

Healthier Oldham Plan

**Oldham
Neighbourhood
Plan 2026 to 2031**

**Health and Well-
being Board**

September 2026



Headlines

- The Oldham Neighbourhood Health Plan sets out how partners will work together over the next five years to improve health outcomes, reduce inequalities and support residents to live healthier and more independent lives.
- Neighbourhood Health is not a separate programme. It is a key component of Oldham's wider approach to public service reform and Live Well, bringing together health services, social care, housing, employment support, family services, community organisations and local assets around the needs of residents and neighbourhoods. The Plan therefore represents a collective commitment by partners to shift from organisationally-led services towards a more integrated, preventative and community-centred model of support
- The Plan recognises that successful delivery will depend on continued partnership commitment, effective governance arrangements, workforce capacity and the development of place-based investment approaches that support prevention and neighbourhood delivery.

What is Neighbourhood Health?

Neighbourhood health focuses on organising care, support and wider public services around the needs of local communities, typically serving populations of between 30,000 and 50,000 residents.

It brings together primary care, community services, mental health services, social care, housing providers, community organisations and local assets to provide more joined-up and person-centred support.

- The benefits of a neighbourhood health approach include:
- Care delivered closer to home.
- Better coordinated support across organisations.
- Earlier intervention and prevention.
- Improved physical and mental health outcomes.
- Greater independence for residents.
- Reduced health inequalities.
- More sustainable use of public sector resources.

Why Oldham Needs This Approach

Oldham continues to face:

- Lower life expectancy than national averages
- Significant health inequalities
- Rising demand across NHS and social care services
- Growing complexity of need
- Impact of deprivation, housing, social isolation and poor health
- Current service models are not sufficient on their own.

Neighbourhood Health provides a shift towards:

- ✓ Prevention
- ✓ Early intervention
- ✓ Community-led support
- ✓ More joined-up care

Our Vision

A healthier Oldham where residents receive coordinated support closer to home, enabling people to live healthier, happier and more independent lives.

Built on three foundations:

- Population Health Management
- Understanding need and targeting interventions
- Integrated Neighbourhood Teams
- Multi-disciplinary teams working around residents
- Live Well Neighbourhoods

Harnessing community assets, prevention and local strengths

Our neighbourhood health needs

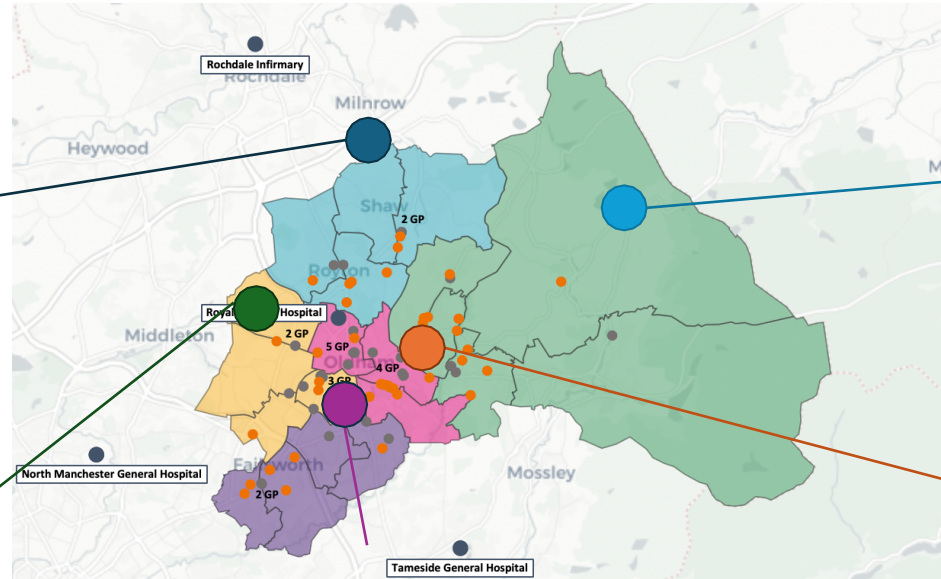
North District

- **Oldest demographic** with large number of >65s (older than GM and England averages), and the **least ethnically diverse** of the Districts with a predominantly white population
- Some **pockets of deprivation**
- **Highest rates of obesity, respiratory disease, CVD and depression** in Oldham and above national rates, and high rates of diabetes
- **Highest rates of learning disabilities** with west

West District

- **Young population** (similar to south) with **some high diversity** - a quarter of people are registered as Asian/Asian British
- Significant **pockets of deprivation**
- High rates of mental health conditions with **highest rates of SMI in Oldham**
- **Highest smoking rates** significantly above the national average and **relatively high rates of respiratory disease** and diabetes
- **Highest rates of learning disabilities** with north

Key: ● Acute hospital site ● GP practice ● Care home



South District

- **Younger population** profile (like west) but relatively **lower ethnic diversity**
- Significant **pockets of deprivation**
- **Lowest obesity rates** of Oldham but still above England, **lowest CVD rates** in Oldham (below England), and **relatively lower rates of diabetes** although still above England, but **high smoking rates**
- **High rates of mental health conditions** compared to nationally

East District

- Age profile is slightly older than other districts apart from north, with **low ethnic diversity** and a predominantly white population
- East has the **lowest deprivation** of the Districts
- **Lowest rates of SMI** compared to other Districts
- **Lowest smoking rates in Oldham** but at **higher end of rates of respiratory disease**
- Relatively **lower rates of diabetes** although above the national average and **lowest frailty**

Central District

- **Youngest population** profile (30% <16, 9% >65) and **highest degree of ethnic diversity** with nearly 50% of the population Asian and largest proportion of Black/Black British/Caribbean or African residents
- Significantly the **most deprived District**
- Relatively **high levels of smoking and obesity**
- **Highest levels of frailty** in 50-64 age group
- High needs for LTCs including **relatively high levels of mental health conditions, respiratory disease and highest rates of diabetes.**

What Will Change?

Residents should experience:

- Easier access to support
- Better joined-up services
- Less duplication
- Earlier help before needs escalate
- Greater focus on wellbeing and prevention
- More influence over local services

Designed with communities rather than for communities.

Key Partners

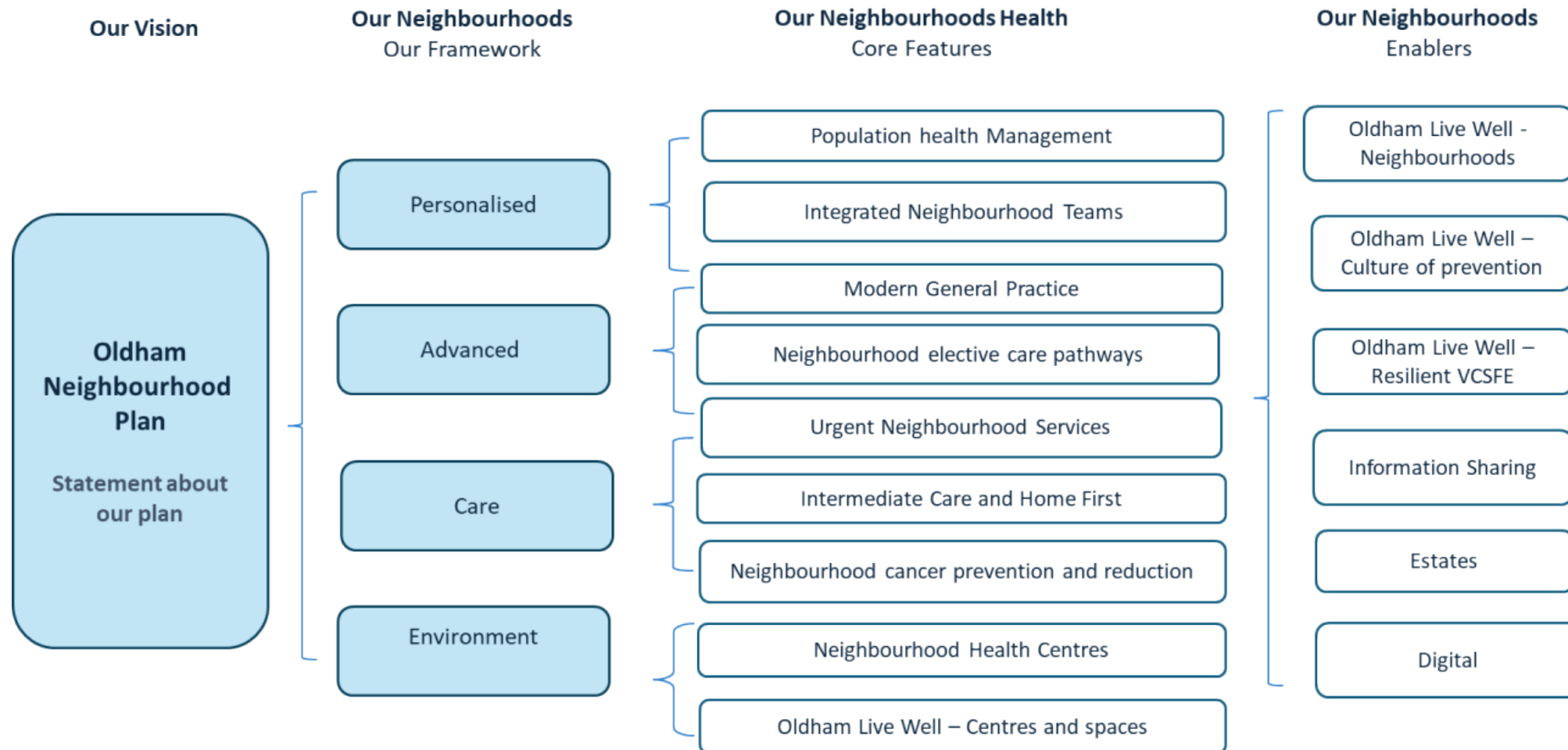
Building on existing strengths across:

- Primary Care Networks
- Pennine Care NHS Foundation Trust
- Northern Care Alliance NHS Foundation Trust
- Adult Social Care
- Miocare
- TOG Mind
- VCFSE sector
- Housing and community organisations
- Oldham Athletic and Sportstown

Working together as one place-based system

High level view of our plan

Our Neighbourhood Plan can be summarised through the key features of our framework, the core features of our neighbourhoods and the enablers which support this.



Our Neighbourhood Plan

Content of the Plan

2. Introduction and vision

Describing our vision and ambitions for Oldham, the partners in Oldham delivering this plan

2. Drivers of demand

Describing the current population health outcomes and drivers of health and care demand in Oldham;

- Oldham population and life expectancy by ward
- Our neighbourhood health needs
- Financial and activity picture
- Our operating model
- Our interventions

3. Neighbourhood Health: Our approach

Describing the three key pillars of our neighbourhood approach;

- Population Health Management
- Integrated Neighbourhood teams
- Live Well in Oldham

4. Neighbourhood Enablers

Describing the broader enablers which wrap around PHM and INTs to deliver effective neighbourhood health;

- Modern General Practice
- Urgent Neighbourhood Services
- Intermediate Care & Home First
- Standardised Community Services
- Neighbourhood elective pathways
- Neighbourhood cancer prevention and reduction

5. Support to Neighbourhoods

Describing the key infrastructure, support and culture we are developing upon which neighbourhood health teams can be built;

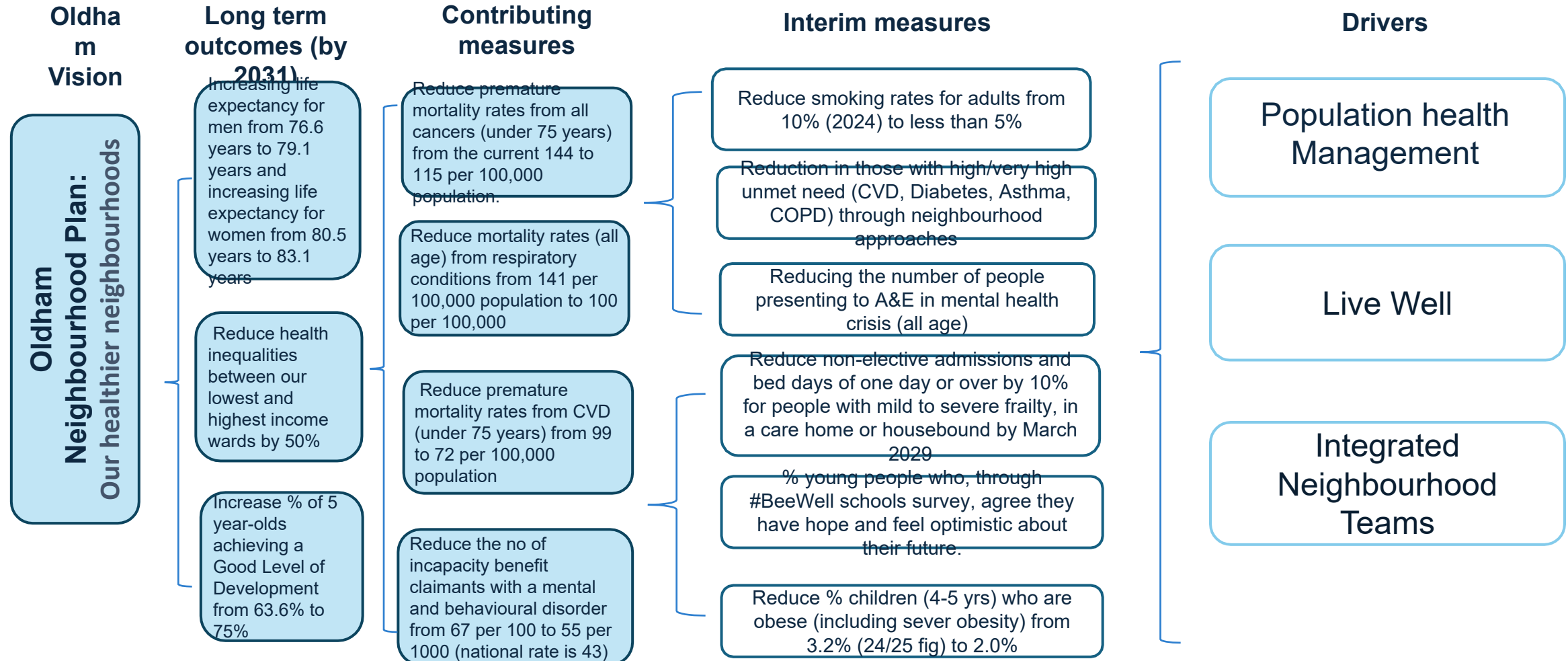
- Neighbourhood Health Centres
- Workforce and culture
- Estates
- Digital
- Information sharing

6. Governance and next steps

Describing our system governance and arrangements which will enable our neighbourhood plan

High level view of our plan - measurement

Our Neighbourhood Plan can be summarised through the key features of our framework, the core features of our neighbourhoods and the enablers which support this.



Delivery Roadmap

- Year 1 (2026/27) Build on foundations
- Year 2 (2027/28) Establish Integrated Neighbourhood Teams and expand prevention
- Year 3 (2028/29) Scale successful models across Oldham
- Year 4 (2029/30) Neighbourhood teams operating across all neighbourhoods
- Year 5 (2030/31) Mature and sustainable neighbourhood health model established

Key Risks and Dependencies

Success depends upon:

- Sustainable investment
- Continued partner commitment
- Workforce capacity
- Ability to demonstrate impact
- National policy and funding environment

Strong governance and partnership working will be essential.

Recommended HWBB Role

The Health and Wellbeing Board will:

- Provide strategic oversight
- Champion neighbourhood health across the system
- Ensure alignment with wider priorities
- Monitor progress annually
- Support delivery of shared outcomes
- This provides formal place-based endorsement of Oldham's response to Greater Manchester and national expectations

Questions for HWB

Does the Board believe the proposed vision and outcomes are sufficiently ambitious for Oldham?

Are there any population groups or communities that require greater focus within the plan?

What would success look like from a resident perspective in five years' time?