



## ANNUAL CONFERENCE 2007

The 3Ps: Shaping the People, Place and Process in Oldham

The Oldham Partnership Conference took place on Thursday 13<sup>th</sup> December 2007, at Hotel Smokies Park, in Bardsley. The event was attended by over 130 delegates from 36 different organisations, and provided an opportunity for the Oldham Partnership to further the local discussions and debate about Oldham's new Local Area Agreement (LAA) and Sustainable Community Strategy (SCS).

Further information on Oldham's new Local Area Agreement can be found at [www.oldhampartnership.org.uk/local-area-agreement.htm](http://www.oldhampartnership.org.uk/local-area-agreement.htm)



### THE VISION FOR OLDHAM

Through the Sustainable Community Strategy and the Local Area Agreement, the Oldham Partnership has established a vision for the Borough, around which the detail of specific outcomes, targets, and services will be built. We want Oldham to be seen as:

- Multi-cultural and cohesive
- Economically prosperous
- Sustainable use of resources

This will be done by shaping the 3Ps:

**PEOPLE**



**PLACE**



**PROCESS**





## SHAPING THE 3Ps—People, Place & Process

### **PEOPLE – The need to provide more opportunities to Oldhamers.**

Successes around education and culture show that if we provide people with the opportunity to improve their quality of life, they will take it:

- UCO has outgrown its current capacity in 2 years.
- Year-on-year improvements in Sixth Form College and Oldham College.
- Festival of Diversity involves nearly 20,000 people per year.



The challenge is to extend this approach across other policy areas:

- This has already been proven to work - Passport to Employment got 75 local people into full-time jobs at Tesco, Failsworth.

### **PLACE – Transformational regeneration has the potential to accelerate the impact of socio-economic initiatives.**

These are the visual demonstration of our ambitions, so we need to make sure we deliver against our promises.

Major initiatives such as West End, Hollinwood, Mumps are essential, and their component parts are very exciting:

- Regional Academic Science Centre.
- Oldham College.
- Coliseum Theatre.
- University Centre Oldham.
- Metrolink.



### **PROCESS – Make this as effective as possible, to focus attention and resources on delivery.**

Ensure consistency across the Sustainable Community Strategy (SCS), Local Area Agreement (LAA), Oldham Beyond Implementation Plan, Local Development Framework:

- Our SCS and LAA will be written as one document.



Ownership, accountability and responsibility to deliver against our ambitions.

Open and transparent systems of consultation, performance, marketing and communications.



## **A VIEW FROM GOVERNMENT**

Oldham's current LAA is recognised by Government as being one of the strongest LAAs to be developed. As well as its links to other initiatives such as HMR, it is recognised that indicators are clearly linked to priorities, and that issues have been tackled in a cross-cutting manner.

In the new LAA, the Oldham Partnership is encouraged by Government to be confident in their abilities to deliver change for the Borough. Key steps to move this forward include being more cross-cutting, strengthening the green agenda, and utilising what has worked well within the current LAA.

### **What does a good LAA look like?**

- Emphasising uniqueness.
- Needs and evidence driven.
- Narrowing the Gap.
- Doing things differently.
- Building partnership capacity.
- Promoting sustainable development.
- Diseases not symptoms.
- Championing cross-cutting.
- Strong performance management culture.
- Use what works.
- Learning from others.
- Driving change.



## **BUILDING ENGAGEMENT**

By ensuring that consultation with all stakeholders is real and meaningful, we will be able to use the Local Area Agreement and Sustainable Community Strategy to tackle the highest priority issues for our stakeholders.

Past experience has shown us that the people of Oldham will happily engage with the Oldham Partnership – so long as they are given adequate and appropriate opportunities to do so. This may involve difficult conversations and passionate discussions with strong opinions, but we need to make sure that this happens if residents are to identify with the Local Area Agreement.

The voluntary, community and faith sector have an important role to play. Through their infrastructure and partnerships they are able to give a voice to a host of networks and communities. Similarly, by working with our private sector partners we can understand what motivates businesses to build and grow within the Borough.

## THE THREE THEMES

Oldham's new Local Area Agreement will be built around three themes:

- Economic Prosperity
- Health & Well Being
- Safer & Stronger Communities

Following presentations on each of the themes, delegates were invited to identify the key issues in each theme and rank them in order of importance. They also looked at how we would successfully deliver against these priorities, focusing on the possible actions, barriers and solutions.

The top three priorities from each theme are highlighted below. The full aggregate scores of the prioritisation workshops are attached as Appendix One. The main points from the presentation on each theme are covered in the following pages, with the delivery planning write-ups being attached as Appendix Two.

**NB:** A higher rating reflects what the delegates believe to be a more important issue. The ratings have been scored and aggregated across the workshops in each individual theme (therefore the ratings for each theme are not comparable with the ratings in another theme).

### WORKSHOP: HEALTH & WELL-BEING

ISSUE	RATING	1	2	3	4	5	6	7	8	9	10
Improve health in most deprived wards / neighbourhoods / communities	9.4										
Increase life expectancy	8										
Enable people with long-term illness (eg diabetes) to cope with their illness	7.25										

### WORKSHOP: ECONOMIC PROSPERITY

ISSUE	RATING	1	2	3	4	5	6	7	8	9	10
Child Poverty	8										
Educational Attainment at school	7										
Economic growth (whilst minimising our carbon footprint)	7										

### WORKSHOP: SAFE & STRONG COMMUNITIES

ISSUE	RATING	1	2	3	4	5	6	7	8	9	10
Levels of community cohesion	9.9										
Resident's satisfaction with their neighbourhood	9.2										
Fear of crime and anti-social behaviour	9.16										





# ECONOMIC PROSPERITY

## OVERVIEW

Worklessness, alongside community cohesion, has been identified as the highest priority issue for Borough. This is predicted to grow as a result of the restructuring of our local manufacturing base... unless we continue to act decisively.

Despite this, we are positioned in a strong economic region – the North West would be the 12<sup>th</sup> largest European Union economy if it was independent.

## ISSUES

Attract and grow high quality businesses so that the potential of the talented younger generation can be realised within the Borough.

Ensure that people already in work can be retrained to take advantage of new opportunities, reducing the impact of economic restructuring

Provide opportunities for long-term unemployed to get back into jobs – breaking the cycle of worklessness and unemployment.

Develop Oldham's role and contribution to the economy in the Manchester City region.

## CHALLENGES

Low aspiration amongst younger generation

Develop back to work programmes

- Combination of education and development programmes, tailored to needs of residents.

Create environment which will attract high quality businesses

- Physical regeneration an important catalyst

Achieve economic growth whilst limiting our carbon footprint

**SUCCESS STORY:** Passport to Employment with Tesco in Failsworth helped 75 local people into jobs – 1/5<sup>th</sup> of the store's employees

Hollinwood and Oldham Town Centre as the economic engines for the Borough

Metrolink will be key to both our economic and sustainability aspirations

## EMERGING PRIORITIES

- Target Children & Young People to get the best possible start – looking at child poverty and educational attainment
- Worklessness amongst adults
- Encourage and support business growth
- Improving skills levels and retraining
- Sustainability



# HEALTH & WELL BEING

## OVERVIEW

Health and Well Being of Oldhamers is, and has been, a long-term challenge.

However, significant progress has been made in improving life expectancy by tackling the main causes of ill-health, such as smoking, poor diet and not enough physical exercise.

## ISSUES

Poor health and poor lifestyle choices often linked to socio-economic deprivation



Oldham is the 42nd most deprived Borough in the country

High proportion of residents currently choose poor lifestyle factors which cause long-term or fatal illnesses

Rising Elderly (65+) and Very Elderly (85+) population who will require specialised and individual services



Over 10% of Oldhamers are carers - often for close family and friends

## CHALLENGES

To help people to live longer, by providing opportunities for them to live better lives and receive better services.

- Modern gyms full of lycra-clad people aren't the answer for everybody – the opportunities need to be appropriate and accessible

Provide opportunities for residents to improve their own health

- Engagement with Smoking Cessation Service was increased by using innovative and targeted social marketing approach



**SUCCESSFUL QUITTERS:**  
In the last year:

- 237 Males aged 16-34
- 73 BME Males

To provide better services to residents by looking at how and where they want to receive them

- LIFT programme – Moorside and Glodwick Primary Care Centres, Integrated Care Centre in town centre
- Individualised Budgets offer choice and control to service users

## EMERGING PRIORITIES

Improve Life Expectancy across the Borough and in targeted wards / communities / neighbourhoods – tackle the primary causes (eg smoking)

Provide more opportunities for people to choose a healthy lifestyle

Enabling independence of target groups – older people, vulnerable people and people with a long-term condition (eg diabetes)

Provide better services



# SAFER & STRONGER COMMUNITIES

## OVERVIEW

Everybody wants the area they live in to be cleaner, greener, and safer - residents have the right to expect us to be doing all we can to improve these issues. Alongside worklessness / unemployment, community cohesion has been identified as the highest priority issue for the Borough.

## ISSUES

Make Oldham an attractive place where people want to live

Reduce the fear of crime in local communities

Need to improve both quality and variety of housing to satisfy both current needs and future demand of housing market, but within restraints of a limited land bank.

Oldham has an increasingly diverse population, with a growing ethnic minority population

Environmental sustainability and recycling now recognised as being a national and international priority

Public perception is that crime is rising - although this is often influenced by national media as opposed to personal experience

We will continue to break down barriers of segregation

## CHALLENGES

Create opportunities for residents to play their part

- Design innovative services to encourage participation (eg recycling)

Need to increase satisfaction amongst residents about the services they receive

Continue to provide targeted services to those that need them the most

- Protecting vulnerable people in society

Greater opportunity than ever via Community Councils and proposals such as Chadderton Well-Being Centre

## EMERGING PRIORITIES

Reducing Crime and Fear of Crime

- Specifically targeting violent crime, theft, and fear of crime

Supporting Vulnerable Children

- Stability of Looked After Children

Access to Homes for all

- Affordable Homes, Decent Council Homes, Potential Housing Sites

A Greener Borough

- Recycling Rates, Street / Environmental Cleanliness

Resident's perception of their Quality of Life

Satisfaction with neighbourhood and community cohesion

**PRIORITISATION: Key Issues & Ranking**

**WORKSHOP: ECONOMIC PROSPERITY**

ISSUE	RATING	1	2	3	4	5	6	7	8	9	10
Child Poverty	8										
Educational Attainment at school	7										
Economic growth (whilst minimising our carbon footprint)	7										
Effective and efficient use of land for development	6										
Employment opportunities for those on benefits	6										
The number of businesses	5.5										
Basic Skills for all adults	5.33										
Build an entrepreneurial culture	5										
Successful transition for 16-18 year olds	4										

*A higher rating reflects what the delegates believe to be a more important issue*

*The ratings have been scored and aggregated across all the Economic Prosperity workshop sessions*

## **PRIORITISATION: Key Issues & Ranking**

### **WORKSHOP: HEALTH & WELL-BEING**

<b>ISSUE</b>	<b>RATING</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
Improve health in most deprived wards / neighbourhoods / communities	<b>9.4</b>										
Increase life expectancy	<b>8</b>										
Enable people with long-term illness (eg diabetes) to cope with their illness	<b>7.25</b>										
Packages of support for vulnerable people to maintain their independence	<b>7.2</b>										
Support Older People to live at home	<b>6.4</b>										
Childhood obesity	<b>6</b>										
Provide packages of support for people who provide long-term care for family / friends	<b>5.6</b>										
Encourage more adults to take regular exercise / play more sport	<b>4.75</b>										
Provide opportunities for people to quit Smoking	<b>4.25</b>										
Alcohol Consumption and Education	<b>2.66</b>										

*A higher rating reflects what the delegates believe to be a more important issue*

*The ratings have been scored and aggregated across all the Economic Prosperity workshop sessions*

**PRIORITISATION: Key Issues & Ranking**

**WORKSHOP: SAFE & STRONG COMMUNITIES**

ISSUE	RATING	1	2	3	4	5	6	7	8	9	10
Levels of community cohesion	9.9										
Resident's satisfaction with their neighbourhood	9.2										
Fear of crime and anti-social behaviour	9.16										
Number of thefts and robberies	8.8										
Number of vehicle crimes	7.83										
Cleanliness and attractiveness of the Borough's streets	7.5										
Affordable homes for all	7.2										
Council Homes are up to a "decent" standard	6.37										
Stable accommodation and care for Looked After Children	5.83										
Sites for potential new houses	5.62										
Recycling rates amongst residents	5.12										

*A higher rating reflects what the delegates believe to be a more important issue*

*The ratings have been scored and aggregated across all the Safe & Strong Communities workshop sessions*

## ECONOMIC PROSPERITY WORKSHOPS

ACTIONS	BARRIERS	SOLUTIONS
<ul style="list-style-type: none"> <li>• Possible overall outcome could be to Reduce Child Poverty</li> <li>• Underpinning Principles: Positive, Optimistic Borough</li> </ul>		
<b>1. ACCESS TO EMPLOYMENT</b>		
<b>1.a EMPLOYMENT FOR ALL</b>		
Increase employment opportunities for everyone	Culture: <ul style="list-style-type: none"> <li>• Low aspirations</li> <li>• Low academic and employment skills</li> <li>• Bureaucracy</li> </ul> Availability of jobs	Re-education <ul style="list-style-type: none"> <li>• Community role-models – stories of success to raise aspirations</li> </ul> Info / Advice / Guidance re employment opportunities  Have key, quality employment sites
Provide appropriate skills for communities to access employment		Need progression routes for adults (re basic skills)
Public transport must be easier and more	Public Transport network	Affordable, attractive public travel

attractive to use – buses, trains, Metrolink	<p>Travel – culture of local employment expedition</p> <p>Transport / Accessibility / Costs and convenience issues</p>	<p>Public transport absolutely key</p> <ul style="list-style-type: none"> <li>• Metrolink plus town centre extension</li> </ul>
<b>1.b ACCESS TO EMPLOYMENT FOR HARD TO REACH GROUPS / LONG TERM UNEMPLOYED</b>		
<b><u>PEOPLE ON BENEFITS</u></b>		
<p>Employment Opportunities for those on benefits</p> <ul style="list-style-type: none"> <li>• Poor incentives to get into work</li> <li>• Need individualised support</li> </ul>	<p>Health and well-being issues</p> <p>People feel they're "better off on benefits" (and sometimes are)</p> <p>"The Benefits Trap" – high levels of worklessness, need to connect to available jobs</p> <p>Cultural barriers to getting involved / engaged</p>	<p>Commitment from employers to help those on benefits?</p> <p>Promoting citizenship and responsibility</p> <p>Establish Reoffending Action Group (this could access a wide range of hared-to-reach groups)</p>
<b><u>PARENTS</u></b>		
<p>Enabling parents to access and maintain jobs through</p> <ul style="list-style-type: none"> <li>• Training</li> <li>• Childcare</li> <li>• Access to financial entitlements to</li> </ul>	Affordable Childcare (very important)	<p>Basic Skills for Adults</p> <ul style="list-style-type: none"> <li>• Family Learning / Homework Support</li> <li>• Re-training opportunities</li> <li>• Family Support (inc Budget Mgmt,</li> </ul>

<p>support employment</p> <ul style="list-style-type: none"> <li>• Passport to Employment initiatives</li> </ul>		<p>Parenting Skills, back to work skills)</p> <p>Childcare Strategy in place to enable appropriate supply of childcare</p>
<p><b>TRANSITION for 16-18 YEAR OLDS</b></p>		
<p>Three current options – Education, Employment... or NOTHING</p> <p>Needs to change to Education, Employment – WILLINGNESS / AMBITION</p>	<p>Culture of low aspirations</p>	<p>Need high quality local provision to help transition of 16-18 yr olds to FE</p> <p>Through social marketing, position successful transition as way for 16-18 year olds to increase their own quality of life.</p>
<p><b>2. ATTRACT BUSINESSES &amp; INVESTMENT</b></p>		

<p>Create an environment that encourages and attracts businesses and investment</p>	<p>Image of Oldham (Major issue)</p> <p>Competing pressures for land use, eg housing, business (and quality of these too)</p>	<p>Promote confidence in Oldham from the private sector – perception and image is key</p> <p>Improve Perceptions – good marketing and positioning will lead to a better image</p> <ul style="list-style-type: none"> <li>• “10 Great Things going on in Oldham” – monthly bulletin</li> </ul> <p>Effective &amp; Efficient use of land and premises</p> <ul style="list-style-type: none"> <li>• Provide attractive property</li> </ul>
<p>Entrepreneurial / Aspirational Culture</p> <ul style="list-style-type: none"> <li>• Measure occupancy of incubator units</li> </ul>		<p>Links with Schools re entrepreneurial opportunities</p> <p>Make most of South East Asian connections eg business and culture</p>
<p>Increase Number of Businesses</p> <ul style="list-style-type: none"> <li>• Encourage Self Employment</li> <li>• Support “the right type” of business, ie new technologies.</li> </ul>	<p>Must be Successful – number of new businesses surviving 18 months?</p>	<p>Sell our successes locally, regionally and nationally</p>
<p>Attract and retain workforce</p> <ul style="list-style-type: none"> <li>• Sustainable jobs</li> <li>• Higher skilled / better paid</li> </ul>		<p>Positive marketing of Oldham as a good place to work, live and visit</p> <p>Make most of Saddleworth &amp; Peak Park</p>

<b>3. IMPROVE EDUCATIONAL ATTAINMENT</b>		
<p>Increase Educational Attainment at School – KEY!</p> <ul style="list-style-type: none"> <li>• Family Learning</li> <li>• Pre-school interventions</li> <li>• Nursery Provision</li> </ul>		<p>Extended Schools – need to be exactly this.</p> <p>Build on expertise in Science – don't try to be everything</p> <ul style="list-style-type: none"> <li>• Could be a start-up location, eg MediaCity in Salford, Oldham as ScienceCity?</li> </ul> <p>Building Schools for the Future (BSF) is a big opportunity</p>
<b>MISCELLANEOUS / CROSS CUTTING</b>		
<p>Does Oldham want to be a place to predominantly live, learn and play? Are we trying to be / do everything?</p>		<p>If so, increased focus on housing, leisure, retail and quality of life</p>
<p>Being a good place to live and work increases the attractiveness of an area.</p> <p><u>Additional Themes</u></p> <ul style="list-style-type: none"> <li>• Transport</li> <li>• Suitable Affordable Housing</li> <li>• Leisure provision / cultural activities</li> </ul>	<p>Low aspirations</p> <p>Leisure Facilities &amp; Cost to Access – impacts on health, Crime, and communities</p>	<p>Proud Working Class – is that Oldham's view of itself?</p> <p>Perhaps new strap line could be "Oldham's working"?</p> <p>Improve accessibility of Services</p>

– need to increase opportunities and provision		
Sustainability and Low Carbon Footprint could be cross-cutting themes across the LAA / SCS		
<p>Economic issues could be grouped in “Clusters”:</p> <p>CL1 – Child poverty: Educational attainment at school: Economic growth whilst minimising carbon footprint, Land development.</p> <p>CL2 –Build entrepreneurial culture; Increase number of businesses, Increase employ opportunities</p> <p>CL3 – Basic skills</p> <p>CL4 – Transition at 16-18 years of age</p>		
<b>GENERAL PARTNERSHIP ISSUES</b>		
	Stop Ticking Boxes	Mainstreaming of Oldham Partnership – The Golden Thread <ul style="list-style-type: none"> <li>• Embed partnership working</li> </ul>
	Cut the bureaucracy!!!	Effective Communication <ul style="list-style-type: none"> <li>• Raise the image of the Partnership – “talk it up”</li> </ul>
	Need ‘can do’ solutions, not ‘can’t do’ problems	Belief in the process and in Oldham

## HEALTH & WELL-BEING WORKSHOPS

ACTIONS	BARRIERS	SOLUTIONS
<b>1. IMPROVING WELL-BEING &amp; LIFESTYLE</b> EG: Quit smoking, Childhood obesity, Promote exercise		
<b>1.a UTILISE COMMUNICATION / SOCIAL MARKETING FOR DELIVERY</b>		
Raising awareness of nutritional and lifestyle choices through education for all age groups <ul style="list-style-type: none"> <li>• From school age, through to parents / parents to be, and onwards</li> </ul> Address cultural differences as part of this	Previous educational experiences  Cultural issues  Trust  Peer pressure  Availability of relevant food  Socio-Economic issues: <ul style="list-style-type: none"> <li>• Income</li> <li>• Poverty</li> <li>• Language</li> <li>• Skills</li> </ul>	Engage different communities with a common message <ul style="list-style-type: none"> <li>• Utilise VCF sector to engage at community level</li> <li>• Better support alongside information and advice</li> </ul> Wider use of school buildings out of school hours  Giving opportunities for secure employment  Smart Card technology for school lunches  Give people the confidence to believe they can do it (link to expectation / aspiration)

Raising expectations / aspirations Encouraging self-responsibility	Lack of role models Cultural & process issues Peer pressure	Publicity – positive messages / aspirations Staff and others as role models, peer educators <ul style="list-style-type: none"> <li>Members of LSP?</li> </ul>
<b>1.b ACCESS TO OPPORTUNITIES FOR HEALTHY LIVING</b>		
Creation of more sporting & leisure facilities, and green space Encourage use Reduce number of unhealthy options Access to local produce Healthy Schools / Healthy Settings	Poverty Competing priorities Cultural Issues Accessibility Fear of crime & freedom to walk around Inadequate facilities and infrastructure	Free access to sport / leisure <ul style="list-style-type: none"> <li>1% of national NHS budget would fund this completely</li> </ul> Cycle Paths Commitment to provision from public service providers <ul style="list-style-type: none"> <li>Need free community use of facilities in each area</li> </ul> Effective coordination of resources (eg Young People’s Collective) Communicate available facilities / services
<b>2. BETTER HEALTH &amp; SOCIAL CARE</b> Tackle poor health in deprived communities (via enabling strategies, long-term strategies)		
Dental Care	People’s perception / understanding	Legislation

<ul style="list-style-type: none"> <li>• Fluoridation</li> </ul>		<ul style="list-style-type: none"> <li>• Fluoride in water, could be done like smoking ban</li> </ul> <p>Information &amp; Education</p>
<p>Listening to people in community / communication (eg what's already happening)</p>	<p>Lack of joint targets</p> <p>Lack of focus on prevention</p>	<p>Access to One Stop Shop advice and support when the individuals want it</p> <ul style="list-style-type: none"> <li>• Enabling opportunities for new technologies</li> </ul> <p>Integrated approach to volunteering leading to employment, qualifications, training</p> <ul style="list-style-type: none"> <li>• Training and awareness raising for employers and service providers (to lead to more flexible employment opportunities)</li> </ul> <p>Users designing services – early involvement</p>

**3. PROMOTING INDEPENDENCE**  
 Support older people to live at home, provide support to carers

<p>Extra care accommodation</p> <p>Funding for DFGs (Disabled Facilities grant)</p> <p>Flexible packages for carers suited to their requests</p>	<p>Funding</p> <p>Capacity</p> <p>Thinking &amp; delivering outside the box</p> <p>Current structures</p> <p>Culture – Self interest in a busy society</p>	<p>Re-investment (one solution is to prevent acute admission)</p> <p>Education on coping with long-term conditions (eg diabetes, asthma, blood pressure)</p> <p>Recognising opportunities to bid for extra funding (eg via LAA stretch targets)</p> <p>Employment / Volunteering opportunities</p>
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**GENERAL HEALTH & WELL BEING SECTION**

<p>Partnering with other agencies to provide low / early intervention support</p>	<p>Funding</p> <p>Understanding of issues / needs</p>	<p>Volunteering within a community</p> <p>Shared partnership resources initiatives &amp; joint-working</p>
<p>Invest more in prevention</p>		
<p>Generate social capital, sustainability</p>		

		Key worker for each vulnerable family – families controlling own budget, eg healthcare
<b>CROSS-CUTTING LSP ISSUES</b>		
	Socio-Economic Barriers (recurring issue)	
<b>GENERAL LSP / ORGANISATIONAL ISSUES</b>		
	<u>RESOURCES - Financial and human</u> Resources not used effectively enough Short-term resources leading to insecurity	Pooled / Centralised Budget – decisions on funding to be made by democratically elected members  Appropriate Joint Commissioning  Reasonable times on commissioning
	<u>PARTNERSHIP WORKING / CULTURE</u> Lack of shared vision and lack of creative	Joint Targets & Joint Working via new

	<p>use of resources</p> <p>Too much bureaucracy and unnecessary regulations</p> <p>Target driven (hit target, miss the point)</p> <p>Silo thinking and professional resistance (empire building)</p> <p>Power sharing not done sufficiently</p>	<p>LAA</p> <p>Actively working in partnership across blocks and themes to enable coordinated and consistent delivery of services</p> <p>Closer working between Adult &amp; Community Services, PCT, Health Authority, VCS (esp with regard to health &amp; social care)</p>
	<p><u>QUALITY, ACCESSIBILITY &amp; AVAILABILITY OF INFORMATION</u></p> <p>Poor quality of data to assess progress</p> <p>Planning processes too narrow</p>	

## SAFE & STRONG COMMUNITIES WORKSHOPS

ACTIONS	BARRIERS	SOLUTIONS
<b><u>1. HOUSING – Affordable Homes</u></b>		
<ul style="list-style-type: none"> <li>• Understanding needs regarding affordable housing</li> <li>• Funding opportunities</li> <li>• Be creative re the provision / options for delivery</li> <li>• Sites for new homes</li> <li>• Increase aspirations of people</li> </ul>	<ul style="list-style-type: none"> <li>• Funding / economic viability</li> <li>• Conflict with land uses</li> <li>• Quality of homes (including size)</li> <li>• Low demand for private sector housing</li> <li>• Low levels of income</li> <li>• Discussion with central Govt – ‘cap’ on Private Rents, promote “Fair Rents”</li> <li>• Image attracting developers to Oldham</li> </ul>	<ul style="list-style-type: none"> <li>• More control on Private rented Sector costs</li> <li>• Improve image of Oldham to attract private developers</li> <li>• Developing HMR</li> </ul>
<b><u>2. REDUCING FEAR OF CRIME AND ANTI SOCIAL BEHAVIOUR</u></b>		
Communication regarding actual crime levels	<p>Funding</p> <p>Under Reporting of problems due to fear, cultural views, experiences of system in past, low aspirations</p>	<p>All responses to be locally driven and carefully targeted</p> <p>Build self esteem and confidence</p> <p>Evidence based interventions (roll out what works)</p>



<p>People (such as music, sport, IT based facilities)</p> <ul style="list-style-type: none"> <li>• Although lots of outlets for this already</li> </ul> <p>Raise aspirations of young people</p> <p>Look further upstream to identify root and cause issues</p>	<p>Protection, especially with voluntary sector and young people)</p>	<ul style="list-style-type: none"> <li>• Need activities to be identified and owned by young people themselves</li> <li>• Provide them in venues such as schools and community hubs</li> <li>• Needs to be supported by parents to succeed</li> <li>• So... need to support parents to do this – cultural change, financial support</li> </ul> <p>Educating people about respect – in schools, community venues.</p> <p>Engage with and educate local people</p> <p>Social Marketing</p>
<p><b><u>3. BUILD STRONGER COMMUNITIES</u></b></p>		
<p>Engagement – widespread consultation encouraging community cohesion</p>	<p>Reactive decision making process</p> <p>Making assumptions (rather than fact)</p> <p>Weak / No communication strategy</p> <p>Over complicated process (simpler communication)</p>	<p>When does it become a localised decision (ie people) and when does it become a Borough decision (ie Council, Police, etc) – taking devolution to the most appropriate level.</p> <p>Quality Consultation – meaningful and effective</p>

	<ul style="list-style-type: none"> <li>• Delegation of responsibilities</li> </ul> <p>Lack of clarity in decision making process</p> <p>Disjointed and undefined voluntary sector</p> <p>Funding</p>	
<p>Link between increased levels of community cohesion and increased neighbourhood satisfaction</p> <ul style="list-style-type: none"> <li>• Two main contributions are to reduce fear of crime, and increase resident satisfaction with neighbourhood (both for individuals and the local community)</li> </ul>	<p>Perceptions (beware of creating “Haves and Have Nots”)</p> <p>Mixed Communities</p>	<p>More primary schools from mixed communities</p> <p>Increased level of understanding across communities at young age (ie Primary School).</p> <p>Work together with community groups to offer improved facilities for young people</p> <p>Increase mobility of residents</p> <p>Increase opportunities – learning and cultural</p> <p>More use of community facilities</p>
<p>Use empowerment and engagement to create civic responsibility</p>	<p>Public perception locally and nationally of “ghetto areas”</p>	<p>Education Curriculum to develop Civic Pride</p> <p>Work with media to create positive image.</p>

		Make people PROUD of where they live
<p>Improve Resident's Satisfaction</p> <ul style="list-style-type: none"> <li>• Reduce fear of Crime</li> <li>• Improve cleanliness and attractiveness of streets</li> <li>• Ensure affordable homes for all</li> </ul>	<p>Communicating with / involving local people re improvements</p> <p>Media – need to work with them</p> <p>Develop neighbourhood agreements (ie Medlock Ward)</p>	
<b>4. VOLUNTARY &amp; COMMUNITY SECTOR</b>		
Identify the groupings that influence each other	Short Term Funding & Short Term Thinking	Removing some of the bureaucracy
Extend the network / partners	Sustainability	<p>Thinking of the wider issues across the Borough</p> <p>The solutions are HOW you build the voluntary sector</p> <p>Looking to a 3-5 year funding plan</p>
A working and effective Compact	"We've always done it this way" – syndrome	<p>Involvement of the Voluntary Sector</p> <p>More resources and closing the gap</p>

		Develop a clear picture of where community infrastructure is supported / not supported in the Borough.
<b>5. SUPPORT ECONOMIC GROWTH</b>		
<p>Create a buoyant economy</p> <p>Look to ride on the “Manchester” effect (re Economy)</p> <p>Mill Strategy – develop / demolish / enterprise Entrepreneur</p> <p>Develop Uniqueness – USP</p>	<p>Low income, low skill base</p> <p>Timescales</p> <p>Constrained Land Bank</p>	<p>Vision – what do we want to be?</p> <p>Create an economy match – support and start up / support to businesses</p> <p>Develop Skill Sets for New Oldham (eg science)</p> <p>Infrastructure eg Venture Capital, Incubator Units (arts, small business, cultural)</p> <p>Apprenticeships</p> <p>BBC – Media Opportunities</p>

**GENERAL PARTNERSHIP ISSUES**

Aim for consensus / Better co-ordination  Knowledge of existing facilities / activities in Borough	Silo Thinking / Single Agenda Approach  Lack of Creativity and Understanding  Resources – Buildings, Money, Human Resources	Less duplication, and clear communication regarding goals / actions.
	Negative perception of local people / business / organisation of agencies trying to address change <ul style="list-style-type: none"><li>• Fuelled by press, so want good news (negative stories about agencies and about the issues eg young people and antisocial behaviour)</li></ul>	Praise / celebrate success – tell the good news, positive spin, publicise positive action