

Building a Fairer Oldham

Equality, Diversity and Inclusion Strategy

2021 - 2025

Date adopted: TBC

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This strategy sets out our vision for equality and diversity in Oldham, helping create a place that values and celebrates our differences while creating equal opportunities for all. We recognise that we have responsibilities under the Equality Act 2010 and the Public Sector Equality Duty, and take equality and diversity seriously, but our ambition is to go beyond these obligations and weave equality, diversity and human rights into everything we do to develop a culture of fairness, openness and respect, as defined by our Co-operative values.

Oldham has a rich history of people from different backgrounds and cultures living and working together. However, we know that there are groups of people that are marginalised, who are more likely to face inequality and discrimination than others. As we recover from the impact of Covid-19 it is critical that we tackle inequality and discrimination head on, setting aspirational targets for improving equality across the borough. Evidence shows us that Covid19 has impacted disproportionately on our BAME communities; older people and younger people – the latter being particularly affected by rising unemployment; and more generally, people living on low incomes.

We know that there are difficult challenges that lie ahead. Inequalities have been exacerbated in recent times by Covid-19, public sector cuts and different political ideologies. However, we all have a responsibility to role model a respectful approach to all people, listen to the views and opinions of others, while challenging poor behaviours, especially hate speech.

We are proud of how we have reduced inequalities experienced by individuals and groups of people across Oldham, but we know we can do more. Our policies and strategies aim to capture the lived experiences of our communities and our Equality Strategy reflects their insights and expertise. The purpose of our Equality Strategy is:

- To meet the general and specific requirements of the equality legislation in everything we do so that equality is fully embedded within our organisational culture and reflected in our principles and values.
- To state our commitment to make Oldham a fairer place in which to live, work and feel safe.
- To ensure our workforce are aware and equipped to provide culturally appropriate and inclusive services.
- To address and outline the additional steps we are undertaking to address inequalities as a result of Covid-19 from our initial pandemic response through to our recovery and rebuild phase.
- To implement a programme of activity which supports workforce equality and diversity in a holistic way through the #TeamOldham Workforce Strategy 2020-2023.

This Strategy will be reviewed regularly to ensure the needs of our communities are being met fairly and equally. Progress will be monitored and reported.

Message from Cllr. Shah, Leader of Oldham Council

We are delighted to endorse Oldham's Equality, Diversity and Inclusion Strategy: 'Building a Fairer Oldham'. Oldham is a vibrant and diverse borough, but we know that not everyone has access to the same opportunities. We believe our town will only fulfil its collective potential if everyone who lives and works here can reach their own individual potential and are not limited because of who they are or where they live.

In Oldham we have a strong history of partnership working and this strategy recognises that tackling inequality requires a partnership response. By working together across Team Oldham and our communities, much more can be achieved to make Oldham a more equitable place. By working together, we want to make sure that everyone who lives and works in Oldham can live comfortably, healthily and happily.

Our Equality, Diversity and Inclusion Strategy is an important document setting out our priorities over the coming years as we seek to fundamentally redesign Team Oldham's services, recover from the impact of COVID-19, deliver significant budget cuts and improve outcomes for residents. Our vision is to create a place where people understand, respect and celebrate each other's differences, this strategy sets out the improvements we would like to see and expands on the successful work already happening to tackle unfairness across the borough.

This strategy will build on the hard work and dedication of individuals and organisations that are committed to equality and fairness. It will provide ways for people to share their experiences, good and bad, and to establish systems that concentrate our efforts, knowing that working together will have the greatest impact.

Despite the challenges we face collectively and as individuals, we believe our Equality, Diversity and Inclusion Strategy and the actions that will be developed under it to meet our equality objectives will have real benefits for Oldham. It is a work of shared values and vision created through listening to our Equality Advisory Group, communities, VCFSE partners, stakeholders and staff. We are grateful to everyone who has helped us to shape this strategy, and who we will continue to work with to build a fairer Oldham, so nobody is left behind.

This strategy sets out how we plan to achieve these aims by working collaboratively across Team Oldham, as well as showing how we will monitor our progress. We have made a commitment to report on our progress regularly through the Equality Advisory Group, in order to make sure that there is accountability for the actions that we have said we will take forward.

Why do we need an Equality, Diversity and Inclusion Strategy in Oldham?

Society is diverse, with a wide range of differences among people, families and communities. We may be older or younger, have a religious belief or no religious belief, or have a different background. This is a normal part of life.

When we talk about inequality, we mean that people are treated unfairly and less favourably because of these differences and characteristics, real or perceived. Furthermore, equality does not mean that everyone should be treated the same, but that everyone should have an equal opportunity to make the most of their lives and talents. This means removing societal barriers across the borough so that everyone can be involved and feels welcome.

We believe the people of Oldham want to live in a place that is committed to fairness and equality of opportunity, a borough that tackles discrimination and prejudice and that these principles help communities come together and live together harmoniously.

Our 'Building a Fairer Oldham' strategy wants to make it possible for everyone to feel that they can make a difference, to open the debate about inequality and unfairness. It is everyone's responsibility to make Oldham a fairer place to live in. It is a shared endeavour, involving communities and employers, as well as Team Oldham and our VCFSE partners.

The strategy, whilst ambitious, cannot reflect every inequality which will be experienced over the next 4 years. It sets out key actions across 4 equality objectives. These are:

1. Identify and mitigate the potential equality impacts caused by COVID-19, informing our response through research, best practice and lived experience.
2. Provide services that put the citizens' voice at the heart of decision-making, advancing equality of opportunity and celebrating diversity and inclusion for all.
3. We will lead the way in championing inclusivity across the borough, working with our partners and communities to make Oldham a fairer place for everyone.
4. Encourage and enable a skilled and diverse workforce to build a culture of equality and inclusion in everything we do.

Progress against the actions will be visible through performance measures, whilst action will arise from several other strategies and initiatives which have similar aims, for example, Oldham's developing Poverty Strategy.

Identify and mitigate the potential equality impacts caused by COVID-19, informing our response through research, best practice and lived experience:

As we recover from the impact of COVID-19 it is critical that we tackle inequality and discrimination head on. COVID-19 has exacerbated many pre-existing inequalities, including health and financial inequalities. Nationally, we know that some people may be more at risk of transmission of COVID-19, at risk of poorer outcomes from infection, and at risk of greater impact from control measures. Public Health England (PHE) have found older people, males, those living in deprived areas, and those from Black, Asian and Minority Ethnicities (BAME) are at increased risk of poor outcomes. However, it is equally important to note that inequalities are also experienced in how people are treated – in the assumptions that are made; the language that is used; the way we communicate; and how services are designed and accessed.

The Marmot review 'Fair Society, Healthy lives' demonstrated how health inequalities are affected by a wide range of social and economic factors including where we live, our housing, our income, the environment, our relationship with the local community and the lifestyle choices we make. The review considered how health inequalities are an accumulative process with the influences of negative and positive factors beginning at birth and continuing over a person's life. These factors are now widely accepted as being responsible for significant levels of health inequalities. People living in deprived areas and in the lowest income group are much more likely to have a reduced life expectancy and a poorer health outcome than more affluent people.

Both COVID-19 and the measures to control it have exacerbated the fundamental inequality in death rates between Oldham, GM and the wider North, and the rest of the UK. The Northern Health Science Alliance has found that 12.4 more people per 100,000 population have died with COVID-19 in the North from March to July than elsewhere in the country, with 57.7 more people per 100,000 dying of all causes.

The exacerbation of existing inequalities because of COVID-19 has also resulted in a further deepening and widening of poverty in the borough. Unemployment rates have doubled since March and rates are highest in our most disadvantaged communities. We are especially concerned about the rise in youth unemployment; now approaching 16% borough wide in some hotspots, within our poorer wards, as high as 37%.

We will continue to work across Team Oldham to tackle these inequalities, especially for communities who have been disproportionately hit hardest by the pandemic. Through our Covid Recovery Plan we will take steps to support our most vulnerable communities, protect our health system, and support our economy.

Provide services that put the citizens' voice at the heart of decision-making, advancing equality of opportunity and celebrating diversity and inclusion for all.

How we develop and co-produce services is fundamental to how we meet our equality and diversity responsibilities. The co-design process and decision-making about how we make changes to services is underpinned by principles and approaches that ensure equality and diversity issues are identified and acted on so that residents' needs are met and that they can access services in ways that balance the delivery of effective and efficient services with what suits them.

Good engagement and consultation with residents is key to providing accessible and resident focused services that are co-designed and influenced by the people who will use and benefit from them. When engaging we take care to reach all sections of the community, often using the expertise of the Equality Advisory Group to better understand the impact on people and communities with protected characteristics.

Our Equality Impact Assessment (EIA) process is an essential tool for co-designing services, policies and strategies, and understanding the impact, positive and negative, of our decisions on different protected groups. EIAs are the primary way in which equalities and diversity issues are identified across Team Oldham and they provide a systematic framework and evidence-base to demonstrate that we have considered equalities and diversity in our decision-making processes, as well as evidencing how we will mitigate any identified impacts.

Through our Team Oldham Digital Strategy, we are committed to 'delivering a connected Oldham for everyone'. The strategy is deliberately broad in its focus to ensure that we balance delivery of digital infrastructure with designing and delivering digital services that reflect the needs of the people who use them. By understanding resident's needs, services should be designed in a way that makes them easy to use and access 24/7 from the comfort of their own homes. This includes the council website as the 'front door' to digital services meeting accessibility standards and the online customer journey being effective and efficient from start to finish. We are also committed to playing our part to work together with partners to ensure that everyone has the access, skills and confidence to feel empowered to benefit from the opportunities that digital brings in our day-to-day lives. The tablet lending and gifting scheme delivered by the Library service has been established to ensure that those without digital access at home and who can't access the Oldham Library network aren't left behind.

As a service provider we are ensuring that the way services are co-designed and delivered take account of the diverse needs of our residents and communities, ensuring our services are accessible to all. We also have a Public Sector Equality Duty to be able demonstrate to the community how we have considered the impacts of our decisions and what the outcome of these considerations has been. We will continue to publish this information annually through our annual equality report.

We will lead the way in championing inclusivity across the borough, working with our partners and communities to make Oldham a fairer place for everyone.

As champions of inclusivity, we will take a no-tolerance approach to hate crimes. Hate crime victims are more likely to suffer repeat victimisation, more likely to suffer serious psychological impacts, and less likely than the victims of other crime to be satisfied with the police response. Hate crime can limit people's opportunities and can lead to isolation and segregation. It is also damaging to the community, undermining integration and cohesion, and eroding shared values of acceptance and respect for others. Under-reporting of hate crimes is an issue and we must do more to enable victims or witnesses to come forward. We must also continue to support victims and ensure that perpetrators face justice. Finally, we must work across Team Oldham and are communities to challenge the attitudes and beliefs that drive these crimes.

Historical and contemporary systemic and institutionalised discrimination and prejudice in the treatment of Black and Asian people, and people belonging to other ethnic minorities, have resulted in entrenched inequalities rooted in long-standing structural issues of poverty and disadvantage. We will work to increase peoples' knowledge and understanding about specific equalities issues. We will focus on promoting positive messages, celebrating equality, diversity and inclusion. We will work with staff, members of the public, service users, community groups and VCFSE partners to achieve this, developing campaigns and initiatives in partnership with groups and communities with lived experience of protected characteristics. Our goal is to challenge discrimination, promote equality of opportunity and understanding and foster good relations across Oldham's communities.

Building a Fairer Oldham also means recognising that there are other causes of inequality or exclusion, often inter-connected and mutually reinforcing. People can be excluded because they have low income, are socially isolated, live in poor housing or due to poor health. Despite the best efforts of Team Oldham, poverty and inequality in Oldham have been increasing over the last 10 years and gaps in wealth and health across the borough continue to widen. Pre-Covid19, Oldham's place in the IMD had worsened (19th LA) and the borough continues to have some of the highest rates of child poverty in the country.

We are currently refreshing Oldham's Poverty Action Plan through Oldham's Poverty Steering Group (comprising senior leaders and officers from across the system, to provide strategic oversight and direction), ensuring that it is responsive to the increasing demands placed on services across the system caused by COVID-19. As well as meeting urgent needs now, the plan will begin to look forward to recovery and will have a greater focus on tackling the underlying causes of poverty and inequality. In this respect, the Poverty Action Plan is a pre-cursor to the development of a Poverty Strategy, taking forward key actions now and beginning work at a strategic and operational level that will make our efforts to combat the symptoms and causes of poverty more effective.

Encourage and enable a skilled and diverse workforce to build a culture of equality and inclusion in everything we do.

The Team Oldham Workforce Strategy ensures that our employment processes and conditions are free from discrimination and that we work towards removing barriers to employment, development and career opportunities for everyone. We are committed to building an inclusive Team Oldham where the workforce reflects the borough we serve and the needs of all citizens, and where colleagues feel confident about being themselves at work.

The profile of the existing Team Oldham workforce does not currently reflect the diversity of our communities and we have recognised that we need to accelerate improvements in this area, especially as some of the borough's largest employers who need to lead by example. To increase the pace of change we are setting ambitious targets and actions to ensure our actions match our ambition. We want to attract people from all backgrounds to work for us, and we want to retain staff by valuing their contribution and supporting them to give their best. Our approach to inclusivity and diversity is at the heart of how we do this. As we need our workforce to understand how to make difference work for all of us. As well as applying fair recruitment practices and tackling barriers to employment, we offer flexible ways of working, family-friendly policies, and learning and development opportunities to help staff fulfil their potential.

The greatest challenges we face to having a diverse workforce are in the number of disabled people and in the roles that our from black and minority ethnic communities undertake. This means we need to have both generic and targeted measures in place to address these challenges. We already ensure that all disabled candidates who meet essential criteria are guaranteed an interview and steps are taken to support people who need adaptations of any nature but there is still work to do and we have an ambitious Apprenticeship and Kick Start programme which aims specifically to offer new opportunities to those people who may not normally look to find employment with us. In respect of people from a Black and Minority Ethnic background our workforce does consist of people from a rich mix of cultures but these staff are predominantly in front line and junior roles and so the challenge is to understand and address how we can be more representative at all levels and create development opportunities which will accelerate progression at a faster pace.

We will continue to promote our commitment to equality, diversity and inclusion across Team Oldham so that our actions both within and outside our organisations demonstrate a passion and commitment to create opportunities for all.

We are committed to creating an environment where employees feel able to be open about their background, identity and characteristics, if they choose to do so. We expect respect from all and will celebrate differences among the communities we serve and within our own workforce. We will take robust action to ensure Team Oldham provides a working environment that is free from discrimination and harassment and will take action as needs be, both to ensure best practice is applied and to ensure people and organisations are protected.

Equality Strategy 2021 - 2025

Equality Strategy: Action Plan 2021 / 2025			
Equality Objective	Key Actions	Who	Impact
<i>Identify and mitigate the potential equality impacts caused by COVID-19, informing our response through research, best practice and lived experience.</i>	As the impact of the Covid-19 Pandemic continues to become clear, we will work across Team Oldham, Oldham's Equality Advisory Group and our communities to agree a specific action focused Covid-19 Recovery plan, focused on mitigating the impact of the pandemic across all of Oldham's communities.	Team Oldham / Equality Advisory Group / Public Health / Corporate Policy	No communities or groups are disproportionately impacted by the pandemic, or the mitigating actions put in place.
	Reducing the potential inequalities created during the pandemic for people with protected characteristics or other vulnerable groups through Team Oldham's Equality Impact Assessment Process, which will identify potential issues, ensuring appropriate mitigations can be put in place across the wider Team Oldham system.	Public Health / Adult's Social Care / Children's Social Care / OD	No communities or groups are disproportionately impacted by the pandemic, or the mitigating actions put in place.
	Undertake a learning review of our Covid-19 response, including test and trace, vaccination and broader CV-19 engagement activity to inform how we work together as a system to deliver health, care and other public services more broadly going forward.	Oldham CCG / Corporate Policy / OD	Learning from the pandemic is embedded in future ways of working.
	Addressing and tackle equality issues for those from particular ethnic groups. Providing advocacy for those with English as their second language and finding alternative ways to engage and communicate key messaging to hard to reach communities.	Equality Advisory Group Supported / Communications Team / Policy Team / Action Together	People from particular ethnic groups are actively engaged and able to co-design solutions that meet their needs.
	Monitoring and reviewing the potential impacts of the pandemic relating to gender including access to midwifery and domestic violence support services, ensuring that we are providing the	Equality Advisory Group supported / Community Cohesion Team	No communities or groups are disproportionately impacted by the

	<p>right level of support across Team Oldham. This will include minimising the impact of the pandemic on the LGBTQ+ community, ensuring our services are inclusive and accessible through regularly reviewing our policies and procedures.</p>		<p>pandemic, or the mitigating actions put in place.</p>
	<p>Identifying impacts for those on low incomes, or zero-hour contracts, who cannot work from home and those with no access to public funds, through providing routes to advocacy and supporting people to access grants.</p>	<p>PAG and Community Hubs / Welfare Rights / Revenues and Benefits / Emerging Communities Team</p>	<p>Residents are appropriately signposted to the right support, with our most vulnerable communities stopped from falling into further crisis.</p>
	<p>Addressing inequalities relating to age. This is both for Older People and Young People:</p> <ol style="list-style-type: none"> 1. Older People – providing information and support for those with complex needs and those who have been shielding to stay safe, considering not all Older People have access to digital channels or will feel confident accessing services digitally post-pandemic. 2. Young people – considering the reduction in their support services, mental health and wellbeing provision and access to respite and support for young carers. 	<p>Ageing Hub / Youth Services</p>	<p>No communities or groups are disproportionately impacted by the pandemic, or the mitigating actions put in place.</p>
	<p>Through the Equality Advisory Group, we will continue to ensure that those with particular faiths or beliefs are able to live their lives accordingly, identifying any potential gaps in our understanding or approach to tackling the pandemic in Oldham. This includes ensuring access to appropriate end of life care, bereavement services, culturally appropriate food and other religious and cultural needs.</p>	<p>Equality Advisory Group</p>	<p>No communities or groups are disproportionately impacted by the pandemic, or the mitigating actions put in place.</p>

Equality Objective	Key Actions	Who	Impact
<p><i>Provide services that put the citizens' voice at the heart of decision-making, advancing equality of opportunity and celebrating diversity and inclusion for all.</i></p>	<p>Establish standardised categories and classifications for equality data being collected and recorded, ensuring consistency across Team Oldham to inform and shape our decisions.</p>	<p>Data and Insight</p>	<p>Increased understanding of our communities and workforce.</p>
	<p>Establish working groups to identify inequalities and put mitigation plans in place –</p> <ul style="list-style-type: none"> • Establish a senior equalities leadership group, led by the Strategic Director of Communities & Reform to challenge and drive improvement across the Council and wider partnership. • Continue to support Oldham's Equality Advisory Group which is made up of council officers, representatives from the VCFSE sector and from each of the main protected characterises groups, providing the group with a stronger mandate and resources to constructively challenge equality issues across Oldham. 	<p>Corporate Policy</p>	<p>Increased visibility and accountability to tackle equality, diversity and inclusion issues across Team Oldham.</p>
	<p>Actively engage with people and communities to better understand barriers to accessing services we provide and where applicable work in partnership with service users from protected groups, both internal and external to address barriers.</p>	<p>All Services, supported by Marketing and Research Team / Elected Members / PAG / Poverty Truth Commission</p>	<p>All Oldham residents, especially those with protected characteristics, can access services and feel enabled to do so.</p>
	<p>Continue to publish Oldham's annual equality report a profile of the borough's population based on the nine protected characteristics.</p>	<p>Data and Insight</p>	<p>Increased understanding of our communities and workforce.</p>

Equality Objective	Key Actions	Who	Impact
<p><i>We will lead the way in championing inclusivity across the borough, working with our partners and communities to make Oldham a fairer place for everyone.</i></p>	<p>Take a joined-up approach with our public and voluntary sector partners to raise awareness of hate crime and to ensure that hate crime is effectively tackled, helping people feel more confident to report it.</p>	<p>Stronger Communities Team</p>	<p>Increased reporting of all strands of hate incidents and hate crime.</p>
	<p>Supporting and adopting an anti-racism approach to combat racial prejudice, stereotyping, harassment, unjustified discrimination, undignified and culturally insensitive and offensive behaviour.</p> <p>We will continue to promote race equality and cultural awareness, helping us foster mutually beneficial and respectful long-term relationships across different communities.</p>	<p>Team Oldham / Stronger Communities Team / Communications Team</p>	<p>Increased reporting of all strands of hate incidents and hate crime.</p>
	<p>Improve the knowledge and understanding of hate crime identification by staff and drive improvements in recording hate crimes.</p>	<p>Stronger Communities Team / Business Intelligence</p>	<p>Increased reporting of all strands of hate incidents and hate crime.</p>
	<p>Work with the community safety and cohesion partnership to provide cultural awareness training to Oldham's Domestic Violence Advisors, ensuring staff are aware of potential equality issues and cultural sensitivities that may lead to a lack of engagement from vulnerable groups.</p>	<p>Stronger Communities Team / Community Safety and Cohesion Partnership</p>	<p>Increased reporting of all strands of hate incidents and hate crime.</p>
	<p>Establish a Poverty Truth Commission made up of councillors and commissioners, to recommend measures to tackle poverty, identify causes and mitigate the consequences, informing the development of a Poverty Strategy. This work will have a direct link with the COVID-19 response and recovery work and will seek to identify specific areas around poverty including (not exhaustive) –</p> <ul style="list-style-type: none"> • No recourse to funds • Access to food and foodbanks • Resources for children being educated at home 	<p>Action Together, supported by Corporate Policy.</p>	<p>Reduced levels of financial hardship / poverty across the borough.</p> <p>*Please see Oldham's Poverty Strategy for further details.</p>

	Establish a Poverty Steering Group to take forward co-ordinated action to tackle poverty in Oldham, informed by the Poverty Truth Commission; which will include a representative from the Equalities Advisory Group.	Corporate Policy	Reduced levels of financial hardship / poverty across the borough. *Please see Oldham's Poverty Strategy for further details.
	Celebrate Oldham's diversity through regular equality-related events: Black History Month, International Women's Day, International Day of Persons with a Disability; LGBT+ History Month; Holocaust Memorial Day.	Research and Engagement / Oldham Gallery	Increased community awareness of different protected characteristics, groups and backgrounds.
	Continue to promote Team Oldham-wide campaigns on issues such as mental health and domestic abuse.	Communications	Awareness raised of help and support available to residents across Team Oldham.
	Continue to participate in Greater Manchester's Hate Crime Awareness Week, helping residents gain a better understanding of what hate crime is, how they can access support, and how they report and prevent hate crime in their area.	Communications	Increased reporting of all strands of hate incidents and hate crime / reduction in levels of hate crime.
	Identify opportunities through our culture programme to capture and celebrate Oldham's diversity, for example, through statues and monuments.	Culture	Increased community awareness of different protected characteristics, groups and backgrounds.
	Become a Living Wage Place, expanding the number of organisations in the borough that have living wage accreditation, and increasing the number of people whose salaries are uplifted as a result, providing secure, safe employment, addressing gender and ethnic pay imbalances and developing strategies for in-work progression and wellbeing support.	Corporate Policy / Procurement	Reduced levels of poverty across the borough. *Please see Oldham's Poverty Strategy for further details.

Equality Objective	Key Actions	Who	Impact
<p><i>Encourage and enable a skilled and diverse workforce to build a culture of equality and inclusion in everything we do.</i></p>	<p>Appoint corporate equality champions, drawn from the Team Oldham's senior management team to raise awareness on equality issues and promote good practice.</p>	<p>Human Resources Organisational Development (HR/OD)</p>	<p>Increased visibility and accountability to tackle equality, diversity and inclusion issues across Team Oldham.</p>
	<p>Actively promote apprenticeships and other entry level roles and increase the number of apprenticeships available for underrepresented groups across Team Oldham.</p>	<p>Economy and Enterprise/ HR/OD</p>	<p>More opportunities for young people to come and work for Team Oldham.</p>
	<p>Continue to publish an annual report showing the pay gap between our male and female employees, which is a statutory requirement. Develop this work to identify pay gaps for other underrepresented groups with a view to publish and set targets for future improvements.</p>	<p>HR/OD</p>	<p>Reduction in the gender pay gap.</p>
	<p>Reduce the proportion of 'unknown' equality data we hold on our employees.</p>	<p>Research and intelligence</p>	<p>Increased understanding of our communities and workforce.</p>
	<p>Review diversity data at all levels of our workforce and amongst our commissioned services to help identify areas for improvement.</p>	<p>HR/OD</p>	<p>Increased understanding of our communities and workforce.</p>
	<p>Review how recruitment processes operate in practice with a view to better understanding why some groups, are less likely to succeed in getting jobs than other groups and then</p>	<p>HR/OD</p>	<p>Improved community representation across Team Oldham's workforce.</p>
	<p>Pilot new approaches to advertising roles through community outreach and different platforms to better target local communities and supports our approach to Community Wealth Building.</p>	<p>HR/OD</p>	<p>Improved community representation across Team Oldham's workforce.</p>
	<p>Review existing recruitment practices to ensure the values and competency-based approach to recruitment at all levels</p>	<p>HR/OD</p>	<p>Improved community representation across</p>

	provides the right approach to improve diversity throughout the organisation		Team Oldham's workforce.
	Continue to develop a workforce that is representative of the communities we serve, seeking to recruit locally and from priority groups where appropriate e.g. young people, people with disabilities and long-term health problems, people experiencing poverty.	HR/OD	Improved community representation across Team Oldham's workforce.
	Ensure that managers are equipped with the tools to manage their teams in a supportive way; embracing difference whilst applying consistently fair practices across all groups.	All Services, supported by HR/OD	Improved employee satisfaction / Improved community representation across Team Oldham's workforce.

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