Report to ADULT HEALTH AND SOCIAL CARE SCRUTINY BOARD

Healthier Oldham Plan: Oldham Neighbourhood Plan

Portfolio Holders:
N/A

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Purpose of Report

This report shares Oldham's Neighbourhood Health Plan. The Plan sets out a five-year vision and delivery framework for neighbourhood health in Oldham, bringing together partners across health, social care, local government and the voluntary, community, faith and social enterprise (VCFSE) sector to improve outcomes, reduce inequalities and provide more integrated support closer to home.

Decision Required

Scrutiny Committee is asked to :

1. Endorse the Oldham Neighbourhood Health Plan as Oldham's strategic framework for neighbourhood health between 2026 and 2031.
2. Endorse the vision, priorities, outcomes and delivery approach contained within the Plan.

Executive Summary

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

Neighbourhood health provides an opportunity to organise services around local populations and communities, ensuring support is more coordinated, proactive and focused on prevention. The Plan establishes a phased implementation programme centred on population health management, integrated neighbourhood teams, Live Well neighbourhoods and stronger community partnerships.

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.

Background: 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.

Neighbourhood health is central to national health and care policy and forms a key component of the NHS 10-Year Health Plan. In October 2025, Integrated Care Boards were asked to commence development of neighbourhood health plans for agreement

through local Health and Wellbeing Boards. Greater Manchester has committed to developing plans for each locality by Autumn 2026.

Why Oldham Needs a Neighbourhood Health Approach

Oldham faces significant challenges relating to health outcomes, inequalities and increasing demand on public services.

Life expectancy remains below national averages, inequalities persist between communities, and many residents experience the combined impact of poor health, deprivation, social isolation, housing challenges and economic disadvantage. At the same time, demand for urgent care, hospital services, primary care, mental health support and social care continues to increase.

Traditional service models, often organised around individual organisations rather than residents and communities, are increasingly unable to meet the complexity of need experienced by many people.

A neighbourhood health approach provides an opportunity to move from reactive services towards prevention, early intervention and coordinated support. By bringing together public services, communities and local assets around neighbourhood populations, partners can improve outcomes, reduce duplication and ensure resources are used more effectively.

This approach aligns strongly with Oldham's ambitions for Live Well neighbourhoods and wider public service reform, supporting a shift towards community-led solutions and person-centred support.

The Oldham Neighbourhood Health Plan

The Oldham Neighbourhood Health Plan addresses national requirements whilst setting out a locally tailored vision for a healthier Oldham. The Plan establishes a long-term operating model based on three interconnected foundations:

- Population Health Management.
- Integrated Neighbourhood Teams.
- Live Well neighbourhoods.

The Plan sets out:

- The drivers of demand within Oldham and the case for change.
- A future operating model for neighbourhood health.
- Development of Integrated Neighbourhood Teams.
- Neighbourhood health enablers, including urgent neighbourhood services.
- Innovation and transformation programmes supporting neighbourhood working.

- The development of Neighbourhood Health Centres.
- Delivery milestones through to 2031.

The Plan complements and supports delivery of:

- The Oldham Plan.
- The Oldham Live Well Strategic Plan.
- Families First Partnership Programme.
- Best Start in Life.
- Other key place-based transformation priorities.

Partners already making significant contributions include:

- Primary Care Networks leading population health management approaches.
- Pennine Care NHS Foundation Trust and community partners delivering neighbourhood mental health services.
- TOGS Mind and wider VCFSE partners supporting wellbeing and prevention.
- Northern Care Alliance, Adult Social Care and Miocare leading transformation of intermediate care and Home First services.
- Oldham Athletic, Sportstown and wider partners supporting the development of Neighbourhood Health Centres.

Residents, Communities and Live Well

A core principle of the Plan is that neighbourhood health should be designed with residents and communities rather than for them.

For residents, neighbourhood health should result in:

- Easier access to support closer to home.
- Better joined-up services and reduced duplication.
- Earlier help before needs escalate.
- Greater focus on prevention and wellbeing.
- Increased opportunities to influence local priorities and services.

The Plan builds upon the strengths of Oldham's communities, community assets and Live Well neighbourhoods. The voluntary, community, faith and social enterprise sector will play a key role in delivering prevention, social connection, wellbeing support and community development.

Community insight, lived experience and co-production will inform the ongoing development of neighbourhood services, integrated teams and local models of care throughout implementation.

Outcomes and Measures

The Plan sets out three long-term population outcomes:

1. Increase life expectancy for men from 76.6 years to 79.1 years.
2. Increase life expectancy for women from 80.5 years to 83.1 years.
3. Reduce the gap in outcomes between Oldham's most and least affluent communities by 50%.
4. Increase the proportion of five-year-olds achieving a Good Level of Development from 63.6% to 75%.

These outcomes represent long-term ambitions that will be influenced by a broad range of health, social and economic factors.

Progress will therefore be monitored through interim indicators and proxy measures which will be reported annually. These will include measures relating to:

- Prevention and early intervention.
- Access to primary and community care.
- Integrated Neighbourhood Team coverage.
- Resident experience.
- Hospital utilisation.
- Independence and supported living.
- Community wellbeing and participation.
- Reduction in health inequalities.

Delivery Timeline

The Plan will be implemented through a phased approach:

Year 1: Build on Our Foundations (2026/27)

- Evaluate existing population health management approaches.
- Identify sustainable pathways and neighbourhood models.
- Strengthen partnership arrangements.

Year 2: Early Implementation (2027/28)

- Establish integrated neighbourhood teams in priority areas.
- Deliver neighbourhood-based elective pathways.
- Expand prevention and community-based support.

Year 3: Integration and Scale (2028/29)

- Secure investment to scale successful models.
- Expand neighbourhood delivery.
- Implement home-based intermediate care approaches.

Year 4: Optimisation (2029/30)

- Integrated neighbourhood teams operating across all neighbourhoods.
- Broaden support to additional population groups.

Year 5: Maturity and Sustainability (2030/31)

- Full neighbourhood health model established.
- Sustainable funding and delivery arrangements embedded.
- Key neighbourhood enablers operating across the system.

Governance, Risks and Dependencies

Delivery of the Neighbourhood Health Plan will be overseen through established place-based governance arrangements.

The Health and Wellbeing Board will provide strategic oversight through annual review of progress, outcomes, risks and dependencies.

Operational delivery will be led through the Oldham Place Partnership and associated programme structures, supported by partner organisations across health, social care, local government and the VCFSE sector.

Key risks and dependencies include:

- Availability of sustainable investment to support neighbourhood delivery.
- Continued commitment and alignment from partner organisations.
- Workforce capacity across health, care and community services.
- Ability to evidence impact and demonstrate measurable outcomes.
- National policy, funding and system changes that may affect implementation.

These risks will be monitored through programme governance arrangements and escalated where required.

Financial and Resource Considerations

The delivery of neighbourhood health will require continued alignment of resources across partner organisations and a sustained focus on prevention and early intervention.

Partners recognise the importance of developing place-based investment approaches that support the shift of resources towards neighbourhood delivery and preventative services.

The Board is not being asked to approve a Place Fund through this report. However, members are asked to note that development of place-based investment mechanisms remains an important dependency for successful implementation of the Plan. Any future

proposals relating to funding arrangements or place-based investment models will be considered through appropriate governance processes.

Recommendation

Scrutiny committee is asked to:

1. Endorse the Oldham Neighbourhood Health Plan as Oldham's strategic framework for neighbourhood health from 2026 to 2031.
2. Endorse the vision, priorities, outcomes and delivery approach contained within the Plan.