

# **OLDHAM COMMUNITY COHESION STRATEGY**

**2008-2011**

**JUNE 2008**

## **Foreword: Cllr Rod Blyth and Father Phil Sumner**

We are pleased to introduce our Community Cohesion Strategy (2008-2011).

Oldham is home to people from many different cultural and social backgrounds, with a wide variety of experience and skills. We are committed to celebrating our rich diversity, while bringing people together to create a strong and cohesive community, where people from all different backgrounds live side by side in peace and safety. We want our Borough to be a place where people treat each other with courtesy and respect; where people support each other when they are in need; and where conflicts can be resolved rather than festering or growing.

This Strategy sets out how we are going to deliver on this commitment. Oldham Council is working hard with the Oldham Partnership, local organisations, people and communities to ensure that everyone feels valued and proud of our town and able to make a contribution.

It will enable us to plan our activities and future work and help us to measure progress. It identifies some important priorities and creates a framework in which we can all work together in pursuit of our vision. We have made significant progress over the past few years, but we need to keep working on these important issues and respond to the challenges of a changing world.

But community cohesion will not be achieved solely through the work of organisations and groups and we hope that local communities will rise with us to the challenge of changing Oldham.

***Cllr Rod Blyth***  
***Elected Member with portfolio for***  
***People & Communities***  
***Communications***

***Father Phil Sumner***  
***Chair***  
***Community Cohesion***  
***Advisory Group***

The Strategy has cross-party support within Oldham Council. The development of the Strategy was undertaken while Cllr Jean Stretton was the Council Cabinet Member for Community Cohesion, Localism & Communications, and we wish to acknowledge her contribution to its development.

## Introduction

In March 2006, a Review of Community Cohesion<sup>1</sup> was published, which the Council had commissioned in order to assess the progress which had been made in building community cohesion in Oldham since the civil disturbances of 2001.

The review was positive in many ways and its authors stated that:

***'...few cities, towns or districts in other parts of the country have done as much as Oldham in seeking to build community cohesion'.***

However, it also illustrated the scale of the challenge which remains, the continuing divisions within and between Oldham's communities and their ongoing reluctance to embrace change.

Much work still needs to be done, by the Council, its partners on the Oldham Partnership, and by local communities themselves, in achieving our vision of Oldham being:

***A place where everyone is proud to belong.***

We want to develop a cohesive and integrated society by addressing inequalities between individuals, neighbourhoods and communities (especially for the most vulnerable and deprived) and encourage interaction between people from Oldham's diverse communities.

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<sup>1</sup> The Institute of Community Cohesion: *Challenging Local Communities to Change Oldham* (30<sup>th</sup> March 2006)

## What is Community Cohesion?

During the six years since 2001, a great deal of work has been done nationally, regionally and locally in attempting to determine what we mean by 'community cohesion', what a cohesive community would 'look like' and what conditions would need to exist to foster cohesion.

The Government's definition is that 'Community cohesion is what must happen in all communities to enable different groups of people to get on well together. A key contributor to community cohesion is integration, which is what must happen to enable new residents and existing residents to adjust to one another'.

This vision of an integrated and cohesive community is based on **three foundations**:

- People from different backgrounds having similar life opportunities
- People knowing their rights and responsibilities
- People trusting one another and trusting local institutions to act fairly

....and **three key ways of living together**:

- A shared future vision and sense of belonging
- A focus on what new and existing communities have in common, alongside a recognition of the value of diversity
- Strong and positive relationships between people from different backgrounds

Building on this definition, in Oldham we want to achieve a place:

- *To which people are proud to say they belong*
- *Where people from different ethnic, religious and social backgrounds and with different incomes live side by side in peace and safety*
- *Which is not disfigured by racism or other forms of prejudice, and where people treat each other with courtesy and respect*
- *Where people support each other when they are in need, and where conflicts can be resolved rather than festering or growing*
- *Where people receive, and feel they receive, fair treatment from organisations providing services, facilities and employment opportunities; and*
- *Where people are able to contribute to decisions which affect their lives, and to participate fully in the economic, social and cultural life of the community.*

## Key challenges/priorities

One of the key features of Oldham's communities is still the high level of segregation in terms of, for example, where people choose to live, which schools young people attend, and where and how people prefer to socialise. Tackling this segregation is key to our success and we are committed to a policy based on integration and choice.

However, there are several other factors which need to be taken into account, which were identified as common factors in Burnley and Bradford as well as Oldham. These include:

- Severe and persistent social and economic inequalities between different ethnic groups resident in the towns involved, which must be overcome;
- Frustration caused by entrenched poverty and high levels of social and economic deprivation;
- Lack of social interaction between residents from different ethnic groups; and
- Lack of confidence in the fairness and trustworthiness of key public institutions such as local councils (including housing departments) and the police.<sup>2</sup>

It is widely recognised that if Oldham is to succeed in building community cohesion, persistent inequalities and deprivation must be addressed effectively.

The Cante review of 2006 made a number of recommendations, which have been incorporated into this Strategy and Action Plan.

Specifically:

- We have modified our Community Cohesion Strategy and programme, and set clear strategic objectives, priorities and targets, including a clear indication of what is critical to success and a set of core initiatives around which the new programme is built.
- We have started on the process of involving, engaging and mobilising Oldham's communities to take greater responsibility for change, with the goal of ensuring that local people own the outcomes of local and Borough-wide debates. This includes tackling issues across the divide between white and minority ethnic communities, but also those divisions between Black and Minority Ethnic participants. Building bridges between our urban and rural communities is equally important, and we

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<sup>2</sup> Sir Herman Ouseley, *Community Pride, not Prejudice: Making Diversity Work in Bradford* (2001); Lord Tony Clarke, *Report on Burnley* (2001); John Denham, *Building Cohesive Communities; A Report on the Ministerial Group on Public Order and Community Cohesion* (2002); David Ritchie, *Oldham Independent Review; One Oldham, One Future* (2001) and Ted Cante, *Community Cohesion; A Report of the Independent Review Team* (2001).

are placing particular emphasis on involving women and young people from all communities.

- We have introduced a shift in emphasis in building cohesion, adopting a 'bottom up' approach, with far more emphasis on local communities taking responsibility for shaping and driving change in their localities. Community Councils, as they develop, will have a vital role to play in this process by co-ordinating local debates, turning the local vision into a plan and overseeing its implementation.
- We are in the process of developing and widening leadership, with particular emphasis being given to involving more women and young people, with the clear objectives of widening and empowering the present leadership and also developing the next generation of leaders.
- The Communications Strategy of the Oldham Partnership is currently being reviewed and community cohesion initiatives, and literature, will be branded with an easily identifiable logo or symbol that will be used by the Council, the wider partnership and other stakeholders.
- A comprehensive Economic and Enterprise Strategy has been developed, which demonstrates how race equality and the gap between the Borough's least and most deprived wards will be tackled. This takes account of the projected changes in the composition of Oldham's population and workforce over the next two decades, and will determine how this can be a positive factor and how it can be turned into a competitive advantage.
- We are tackling ingrained segregation in housing, and this is integral to our Housing Strategy and founded upon the vision for Oldham set out in "Oldham Beyond". One element is our Housing Market Renewal Programme which is creating new, high quality developments which have a mix of housing types and tenures integrated throughout.
- We are tackling continuing segregation in schools and amongst other initiatives, our proposed new schools under the Building Schools for the Future programme will have a key role to play in this respect by attracting pupils from all communities.
- Greater Manchester Police has developed an overall rationale and approach to winning the confidence of all communities in the Borough, through its Neighbourhood Policing model and establishment of the Multi-Agency Partnerships.
- All public sector partners in the Borough are making a sustained effort to improve representation of all disadvantaged groups in their workforce, particularly at senior and managerial levels.
- A framework has been developed for evaluating community cohesion projects and programmes, with particular emphasis on capturing local learning and rolling out best practice across departments, partner organisations and localities.

This Strategy is linked to a range of initiatives including: the introduction of Community Councils within the Borough; the refresh of our Sustainable Community Strategy and Local Area Agreement; our Housing Market Renewal programme; Building Schools for the Future; the development of Oldham's Community Engagement Strategy; and our Oldham Beyond Implementation Plan.

The vision of the Oldham Partnership is to provide services and promote physical regeneration which facilitates the breaking down or prevention of segregated individuals and communities. Developing an inclusive civic society is fundamental to building a cohesive society. In terms of service delivery transformation, this means building community engagement, involvement and empowerment into the design, delivery and scrutiny of services.

## **Outcomes we want to achieve**

Taking all the above into account, the framework which underpins this Strategy is built upon three key pillars of **Identity, Equality, and Engagement**, which divide up into six cohesion outcomes. Each outcome is linked to a set of objectives. These are shown in the framework below.

***Identity:*** by this we mean both shared identity and personal identity, wherein people share a sense of belonging and common identity, but are also strong in their own identities and respect others. We want to build a sense of what people have in common – pride in the Borough and its heritage and shared values – and pride in their own identity, whether that be in relation to race, faith, gender, age, sexuality or where they live.

***Equality:*** our desired outcome is simply to create a more equal place, where people achieve greater equality in life opportunities.

***Engagement:*** it is essential that people engage with each other and with organisations, so that they are enabled to relate to each other, play their part in society and create resilience to threats and conflict. We want to encourage positive interaction between people who have not previously tended to do so, for example between people from different ethnic or faith groups, inter-generational contact and the inclusion of disabled people. We want people to be empowered to play their part in the life of the Borough, through engaging with the Council and other organisations, getting involved in voluntary activity and so on. And we want to work together to identify potential threats and respond to hate crimes and incidents (those which are motivated by hatred or prejudice, such as because of people's sexuality or particular ethnic or faith group).

The action plan (appended to this Strategy), will deliver these objectives and includes a set of measures which will provide a means of tracking progress against our desired outcomes.

<b>OLDHAM COMMUNITY COHESION STRATEGY FRAMEWORK 2008-2011</b>			
Vision	<b>A place where everyone is proud to belong.</b>		
	IDENTITY		EQUALITY
	SHARED IDENTITY	PERSONAL IDENTITY	
Outcomes	A. People share a sense of belonging and common identity	B. People are strong in their own identities and respect others	C. A more equal Borough
Objectives	<p>A1 Develop and communicate a common vision and values amongst Oldham people for a shared future.</p> <p>A2 Ensure local people are aware of progress towards this in the Borough as a whole and where they live.</p> <p>A3 Take pride in the diverse cultural and ethnic heritage of the Borough and its people.</p> <p>A4 Increase understanding of patterns of need in the Borough and how this influences resource allocation.</p>	<p>B1 Strengthen work to nurture the social, ethnic, cultural and faith identities of young people and to grow respect for others.</p> <p>B2 Promote positive images of the diversity of people and places in the Borough</p>	<p>Within an overall context of improvement for the Borough as a whole:</p> <p>C1 Ensure all parts of the Oldham Partnership are playing an active part in reducing inequalities in outcomes for local people.</p> <p>C2 Tackle inequalities in access to decent employment.</p> <p>C3 Ensure that service providers understand the specific needs of individuals, and deliver services in ways that are sensitive to these.</p> <p>C4 Improve processes for allocating resources in ways which will achieve greater equality of outcome.</p> <p>C5 Develop a co-ordinated approach to tackling poverty in Oldham.</p>

<b>OLDHAM COMMUNITY COHESION STRATEGY FRAMEWORK 2008-2011 (CONTINUED)</b>			
Vision	<b>A place where everyone is proud to belong.</b>		
	ENGAGEMENT		
	PEOPLE ENGAGE WITH EACH OTHER	PEOPLE ENGAGE WITH ORGANISATIONS	
Outcomes	D. People relate to each other	E. People play their part	F. Resilience to threats and conflict
Objectives	<p>D1 Create a range of opportunities for positive interaction between people from different social, ethnic, cultural and faith backgrounds.</p> <p>D2 Strengthen relationships between younger and older people</p> <p>D3 Help develop social networks and provision of practical support for people moving into communities where there is a risk that they will be isolated or feel unwelcome.</p>	<p>E1 Increase the influence of local people in decision making.</p> <p>E2 Develop skills and experience among people from groups which are under-represented in leadership, and particularly support the development of young people and women with leadership potential.</p> <p>E3 Build the capacity of voluntary, community and faith groups to contribute to work to build community cohesion.</p> <p>E4 Engage the widest possible range of organisations, including businesses, in work to build community cohesion.</p> <p>E5 Ensure employees at all levels in organisations play their part in building cohesion, and that their employers support them in doing so.</p> <p>E6 Develop a wide range of opportunities which encourage the involvement of people in voluntary activity to improve the quality of life in the Borough.</p>	<p>F1 Working with communities, develop improved systems for early identification of potential threats to cohesion.</p> <p>F2 Improve systems for reporting and follow up of hate incidents.</p> <p>F3 Improve the ability of organisations and communities to prevent and resolve conflict.</p> <p>F4 Challenge those who promote hatred and division, and influence their behaviour.</p> <p>F5 Ensure that in developing policy and planning services, organisations take account of potential community cohesion implications.</p>

## Monitoring and evaluation

The Oldham Partnership has developed a suite of indicators, which will enable us to measure progress against our six agreed outcomes. These are reflected in the refreshed Local Area Agreement and reflect Government thinking on community cohesion.

Indicator	Baseline 2008	Comparator	Target 2011
<b>Outcome A: People share a sense of belonging and common identity</b>			
Percentage of people who are satisfied with their neighbourhood as a place to live (LAA NI 5)	65% (Source: YYC, 2008)	Oldham - 64% All metropolitan areas - Average 68% - Top quartile 74% (Source: BVPI survey 2006)	<b>To be set by Community Cohesion Advisory Group</b>
Percentage of people who think their neighbourhood has got better or stayed about the same in the last two years <ul style="list-style-type: none"> <li>• All Oldham</li> <li>• Average percentage who think their neighbourhood has got better / stayed the same for three wards with lowest neighbourhood satisfaction</li> </ul>	64%  54% (Failsworth East 51%, Chadderton North 54%, Chadderton South 56%) (Source: YYC, 2008)	62%       (Source: YYC, 2006)	<b>To be set by Community Cohesion Advisory Group</b>

Indicator	Baseline 2008	Comparator	Target 2011
<b>Outcome B: People are strong in their own identities and respect others</b>			
Percentage of people who agree that it is possible for people from different ethnic backgrounds to get on well together	63% (Source: YYC, 2008)	66% (Source: YYC, 2006)	<b>To be set by Community Cohesion Advisory Group</b>
Percentage of people who agree that it is possible for people from different social backgrounds to get on well together	79% (Source: YYC, 2008)	78% (Source: YYC, 2006)	<b>To be set by Community Cohesion Advisory Group</b>
Percentage of people who agree that having a mix of people from different backgrounds makes the neighbourhood a more enjoyable place to live	36% (Source: YYC, 2008)	35% (Source: YYC, 2006)	<b>To be set by Community Cohesion Advisory Group</b>
<b>Outcome C: A more equal Borough</b>			
Improvement in Oldham's position on the Indices of Deprivation <ul style="list-style-type: none"> <li>• Average of area scores</li> <li>• Local concentration of deprivation</li> </ul>	42 <sup>nd</sup> (2007) 23 <sup>rd</sup> (2007)	43 <sup>rd</sup> (2004) 26 <sup>th</sup> (2004)	<b>To be set by Community Cohesion Advisory Group</b>
Equality Outcome assessment. To what extent is there evidence of reducing inequality in Oldham? Assessment to relation to: <ul style="list-style-type: none"> <li>• Poverty/low income</li> <li>• Experience of crime and fear of crime</li> <li>• Health</li> <li>• Access to employment</li> <li>• Education, learning and skills</li> </ul>	Updateable Social Inclusion Audit to be developed, providing evidence of progress in reducing inequality  KPIs relating to		

Indicator	Baseline 2008	Comparator	Target 2011
<ul style="list-style-type: none"> <li>• Access to housing</li> <li>• Quality of the local environment</li> </ul> <p>Assessment to include consideration of issues relating to race, age, gender, disability, faith, sexual orientation and area of residence as relevant.</p>	educational performance of different ethnic groups and closing of unequal outcomes		
<b>Outcome D: People relate to each other</b>			
Percentage of people living in ethnically diverse neighbourhoods	Measure under development based on electoral register		
<p>Percentage of school pupils in schools with diverse pupil populations</p> <ul style="list-style-type: none"> <li>• Percentage of pupils in primary schools in which the percentage of pupils who are not White British is between 10% and 90%</li> <li>• Percentage of pupils in secondary schools in which the percentage of pupils who are not White British is between 15% and 85%</li> </ul>	<p>35.1% (Jan 2008)</p> <p>28.9% (Jan 2008)</p> <p>Note: Percentage of all pupils in schools who are not White British in 2008: Primary 36.3%, Secondary 25.5%</p>	<p>26.1% (Jan 2006)</p> <p>25.0% (Jan 2006)</p>	<b>To be set by Community Cohesion Advisory Group</b>
Percentage of people who regularly meet and talk with people from different ethnic backgrounds	88% (Source: YYC, 2008)	91% (Source: YYC,2006)	<b>To be set by Community Cohesion Advisory Group</b>

Indicator	Baseline 2008	Comparator	Target 2011
Percentage of people who agree that their neighbourhood is a place where people from different backgrounds get on well together <ul style="list-style-type: none"> <li>• Different backgrounds</li> <li>• Ethnic backgrounds</li> <li>• Social backgrounds</li> </ul>	52% 36% 48% (Source: YYC, 2008)	54% <sup>1</sup> 39% <sup>2</sup> 51% <sup>2</sup> (Sources: 1. BVPI Survey, 2006 2. YYC, 2006)	<b>To be set by            Community Cohesion            Advisory Group</b>
<b>Outcome E: People play their part</b>			
Percentage of electors voting in local elections	<u>2008 elections</u> Oldham 39.7%	<u>2007 elections</u> Oldham 37.3% Metropolitan district average 34.9%	<b>To be set by            Community Cohesion            Advisory Group</b>
Percentage of people aged 18+ who agree that they can influence decisions affecting their local area <ul style="list-style-type: none"> <li>• All Oldham</li> <li>• Average percentage for 3 wards with lowest values</li> </ul>	29% 17% (Royton South 14% Shaw 17% Saddleworth South 19%) (Source: YYC, 2008)	27% 14% (Source: YYC, 2006)	<b>To be set by            Community Cohesion            Advisory Group</b>

<b>Indicator</b>	<b>Baseline 2008</b>	<b>Comparator</b>	<b>Target 2011</b>
Percentage of people providing unpaid help for someone who is not a relative	79% (Source: YYC, 2008)	69% (Source: YYC, 2006)	<b>To be set by Community Cohesion Advisory Group</b>
Percentage of people participating in unpaid voluntary activity	57% (Source: YYC, 2008)	61% (Source: YYC, 2006)	<b>To be set by Community Cohesion Advisory Group</b>
<b>Outcome F: Resilience to threats and conflict</b>			
Percentage of people who think there is tension in their neighbourhood between people <ul style="list-style-type: none"> <li>• Of different ages</li> <li>• From different ethnic backgrounds</li> </ul>	27% 35% (Source: YYC, 2008)	29% 38% (Source: YYC, 2006)	<b>To be set by Community Cohesion Advisory Group</b>
People who are afraid of being physically attacked because of <ul style="list-style-type: none"> <li>• Their skin colour, ethnic origin or religion</li> <li>• Other reason (e.g. disability or sexuality)</li> </ul>	40% 43% (Source: YYC, 2008)	Not available Not available	<b>To be set by Community Cohesion Advisory Group</b>
Number of reported hate incidents	614 (2007/08)	724 (2006/07)	To increase the number of incidents reported
Number of weeks in the last 52 weeks for which the threat level was assessed as being medium or higher	1 week in 2007		To minimise the number of weeks in which the threat is raised and ensure a swift response

<b>Indicator</b>	<b>Baseline 2008</b>	<b>Comparator</b>	<b>Target 2011</b>
			to an elevated risk

## **Delivery structures**

While the Oldham Partnership has developed some programmes of activity which are specifically concerned with building community cohesion, it is more generally incorporated into every aspect of how the Partnership does things.

Although community cohesion issues cut across the whole of Oldham's Community Strategy and Local Area Agreement, the relevant indicators are located within the Sustainable Neighbourhoods block of the Local Area Agreement.

The Community Cohesion Advisory Group (CCAG) has been established to provide advice and direction to The Oldham Partnership on community cohesion in Oldham, and leads on the development of policy and practice in support of this. It has been instrumental in the development of this Strategy and its accompanying three year Action Plan.

The Strategy provides a policy framework for the Oldham Partnership, and will be used as a basis for commissioning activity on community cohesion. The Oldham Partnership has a Community Engagement Commissioning Group which commissions activity on community cohesion, community engagement and culture across the Partnership. The Oldham Partnership has approved £450k of funding for these areas of work in 2008/09. In delivering the action plan, this will be supplemented by other activity commissioned by individual blocks of the Oldham Partnership and the work of individual organisations.

The CCAG will review performance against the action plan quarterly, and review progress on the outcomes of the Strategy annually. It will prepare an annual report on progress to the Oldham Partnership, including an updated action plan.

The diagrams below show the structure of the Oldham Partnership and the delivery structures for the Strategy.

Figure 1 Structure of the Oldham Partnership

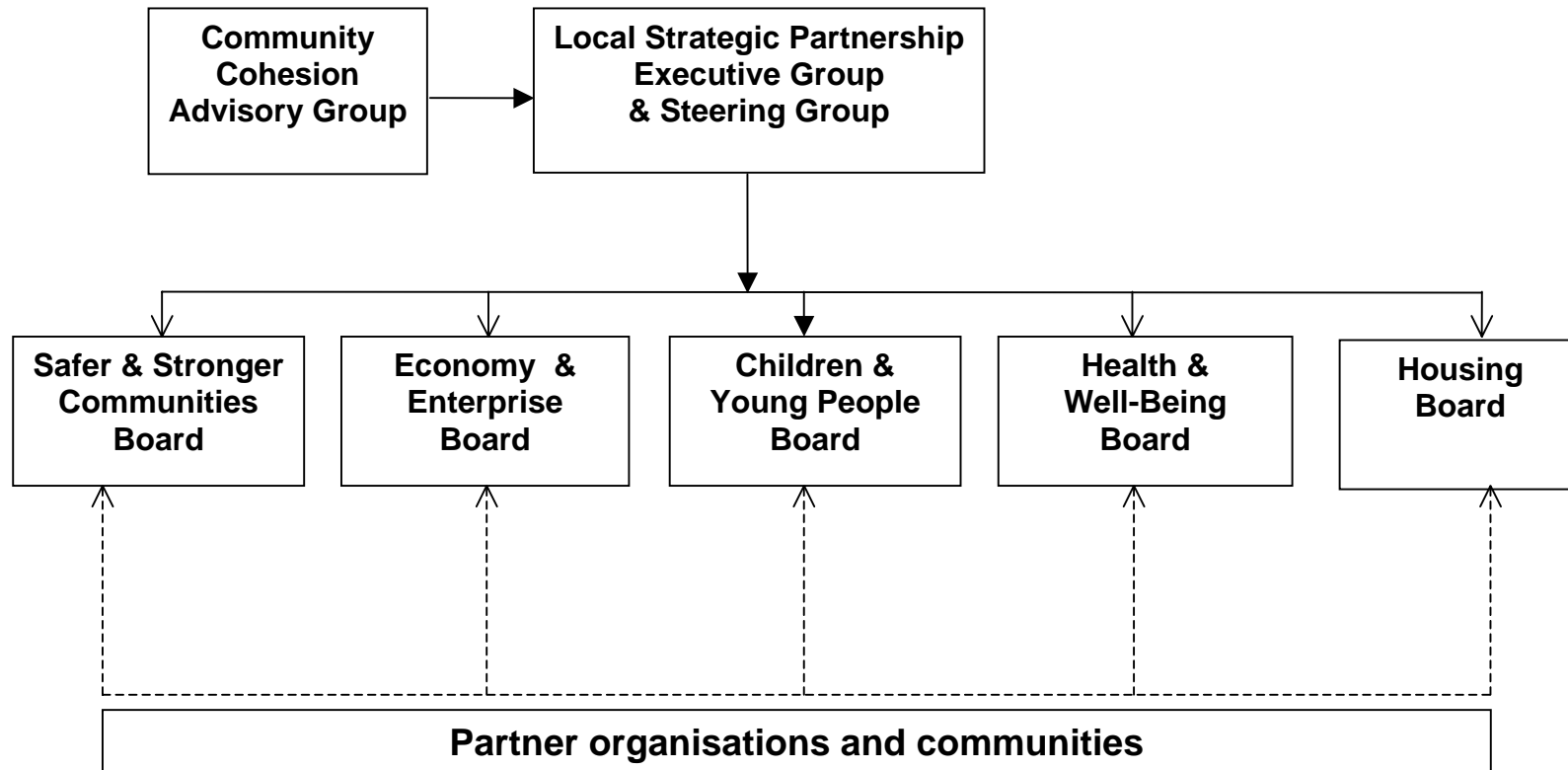
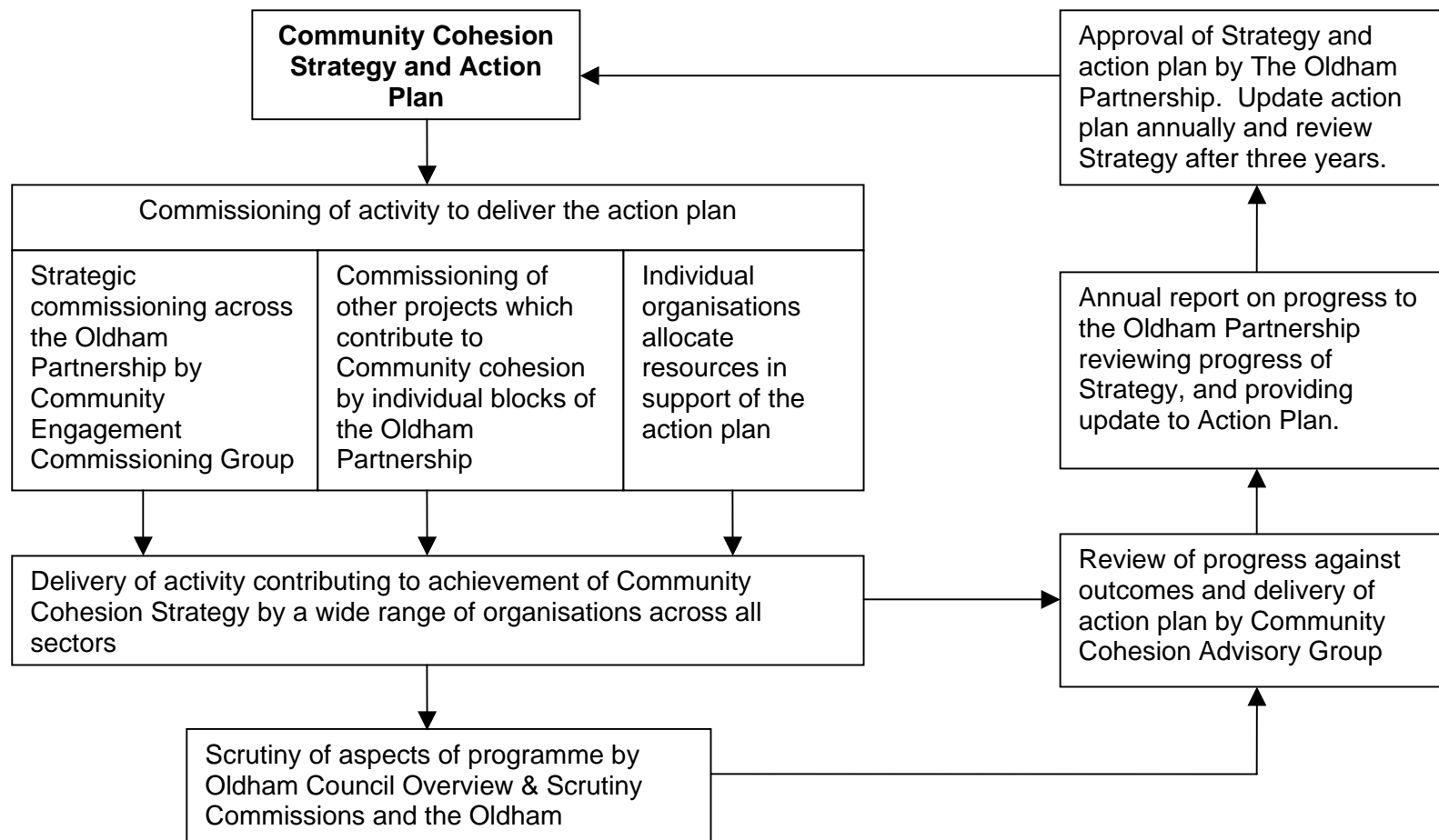


Figure 2 Delivery arrangements for the Community Cohesion Strategy



**THE OLDHAM PARTNERSHIP**

**COMMUNITY COHESION STRATEGY 2008-2011**

**ACTION PLAN 2008/09**

No.	Action	Milestones / targets	Timescales	Lead Responsibility	Links to strategy objectives					
					A	B	C	D	E	F
<b>A. People share a sense of belonging and common identity</b>										
1.	Ensure that community cohesion is at the heart of the vision for Oldham in the Community Strategy	Revise Sustainable Community Strategy Incorporate cohesion in Oldham Beyond Implementation Plan	June 2008 March 2008	The Oldham Partnership Oldham MBC Regeneration Directorate	A1 A3 A4		C1 C5	D1	E4	F5
2.	Promote a positive identity for the Borough of Oldham which people in all communities can identify with	Re-branding of the Borough  Pride in Oldham Awards	Interim report March 2008 Re-branding launch July 2008  Annual	Oldham MBC Corporate Communications Team with Oldham Partnership  Oldham Chronicle	A1 A3 A2		C1 C3 C4	D1 D3	E1 E6	F3 F5
3.	Link the Oldham brand to work on community cohesion in Oldham	Brand developed  Brand being widely used by partner organisations in support of cohesion activity.	July 2008  September 2008	Oldham MBC Communities Unit with Community Cohesion Advisory Group	A1 A2 A3	B2	C1	D1	E1 E6	F5 F1

No.	Action	Milestones / targets	Timescales	Lead Responsibility	Links to strategy objectives					
					A	B	C	D	E	F
4.	Deliver a communications campaign demonstrating progress in building cohesion, linked to the wider regeneration of the Borough.	To be developed	Annual	Oldham MBC Corporate Communications Team with Oldham Partnership	A1 A2	B2	C1 C3	D1 D3	E1 E2	F2
5.	Ensure communications officers in organisations understand how to use communications to promote community cohesion / not damage cohesion	Develop good practice guidance on use of communications to build cohesion	To be agreed	Communications Officers Group	A1 A2	B1 B2	C1 C3 C4	D3	E3	F4 F5
6.	Publish information about patterns of need and inequality in the Borough, in ways that are clear and accessible to residents.	Publish and publicise Oldham in Profile report  Publish information about need and inequality on the OldhamInfo website, including research into needs in Oldham	Annually  Ongoing	Oldham Partnership Support Team  Oldham MBC Corporate Research team	A2 A4	B1	C2 C3 C4 C5	D1 D3	E1	E6

No.	Action	Milestones / targets	Timescales	Lead Responsibility	Links to strategy objectives					
					A	B	C	D	E	F
		Publish plain English summaries of Oldham Partnership strategic needs assessments which demonstrate the link between needs and resource allocation.	On completion of all assessments	Thematic partnership co-ordinators						
<b>B. People are strong in their own identity and respect others</b>										
7.	Support schools in meeting their duty to promote community cohesion	<p>Develop resources which enable all pupils to understand and value their own, and other pupils' identities</p> <p>Provide in-service training to teaching and support staff</p> <p>LA to provide support and challenge to schools to meet the duty to promote Community Cohesion</p> <p>OFSTED School Inspections report evidence of schools meeting their duty to</p>	<p>Specific projects to be identified</p> <p>Programme to be developed</p> <p>Full year</p> <p>Full Year</p>	<p>Oldham MBC – Children, Young People &amp; Families Directorate</p> <p>Richard Gore (CYPF)</p> <p>Richard Gore (CYPF)</p>	A3	B1 B2	C3	D1 D2	E2 E5	F1 F2 F3 F5

No.	Action	Milestones / targets	Timescales	Lead Responsibility	Links to strategy objectives					
					A	B	C	D	E	F
		<p>promote community cohesion</p> <p>All Secondary schools to adopt new curriculum entitlement document which includes reference to community cohesion</p> <p>To extend the role of Secondary subject lead practitioners with regard to cultural diversity and community cohesion</p> <p>All community schools adopting the new SACRE Agreed Syllabus</p>	<p>June 2008</p> <p>Sept 08 to Aug 2009</p> <p>April 2008</p>	<p>Richard Gore (CYPF)</p> <p>Richard Gore (CYPF)</p> <p>Richard Gore (CYPF)</p>						
8	Deliver youth work activities which reinforce respect for diversity and build the self esteem of young people	<b>CHYP- Fusion project:</b> One residential involving at least 9 secondary schools and at least 9 Fusion Reunion Meetings.	March 2009 (and ongoing)	Gerry Barry (Youth Service)	A3	B1 B2	C3	D1 D2	E2 E5	F3

No.	Action	Milestones / targets	Timescales	Lead Responsibility	Links to strategy objectives					
					A	B	C	D	E	F
		<p><b>Oldham Youth Council:</b> 1,684 young people of differing cultures aged 13-19 to participate in Oldham Youth Council (see also LAA 149)</p> <p>Citizenship sessions in schools/Respect Agenda</p> <p><b>Key To The Door-</b> will provide drop in sessions and training opportunities to young parents throughout the borough to build communication skills, self esteem and respect for themselves and others</p> <p>Youth centre community cohesion clusters to deliver a minimum of 4 activities per cluster each year</p>	<p>March 2009 (and ongoing)</p> <p>Ongoing</p> <p>Ongoing</p> <p>Annual</p>	<p>Gerry Barry (Youth Service)</p> <p>Oldham Housing Investment Partnership</p> <p>Key to the Door and other young peoples projects</p> <p>Youth Service</p>						

No.	Action	Milestones / targets	Timescales	Lead Responsibility	Links to strategy objectives					
					A	B	C	D	E	F
<b>C. A more equal Borough</b>										
9	Ensure that community cohesion is fully embedded in Oldham's Local Area Agreement targets and their implementation	Refine allocation of pooled/aligned funds in LAA blocks	June 2008	Oldham Partnership LAA Blocks Community Cohesion Advisory Group	A1 A2 A3 A4	B1 B2	C1 C2 C3 C4 C5	D1 D2	E4 E6	F5
10	Ensure that commissioning processes include contribution to community cohesion	Review process	March 2009	Commissioning Unit	A4	B1	C1 C3 C4 C5	D1 D3	E4 E5	F5
11	Council to improve service to all sections of community, as measured by progress on Equality Standard for Local Government	Achievement of Level 4 of the Standard Achievement of Level 5 of the Standard	March 2009	Oldham MBC Equalities team			C1 C2 C3 C4	D1 D2 D3	E1 E2 E5	
12	Deliver Building Schools for the Future and the Transformation of Secondary Education	Establishment of all schools as mixed schools Close the attainment gap relating to	2010-2014	BSF Board						

No.	Action	Milestones / targets	Timescales	Lead Responsibility	Links to strategy objectives					
					A	B	C	D	E	F
		deprivation and ethnicity Develop programme of preparatory work with schools and young people to prepare for the creation of new schools	During 2008/09							
13	Strategy for tackling inequalities in access to decent employment, including the private sector	Implementation of Economic Strategy  Development of a social enterprise housing cluster	Ongoing  Ongoing	Economy & Enterprise Unit, Oldham MBC Economic Partnership  OHIP/Oldham Collective	A3	B2	C1 C2 C3 C4 C5	D1 D3	E2 E3 E4 E5 E6	
14	Public sector employers working together in developing more equal workforces  All public sector organisations, including the Council, Police and PCT, to increase the diversity	Set up good practice network Establish baselines and diversity targets  Positive Action Trainees in Housing Scheme	March 2009  April 2008  30 trainees per annum (over 50's, single parents, BME, hard to	Oldham MBC, GM Police, Oldham Primary Care Trust, Registered Social Landlords, Positive Steps  Oldham Housing Investment Partnership	A2 A3	B2	C1 C2 C3 C4 C5	D1 D3	E2 E3 E4 E5	

No.	Action	Milestones / targets	Timescales	Lead Responsibility	Links to strategy objectives					
					A	B	C	D	E	F
	of their workforces, particularly at senior and management levels		reach individuals)							
15	Implement Health Inequality Strategy	The current Health Inequalities Strategy has been implemented. Within the PCT, it has been agreed that the focus of a revised strategy/action plan will be cardio-vascular disease. The new programme will be devised in 2008/09 and is likely to be informed by the National Support Team for Health Inequalities	March 2009	Health & Well-Being Board Oldham Primary Care Trust	A1 A2	B2	C1 C2 C3 C4 C5	D3	E1 E2 E4 E5	
16	Improve access to English as a Second or Other Language (ESOL) courses for asylum seekers, migrant workers and	Complete review of ESOL by Council's Overview and Scrutiny Commission Implement proposals	Autumn 2009  To be established	Overview and Scrutiny Commission  To be established	A1 A2	B1 B2	C1 C2 C3	D1 D3	E1 E6	

No.	Action	Milestones / targets	Timescales	Lead Responsibility	Links to strategy objectives					
					A	B	C	D	E	F
	residents who do not speak, read or write English.									
17	Ensure services meet the needs of emerging communities (including migrant workers, asylum seekers and refugees)	Develop Migrant Workers, Asylum Seekers and Refugees Strategy  Management of contract for dispersed asylum seekers  Research the numbers and needs of economic migrants in Oldham & Rochdale	June 2008  Ongoing  To be added	Multi-Agency Forum  Oldham MBC and First Choice Homes Oldham  Housing Market Renewal / Oldham Housing Investment Partnership / Oldham MBC	A1 A3 A4	B1 B2	C1 C2 C3	D1 D3	E3 E4 E6	F2 F3 F4 F5
<b>D. People relate to each other</b>										
18	Incorporate community cohesion into the Local Development Framework, for example through achieving a mix of property types and encouraging creation	To be provided	To be provided	Strategic Planning Team, Oldham MBC	A1 A2	B2	C1 C4	D1	E3 E4	F6

No.	Action	Milestones / targets	Timescales	Lead Responsibility	Links to strategy objectives					
					A	B	C	D	E	F
	of shared public space									
19	Annual borough-wide conference for residents with the objective of 'Challenging Local Communities to Change Oldham'	"Oldham: We're In It Together" Conference  Third Annual Conference	March 2008  March 2009	Communities Unit / Community Cohesion Advisory Group	A2 A3	B2	C1 C3	D1 D2 D3	E2 E3 E6	F1 F3 F4
20	Use "One Extreme to the Other" play as mechanism for promoting dialogue about cohesion in communities  Theatre to create dialogue about difficult issues	20 performances to year 10 pupils  20 performances at community venues  20 performances to year 10 pupils  Community tour of 'One Extreme to the Other' OREP/Coliseum Play	By April 2008  By April 2008  By December 2008  April/May 2008 December 2008	GW theatre	A1 A3	B1 B2		D1	E3	F3 F4
21	Develop Philosophy for Communities as a tool for promoting dialogue within and between communities	Inclusion of P4C in HouseParty events  To increase from 5 to	4 events in 08/09  By March 2009	Children, Young People & Families Directorate, Oldham MBC  Oldham Housing	A1	B1 B2	C1	D1 D2	E2	F3

No.	Action	Milestones / targets	Timescales	Lead Responsibility	Links to strategy objectives					
					A	B	C	D	E	F
		<p>15 the number of Community P4C groups</p> <p>To build capacity to develop the project by training an additional 15 P4C Community facilitators</p> <p>To provide initial training for an additional 10 schools and build capacity by providing level 2 training for an additional 30 staff</p>	By March 2009	<p>Investment Partnership</p> <p>Richard Gore (CYPF)</p> <p>Richard Gore (CYPF)</p>						
22	Deliver an annual programme of cultural activities which celebrates the diverse communities of the Borough and encourages people to interact and learn about each other	<p>Include: Festival of Diversity, Oldham LGBT Pride, Oldham Mela, Oldham Carnival, Festival of Light, There's No Place for Racism in Oldham</p> <p>YPXL (Young People Excel)</p>	<p>Ongoing</p> <p>Annual</p>	<p>Cultural Partnership</p> <p>Housing Partnership/OHIP</p> <p>Youth Service</p>	A3	B1 B2	C1 C3	D1 D2 D3	E2 E3 E4 E5 E6	
23	Deliver the Housing Market Renewal	To provide a mix of house types in all	Ongoing	Housing Market Renewal Core Team	A1	B2	C3	D1	E3	F5

No.	Action	Milestones / targets	Timescales	Lead Responsibility	Links to strategy objectives					
					A	B	C	D	E	F
	programme to achieve neighbourhoods which are more ethnically and socially diverse	developments with an overall 25% socially rented housing and 5-10% intermediate housing market integrated across all house types.  Assessment of the needs of older people		and Oldham MBC Regeneration Directorate	A2		C4	D3	E4	
24	Improve support for travellers and gypsies	To be developed	To be developed	Oldham MBC with partners						
25	Support tenants in moving into, and remaining in, "non traditional" areas	Service Level Agreement with FCHO for tenancy support services  Induction/Training for relevant staff  Research (North Chadderton)		Registered Social Landlords / Oldham Housing Investment Partnership  OHIP  Hsg 21  Housing Market Renewal  Housing Partnership	A1 A2 A3 A4	B1 B2	C3 C4	D1 D3	E3 E4	F1 F2 F3 F4 F5
26	Develop the Building Schools for the Future programme to ensure	To develop the new schools as hubs of the community/signposting organisations	March 2010	Children, Young People & Families Directorate, Oldham MBC with	A1 A2	B1 B2	C3	D1 D3	E4	F1 F5

No.	Action	Milestones / targets	Timescales	Lead Responsibility	Links to strategy objectives					
					A	B	C	D	E	F
	that it increases the ethnic and social diversity of all secondary school populations	<p>Develop consultation process</p> <p>Develop admissions policy</p> <p>Develop curriculum entitlement document</p> <p>Develop change management strategy</p>	<p>December 2008</p> <p>To be agreed</p> <p>March 2009</p> <p>December 2008</p>	secondary schools and academy partners	A3					
27	Expand and develop the primary school linking programme, by improving the number and strength of links and increasing the involvement of parents and carers	<p>Increase number of participating primary schools from 45 to 53</p> <p>Increase number of participating pupils on LA organised Linking activities</p> <p>Establish 4 P4C parent groups bringing together parents from linked schools</p> <p>Increased community involvement</p>	<p>March 2009</p> <p>March 2009</p> <p>March 2009</p>	<p>Children, Young People &amp; Families Directorate, Oldham MBC with primary schools</p> <p>Kathryn Rhodes/Richard Gore</p>	A3	B1 B2	C1 C3 C4	D1	E1 E2 E3 E6	F3 F4 F5

No.	Action	Milestones / targets	Timescales	Lead Responsibility	Links to strategy objectives					
					A	B	C	D	E	F
28	Provide opportunities through sport for Children and Young People to engage in community cohesion based activities, using the Unity in the Community concept	Deliver community based Oldham Borough Games event – 200 young people	May 2008	Emma Jenks (Sport Development Service)	A1 A3	B2	C3	D1 D3	E4	F2 F4 F5
		Deliver Festival of Diversity Event including school and community Dance Platform at Oldham Colliseum – 750 young people	July 2008	Emma Jenks (Sport Development Service)						
		Deliver annual programme of borough wide community cohesion sports festivals – 4 annually	March 2009	Emma Jenks (Sport Development Service)						
		Deliver annual Kick It Out campaign borough wide	October 2008	Emma Jenks (Sport Development Service)						
		Develop and deliver anti bullying sports programme	March 2009	Emma Jenks (Sport Development Service)						
		Deliver programme of Mini Games festivals across the Borough								

No.	Action	Milestones / targets	Timescales	Lead Responsibility	Links to strategy objectives					
					A	B	C	D	E	F
<b>E. People play their part</b>										
29	Establish processes for community engagement across the Oldham Partnership and ensure organisations and residents are aware of these.	<p>Establish a Community Engagement Network</p> <p>Mechanisms established</p> <p>Publicising these (through tenants &amp; residents newsletters)</p>	<p>July 2008</p> <p>December 2008</p>	<p>Community Engagement Commissioning Group with The Oldham Partnership</p> <p>OHIP/HMR</p>	A1 A2 A3 A4	B2	C3	D1 D2	E1 E4 E6	F5
30	Develop practice in community engagement to build the competence of organisations in engaging communities, including groups of people whose views are often not heard by organisations	<p>Community Engagement Toolkit</p> <p>Community engagement induction for employees</p> <p>Cohesion for Real training programme</p> <p>Recruit hard to reach groups often hidden in communities to first steps to community engagement or training</p>	<p>December 2008</p> <p>March 2009</p> <p>2008/09</p> <p>Ongoing</p>	<p>Community Engagement Commissioning Group with The Oldham Partnership</p> <p>OHIP</p> <p>Key to the Door</p>	A2	B1	C3	D1 D2	E1 E4 E6	F5

No.	Action	Milestones / targets	Timescales	Lead Responsibility	Links to strategy objectives					
					A	B	C	D	E	F
31	Increase and develop the number of community organisations representing communities of place and interest	Baseline and target to be established	To be established	Voluntary, Community & Faith Sector (VCF) Partnership / Voluntary Action Oldham	A3 A4	B2	C3 C4	D1 D2 D3	E1 E2 E3 E6	
32	Develop capacity of organisations and individuals within the voluntary, community and faith sector to increase confidence, competence, and the capability to deliver change	Develop a costed training plan including entry level qualifications providing pathways to further training and employment.  Map current Community Development training opportunities.  Develop capacity of third sector to compete for and undertake commissioned work	October 2008  August 2008  Ongoing	Voluntary, Community & Faith Sector (VCF) Partnership / Voluntary Action Oldham with The Oldham Partnership  Oldham Collective	A2 A3	B1 B2	C1 C3 C4	D1 D3	E1 E2 E3 E4 E6	F5
33	Support development of a network of community activists who can help build	Establish network  Community cohesion built into criteria for	September 2008  September 2008	Oldham MBC / The Oldham Partnership  Communities Unit, Oldham MBC /	A3 A4	B2	C3 C4	D1 D2 D3	E1 E2 E3	F1 F2 F3

No.	Action	Milestones / targets	Timescales	Lead Responsibility	Links to strategy objectives					
					A	B	C	D	E	F
	community cohesion  Support existing groups meeting for common bond community activity	funding support to community groups  Increase number of House Party participants Regular drop in sessions	To be added  Ongoing	Community Cohesion Advisory Group  OHIP  Key to the Door					E4 E6	F4
34	Develop the contribution of Community Councils in building community cohesion within and between different parts of the Borough	Individual community councils to consider how they can contribute Review of Community Councils New proposals to be developed	To be provided  June 2008 Dependent on outcome of review	Assistant Director Communities and Cabinet Member for Cohesion, Localism and Communications	A1 A2 A3 A4	B2	C3 C4	D1 D2	E1 E2 E3 E4 E6	F4
35	Incorporate community cohesion in neighbourhood agreements between residents and service	Community agreement launched in Hathershaw & Fitton Hill Agreement developed	January 2008  March 2009	The Neighbourhood Together Group with New Deal for Communities Team Communities Unit	A1	B2	C3	D1 D2	E1 E2 E3	

No.	Action	Milestones / targets	Timescales	Lead Responsibility	Links to strategy objectives					
					A	B	C	D	E	F
	providers	in other areas (targets to be provided) Good Neighbour Agreement (Respect Agenda)	March 2009	Oldham Housing Investment Partnership						
36	Develop mechanisms for sharing good practice and building ability of organisations and employees to contribute to community cohesion	Oldham Partnership workshop on community cohesion Cohesion seminars for practitioners in different sectors (e.g. Cohesion for Real in Housing sector) Plain English "How to" guide to community cohesion (with adapted versions tailored for specific readerships)	February 2008  To be provided  To be agreed	Community Cohesion Advisory Group  Community Cohesion Advisory Group with thematic partnership co-ordinators  Community Cohesion Advisory Group with lead practitioners	A1 A4	B2	C1 C3	D1 D3	E4 E5	F3 F5
37	Develop the skills and experience of young people from different communities with leadership potential	Develop targets for young people involved through programme of initiatives including: Shared Futures (Spirit of Enniskillen); increase	March 2009	Statutory and VCF organisations working with young people  Katherine Rhodes	A1 A3	B1 B2	C3	D1 D2	E1 E2 E3 E4	F3

No.	Action	Milestones / targets	Timescales	Lead Responsibility	Links to strategy objectives					
					A	B	C	D	E	F
		<p>from 10 to 15 the number of Secondary schools involved in the Shared Future Project residential and programmes</p> <p>Increase the number of students participating in Shared Future programmes from 100 to 150</p> <p>Youth Interfaith Forum: To have all Secondary schools participating in the Interfaith Forum</p> <p>Deliver a programme of Sports Leadership (Level 1) across the borough and in particular in identified areas of need</p> <p>Deliver a programme of Sports Leadership Enterprise Events across the borough</p> <p>Develop and manage a</p>	<p>March 2009</p> <p>June 2008</p> <p>March 2009</p> <p>March 2009</p>	<p>(School Improvement Service)</p> <p>Katherine Rhodes (School Improvement Service)</p> <p>Graham McGuiffe (School Improvement Service)</p> <p>Emma Jenks (Sport Development Service)</p> <p>Emma Jenks (Sport Development Service)</p>					E6	

No.	Action	Milestones / targets	Timescales	Lead Responsibility	Links to strategy objectives					
					A	B	C	D	E	F
		programme of Sports Leadership mentoring targeting specifically under represented and NEET young people  Leading to Respect; Peacemaker	April 2008 ongoing  Ongoing	Emma Jenks (Sport Development Service)  Children, Young People and Families Integrated Youth Services Delivery Partnership						
38	Support development of more women into positions of leadership	'Women into Leadership' programme targets:  No. of BME women completing Training Skills for Trainers Course (85% of those who initially enrol)  No. of women on Boards within three months of completing leadership training  Development of Womens Network and training and development in support	June 2008  Details to be provided	Oldham MBC / Oldham Primary Care Trust  Peacemaker	A1 A3	B1 B2	C3 C4	D1	E1 E2 E3 E4 E6	

No.	Action	Milestones / targets	Timescales	Lead Responsibility	Links to strategy objectives					
					A	B	C	D	E	F
		of this								
39	Development work with elected members to support them in building cohesive communities locally	Training delivered	June 2008 onwards	Oldham MBC Organisational Development with Peacemaker	A1 A2	B2	C1 C3 C4	D1 D2 D3	E4 E6	F1 F3 F4 F5
<b>F. Resilience to threats and conflict</b>										
40	Further strengthening work to prevent and respond to Hate Crime/Incidents throughout the Borough, including domestic violence	<p>Include key actions from HCI Task Force</p> <p>Annual "There's No Place for Racism" campaign</p> <p>International Day of Action Against Homophobia</p> <p>Delivery of race and hate crime project</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Annual</p> <p>Targets for casework and victims supported to be developed</p>	<p>Hate Crime and Incident Task Force</p> <p>Hate Crime and Incident Task Force</p> <p>Oldham Race Equality Partnership</p>	A1 A2	B2	C3	D3	E4 E5 E6	F1 F2 F3 F4 F5
41	Develop programme of work to prevent	Successful delivery of programme of projects	June 2008	Sustainable	A1.	B2	C1	D1	E2	F1

No.	Action	Milestones / targets	Timescales	Lead Responsibility	Links to strategy objectives					
					A	B	C	D	E	F
	involvement of Oldham residents in violent extremism	in 2007/08 Develop programme for 2008/09 and beyond	June 2008	Neighbourhoods Board			C2 C3 C4 C5	D2 D3	E3 E4 E5	F2 F3 F4 F5
42	Develop capacity for mediation and building good community relations	Targets for Good Relations Oldham project under development  Support for the project – take up of training and use of service	To be provided	Good Relations Oldham  Oldham Housing Investment Partnership	A1 A2 A3 A4	B1 B2	C1 C3 C4	D1 D2	E3 E5 E6	F1 F3 F4 F5
43	Continue to develop mechanisms for anticipating, preventing and responding to threats to community cohesion	Weekly threat assessment  Review threat assessment mechanisms  Build review of risks to cohesion into Strategic Assessment process	Ongoing  March 2009  September 2008	GM Police with partners  GM Police / Oldham MBC and partners  Sustainable Neighbourhoods Board	A1 A2 A3 A4	B1 B2	C1 C3 C4	D1 D2 D3	E1 E2 E3 E4 E6	F1 F2 F3 F4 F5
<b>Delivering the Strategy</b>										
44	Develop evaluation of	Promote use of	Workshops to be held	Oldham MBC						

No.	Action	Milestones / targets	Timescales	Lead Responsibility	Links to strategy objectives					
					A	B	C	D	E	F
	community cohesion initiatives	cohesion evaluation toolkit for projects and programmes	July 2008	Performance Team with the Oldham Partnership						
45	Establish mechanisms for updating cohesion indicators	Establish data collection plan Residents survey report	May 2008 May 2008	Oldham MBC Communities Unit Oldham MBC Performance Team						
46	Review and assess progress	Annual report on progress of the Strategy to the Oldham Partnership	May annually	Community Cohesion Advisory Group						

Last updated: 20 June, 2008