

# MANAGEMENT BOARD/OLDHAM PARTNERSHIP STEERING GROUP

4<sup>TH</sup> DECEMBER 2007

## JOINT REPORT OF THE CHAIRS OF MANAGEMENT BOARD & THE OLDHAM PARTNERSHIP STEERING GROUP THE LOCAL AREA AGREEMENT FOR 2008

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### 1. PURPOSE OF THE REPORT

This report summarises the outcomes of a joint scrutiny event held by Oldham MBC and the Oldham Partnership Steering Group (OPSG) examining the priorities for the forthcoming new refreshed Sustainable Community Strategy (SCS) and Local Area Agreement (LAA) and the actions and barriers that will need to be addressed if successful outcomes are to be achieved.

### 2. SUMMARY

The workshop was delivered in 3 stages. Initially the participants were invited to agree the key themes that should be considered within the new LAA and to determine what the top 5 themes should be. These were identified as:

1. Employment & business growth
2. Education & skills
3. Community cohesion
4. Housing & homelessness
5. Anti-social behaviour & respect

This work is detailed in appendix 1, which identified an additional 2 themes in addition to those originally proposed (Oldhams Heritage and Public Transport and Highways)

Following this participants worked to identify what actions would need to be taken to make a success of any new LAA and also to consider what barriers and risks might be achieved.

If the LAA delivers successfully it will mean that Oldham becomes a place where people are proud to live. Analysis of the actions and risks suggests that there is an underlying trend of low aspiration for the Borough, and a poor self image. Work will need to be undertaken to develop a new image (brand) for Oldham, to challenge myths and misconceptions and to change attitudes.

It will also be important to ensure that changes and improvements to the physical/built environment align with any initiatives which challenge the poor self image of Oldham and support community stability. This means that the Oldham Beyond Implementation Plan (OBIP), the Local Development Framework (LDF) and the LAA should be aligned to support the required socio economic renewal.

The actions and barriers are detailed in appendix 2.

Finally, participants were invited to indicate how they would like to be kept up to date and what kinds of information they would like to receive. This work is detailed in appendix 3.

### 3. WHAT DOES SUCCESS LOOK LIKE

If the recommendations contained within this report are accepted, the final LAA is likely to more accurately mirror the priorities of local citizens, and to align with the OBIP and LDF

The effectiveness of the proposals could be measure by regular review of the Performance Indicators that will be agreed as part of the new LAA for 2008. It is anticipated that this scrutiny could be undertaken either by the OPSG or the Performance & Value for Money Select Committee

### 4. PROPOSALS FOR FOLLOW UP

The LAA is still in the course of development, and a draft agreement is expected to be available by December. It is suggested that once the draft agreement is available that further scrutiny should be undertaken to demonstrate how:

- o The proposed LAA mirrors the findings of the workshops (and the reasons for any discrepancies, recognising the fact that central government will determine certain aspects of the LAA)
- o The LAA aligns with the OBIP and the LDF

And that this scrutiny should be undertaken jointly by Oldham MBC and the OPSG

### 5. RECOMMENDATIONS

- a) That the new SCS/LAA should recognise and reflect the top 5 priorities identified in paragraph 2.
- b) That if the objective of making Oldham a place where people are proud to belong is to be achieved, that challenging low aspiration and the re-branding of and marketing of Oldham as a borough and a place should be rigorously addressed in the new LAA
- c) That the Council should ensure that the Oldham Beyond Implementation Plan (OBIP), the Local Development Framework (LDF) and the LAA are aligned to support socio economic renewal.
- d) The report is shared with LAA Block Leads to help inform the current prioritisation of indicators for the LAA and choice of high level measures for the SCS.
- e) That future methods used to communicate with Councillors and Local Strategic Partnership Members reflect the findings contained in appendix 3 of the report
- f) That further joint scrutiny of the draft LAA be undertaken before its adoption to ensure that it mirrors the findings of the joint scrutiny workshop and aligns with the OBIP and LDF.

### 6. CONSULTATION UNDERTAKEN

**Legal**                                            **Finance**                                            **Other**                     

This report is based upon the consultation undertaken during the workshop. Consultees include Community Council Co-optees, OPSG Members, OMBC Councillors an Youth Councillors

**The Head of Corporate Policy** has made the following comments with regard to the proposals;

The outcome of this workshop will be taken into consideration as part of the consultation for the Oldham Beyond Implementation Plan. The first 4 priorities identified in paragraph 2 are already strongly reflected with the draft plan. Issue 5, anti –social behaviour and respect, needs to be strengthened in the plan in terms of identifying how we might improve the designing out of crime at a spatial level and also in the detailed design of specific buildings and facilities in terms of how they will subsequently be used.

**The Principal Planning Officer (Development Plan)** has also made the following comments;

The Local Development Framework (LDF) will form part of the Borough's Development Plan alongside the Regional Spatial Strategy for the North West. Development Plans guide and control the use of land. The LDF is a statutory requirement of the Planning and Compulsory Purchase Act 2004. The new LDF system replaces the Borough's current land use plan, the Unitary Development Plan (UDP). Consultation on the LDF is undertaken in accordance with the adopted `Statement of Community Involvement` that sets out how we will engage the community and stakeholders on plan-making. We are currently at the early stages in preparing the LDF and are consulting on the `Issues and Options` stage for the `Core Strategy and Development Control Policies` document. This sets out the strategic direction for the LDF and the policies that will be required to manage development. The LDF will be the `spatial expression` of the Community Strategy. An Independent Planning Inspector will test the LDF for its `soundness`, and one of the tests will be whether "it has had regard to the Borough's Community Strategy". The findings of the workshop will contribute towards informing the preparation of the LDF.

**The Head of Finance & ICT** has made the following comments;

There are both revenue and capital implications from the delivery of the LAA, however these cannot be quantified at present as the settlement has not been published.

The settlement will be made available as a single pot, which will be up to the Local Strategic Partnership to distribute. It is envisaged as 2008/09 will be the first year in which the funding will be received as a single pot, there will be a phased approach in the mechanism of distributing the funding, further details will be made available once the settlement details have been received.

Officers should be aware of the commissioning process that will be fully in place from 2009/10 and that they are in a position to submit bids to secure the funding required for 2009/10 and future years.

**The Councils Solicitor** has viewed the report and has no comments to add at this time.

## **7. IMPACT ON COMMUNITY STRATEGY & COMMUNITY COHESION**

The Oldham Partnership is actively developing a refreshed Sustainable Community Strategy and Local Area Agreement as a single document. Community Cohesion will be retained as a core strategic objective for Oldham.

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## **APPENDIX 1 – Summary of the workshop activity**

### **Objectives**

1. To identify the overarching issues that the focus group considered most important to factor into the new SCS/LAA
2. To identify the key activities that should be undertaken to deliver on the top 5 issues
3. To understand the key perceived risks in delivering on the top 5 issues
4. To develop and promote joint overview and scrutiny activity between the Oldham Partnership Steering Group and Oldham MBC

### **Method**

1. A joint workshop was convened, and all participants were given an overview of the purpose and 'shape' of the SCS/LAA to ensure all participants had a common understanding of the issues
2. Participants were presented with 12 theme areas and asked to:
  - a. Verify that these were reasonable themes – 2 additional themes were added
  - b. Vote on their top 5 issues by placing 5 stickers on those themes they felt most important (participants were able to distribute 'votes' evenly or weight votes placing more than 1 sticker on a theme if they felt it to be particularly important)
3. Once the 5 top themes had been identified participants were invited to work in 5 groups (1 per theme) and agree:
  - a. What are the key actions that are required to deliver a satisfactory outcome?
  - b. What are the barriers / risks to achieving a satisfactory outcome?
4. Finally, to improve future communication participants were invited to identify:
  - a. How they want to be kept up to date
  - b. What kinds of information they might want

### **Participation**

The workshop was attended by OMBC Councillors, Oldham Partnership Steering Group Members, Community Council Co-optees and Oldham Youth Council Members. In total 32 people took part in the event.

### **The Themes**

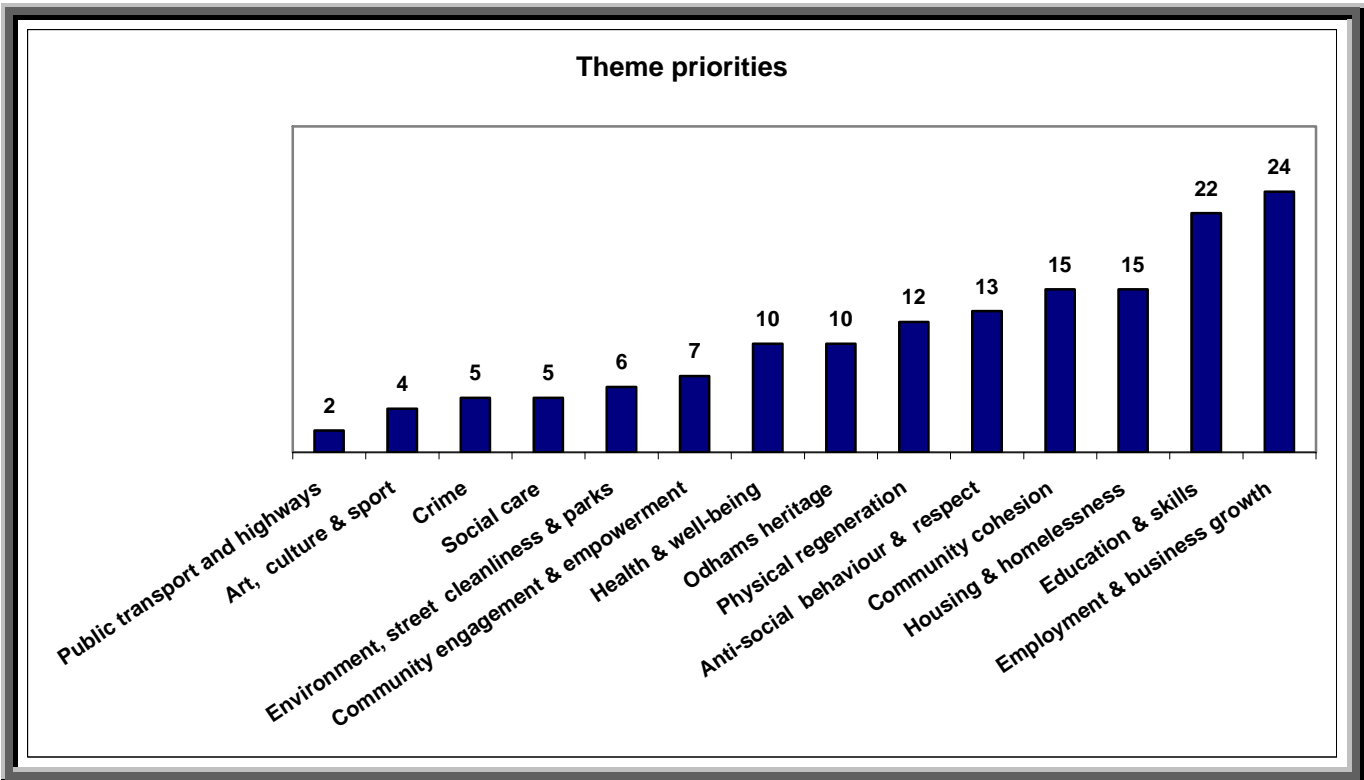
The following 12 themes were considered and verified by the group

1. Anti-social behaviour & respect
2. Art, culture & sport
3. Community cohesion
4. Community engagement & empowerment
5. Crime
6. Education & skills
7. Employment & business growth
8. Environment, street cleanliness & parks
9. Health & well-being
10. Housing & homelessness
11. Physical regeneration
12. Social care

After deliberation it was agreed that 2 additional themes should be added:

1. Public transport and highways
2. Oldhams heritage

The 'votes' for each theme are detailed in the graph below:



This means that the top 5 themes are:

Theme	Votes
6. Employment & business growth	24
7. Education & skills	22
8. Community cohesion	15
9. Housing & homelessness	15
10. Anti-social behaviour & respect	13

**APPENDIX 2 – Actions and risks for the top 5 themes**

**Employment & business growth**

Actions	Barriers and risks
<ul style="list-style-type: none"> <li>○ To develop an ‘Oldham Brand’/niche markets</li> <li>○ To have a marketing strategy</li> <li>○ Attract a large employer</li> <li>○ Support existing businesses to grow</li> <li>○ Develop a suitable infrastructure – appropriate premises for growth</li> <li>○ Grow skills appropriate to future need</li> <li>○ Provide appropriate support to businesses</li> <li>○ Encourage ‘quality’ employment (not warehousing)</li> <li>○ Develop support programmes for people to :               <ul style="list-style-type: none"> <li>○ Get into work</li> <li>○ Move to better jobs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>○ Growth of Manchester City</li> <li>○ Oldhams current image</li> <li>○ Affordable housing</li> <li>○ Limited housing choice</li> <li>○ Transport (rail) links</li> <li>○ Poor aspiration</li> <li>○ Poor self image</li> <li>○ High proportion of the economy is from manufacturing</li> </ul>

**Education & skills**

<b>Actions</b>	<b>Barriers and risks</b>
<ul style="list-style-type: none"> <li>○ Develop excellent schools</li> <li>○ Raise aspirations</li> <li>○ Focus on core skills</li> <li>○ Development of: <ul style="list-style-type: none"> <li>○ 6<sup>th</sup> Form College</li> <li>○ Oldham College</li> <li>○ University Centre Oldham</li> </ul> </li> <li>○ Ensure that re-organisation of schools actually works and delivers improvement</li> </ul>	<ul style="list-style-type: none"> <li>○ Funding</li> <li>○ Trusting teachers to do the job</li> <li>○ BSF catchment areas and admissions policies</li> <li>○ Shortage of aspiration</li> <li>○ Lack of 'can do' attitudes</li> </ul>

### **Community cohesion**

<b>Actions</b>	<b>Barriers and risks</b>
<ul style="list-style-type: none"> <li>○ Events where people can share common ground (e.g. health)</li> <li>○ Continue to develop &amp; build on good practice (e.g. Fusion/Unity in the Community and Alexandra park)</li> <li>○ Hold events/meetings in culturally neutral places</li> <li>○ Empowerment of individuals, groups and communities</li> <li>○ Challenge and address myths and mis-conceptions with open and clear communication</li> </ul>	<ul style="list-style-type: none"> <li>○ BNP getting any political position in Oldham</li> <li>○ Intergenerational conflict/non relationship</li> <li>○ Influence and pressure from peers, family and community members</li> <li>○ International/global events and incidents (e.g. conflicts/terrorist or political events)</li> <li>○ Some people do not want to mix and have no desire to integrate (Closed attitudes and values)</li> </ul>
<ul style="list-style-type: none"> <li>○ Effective and meaningful allocation of resources</li> <li>○ More long term 'slow burn' rather than 'quick fix' solutions (sustainable solutions)</li> <li>○ Central entertainment and leisure facilities where 'all people' can socialise together</li> </ul>	<ul style="list-style-type: none"> <li>○ Education – 1 ethnic dominant schools</li> <li>○ Housing – it is segregated but it is not fair to 'make' people move into integrated communities</li> <li>○ Funding for activities, programmes and events to promote community cohesion</li> </ul>

### **Housing & homelessness**

<b>Actions</b>	<b>Barriers and risks</b>
<ul style="list-style-type: none"> <li>○ Build more affordable homes for rent</li> <li>○ Seek improved balance of housing to meet demand including the need for larger family homes</li> <li>○ Council to be more proactive in acquiring land for appropriate housing</li> <li>○ Through planning, secure through influence improved housing mixes and development (through LDF)</li> <li>○ Ensure a range of actions to address homelessness targeted at specific needs</li> <li>○ Address poor private landlords and improve accreditation of existing</li> </ul>	<ul style="list-style-type: none"> <li>○ Money</li> <li>○ More enlightened approach to Housing Market Renewal</li> <li>○ Existing planning system restrictions</li> <li>○ Fluctuations in the housing Market (i.e. prices)</li> <li>○ Ration of personal debt to income (increases in repossessions)</li> <li>○ Government policy focuses on home ownership</li> <li>○ Infrastructure (schools/doctors/shops/services)</li> </ul>

private landlords o Eliminate empty homes	
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**Anti-social behaviour & respect**

<b>Actions</b>	<b>Barriers and risks</b>
<ul style="list-style-type: none"> <li>o Zero tolerance of ASB by all partners and residents</li> <li>o Increased opportunity for leisure, recreation and play</li> <li>o Neighbourhood charters (co-ownership)</li> <li>o Intergenerational activities</li> <li>o Change attitude to binge drinking</li> </ul>	<ul style="list-style-type: none"> <li>o Parental attitudes and how to change them</li> <li>o Funding</li> <li>o Attracting voluntary leaders</li> <li>o Peer pressure and 'street cred'</li> <li>o Numbers of police on the streets</li> <li>o Public acceptance of 'their' responsibility</li> <li>o Fear of reprisal</li> </ul>

**APPENDIX 3 – Communications workshop**

The final session of the workshop looked at how elected members, Community Council Co-optees and members of the Oldham Partnership Steering Group received information from the LSP.

The following communications channels are currently used:

- Newsletters
- Email / Letter Updates
- Oldham Partnership Website
- Organisational / Partnership structures
- Meetings / Workshops / Conferences

The following information is currently communicated:

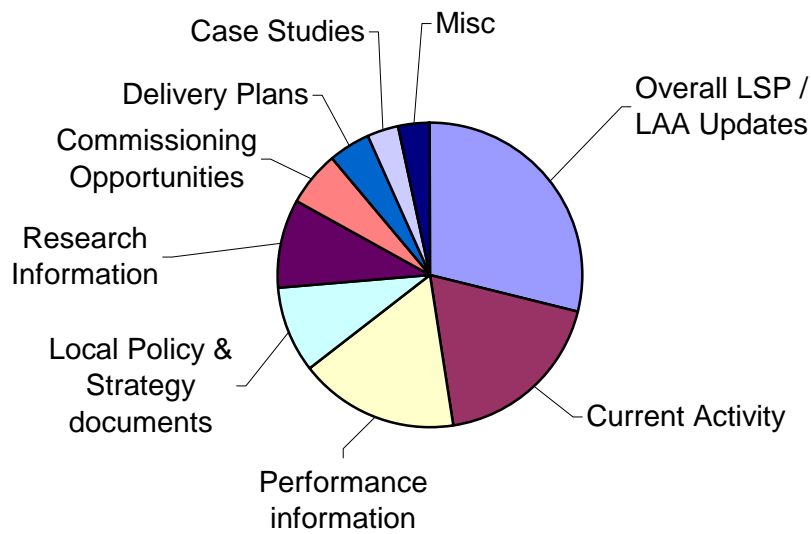
- LSP / LAA Updates
- Policy Documents
- Commissioning Opportunities
- Performance Information
- Current Activity

Members were asked to fill in two questionnaires which asked them:

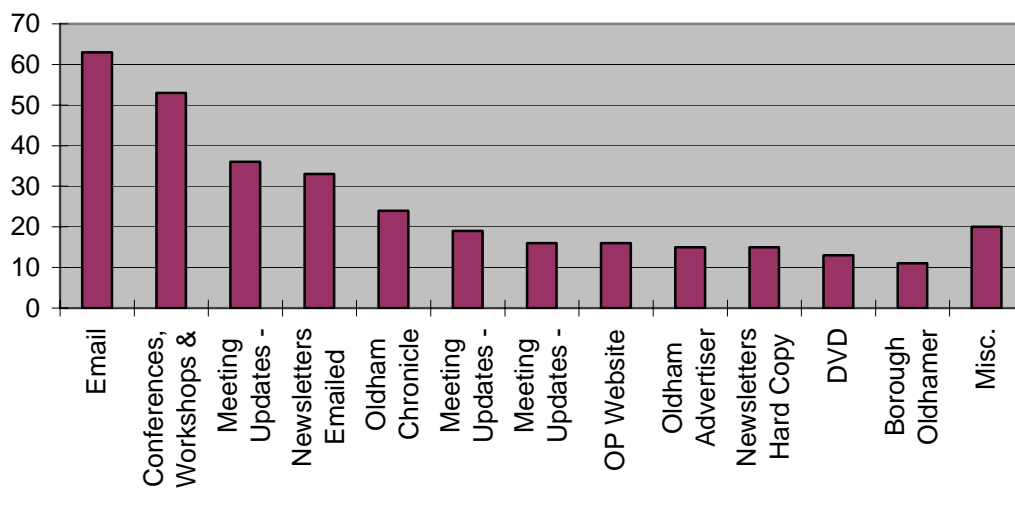
- 1.) What information do you want to find out about?
- 2.) How do you want to be kept up to date?

Members were asked to rate their preferences, which have been totalled and are represented below:

### What information do you want to find out about?



### How do you want to be kept up to date?



In addition to the results detailed above, there was also a request for information to be more accessible (particularly for young people, via the reduction in the amount of jargon used) and a request for more financial information on the LSP.

### Findings

Generally, the results reflected the current communications profile – both content and method.

There was a strong preference for information relating to current activity and performance information, which will be addressed. The use of email was widely accepted as the prime communications vehicle, although there was a stronger weighting towards Conferences / Workshops and Verbal updates in meetings than in the current profile.

As the event was largely attended by community representatives, the results have to be seen in this context, and may not necessarily reflect the views of the full LSP audience range. The information gathered will however be used to inform future communications with elected members, community council co-optees and members of the OP Steering Group.

