & Evaluation Framework and seek support for officers to progress a shared Monitoring, Evaluation and Learning (MEL) commission across the Pride in Place programme areas.

Background

The Board approved the Chadderton Monitoring Plan in April 2026. The framework established an approach to monitoring, evaluation and learning across the Pride in Place programme, including:

- Project monitoring arrangements.
- Annual outcome reporting.
- Resident and business sentiment surveys.
- Annual indicator monitoring.
- Project evaluation activity.
- Government monitoring requirements.

Since approval, officers have undertaken implementation planning to translate the framework into a practical delivery model.

Progress to Date

Since approval of the Monitoring & Evaluation Framework, officers have:

- Reviewed the approved Monitoring & Evaluation Framework.
- Developed an implementation action plan setting out proposed responsibilities, reporting arrangements and indicative timescales.
- Identified which aspects of the framework may be delivered internally and which may benefit from specialist support.
- Begun developing a suite of monitoring and reporting tools to support future implementation.

At this stage, work remains at a planning and design stage and no monitoring, evaluation or reporting tools have been formally adopted.

Emerging Monitoring & Evaluation Model

Project Level

Project delivery organisations would be expected to provide:

- Quarterly Monitoring Returns.
- Annual Outcome Reports.
- End-of-project evaluations (proportionate to project scale and complexity).

Programme Level

The Programme Team would be responsible for:

- Coordinating implementation of the Monitoring & Evaluation Framework.
- Maintaining programme dashboards and reporting arrangements.
- Maintaining capacity building monitoring and programme governance records.
- Coordinating annual indicator analysis by the Oldham Council Data and Insights team
- Coordinating MHCLG monitoring requirements and returns.
- Commissioning and coordinating specialist monitoring, evaluation and learning support where required**.**

This may include:

- Annual resident sentiment surveys - refinement and delivery.
- Annual business sentiment surveys - refinement and delivery.
- Evaluation - design
- Additional specialist monitoring and evaluation services where required.

Proposed Monitoring, Evaluation and Learning Commission

Officers are exploring a shared commission covering:

- Chadderton Pride in Place.
- Alt & Holts Pride in Place.

The purpose of the commission would be to establish a consistent approach to evaluation and learning across both programme areas whilst retaining flexibility to reflect differing local priorities, themes and outcomes. A shared commission would improve value for money through a single procurement exercise, reducing duplication and creating efficiencies in delivery. It would establish consistent approaches to monitoring, evaluation and reporting across both Pride in Place areas, whilst retaining flexibility to reflect differing local priorities and projects. The approach would also support cross-programme learning and the sharing of good practice.

Work Package 1:

Annual Resident and Business Sentiment Surveys

Potential scope includes:

- Survey refinement.
- Resident survey delivery.
- Business survey delivery.
- Fieldwork and outreach activity.
- Online/digital delivery
- Data analysis.
- Reporting and presentations.
- Trend analysis over time.

The commission would be expected to provide a common core methodology whilst allowing flexibility to reflect local priorities and future project activity within individual Pride in Place areas.

Work Package 2: Evaluation Design and Learning Framework

Potential scope includes:

- Development of a long-term evaluation approach.
- Design of proportionate evaluation requirements across different project types.
- Recommendations on evaluation tiers and evidence requirements.
- Development of standard templates and guidance.
- Creation of a consistent approach to measuring outcomes and learning across projects and programme areas.

The intention is not to undertake formal evaluation of individual projects at this stage, but to establish a framework that can be applied consistently across the 10-year programme.

Next Steps

1. Discuss potential commissioning routes with the Council's Procurement Team.
2. Explore opportunities for a shared commission across Chadderton and Alt & Holts.
3. Refine the proposed scope and specification.
4. Develop indicative costs and procurement options.

No procurement exercise has commenced at this stage

Recommendation

The Board is asked to:

1. Note progress made implementing the approved Monitoring & Evaluation Framework.
2. Support officers exploring a shared Monitoring, Evaluation and Learning commission across the Pride in Place programme areas.
3. Note that a future report will be brought forward prior to any procurement exercise being undertaken. Dependent on the scale of this procurement exercise this may require to be decided before the November meeting, to allow for a contractor to be operational by January 2027.

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PRIDE IN PLACE
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Chadderton
Pride in Place

Community Engagement Strategy

Prepared by: Tom Newton

Version control
Draft 1 - 16/06/26
Draft 2 – 19/09/26 – Approved 22/09/26

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Executive Summary

This strategy sets out how the Chadderton Neighbourhood Board and its partners will engage with the people of Chadderton throughout the delivery of the Pride in Place programme. It builds on the engagement already carried out in developing the Chadderton Pride in Place Regeneration Plan, and applies the commitments of the Oldham Community Engagement Framework, the Oldham Children and Young People's Participation Framework and the best-practice principles set out by Ministry of Housing, Communities and Local Government (herein MHCLG).

In short, the strategy commits the partnership to engagement that is targeted, inclusive, evidenced and decision-shaping. In practical terms this means:

- Community insight will follow a defined pathway into programme decisions.
- Every Pride in Place project will have a proportionate engagement plan, using a standard template, agreed before delivery begins
- Every plan will include a clear, published statement of what the community can and cannot influence
- Every engagement activity will have a named accountable lead and a planned 'you said, we did' feedback loop, and will not be treated as complete until that loop is closed.
- We will engage as many people as possible, with a focused, resourced strand of work for communities we hear from least.
- The quality of engagement will be independently appraised by a peer assessment group and reported to the Board.
- We will learn from our experiences of engagement and adapt our approach to develop our engagement practice during the lifetime of the project, leaving a legacy of improved engagement practise.

This strategy also establishes the operating model for engagement across Pride in Place including project-level planning, minimum standards, accountability, resourcing, safeguarding, risk management, reporting and quality assurance.

1. Introduction

In three years' time "lesser-heard voices will be heard, local residents will feel involved in local decision making, they will feel the impact of their decisions."

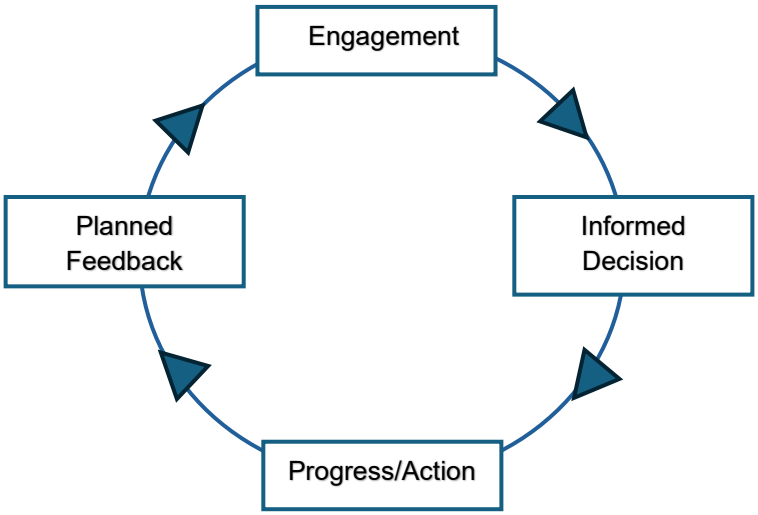
Engagement team workshop – June 2026

The Opportunity

Chadderton Pride in Place represents a once-in-a-generation opportunity to invest in the people, places and communities of Chadderton. Funded by the Ministry of Housing, Communities and Local Government (MHCLG) and delivering up to £20 million over ten years, the programme is built on a simple but powerful premise: that the people who live and work in Chadderton are best placed to shape its future.

Engagement is central to Pride in Place. It is how we make better decisions, build trust in a town where social trust is low, ensure investment reaches the people who need it most, and create the conditions for residents to feel genuinely connected to what is changing in their town. Meaningful engagement, done well, is how Pride in Place leaves something that outlasts the funding: a community better mobilised to drive forward its own future, long after the money has gone.

Meaningful engagement is a continuous feedback loop. Residents help shape decisions; those decisions inform action; progress is shared back with the community; and that feedback opens the next conversation. This reflects a co-production approach and continuous improvement cycle, ensuring engagement continues long after initial funding ends.



This matters to MHCLG too. The Pride in Place prospectus is explicit that the programme is community-led, and that every Neighbourhood Board is expected to carry out "deep, broad

and sustained" engagement. MHCLG requires evidence that this engagement has taken place and that community feedback has been meaningfully considered throughout the life of the programme. This strategy is designed to deliver that rigour and to evidence it.

This strategy establishes the operating model for engagement across Pride in Place, including project-level planning, accountability, reporting, feedback and quality assurance. It covers the first four years of investment while keeping sight of the longer-term ambition, and it works within and through the structures that already exist (Oldham Council's Connected Communities, the Action Together partnership, and the wider Voluntary Community Faith and Social Enterprise sector (herein VCFSE)) rather than alongside them.

Aims

It aligns with the Oldham Community Engagement Framework (December 2025), developed across the Oldham Partnership (including Oldham Council, Action Together, MioCare, Greater Manchester NHS and the Oldham Integrated Care Partnership through Oldham's Engagement and Insight Network). That framework commits everyone working on behalf of Oldham's communities to reach more people, build on existing relationships, incorporate community insight into decisions, close the feedback loop, and increase trust and ownership among residents. This strategy adopts those commitments and applies them to Chadderton with the shared aims of:

- Reaching more people, giving everyone a voice - especially those we seldom hear from.
- Strengthening existing connections with communities and stakeholders, and establish new ones, to support ongoing conversations.
- Seeking community and stakeholder views and aspirations to create a rich source of insight.
- Incorporate that insight into decision-making processes, confident that it is representative.
- Establishing an ongoing partnership with the community to ensure its priorities and values continue to shape services.
- Increasing levels of trust and ownership among our communities.

What do we mean by Engagement

Community engagement can mean different things to different people. It is a process, not necessarily a defined series of activities or events. It includes ongoing interactions - things that happen at every level, as we carry out our day-to-day business as well as specifically planned and structured activities and different levels of public involvement.

Community engagement is the process of working collaboratively with individuals, groups, and organizations within a community to address issues, improve well-being, and create positive change. It's about building relationships, listening actively, and empowering people to participate in decisions that affect their lives. There are various levels of engagement that can be implemented. The differing levels below all have their place in our approach and delivery of engagement work, but it is important to be clear at what level you are working at with residents and communities.

The levels are not hierarchical, but it is about using the appropriate level that is based on the ability to influence or impact decision making. Each level has its place depending on the context, goals, and capacity of both the organisation and the community. Moving toward co-production and empowerment often leads to more sustainable and meaningful outcomes.



What do we mean by Community

We want to engage with everyone who lives in, works in, studies in or visits our district. This can be done individually or collectively as a group. They can be considered as different communities.



Recognising the Benefits of Community Engagement

Effective Community Engagement has multiple benefits to our communities, our organisations and to the success of our ambitions and goals.



2. Context

Chadderton: The Place

Chadderton is a town of around 35,000 people in the Metropolitan Borough of Oldham, between Manchester, Rochdale and Oldham town centre. It has a strong industrial heritage and was once home to more than 50 cotton mills and the production base for the Lancaster Bomber. Analysis of ONS data points to Chadderton being a town that is growing fast,

particularly among younger (0-15 yrs) and working-age residents (16-64 yrs). In both age groups, the rate of growth since 2015 has been more than double the national average. Growth has come from a mix of natural change and significant inward migration, particular among Pakistani and Bangladeshi communities moving to the town from Coldhurst and Werneth.

This growth brings opportunity and complexity. Chadderton's diversity in culture, language, faith, age and experience is one of its greatest strengths. It is also a town facing persistent challenges: low social trust, deprivation concentrated in the east, significant skills gaps, a town centre in need of renewal, and a population that has not always felt heard or included in decisions about its future.

Social trust is a particular challenge. Chadderton scored -11.0 on MHCLG's social trust measure in 2023, compared to -3.1 nationally. This is not a statistical footnote, it shapes how residents feel about their town, their neighbours, and whether engagement with programmes like this one is worth their time. Rebuilding that trust, slowly and consistently, is one of the most important things this programme can support.

The Partnership and Landscape We Work Within

Pride in Place does not operate in isolation. Oldham Council's newly structured Connected Communities department, with Community Engagement Officers and Partnership Development Officers in the West District, provides an engagement infrastructure that this programme works alongside. This is early days for that structure, and the strategy embraces that reality. Pride in Place is a strong component of what Connected Communities is building, not a duplication.

The Neighbourhood Board itself is a significant asset, with members spanning policing, housing, youth work, employment, sport, business, local government and community organising. Collectively it holds many trusted relationships in parts of Chadderton that statutory services struggle to reach. Action Together, as the Local Infrastructure Organisation for the VCFSE sector in Oldham, brings deep relationships across the voluntary and community sector. There is also an emerging opportunity through the Greater Manchester Live Well agenda, which the partnership intends to develop as it matures.

Chadderton already has an active engagement partnership in operation; this is an asset to connect with, build on and champion, and the question this strategy asks throughout is how Pride in Place can add value to what already exists — and through it, reach the people it has not yet heard from.

3. How We Target Engagement

"People aren't 'hard to reach' — we're just not always in the right place."

\- Engagement Team workshop June 2026

Pride in Place will engage as many people as possible across Chadderton. Within that, engagement is targeted, directed by the needs of each project and by a clear intent to hear from communities reached least.

Building on Strong Foundations

Engagement for Pride in Place is not starting from scratch. In developing the Chadderton Regeneration Plan, the partnership reached around 1,500 people through the July 2024 Urban Room at the Wellbeing Centre, targeted neighbourhood outreach, and online surveys, using creative, accessible methods and connecting with existing groups across the town. A further 44 residents took part in Phase 2 focus groups in late 2025, with a deliberate focus on young people and South Asian communities, including looked-after children and an asylum seeker. This engagement established the investment priorities identified in the regeneration plan.

Targeting by Project Need

Each project/theme raises different questions for different people, so engagement will be targeted to match. For every project/theme, the relevant subgroup identifies who is most affected, who has a stake, and who we need to hear from and plans engagement accordingly through its project engagement plan (Section 7). 'How is this project reaching new people?' is a standing question for every subgroup, so that broadening reach is built into delivery rather than bolted on.

Using Existing Insight: When and How

Building on what we know already does not mean avoiding new engagement. It will be decided by the partnership when existing insight is sufficient, and when new engagement is needed.

Existing insight is valid when:

- It addresses the same or closely related decision
- Context has not materially changed since it was gathered
- It was gathered from the audiences most affected by the decision
- It was deep enough (the method matched the decision's complexity)
- It was gathered through trusted, transparent methods

New engagement is commissioned when:

- No existing insight addresses this specific decision or project
- Circumstances have materially changed since existing insight was gathered
- The decision affects a community group not represented in previous engagement
- Existing insight is insufficiently deep for the decision being made
- The decision is significant enough to warrant direct community input

The subgroups will apply this framework in their project planning (Section 7) and document their reasoning in the project engagement plan (Appendix A).

A Focused Strand for Those We Hear From Least

Alongside broader engagement, the partnership will run a focused, resourced strand of work aimed at communities we hear from least. For example, young people not in organised settings, disabled residents, people experiencing isolation or hardship, and newer and migrant communities. This is a particular focus rather than the single priority: the goal is wide reach and deliberate effort to include those whose voices are easily missed. Budget will be allocated to this focused work so it is real, not aspirational. Building on what we know, targeting by project need, and a focused strand for the least heard is how Pride in Place improves engagement across the town over the life of the programme.

4. Our Engagement Principles – Engagement Principles and the commitments we make

1	**Fit For Purpose** • We will define clear objectives for each engagement activity. • We recognise that communities may wish to engage in different ways. • We will use evidence and data to inform engagement design.
2	**Respect — Value All Voices** • We actively listen to residents and communities, especially those whose voices are not always heard. • We recognise lived experience as a form of expertise. • Everyone's contribution is respected and meaningful.
3	**Transparency — Share Power & Responsibility** • We are honest about what decisions can be influenced and changed • We involve people early, not just after decisions have been made. • We share responsibility for actions and outcomes.
4	**Inclusivity — Include Everyone** • We design participation to be inclusive, safe, and accessible for all. • We remove barriers to involvement, including practical, cultural, emotional and digital. • We recognise and respond to systemic inequalities through our coproduction and EDI approaches.
5	**Build Trust** • We are open, transparent, and accountable in how decisions are made. • We act on what people tell us and always provide feedback. • We prioritise relationships.
6	**Empowerment — Support and Invest in People** • We provide support, information, and training so people can take part confidently. • We create space for community-led ideas and leadership. • We recognise and value people's time, skills, and contributions.
7	**Learn and Improve Together** • We reflect on what's working and what's not and make changes accordingly. • We share stories, tools, and examples of lived experience in action (for example, Oldham's Positive Action Network). • We celebrate progress and challenge ourselves to do better.
+	**Build on what exists** **A Chadderton addition** Work through groups, relationships and events already active in Chadderton — not parallel structures.

5. Who We Need to Engage

Chadderton's community is not a single group. The following is a working framework for who we engage, why, and through what routes. Detailed prioritisation, barriers and access routes for each group are targeted by project need (Section 3) and captured in project engagement plans.

Residents

Residents are the primary audience. Within that we are also deliberate about reaching communities often underrepresented in engagement:

- **South Asian communities** — Engagement will work through trusted community and faith organisations, use culturally appropriate methods, offer women-only sessions where appropriate, and ensure translation and flexible timing that fits around work and family commitments.
- **Older and vulnerable residents** —Engagement will happen in safe, accessible venues at times when people feel confident, and will use methods accessible to people with different mobility, sensory and cognitive needs.
- **Newer residents and migrant communities** — including Pakistani and Bangladeshi communities whose stories are part of Chadderton's evolving heritage. Engagement will work through trusted community partners, use storytelling and cultural events that connect people to place, and ensure translation and culturally appropriate facilitation.
- **People experiencing homelessness, poverty or social isolation** — Engagement will work through trusted partner organisations and services they already access, use non-stigmatising approaches, and recognise barriers to participation.
- **Residents with disabilities** — ensuring physical, cognitive and sensory accessibility throughout all engagement activity, with accessible venues, materials in alternative formats, and support tailored to individual need.

Young People

Young people deserve particular attention. Chadderton's under-15 population grew by 7.1% between 2015 and 2022 — more than three times the national average. This sits against a widely reported national crisis in the number of young people not in education, employment or training (NEET), now at its highest level in over a decade. Reaching and inspiring young people is therefore both an engagement priority and a response to urgent need. The Youth Provision subgroup offers genuine opportunity for co-production and empowerment, but only if we reach young people where they are: schools, youth clubs, informal spaces, social media, and creative approaches that treat young people as decision-makers, not recipients.

Engagement with young people will follow Oldham's Children and Young People's Participation Framework (listed in the toolkit), which is built on the Lundy model of participation. In practice this means giving young people a safe space to form their views, the support and methods to express that voice, an audience of decision-makers who genuinely listen, and real influence over the decisions that affect them. Always with feedback that shows the difference their views have made. This applies across all young people the programme engages, including looked-after children, young carers and those with additional needs.

Education, Skills and Training Providers

Further Education providers, Higher Education institutions, apprenticeship providers and skills and training organisations are important partners in helping young people and adults access opportunities, develop skills and strengthen aspiration. Their insight will be particularly valuable in supporting activity linked to youth opportunity, employability, business engagement and future workforce development.

The Neighbourhood Board

The Board is itself a key engagement mechanism, holding trusted relationships across Chadderton's communities. This asset is underused if members only attend board meetings. The strategy expects board members to act as community connectors in their own networks between meetings, hearing what communities are saying and helping the programme reach people it otherwise would not. How that intelligence is captured and fed into decisions is set out in the delivery model (Section 7).

VCFSE Partners

Voluntary, community, faith and social enterprise organisations are trusted intermediaries with reach into communities that statutory services often cannot access. Working through the VCFSE sector is one of the most effective ways to reach underrepresented groups including younger people, newer and migrant communities, those for whom English is not a first language, disabled residents, and people experiencing isolation or hardship. The programme will invest in and build on that capability rather than work around it (see the resourcing principle in Section 7).

Businesses

Local businesses have a real stake in Pride in Place. Business engagement should reach beyond town centre retailers to independent retailers, informal and market traders where relevant, the Technology Park, industrial estates and retail parks, landlords and property owners, employers, start-ups and social enterprises, businesses owned by people from minority communities, and businesses not connected to existing networks. Business engagement will link explicitly to grant criteria, public realm design, safety, footfall and employment outcomes, and is led by the Business & Commerce subgroup.

Visitors and Workers

People who work in Chadderton, and those who visit to shop, use services or pass through, shape and are shaped by the town centre and public realm. Their perspectives matter particularly to the Public Realm and Heritage and Culture work, and engagement there will make space to hear from them alongside residents.

Public Sector Partners

Greater Manchester Police, the Department for Work and Pensions, education providers, housing providers, leisure providers and other anchor institutions on the board each bring their own community relationships and engagement infrastructure. Where their work intersects with Pride in Place projects, we align rather than duplicate.

6. How we Engage

The Oldham Community Engagement Framework recognises that there are a plethora of engagement models, approaches and tools that can be utilised when engaging with the community. It does not aim to prescribe a single method or model for community engagement.

The approach to community engagement is rooted in the principles of inclusion, transparency, and collaboration. With the aim to build meaningful relationships with communities by ensuring that engagement is purposeful, accessible, and responsive to local needs. This can be achieved in multiple ways – led by what is in the best interests of the Chadderton residents and communities we engage with.
To support this, we will use the Community Engagement Toolkit (Appendix C) that provides practical guidance, templates, and resources for planning and delivering engagement activities. The toolkit is designed to help staff and partners:

- Plan effectively: Define clear objectives, identify target audiences, and select appropriate methods.
- Engage inclusively: Use accessible formats, remove barriers to participation, and reach underrepresented groups.
- Communicate clearly: Share information about the purpose, process, and outcomes of engagement.
- Capture and use feedback: Record community input and demonstrate how it influences decisions.
- Evaluate impact: Monitor engagement activities and use learning to improve future practice. By embedding this approach, we aim to foster trust, empower communities, and ensure that services and decisions reflect the voices of those who live and work in our borough

7. Creative and Community-Led Engagement

When working with the board, action together and Oldham council engagement team to catalyse this strategy, there was a clear message: to reach more people, we need a wider range of methods. Creative and community-led approaches were centre to these conversations.

People are more likely to share their views when they are already doing something they enjoy, in a place they already go, and these methods reach people that traditional consultation tends to miss. This is one principle among several in this strategy, not a replacement for other methods. But in a town where trust is low, it is an important one.

Building on practice that already exists

We can draw on creative practice that has already been developed and tested, and adapt the methods to what fits Chadderton. Two sources are especially useful, and both are listed in the toolkit (Appendix C):

- **The Greater Manchester Live Well Participation Playbook** — co-designed by the Live Well team in regional government with communities and practitioners across the city region. Action Together and Oldham Council are both part of the Live Well agenda, so connecting to it is a natural step.
- **Barnsley Civic's Creative Consultation Playbook** —Barnsley Civic (Arts Centre) was commissioned through Barnsley's own Pride in Place programme to run creative consultation pilots and turn the learning into practical guidance.

The Live Well playbook is the richer of the two for our purposes, because it sets out methods for genuinely *sharing power*, not just gathering views:

- **Participatory budgeting** — communities decide directly how a pot of money is spent.
- **Participatory grant making** — funding decisions are made with the people affected.
- **Citizens' assemblies and juries** — a cross-section of residents work through an issue and make recommendations.
- **Legislative theatre** — residents and decision-makers use performance to shape ideas into proposals.

It also covers lighter tools for opening up conversation, such as World Café and Long Table discussions, and approaches to digital participation.

Barnsley's playbook complements this with creative consultation methods — among them hook events, creative mapping, artist-led responses, community reporting and story-based evaluation.

We are not committed to any single method. These are good practice to draw on as each project's needs become clear and should be a consideration when designing engagement.

Chadderton's own creativity

Chadderton has its own creativity to draw on too. This is a town with a rich story and history, once with more than fifty cotton mills and the home of the Lancaster Bomber, alongside a living heritage shaped by its Pakistani and Bangladeshi communities and a fast-growing young population.

Local traditions like the town crier, and the everyday cultural life of the town, are things we can engage people through. When engagement connects people to that story, and invites them to add to it, it builds pride and ownership at the same time as it gathers insight.

Accessibility and rigour

Accessibility runs through all of this. Creative methods are chosen partly because they can work across languages, ages and abilities. Visual and hands-on approaches, for example, need no literacy and suit people who do not respond well to formal consultation. But they are only inclusive if planned that way, in line with the accessibility and inclusion checklist (Appendix B). Youth-friendly creative methods are also part of how we put Oldham's CYP Participation Framework into practice, giving young people genuine space and voice rather than only inviting them into adult settings.

Being creative does not mean being less rigorous. These methods follow the same rules as all our engagement: they meet the minimum standards, address safeguarding and data protection, and feed the same evidence record (Section 7).

8. Strategy for Implementation

Subgroups

The five subgroups provide the organising framework for engagement across the first four years. Each subgroup will complete a project-level engagement plan using the standard template (Appendix A) before delivery begins; these plans are reviewed by the programme team and reported to the Board. The table below summarises the current position and direction for each. For detailed definitions of each engagement depth and how empowerment is applied, see the introduction to this document.

Timescales, resourcing and risk level for each activity are confirmed in the project-level plans and tracked through the delivery model in Section 7 and the calendar in Section 14. Named individuals will be inserted against each lead role once subgroup plans are completed.

Subgroup	Project & engagement goal	Depth / scope of influence	Key communities	Engagement methods	Outcome we want	Lead role	Feedback & evidence
Business & Commerce	**Project: Business Capital Grants Scheme.** Goal: understand what businesses need; ensure criteria reflect real need.	**Consult / co-produce.** Open: grant criteria, local business priorities. Fixed: total funding envelope, eligibility rules.	Local businesses of varied size, type and geography — town centre, Technology Park, industrial estates, retail parks; minority-owned and non-networked businesses. FE/HE/apprentice providers and business support organisations	Business surveys and conversations; business task forces.	A grants scheme that reflects real business need and delivers visible social value for the town. *Beyond the grants scheme, the subgroup will explore opportunities to connect residents and young people to employment through local business engagement, and will track what an economic development approach looks like at district level as the programme matures. The subgroup will also explore opportunities to strengthen links between employers, education providers and residents to support skills development, careers pathways and access to employment opportunities.*	Business & Commerce Subgroup Chair (with Programme Team)	Published grant criteria rationale; grants/impact summary; activity logged.

Subgroup	Project & engagement goal	Depth / scope of influence	Key communities	Engagement methods	Outcome we want	Lead role	Feedback & evidence
Children, Young People & Youth Opportunities	**Project: youth provision expansion.** Goal: co-design provision with young people to	**Involve / Co-produce / Empower.** Open: activities, times, spaces, governance. Fixed: safeguarding and statutory requirements. ('Empower' applies where genuine delegated control is in place.)	Young people of all ages incl. NEET, alternative provision, looked-after children, young carers; families; those outside existing youth networks.	Creative/digital methods, youth-led research, youth voice projects, school links. Schools/FE/HE organisations	Youth provision that young people helped design, use, and feel ownership of.	Youth Opportunities Subgroup Chair (with Programme Team)	Youth-facing 'you said, we did'; youth advocacy; evidence of youth influence logged.
Heritage & Culture	Projects: Foxdenton Hall; Civic Pride & Cultural Identity. Goal: make heritage relevant to all; build pride and ownership.	Empower/Co-produce Open: meaning, content and form of cultural activity. Fixed: conservation and listed-building constraints. ('Empower' applies where genuine delegated control is in place.)	All residents, newer and migrant communities, historical interests, young people, local artists, visitors.	Storytelling, exhibitions, murals/visual art, food events, school projects.	A shared sense of pride and identity that all of Chadderton's communities see themselves in.	Heritage & Culture Subgroup Chair (with Programme Team)	Public sharing of co-created work; participation recorded.
Public Realm & Transport	Project: Middleton Road public realm and crossings. Goal: shape design around resident priorities.	Consult / Involve Open: seating, lighting, planting, public art. Fixed: statutory highway safety requirements.	Residents, shoppers, businesses, visitors and workers, bus and active-travel users, older and disabled people, parents with prams, people who feel unsafe.	Street teams, pop-ups, online surveys, visual tools; co-design of elements; iterative plans and designs shared.	A town centre that feels safer, more attractive and more usable, shaped by the people who use it.	Public Realm & Transport Subgroup Chair (with Programme Team)	Iterative designs shared before finalisation; 'you said, we did' on changes.
Safer Streets & Community Safety	Project: CCTV in priority locations; wider safety. Goal: inform; consult on locations;	Inform / Consult. Open: complementary safety measures; perceptions.	Hyper-local residents and businesses near hotspots; communities affected by anti-social behaviour.	Hot-spot mapping, walking audits, local consultation.	Residents who feel safer and more confident in their streets and town centre.	Safer Streets & Community Safety Subgroup Chair (with Programme Team)	Comms on what changed and why; intelligence logged.

Subgroup	Project & engagement goal	Depth / scope of influence	Key communities	Engagement methods	Outcome we want	Lead role	Feedback & evidence
	understand what else builds safety.	Fixed: technical CCTV placement (data/police-led).					
Programme management team	Raise awareness of Pride in Place, promote opportunities to get involved, and provide a clear, consistent route for residents and stakeholders to have their say	Listen / Inform / Consult Open:	District wide, awareness campaigns	Outreach, partnership meetings (inc community explorers) attending events, marketing (banners, posters at key sights), digital awareness campaigns	Wide awareness of Pride in Place opportunities, how to get involved, have your say, and find out what has changed as a result	Programme Subgroup chair with programme team	Wide scale feedback using marketing strategies and through outreach groups

Avoiding Engagement Silos

Engagement activity should recognise that residents, businesses and stakeholders often experience Chadderton as a whole place rather than through individual projects or subgroup themes. While engagement activity may be focused on a specific project, subgroups should remain open to wider priorities, perspectives and opportunities identified through the wider engagement activities.

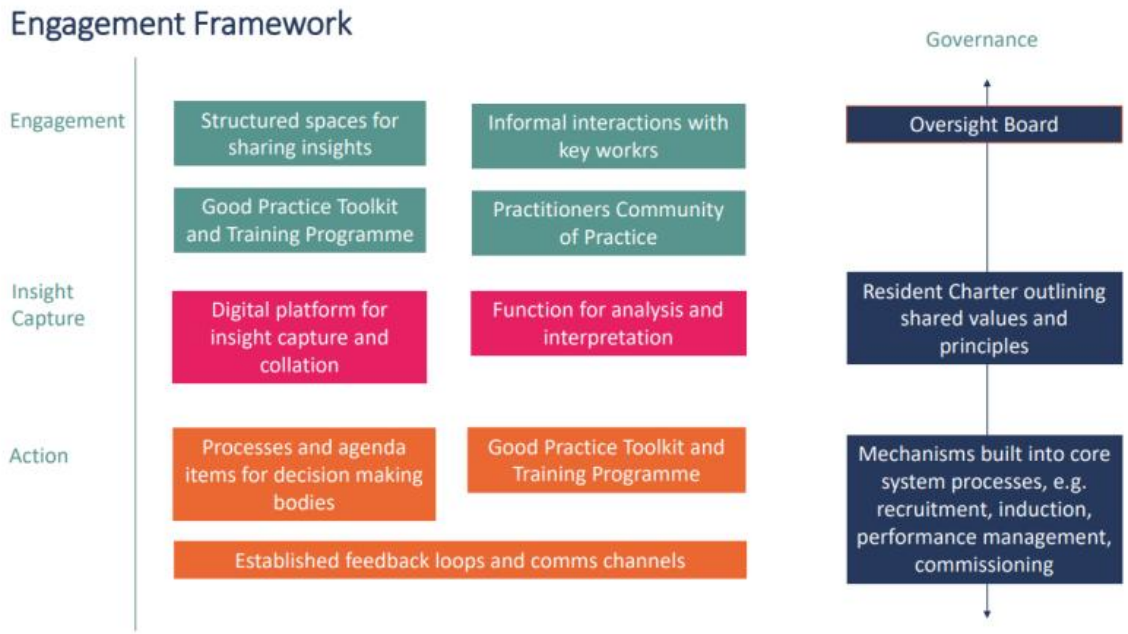
For example:

- Young people may have views on public realm, heritage, community safety and employment opportunities, not just youth provision.
- Businesses may provide valuable insight on transport, connectivity and town centre development, as well as business support initiatives.
- Residents engaged through cultural, heritage or community projects may raise issues relating to safety, accessibility, wellbeing or cohesion that are relevant to other areas of the programme.

The Programme Team will support subgroups in identifying opportunities for shared learning and cross-programme insight, helping to ensure that views gathered through one project can inform wider programme activity where relevant.

Engagement Implementation Framework

To embed the Oldham Community Engagement Framework across Chadderton Pride in Place, we will adopt a structured approach aligned with the Framework. There are four pillars implementation model: Engagement, Insight Capture, Action, Governance



To support this, the Oldham Partnership has provided a useful Framework in Practice tool (next page) to support developing the plans and strategies to embed community engagement into Chadderton Pride in Place.

Framework in Practise Tool



Develop **Engagement** Opportunities

Your Objective:
Create inclusive and consistent opportunities for communities to share insights and influence decisions.

Actions:

- Utilise the community engagement toolkit and training available to build your staff confidence and capability.
- Establish structured spaces (e.g. forums, listening events, panels) for regular dialogue with the communities you work with.
- Support frontline staff and key workers to deliver informal engagement, recognising their role in relationship-building.
- Join our Practitioners Community of Practice (the engagement and insights network) to share learning, challenges, and innovations across teams and organisations in Oldham.

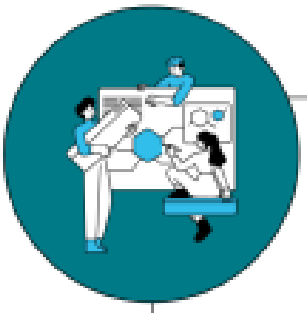


Ensure You Are **Capturing Insights**

Your Objective:
Gather, analyse, and interpret community insights to inform your service design and delivery.

Actions:

- Utilise available digital platforms for capturing and collating community feedback, ensuring it is accessible and user-friendly.
- Build in capacity for data analysis and interpretation, enabling your teams to translate insights into meaningful actions.
- Ensure insights are shared and communicated with key stakeholders.



Deliver **Action** From Engagement

Your Objective:
Ensure community insights lead to tangible changes in policy, practice, and service delivery.

Actions:

- Embed engagement outcomes into decision-making processes through agenda items and reporting mechanisms.
- Establish feedback loops so communities understand how their input has shaped your decisions.
- Use the Community Engagement Toolkit to guide your teams in translating insights into actions and service improvements.
- Develop your communication channels (e.g., newsletters, social media, community briefings) to share updates and outcomes.



Governance & Evaluation processes

Your Objective:
Provide oversight and embed engagement into organisational culture and systems.

Actions:

- Convene an oversight group or lead to monitor implementation, review impact, and champion engagement across your organisation/teams.
- Adopt and adhere to the shared values, principles, and expectations for engagement outlined in this framework.
- Include engagement objectives into core processes such as recruitment, induction, performance management, and commissioning.
- Monitor and evaluate effectiveness through regular reviews and reporting.

9. Budget Statement

The engagement budget has been allocated ‘in principle’ as below.

Engagement - Community	£68,000
Engagement - Business	£5,000
Accessibility Budget (BSL, translation, accesible materials	£5,000

Rather than pre-allocating a fixed budget to individual subgroups, funding will be allocated based on evidenced need, delivery plans, and proposed approaches developed through subgroup work. Subgroups will be expected to:

- Define their engagement objectives
- Set out their proposed methods and activities
- Identify the level of resource required to deliver this effectively
- Highlight any specific projects/interventions which require additional resource to hear seldom heard voices.

Funding will then be reviewed and agreed proportionately, ensuring that:

- Resources are aligned to the scale and complexity of activity
- Projects are adequately resourced where required
- Funding is used efficiently across the programme as a whole

This approach avoids artificial budget constraints and supports a needs-led, flexible allocation of resources, enabling higher-impact delivery where it is most required.

Engagement budgets are finite. Engagement activity will therefore be proportionate to project need, the significance of the decision being informed, identified evidence gaps, and the resources available for delivery. Opportunities to maximise engagement across themes should be identified, as well as seeing how capital project delivery can also support engagement (EG: utilising the pull of grant scheme investment as a mechanism for engagement).

10. How Engagement Will Be Delivered and Assured

This section sets out the delivery model: how engagement is planned, resourced, quality-assured, and turned into decisions. It is the operational core of the strategy.

Reaching people we have not yet heard from is built into this model rather than treated as a separate workstream. In practice this means three habits carried into every project plan: start with what already exists and work through trusted relationships; go to where people are rather than expecting them to come to formal venues; and use accessible, creative methods across languages, ages and abilities. ‘How is this reaching new people?’ is a standing question for every subgroup. Existing channels such as the Oldham Council newspaper alongside social media, email and noticeboards give a broad base to build awareness, and the Greater Manchester Live Well community reporters strand offers a route to capture and share community stories.

The Annual Engagement Cycle

Engagement follows a predictable yearly rhythm so that it is planned, not reactive:

1. Review the previous year's engagement evidence and what we have learned about who we are reaching.
2. Confirm priority audiences and where engagement needs to be targeted for the year.
3. Agree the annual engagement plan and budget with the Board.
4. Deliver project-level engagement against approved plans.
5. Log findings monthly in the engagement record.
6. Report quarterly to the Board, including peer assessment group findings.
7. Publish 'you said, we did' updates to communities.
8. Feed insight into the annual resident survey and project decisions.
9. Produce an annual engagement report and refresh the plan for the following year.

The system is deliberately kept proportionate and practical, using simple templates and avoiding unnecessary bureaucracy, so the focus stays on meaningful relationships and decision-shaping insight rather than process for its own sake.

Deciding What Engagement is Needed

Engagement should only be undertaken where it informs a decision, fills an evidence gap, tests assumptions, improves project delivery, or supports implementation. This principle is embedded throughout the strategy:

- **Section 3: Using Existing Insight** which requires consideration of whether existing evidence is sufficient before commissioning new engagement.
- **Appendix A: Project Engagement Plan Template** which requires subgroups to identify the decision being informed, existing insight considered, known evidence gaps, target audiences and the rationale for additional engagement activity.

Before drafting a project engagement plan, the subgroup should answer: is there existing insight that adequately addresses this decision, or do we need new engagement? This is not about cutting corners, it is about being respectful of community time, avoiding consultation fatigue, and respecting the work and relationships already built through previous engagement. The framework in Section 3 (Using Existing Insight) guides this decision. The subgroup documents its reasoning in the project engagement plan, answering: what existing insight did we consider, and why was new engagement needed (or not)?

The Project Engagement Planning Process

The process is:

- The subgroup drafts a project engagement plan using the standard template (Appendix A), including its scope of influence, target audiences, methods, accessibility plan, safeguarding considerations, resource needs, feedback plan and decision route.
- The programme team reviews the plan against the minimum standards (below). It can require a plan to be strengthened before engagement starts.
- Approved plans are reported to the Board; significant or higher-risk activities are noted for Board awareness.
- Engagement is delivered, logged, and fed back; the activity is only closed once the feedback loop is complete.

Minimum Engagement Standards

Every project engagement plan must include the following as non-negotiables:

- A clear purpose and the decision it informs
- A published scope of influence — what is and is not open to change
- Named target audiences, including priority underrepresented groups
- Equality, accessibility and language plans (Appendix B)
- Safeguarding and data-protection approach where relevant (Section 9)
- Engagement methods and a communications plan
- A 'you said, we did' feedback plan to close the loop
- An evidence log and a defined decision route
- Budget/resource and a brief risk assessment
- A named accountable lead

Managing Trade-offs and Conflict

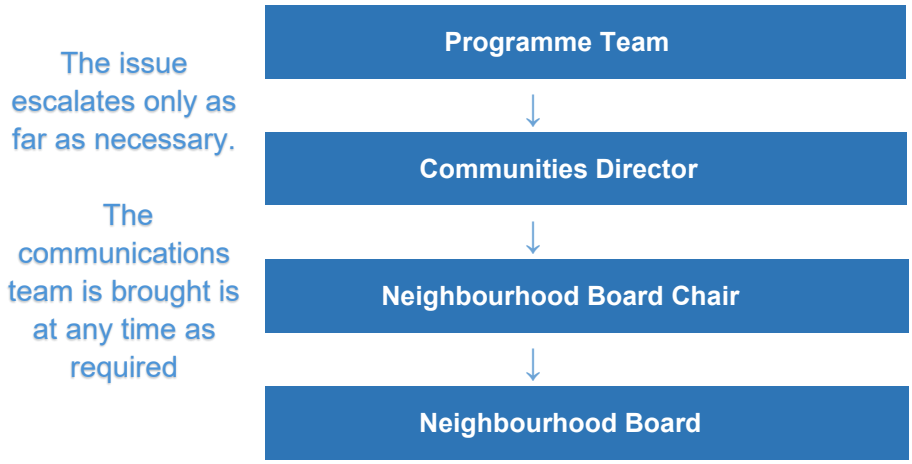
Different groups will sometimes want different things, from parking and footfall, informal space for young people, to safety and cleanliness for older residents. The partnership will be honest about disagreement rather than imply a consensus that does not exist, weigh community preference against evidence and constraints, and explain decisions clearly. The scope of influence tool and the 'you said, we did' loop are the main mechanisms for doing this fairly.

Capturing Board and Community Intelligence

Board members hear a great deal in their own networks between meetings. To use this well, a standing quarterly Board agenda item and a short intelligence note will capture what members are hearing, from whom, and anything needing action (with an urgent route for safeguarding or community-tension concerns). This keeps intelligence systematic rather than ad-hoc and feeds it into the engagement record alongside project-level insight.

Escalation Route

If an engagement issue, risk or community concern needs escalating, it follows this route:



Resourcing and Capacity

Engagement of this depth requires resource. The programme holds capacity funding that can support engagement activity; including consultation, the annual resident survey, and the dedicated project officer driving delivery. The partnership will set a clear annual

engagement budget as part of the cycle above. That budget is expected to cover practical enablers of inclusive engagement such as translation and interpretation, accessible venues, childcare and family-friendly provision, materials and design, digital tools, and reasonable participant support where appropriate.

A clear principle of this strategy is that the labour of reaching communities must be recognised. Where VCFSE partners are asked to lead or materially support engagement activity, the programme will agree appropriate funding, commissioning or support arrangements in advance, recognising that trusted community engagement requires time, labour and expertise. Until that resourcing mechanism is confirmed, project engagement plans requiring VCFSE-led outreach will not proceed without an agreed payment or support arrangement. This protects the programme from inadvertently relying on unpaid community labour. Board members are supported with briefings and simple tools; formal engagement delivery remains the programme team's responsibility.

11. Safeguarding, Ethics and Data

All engagement activity will operate within Oldham Council and partner safeguarding policies, and project plans must address the following where relevant:

- Safeguarding of children and young people, and of vulnerable adults, with named safeguarding leads for relevant activity
- Trauma-informed and non-extractive engagement that does not take from communities without giving back
- Informed consent, anonymity and confidentiality, and a clear approach to handling disclosures
- Safe engagement environments, and lone-working arrangements for staff and volunteers
- Moderation of online and social media engagement
- Data protection — how personal data and community intelligence is captured, stored, used and retained in line with information-governance requirements

Consulting children and young people carries its own safeguarding considerations, over and above these general policies. Engagement with young people will be guided by Oldham's Children and Young People's Participation Framework, which is clear that taking part can itself carry risk. Where the programme uses methods such as youth-led research, gaming or digital tools, or community reporters, specific safeguarding guidance will be agreed before that activity begins. In planning youth engagement we will:

- Plan activity to minimise the risk that expressing their views could expose a young person to harm;
- Tell young people the purpose and limits of their involvement, in terms they understand;
- Make sure they know their right to be protected and where to go for help; and
- Ensure adults facilitating youth engagement are appropriately prepared and supported to do so.

12. Roles, Responsibilities and Accountability

The model reflects the current, still-developing structure of Connected Communities and will be reviewed as that structure matures.

Chadderton Neighbourhood Board

Owns this strategy; champions engagement as a strategic priority; ensures findings are meaningfully considered in decisions; and holds the partnership to account for quality and inclusivity. Between meetings, board members support engagement delivery by gathering intelligence, amplifying messages through trusted networks, and opening doors to communities the programme might not otherwise reach. They do not plan or deliver engagement activities as that responsibility sits with the programme team. Board members will be supported with briefings and simple tools.

Connected Communities — Programme Team (Pride in Place)

Holds overall responsibility for delivering this strategy: coordinating engagement across the five subgroups, reviewing project plans against the minimum standards, maintaining the engagement record and calendar, ensuring the feedback loop is closed, and reporting to the Board. Responsibility for engagement happening sits here.

Connected Communities — Engagement Team

Supports and, where best placed, leads on engagement activity. Bringing professional engagement expertise, established community relationships, and inclusive engagement practice (translation, accessibility, digital inclusion). It is a vital contributor and will lead where appropriate, but it is not the sole deliverer of all engagement, which is owned collectively and coordinated by the programme team.

Subgroup Leads

Accountable for their project engagement plans: agreeing goals, audiences and methods before projects begin; documenting and reporting activity; applying the appropriate depth of engagement; and ensuring findings shape project decisions.

Action Together

Brings convening power across the VCFSE sector: administering and supporting the Community Capital Grants Scheme; providing access to its VCFSE network; supporting engagement capacity in community organisations; and continuing to connect Pride in Place with the Live Well agenda.

VCFSE Partners

Trusted intermediaries who support outreach to their own networks, provide honest community intelligence, flag where engagement is or is not reaching the right people, lead engagement in their own communities where appropriate, and provide engagement opportunities through their programme activity.

Engagement Peer Assessment Group

A small subgroup drawn from the engagement team and partners that periodically appraises the quality, reach and impact of engagement — acting as a constructive peer-review function rather than a reporting line. It examines whether engagement is genuinely reaching underrepresented communities, whether the feedback loop is being closed, and what can be improved, feeding its reflections into the Board's quarterly review. It also has authority to recommend that a subgroup strengthen its engagement approach.

Responsibility (RACI) Summary

R = Responsible (does the work), A = Accountable (ultimately answerable), C = Consulted, I = Informed. This is a starting model for the partnership to confirm and adjust.

Activity / Function	Board	Programme Team	Engagement Team	Subgroup Leads	Action Together / VCFSE	Peer Group
Own and approve the strategy	A	R	C	C	C	I
Maintain engagement system, record & reporting	I	A/R	C	C	I	I
Project engagement plans	I	A	C	R	C	I
Deliver engagement activity	I	A/R	R	R	R	I
Inclusive practice (access, translation)	I	A/R	R	C	C	I
Decide how findings shape a project	I	A	C	R	C	I
Close the 'you said, we did' loop	I	A/R	R	R	C	I
Quality assurance & challenge	I	C	C	C	C	A/R
Hold partnership to account	A	R	I	I	I	C

13. Communications and Messaging

Engagement and communications are related but distinct. Engagement is about listening and involving; communications is about informing people what is happening, what changed as a result, and how to get involved. Both are essential and must work together.

The 'You Said, We Did' Principle

Every engagement activity must plan how it will communicate back to participants — this is not optional, and it is something MHCLG specifically expects us to evidence. Before any activity begins, the team leading it should be able to answer: how will we tell people what we heard, and what changed? Feedback need not be elaborate, it could be a social media post, a notice in a community venue, a follow-up to participants, or an item in the council newspaper can all serve. But it must be consistent and honest, including about what could not be acted on and why.

Talking About Pride in Place

The Pride in Place brand is not always the most accessible starting point for residents. In community settings it is often more effective to talk about specific projects (Foxdenton Hall, Middleton Road, youth provision) than the programme as a whole. At programme level there is an opportunity to build a positive, consistent narrative about Chadderton's future that

amplifies community voice and counters online negativity, with a clear approach to responding to negative or inaccurate narratives.

Communications Channels

- Social media — broad reach, particularly younger audiences and progress updates
- Oldham Council newspaper — residents who are not digitally connected
- Email and newsletters — partners, businesses and community organisations
- Noticeboards in community venues, libraries and local businesses
- Word of mouth through board members, VCFSE partners and community connectors
- Local media where relevant

A simple communications calendar and feedback templates will be maintained alongside the engagement record, and messaging will be tailored to specific audiences rather than one-size-fits-all.

Communications Operating Principles

Because communications matter especially in a low-trust environment, the partnership will work to a few clear operating principles: public messaging is signed off through the programme team in line with Oldham Council communications protocols; 'you said, we did' updates are issued promptly after each significant activity rather than held until the end of a project; key messages are shared with community and VCFSE partners so they can amplify them through trusted channels; ward councillors and board members are briefed on significant developments so they are not caught unaware; and misinformation, controversial issues or community tensions are escalated quickly through an agreed route to the programme team and, where needed, the Board and council communications.

14. Monitoring, Evaluation and Success Measures

Strand	Aim	Outputs *(activity measures)*	Outcomes *(changes in performance)*	Impacts *(long-term change)*
Community engagement & co-design	Ensure projects are identified, shaped and refined with local people throughout delivery	• Number of engagement plan activities delivered • Delivery of 'You Said / We Did' feedback after each major engagement • Participation tracked	• Projects reflect local priorities • Higher engagement levels • Improved perceptions of stake in decision-making	• Stronger community ownership • Stronger social trust • Benefits sustained

Monitoring Success Measures

The measures set out within this section establish the programme-level indicators that will be used to monitor the reach, quality, inclusivity and influence of engagement activity across the Pride in Place programme. They provide a consistent framework for reporting progress to the Board and assessing whether engagement activity is achieving its intended purpose.

Programme-level monitoring will focus on four areas:

Awareness and Reach	• Website visits and user activity • Mailing list subscriptions • Social media reach and engagement • Attendance at awareness raising and outreach activities
Participation and Inclusion	• Number and type of engagement activities delivered • Participation levels • Participation from priority and underrepresented groups • Geographic spread of engagement activity across Chadderton • Number of VCFSE and partner organisations actively involved
Influence and Accountability	• Number of project decisions demonstrably informed or influenced by engagement activity • Completion of "You Said, We Did" feedback loops • Evidence of youth influence within project planning and decision-making • Evidence that engagement findings have informed project design, delivery or decision-making.
Trust and Confidence	• Resident awareness of Pride in Place • Resident confidence that local people can influence decisions • Resident pride in Chadderton • Sense of belonging and community cohesion • Perceptions that Chadderton is improving

At this stage, the strategy establishes the indicators that will be monitored rather than setting fixed numerical targets. Baseline information will be gathered through year one programme delivery, engagement records, communications activity and annual resident surveys. Once baseline data is established, the Board can periodically review numerical targets.

Individual subgroups and projects will also be expected to identify project-specific indicators through their Project Engagement Plans (Appendix A). These measures should reflect the objectives, scale and intended outcomes of the individual project and will complement, rather than replace, the programme-level measures outlined within this strategy.

Insight Management

Community intelligence will be captured in a shared engagement record, maintained by the programme team and updated by subgroup leads after each activity. The record will hold a consistent set of mandatory fields (activity, date, method, audiences reached, themes, how findings were used, feedback given), be reviewed regularly, report themes to the Board, handle personal data in line with information-governance requirements, and explicitly link insights to decisions. This record is also the evidence base MHCLG requires to demonstrate deep, broad and sustained engagement.

Annual Sentiment Survey

Evidence of trust-building Resident awareness of Pride in Place, and confidence that views are listened to, building local trust, will be tracked through the annual sentiment survey.

DRAFT Engagement questions subset	
Question	**Option responses**
Overall, how satisfied are you with Chadderton as a place to live?	Very satisfied / Fairly satisfied / Neither / Fairly dissatisfied / Very dissatisfied
How happy do you feel living in Chadderton?	0–10 scale (Not at all happy → Extremely happy)
How proud do you feel of Chadderton?	0–10 scale (Not at all proud → Extremely proud)
To what extent do you agree: “Chadderton is improving.”	Strongly agree / Agree / Neither / Disagree / Strongly disagree
To what extent do you agree: “People from different backgrounds get on well together in Chadderton.”	Strongly agree / Agree / Neither / Disagree / Strongly disagree
To what extent do you agree: “I feel I belong in Chadderton.”	Strongly agree / Agree / Neither / Disagree / Strongly disagree
To what extent do you agree: “Local people can influence decisions about Chadderton.”	Strongly agree / Agree / Neither / Disagree / Strongly disagree
What is the one thing you most want to improve in Chadderton over the next year?	Open text

Learning and Adaptation

We reflect regularly on what is working at subgroup level after each activity, through the peer assessment group, and at programme level through the Board’s quarterly review. We change approaches that are not working.

15. Engagement Risk Register

The following key risks are actively managed, with mitigations, and reviewed through the annual cycle and quarterly reporting.

Risk	Owner	Mitigation
Engagement fatigue — communities over-consulted/repeatedly consulted	Programme Manager	Proportionate engagement; build on existing activity; always close the loop so participation feels worthwhile; maintain strong connection with other pieces of engagement work

Risk	Owner	Mitigation
Low trust and cynicism about whether it matters	Programme Manager	Visible 'you said, we did'; honest scope of influence; early, tangible wins communicated.
Online negativity dominating the narrative	Programme Manager / Council Comms	Deliberate positive-story communications; clear response approach to inaccurate narratives.
Over-reliance on the same community voices	Engagement Team	Baseline and gaps analysis; deliberate outreach to underrepresented groups; track participation against baseline; creativity in approaches to engage
Underrepresentation of young people not in organised settings	Youth Opportunities Subgroup Chair	Detached and creative methods; work through alternative provision and informal networks, not only schools.
VCFSE capacity constraints / unrecognised labour	Programme Manager / Action Together	Agree funded engagement mechanism before commissioning outreach; recognise VCFSE labour.
Community expectations that cannot be fulfilled by this project	Subgroup Chairs	Clear, published scope of influence at the start of every activity.
Consultation on issues already decided	Programme Manager	Mandatory scope-of-influence statement; programme team review before activity begins.
Conflicting community priorities	Subgroup Chairs	Transparent trade-offs; honest communication; do not imply false consensus.
Delay to capital projects affecting engagement timing	Subgroup Chairs	Plan engagement into project timelines early; flag dependencies in the calendar.
Safeguarding or data-protection incidents	Programme Manager / Safeguarding Leads	Safeguarding-by-design; named leads; IG-compliant insight management.
Political sensitivity	Neighbourhood Board	Clear governance, board oversight, and adherence to public-life principles.

16. Interim Programme Wide Engagement Approach

Until subgroup engagement plans are fully developed and agreed, an interim programme-wide marketing and engagement approach will be put in place to maintain momentum, raise awareness, and ensure early opportunities to engage residents, businesses and partners are not missed.

This interim approach will focus on increasing local awareness of Pride in Place, explaining the funding and emerging programme opportunities, promoting ways for people to get involved. It will also support the programme-wide feedback loop by sharing updates on what is happening, what has been heard so far, and how community input is being used.

In the interim, the following proposed programme-wide activity will include:

- Attendance at local events (staffed stalls, flyers, mailing-list sign-ups, and light-touch collection of feedback and local "wish list" ideas)

- Banners in key locations across Chadderton, including QR codes linking to further information and opportunities to have a say;
- Posters in high-footfall community locations
- Paid/organic targeted social media activity aimed at Chadderton residents and businesses
- Use of existing partnership meetings, community networks and local events to raise awareness and signpost people into the programme.

This work is intended to complement, not replace, the more detailed engagement plans that will be developed by each subgroup. It provides an interim programme-wide presence while the fuller subgroup-led engagement approach is being shaped.

Proposals during this period

During this interim period, should Board members or partners identify specific engagement opportunities, they should contact the Neighbourhood Board Chair and the Programme Team outlining the opportunity, and the cost associated to the work.

Requests will be considered on a case-by-case basis, taking account of the purpose of the activity, the audience, the resource required, any risks or sensitivities, and how the findings would be captured and fed back into the programme.

Small, low-risk and low-resource engagement activities may be agreed by the Chair, and updates shared with the Board. Where a proposal is more complex, requires significant resource, could create expectations that need wider discussion, or may have implications for future project decisions, it will be brought back for wider consideration before proceeding.

This approach allows the programme to remain visible and responsive over the summer, while ensuring that engagement remains coordinated, proportionate and aligned with the developing subgroup plans.

17. Action Plan — First Six Months

The immediate priorities, with owners, deadlines and outputs.

Action	Owner	Deadline	Output
Develop interim programme-wide engagement plan for summer awareness activity	Programme Team	June 2026	Interim plan agreed, covering events, banners, posters, social media and community networks
Identify summer events and high-footfall opportunities for programme presence	Programme Team / Board members/partners	June 2026	Flyers, posters, banners, QR code links and core messages
Launch targeted social media awareness activity for residents and businesses	Programme Team / Communications	Sept 2026	Social media activity live and monitored
Capture and report interim engagement feedback	Programme Team	Sep 2026	Summary of reach, feedback themes, mailing-list sign-ups and issues for subgroup consideration
Establish the engagement record/log	Programme team	Jul 2026	Already exists (align)
Agree the project engagement plan template	Programme team / Engagement team	Sept 2026	Standard template (Appendix A) approved on agreement of this document
Agree minimum standards & scope-of-influence tool	Programme team	Sept 2026	Standards adopted across subgroups, approved on agreement of this document
Agree how engagement is targeted per project (template prompts)	Programme team / Subgroups	Autumn 2026	Targeting built into the project plan template
Confirm VCFSE engagement resourcing approach	Programme team / board	TBC	Funding/commissioning principle confirmed
Complete five subgroup engagement plans	Subgroup leads	Autumn 2026	Five plans reviewed by programme team
Launch Baseline resident survey	Programme team	Jan – Feb 2026	Survey live
Establish peer assessment group	Connected Communities / Action Together	Oct 2026	Terms of reference agreed

18. Next Steps and Review

This is a living document, reviewed annually by the Neighbourhood Board and updated to reflect learning, programme changes, and the evolving structure of Connected Communities and the wider partnership. The first-six-months action plan in Section 14 sets the immediate priorities; the annual engagement cycle in Section 7 governs how the strategy is refreshed thereafter.

This is the formal operating strategy for the partnership. At an appropriate point, and once the operational details above are confirmed, a short plain-English public-facing summary may be produced to help residents understand what Pride in Place is, what they can influence, how to get involved, and how the programme will report back. That is noted as a future output and is not part of this version.

Appendix A — Project Engagement Plan Template

Every subgroup completes this template for each project before engagement begins. The programme team reviews it against the minimum standards; it is then reported to the Board. Adapt as needed, but all fields should be addressed.

The governance pathway of this information follows:
Subgroup → Programme Team → Board Decision

Field	To complete
Project / Theme	
Decision(s) to be made	
Scope of influence — what IS open to change	
Scope of influence — what is NOT open to change	
Existing insight considered	What existing insight addresses this decision? How recent is it? Was it gathered from the right audiences? Is it sufficient for this decision, or is new engagement needed?
Known gaps from previous engagement (from baseline)	
Target audiences (incl. priority underrepresented groups)	
Engagement methods	
Have Creative methods and community led approaches been considered (see section 8)? Will they be adopted?	

Field	To complete
Accessibility & inclusion requirements (see Appendix B)	
Language / translation plan	
VCFSE / community partners involved	
Youth voice involved?	
Schools/FE/HE involved?	
Does you plan include young people? What considerations should be made and implemented from the Children and Young People Participation framework?	
Safeguarding considerations & named lead	
Does your budget require additional resource to reach seldom heard voices? What is the intervention?	
Has the subgroup considered whether environmental sustainability is relevant to this project?	If yes: What environmental issues are relevant? How will community views be sought on these matters? How might the project contribute to greener public spaces, biodiversity, active travel, climate resilience, environmental awareness or resource efficiency? If no: Please explain why environmental considerations are not relevant to this project.
Budget / resource required	
Timeline	
Data protection considerations	
Risk Assessment	Risk 1 & mitigation
	Risk 2 & Mitigations
	Continue as required

Oldham Engagement Framework in Practise check list

Every subgroup completes checks they have considered the engagement framework in practise checklist.

Field	To complete
Develop Engagement Opportunities: Create inclusive and consistent opportunities to share insights and influence decisions	
Utilise the community engagement toolkit and training available to build staff confidence and capabilities	
Establish structured spaces (e.g. forums, listening events, panels) for regular dialogue with communities you work with.	
Support frontline staff/key workers/board members to deliver informal engagement, recognising their role in relationship-building.	
Join Practitioners Community of Practice (the engagement and insights network) to share learning, challenges, and innovations across teams and organisations in Oldham.	
Ensure You Are Capturing Insights: Gather, analyse, and interpret community insights to inform your service design and delivery.	
Utilise available digital platforms for capturing and collating community feedback, ensuring it is accessible and user-friendly.	
Build in capacity for data analysis and interpretation, enabling your teams to translate insights into meaningful actions.	
Ensure insights are shared and communicated with key stakeholders.	
Deliver Action from Engagement: Ensure community insights lead to tangible changes in policy, practice, and service delivery.	
Embed engagement outcomes into decision-making processes through agenda items and reporting mechanisms.	
Establish feedback loops so communities understand how their input has shaped your decisions: • How will feedback be returned? • When? • Through which channels?	
Use the Community Engagement Toolkit to guide your teams in translating insights into actions and service improvements.	

Field	To complete
Develop your communication channels (e.g., newsletters, social media, community briefings) to share updates and outcomes.	
Governance & Evaluation processes: Provide oversight and embed engagement into organisational culture and systems.	
Convene an oversight group or lead to monitor implementation, review impact, and champion engagement across your organisation/teams.	
Adopt and adhere to the shared values, principles, and expectations for engagement outlined in this framework.	
Include engagement objectives into core processes such as recruitment, induction, performance management, and commissioning.	
Monitor and evaluate effectiveness through regular reviews and reporting.	
Key risks & mitigations	

Appendix B — Accessibility and Inclusion Checklist

This checklist turns the commitment to inclusive engagement into practice. Each project engagement plan should work through it and record what applies.

- Translation and interpreting available for relevant community languages, identified in advance
- Materials in plain English and Easy Read where needed
- British Sign Language provided where required
- Venues physically accessible, and accessible to those with sensory, cognitive or mobility needs
- Women-only sessions available where appropriate for some communities
- Youth-friendly methods and settings for engagement with young people
- Childcare or family-friendly timings offered where this removes a barrier
- Sessions avoid major faith dates and prayer times
- Timing considers safety — avoiding evening-only engagement where older or vulnerable residents feel unsafe
- Non-digital routes always offered alongside any digital engagement
- Reasonable participant support (e.g. expenses) considered where appropriate
- Culturally appropriate facilitation, working through trusted community partners

Where an item does not apply to a particular activity, the plan should briefly explain the reason for this.

Appendix C — Engagement Toolkit and Further Resources

This toolkit brings together the frameworks this strategy aligns with and the practical guides it draws on. It is a starting point that the partnership will add to as the programme develops.

1. Oldham frameworks this strategy aligns with (must use)

- **Oldham Community Engagement Framework (December 2025)** — the partnership-wide framework whose commitments this strategy adopts and applies to Chadderton.
  CREATE LINK
- **Oldham Children and Young People's Participation Framework (2023–2030)** — Oldham's framework for involving children and young people, built on the Lundy model of participation (Space, Voice, Audience, Influence).
  CREATE LINK

2. Creative and participatory practice to draw on

- **Shaping How We Live Well Together: A Greater Manchester Participation Playbook** — methods for participation and power-sharing (participatory budgeting and grant making, citizens' assemblies, legislative theatre, digital democracy and more), co-designed across Greater Manchester through GM Live Well.

  https://www.greatermanchester-ca.gov.uk/media/lxxjypat/shaping-how-we-live-well-together-a-gm-participation-playbook.pdf

- **A Greater Manchester Participation Playbook: Additional Resource Guide** — toolkits, videos, step-by-step guides and a directory of Greater Manchester practitioners supporting the methods in the playbook. Available at:

  https://www.greatermanchester-ca.gov.uk/media/e5kprvb5/lw_gm_participation-playbook_additional-resource-guide_v2.pdf

- **Barnsley Civic Creative Consultation Playbook** — creative consultation methods (hook events, creating and making, artist-led responses, creative mapping, community reporting and Most Significant Change) developed and tested through Barnsley's Pride in Place programme, and shared at the PIPP creative consultation webinar.

  https://barnsleycivic.co.uk/get-involved/projects/

3. Local Tools & Platforms

- **Big Oldham Conversation / Engagement HQ**
  An online platform that enables Oldham residents to share views, take part in consultations, and help shape local decisions and plans.

  https://bigoldhamconvo.oldham.gov.uk/

- **Action Together Cooperative Engagement Toolkit**
  A practical framework that guides organisations on how to inform, involve, and collaborate with communities to co-design solutions and improve decision-making.

https://www.actiontogether.org.uk/cooperative-engagement-toolkit

4. National Guidance & Best Practice

- **Local Government Association (LGA) – Community Engagement Hub**
  Offers case studies, guidance, and resources for councils and partners to strengthen

  https://www.local.gov.uk/topics/communities/community-engagement

- **UK Government – Community Engagement Principles**
  Standards and best practice guidance for government engagement with communities.

  https://www.gov.uk/government/publications/community-engagement-principles

- **LGA – New Conversations Guide -** A detailed guide for councillors and officers on building trust, co-production, and embedding

  https://www.local.gov.uk/sites/default/files/documents/New%20Conversations%20Guide%20refresh_11.pdf

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Chadderton
Pride in Place

Subgroup Governance Framework
– working draft 22.07.26

Purpose: To outline subgroup governance to be reviewed by the board

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Introduction

The Pride in Place Subgroups exist to support the Chadderton Pride in Place Board projects by developing an evidence base, identifying priorities, engaging stakeholders and making recommendations that contribute to the delivery of programme objectives.

Subgroups are advisory in nature and do not hold delegated decision-making authority. Any recommendations relating to investment, priorities or programme activity will be submitted to the Board for consideration and approval.

Subgroups should focus on identifying outcomes, priorities and evidence-led solutions rather than starting with predetermined projects or spending proposals. Their role is to help define the change that is required and then identify the most appropriate interventions to achieve it.

The subgroups provide a mechanism for engaging resident expertise and developing future board membership, as such, local resident/business subject expertise is highly encouraged and sought on the groups, over time.

Membership

Each subgroup will be led by a Board Member acting as Chair. Membership is by invite only and may include:

- Board Members;
- Council officers;
- Partner organisations;
- Subject matter experts;
- Local resident, businesses or stakeholders

Membership should remain flexible and may evolve as work progresses and priorities become clearer. Specialist advisers will participate only where their expertise adds value to the work being undertaken. Advisers may join or leave subgroup activity as required and will not be expected to remain involved once their specialist contribution has been completed.

The Member of Parliament will not be expected to commit to an individual subgroup. Instead, the MP will continue to engage with the wider programme and Board activity.

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Role of the Board Chair

The Chair of the Pride in Place Board will not be a standing member of any subgroup. Instead, the Chair will provide strategic oversight across all subgroups, ensuring:

- Consistency of approach;
- Equity and fairness in decision-making;
- Alignment with Board priorities;
- Avoidance of duplication between groups;
- Effective coordination across the wider programme.

The Chair will also represent the programme in discussions and engagement activity led nationally by the Ministry of Housing, Communities and Local Government (MHCLG), helping to ensure local activity remains aligned with national programme expectations.

Role of the Programme Team

The Programme Team will support each subgroup by:

- Providing project and programme management support;
- Arranging meetings and administration;
- Preparing agendas;
- Recording minutes and actions;
- Monitoring progress against agreed actions;
- Coordinating information and evidence gathering;
- Supporting communication between subgroups and the Board.

The Programme Team's role is to facilitate progress and ensure that agreed actions are delivered between meetings.

Elected Members in subgroups

Only elected members who are active members of the Chadderton Neighbourhood Board may attend subgroup meetings. Subgroups will be required to engage with wider elected members as part of their engagement work to support planning.

Meetings

Subgroups will determine their own meeting frequency based on the requirements of their agreed work programme. Subgroups should:

- Meet only as often as necessary;
- Operate for only as long as required to complete agreed tasks;
- Make use of virtual meetings where appropriate;

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Expected Outputs

Each subgroup will be expected to:

1. Establish a baseline understanding of the issue.
2. Identify evidence gaps and commission engagement.
3. Gather additional information where required.
4. Engage relevant stakeholders.
5. Define priorities and desired outcomes.
6. Develop recommendations and potential interventions.
7. Identify measures of success.
8. Report findings and recommendations to the Board.

Accountability and Reporting

Subgroup Chairs will provide regular progress updates to Board meetings. Each subgroup will maintain a simple record of:

- Key discussions;
- Decisions and recommendations;
- Agreed actions;
- Progress against objectives.

Recommendations should be evidence-based and clearly linked to the programme's strategic objectives.

Review Arrangements

Subgroups should retain enough flexibility to shape their own direction once established, particularly in relation to adviser input, evidence gathering and wider resident and community involvement. This is important in ensuring the groups can respond to emerging priorities and opportunities.

Subgroups will be reviewed periodically with the Board to ensure they remain relevant and effective.

The Board may:

- Establish new subgroups;
- Amend membership;
- Merge groups where appropriate;
- Pause activity;
- Close subgroups once objectives have been achieved.

This approach ensures that subgroup arrangements remain proportionate, flexible and responsive to changing priorities.

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PRIDE IN PLACE
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Chadderton
Pride in Place

Board Briefing Paper

Date: Monday 14th September 2026

Subject: Consideration of partnership with the New Chadderton Partnership. For decision.

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1. Purpose

To provide members of the Chadderton Neighbourhood Board with information regarding the role of a Neighbourhood Forum, the purpose of a Neighbourhood Plan, the activities of the New Chadderton Partnership, and to consider what future relationship should exist between the Chadderton Neighbourhood Board and the New Chadderton Partnership**.**

2. Background

The New Chadderton Partnership was formally designated by Oldham Council as the Neighbourhood Forum for Chadderton in February 2022. The designation enables the organisation to prepare a Neighbourhood Plan covering the Chadderton area.

Colin McClaren, a representative of the New Chadderton Partnership, and vice chair of the Chadderton Neighbourhood Board discussed the work of the New Chadderton Partnership at the June board meeting. Since then, officers have met with Colin to learn about the partnership in more detail, and reviewed information relating to their emerging neighbourhood planning activity.

This paper has been prepared to support Board members in understanding the role of the New Chadderton Partnership before considering any future working relationship.

3. What is a Neighbourhood Forum?

A Neighbourhood Forum is a community organisation formally designated under the Localism Act 2011 and the Town and Country Planning Act 1990. Once designated, a forum gains the legal right to prepare a Neighbourhood Plan and becomes a recognised planning consultee.

The purpose of a Neighbourhood Forum is to bring together residents, businesses and local stakeholders to develop planning policies within a defined area. It shapes how land is used and creates the rules within which local planning decisions are made. Meaning its policies carry legal weight in deciding local planning applications.

4. What is a Neighbourhood Plan?

A Neighbourhood Plan is a statutory planning document that allows local communities to influence future development within their area. Plans can address matters such as housing, transport, heritage, green spaces, environmental quality, town centres and infrastructure.

Neighbourhood Plans must align with national planning policy and the strategic policies contained within the local development plan. They cannot conflict with those higher-level planning frameworks.

The process typically includes:

- Community engagement and evidence gathering.
- Development of planning policies.
- Draft plan preparation.
- Public consultation.
- Independent examination.
- Local referendum.
- Adoption by the local authority.

Local Referendum

Following successful examination, a Neighbourhood Plan is put to a local referendum. Residents registered to vote within the designated neighbourhood area are asked whether the plan should be used to help determine future planning applications.

If more than 50% of those voting support the plan, the local authority is required to formally adopt the plan. Once adopted, it becomes part of the statutory development plan and must be considered when all planning decisions are made.

5. What is the New Chadderton Partnership?

The New Chadderton Partnership is the designated Neighbourhood Forum for Chadderton. Its stated purpose is to promote the social, economic and environmental wellbeing of Chadderton and to prepare a Neighbourhood Plan for the area.

The organisation has undertaken a range of community engagement activities including public consultations, workshops, questionnaires, online engagement and local events. It has also begun developing an outline policy framework covering matters such as housing, heritage, transport, green spaces, environmental sustainability and community facilities.

6. Comparing the Roles of the Two Organisations

Whilst there are areas of overlap between the New Chadderton Partnership and the Chadderton Neighbourhood Board, their primary functions differ.

Theme	New Chadderton Partnership	Chadderton Neighbourhood Board (Pride in Place)
What?	Prepares a Neighbourhood Plan to shape future planning policy	Delivers neighbourhood improvements and community capacity building
Why?	To shape how land is used and developed	To deliver improvements identified by local people
How?	Using engagement and consultation to develop planning	Using engagement and consultation to develop projects, investment and

	policy, ultimately adopted through examination and local referendum	community action
Output	A planning framework that guides future development and planning decisions	Delivery of community, environmental and physical improvements which operate within local planning guidelines
Success	An adopted Neighbourhood Plan that informs future planning decisions	Delivery of capital and revenue projects based on priorities identified by residents

Key Observation

The New Chadderton Partnership is primarily focused on influencing future planning and development decisions through a statutory planning framework, whereas the Chadderton Neighbourhood Board is focused on identifying, funding and delivering projects that improve communities and neighbourhoods. Whilst complementary, these functions are distinct and do not necessarily require a formal governance relationship.

7. Potential Opportunities for Collaboration

Both organisations undertake engagement activity with residents and stakeholders. There may be opportunities to share information, avoid duplication and reduce consultation fatigue. The New Chadderton Partnership may provide a valuable delivery partner for specific engagement exercises where its local knowledge, community relationships or subject expertise can add value. Both organisations have identified priorities relating to heritage, green spaces, connectivity, accessibility and public realm improvements.

However, the Board should remain mindful that the purpose of Pride in Place engagement is to inform the delivery of the Chadderton Regeneration Plan. Any support provided to the New Chadderton Partnership should therefore be proportionate, targeted and aligned to Board priorities rather than being directed by the requirements of the neighbourhood planning process.

8. Resource Implications

During discussions with officers, the New Chadderton Partnership advised that progressing the Neighbourhood Plan remains a significant undertaking and that additional capacity, specialist support, and funding support is necessary to continue the development of the neighbourhood plan. The Partnership has identified the need for further evidence gathering, policy drafting, consultation activity and professional planning input to progress the plan through to examination and referendum.
Members should note that any future relationship between the Chadderton Neighbourhood Board and the New Chadderton Partnership may generate requests for officer support, access to engagement resources, participation in project activity or consideration of

funding opportunities. These requests would need to be assessed on their individual merits and against the agreed objectives of the Pride in Place programme.

9. Options

Option 1: Establish a Formal Partnership Arrangement

Description: The Board formally recognises the New Chadderton Partnership as a partner organisation and establishes a structured relationship through governance arrangements, reporting mechanisms or dedicated representation.

Advantages

- Creates a formal mechanism for collaboration.
- Strengthens links between neighbourhood planning and wider place-based activity.
- Provides a clear route for regular information sharing.

Disadvantages

- Creates additional governance arrangements.
- May duplicate existing community engagement structures.
- Risks diverting focus away from agreed Pride in Place priorities.
- Could create uncertainty around the distinct roles of each organisation internally.

Option 2: Maintain an Informal Collaborative Relationship

The Board maintains a constructive relationship with the New Chadderton Partnership and works collaboratively where priorities align. No formal governance relationship would be established and Pride in Place resources, engagement activity and officer capacity would remain focused on the delivery of agreed Regeneration Plan priorities. Any requests for support from the New Chadderton Partnership would be considered on a case-by-case basis and would need to demonstrate a clear contribution to the objectives of the Regeneration Plan.

Advantages

- Encourages collaboration where there is mutual benefit.
- Enables sharing of local intelligence and engagement findings.
- Avoids unnecessary bureaucracy.
- Allows both organisations to focus on their core functions.

Disadvantages

- Opportunities to align neighbourhood planning activity with Pride in Place initiatives may be missed.
- Expectations regarding officer support, engagement activity and resource sharing may require ongoing management.

Option 3: No Formal Relationship

Description: The Board decides not to pursue any ongoing relationship with the New Chadderton Partnership beyond existing public meetings and engagement activity**.**

Advantages

- No additional resource commitment.
- Clear separation between organisations.

Disadvantages

- Missed opportunities for collaboration.
- Reduced awareness of neighbourhood planning activity and evidence gathering.
- Potential duplication of engagement activity.
- Misunderstanding from residents about the functions of the two organisations.

10. Key Considerations

- The New Chadderton Partnership performs a statutory neighbourhood planning function that differs from the role of the Chadderton Neighbourhood Board.

- Both organisations engage with residents and identify local priorities, creating opportunities for collaboration.

- Maintaining clarity regarding the different purposes of both organisations will be important.

- Limited officer, volunteer and Board capacity should be directed towards activities that deliver the greatest benefit for Chadderton residents.

11. Suggested Way Forward

If prioritising:

- Closer strategic alignment and formal coordination → Option 1
- Collaboration whilst maintaining clear organisational roles → Option 2
- Maintaining complete separation of activity → Option 3

12. Recommendation (Optional Framing)

A preferred option could be Option 2, as it:

- Recognises the value of the New Chadderton Partnership's neighbourhood planning role.
- Recognises the dedicated work and local knowledge of the New Chadderton Partnership and its volunteers.
- Supports collaboration on shared priorities and community engagement.
- Maintains clear distinctions between planning activity and Pride in Place delivery.
- Avoids creating additional governance arrangements.
- Enables both organisations to focus on their respective objectives whilst working together where appropriate.

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Chadderton
Pride in Place

Board Briefing Paper

Date: 16.09.26
Subject: Chadderton Pride in Place budget report

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CHADDERTON NEIGHBOURHOOD BOARD BUDGET SUMMARY
To August 2026

Management Costs Budget Year to date				
	Budget	**Actual to date**	**Variance**	RAG
Staffing (salaries, NI, pension)	£149,894.00	£48,986.92	£100,907.08	Green
CAPACITY BUILDING BUDGET				
	Budget	**Actual to date**	**Variance**	RAG
Total Expenditure	£155,000.00	£1,798.00	£153,202.00	Green
Project Budget 2026/27				
	Budget	**Actual to date**	**Variance**	RAG
Capital	360000	0	360000	Amber
Revenue	75000	0	75000	Green

Narrative	
Capacity budget spend will increase in Q3 and Q4 as marketing activity, community engagement, business case development, and evaluation activity commence. Capital grants – budget with council, admin processes underway to transfer to Action Together.	

Programme to date (2024 /25 - 26/27)			
	Income	**Spend to date**	**%**
Capacity Budget	£600,000	£217,133	36%
Projects			
Revenue	£3,999,000	£0	0%
Capital	£14,936,000	£0	0%

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