

The Oldham Plan 2017-22

Our Oldham Model for an Inclusive Economy, Co-operative Services and Thriving Communities



Oldham
Partnership



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The Chair team of the Oldham Partnership



Cllr Sean Fielding,
Leader of Oldham Council
and Chair of the Oldham
Leadership Board.



Dr Carolyn Wilkins, OBE,
Chief Executive of Oldham
Council and Co-Chair of the
Oldham Leadership Board.



Dave Benstead,
Business Leader
and Chair of the
Economy and Skills
Partnership.



Cllr Jenny Harrison,
Chair of the Health
and Wellbeing Board.

Welcome to the Oldham Plan 2017 – 2022

This is the Oldham Plan.

It is a collective action statement explaining how we can all best serve the place we love and help its people, districts and businesses to thrive.

As a partnership this is our commitment to working even closer together with a renewed sense of purpose to help Oldham's residents access the opportunities and realise the ambitions they both aspire to and deserve.

Oldham today is a unique place, an original Northern Powerhouse with a mix of the challenges, changes and opportunities which exemplify the changing face of modern Britain.

Its people have a selfless spirit and a sense of pride that is immediately obvious.

Innovation and enterprise are also part of our DNA. They build the bridge from the thriving mill town of the 19th Century to a place where entrepreneurs and industry thrived and are key to our future. We seek to nurture that and create an environment where every Oldham child can truly aspire to be the best at what they choose to do.

We know Oldham is a place where deep social and economic disadvantage still exists and life can be a struggle for many. The statistics on key indicators like educational attainment and health and wellbeing tell that story.

We don't pretend there are any easy routes to shifting stubborn inequalities but we are clear that our role is to challenge those lazy perceptions and assumptions that damage our town and we can do that by leading by example.

We do not believe Oldham's future is pre-determined or inevitable.

The potential for lasting change is huge and this is what inspires and motivates us to do 'our bit' for Oldham and to encourage others to do the same.

This co-operative borough is a great place with incredible assets – and only by working together can we make it even stronger.



Who we are

The Oldham Partnership includes leaders from the council, health, housing, education, police, probation and fire service, leisure, job centre plus, elected leaders, voluntary and community leaders including Action Together and the Citizens Advice Bureau and private sector leaders. All are passionate and committed to working together to make Oldham thrive.

The partnership is already known for driving collaborative service delivery with many accolades, including the national Award Winning BGreen, Focussed Care and Warm Homes Oldham schemes to name a few but it is also restless and wants to bring about a much bigger change for Oldham and make real headway into the equalities that exist.

Our ambition

To be a productive and cooperative place with healthy, aspirational and sustainable communities.

This is a long-term ambition developed three years ago in the Oldham Plan 2015. This remains true but many things have changed due to:

- **Devolution:** This has changed the logic of public service reform and governance across Greater Manchester. Now, more than ever, we are part of a greater whole, and decisions taken for the whole City Region impact on us in more obvious ways. We must understand and work alongside this strengthening interdependence as a positive force that is also clearer about our offer and what we need.
- **Austerity:** The continuous squeeze to public sector budgets makes it impossible to make further efficiency savings without there being visible changes in the services available to residents. That means we must increase the pace and scale of collaboration within and between organisations, sectors and communities to ensure support is there for the people that need it most and nobody is left behind.
- **Brexit:** The Brexit vote highlighted a sense of disconnection between communities and the institutions that act on their behalf. This also poses a big challenge to leaders in Oldham. It makes the building of mutual trust and respect a priority – as is the need to ensure and clearly demonstrate how our co-operative ethos delivers things which are tangible, real and make a lasting difference to people and communities.

We do, of course, have a choice about how we respond to these challenges. We could be reactive and act in organisational silos but instead we choose to be a partnership that is collaborative by default and powered by a deep belief and commitment to not just reforming public services but to equally investing in empowering Oldham people and communities.



Our ways of working

Oldhamers are known for saying what they think. They expect ambition to be rooted in reality and that promises will be kept.

Our job as leaders is to be brave, confident and map out a future for Oldham that builds on our significant strengths and assets and puts us on the map and in the headlines for all the right reasons.

This place and the people who live here deserve nothing less.

In the following pages we will explain how we can work together as a team to build a better and brighter future.

In doing so we recognise that to be truly co-operative and to deliver the relationships we need with our communities requires trust, equality and meaningful engagement.

We also know that how we operate needs to be easy to understand by all and must clearly demonstrate the mutual benefits it can deliver.

That's why we will explain that model of working through:

- **#our bit** - the things we commit to doing in our role as civic leaders - not as separate organisations, but working as a team and effective system leaders
- **#your bit** - the things Oldham's residents do to help deliver the maximum benefit from all our combined actions – because we know that communities with a shared purpose are the most powerful change agents
- **#result** - the outcomes we can achieve when real co-operation happens – because 'good enough for Oldham' means we have a high bar and won't settle for less

What we do in our own organisations must work together to support these things.

Our promise to each other is to commit personally and organisationally to delivering the collective goals we agree. It is to help and hold each other to account in striving to achieve these and to drive the culture and system changes required at Greater Manchester, within our partnership and own organisations, so that we can set a new standard for delivering results in these complex times.

The Oldham Model 2017-22



The Oldham Model 2017-22

The experience, learning and success of the last five years has given a firm foundation on which to build this ambitious Plan for Oldham, but it has also highlighted the radical shifts we still need to deliver sustained change.

Our Oldham delivery model is based around three fundamental shifts which will work together to deliver the ambitions of this Plan. These are:

1. Inclusive Economy

We want Oldham to be a place where everyone has a fair and real chance to access opportunities and improve their own lives.

Our vision is for Oldham to become Greater Manchester's Inclusive Economy capital by making significant progress in living standards, wages and skills for everyone.

2. Co-operative Services

We want Oldham to be a place where radical innovation changes the delivery and impact of public services

Our vision is to collaborate, integrate and innovate to improve outcomes for residents and create the most effective and seamless services in Greater Manchester.

3. Thriving Communities

We want Oldham to be a place where society and social action really mean something.

Our vision is for people and communities to have the power to be healthy, happy and able to make positive choices and both offer and access insightful and responsive support when required.

These shifts are complemented and supported by a focus on two key enablers – **public service reform and empowering people and communities.**

In the past the Oldham Partnership has focused primarily on how we reform public services to reduce demand. But that can only be achieved in the long term by investing in communities and creating new relationships between our people and public services.

One

Inclusive Economy



1. Inclusive Economy

Our vision is for Oldham to become Greater Manchester's Inclusive Economy capital by making significant progress in living standards, wages and skills for everyone.

We want everyone in Oldham to have the opportunities they deserve to improve their own lives and to do this we need to build a new economic model that is fairer and more co-operative.

An Inclusive Economy delivers aggregate benefits to Oldham's economy and it does so by enabling more of our residents to do the jobs that power it and to take a bigger share in its proceeds both individually and through public services. We need to be more committed than ever to making this model work. It is the key to unlocking the economic potential of Oldham's citizens and the key to getting the best out of our brilliant schools, colleges and employers.

Oldham has made great strides in regeneration, job creation, educational attainment and connectivity into Manchester. Get Oldham Working, the Oldham Education and Skills Commission and the Oldham Enterprise Trust have made a real difference and efforts to encourage inward investment and support local entrepreneurs can be seen in the Independent Quarter and the Old Town Hall.

But the bigger picture is that Greater Manchester's model of growth doesn't work well enough for Oldham. There is not enough incentive for investment in the borough and the economics dictate that new opportunities will boost places in which the barriers to growth are significantly lower. We have not yet realised the potential of our anchor institutions in the borough and more can be done to maximise our Oldham pound, workforce and assets for social good.



1. Investment

- We will push for the best possible outcomes from Greater Manchester devolution through influencing the investment model and the delivery of public service reform
- We will challenge the orthodox investment model at Greater Manchester and beyond where it doesn't benefit the people and the areas that need investment the most
- We will support the growth of our key employment capabilities seeking and supporting increased innovation and enterprise
- We will ensure spatial rebalancing of the economy to create the best kind of residential, commercial and retail offer for our borough
- We will continue to invest in Oldham and stimulate investment
- We will build a more coherent place marketing strategy for the borough that puts us on the map

Delivery examples: The Old Town Hall, Independent Quarter, Oldham Community Leisure Centre, First Place and new Oldham College buildings.



2. Human capital

- We will develop a productive and integrated education, skills and employment offer for Oldham
- We will ensure a great education and vocational training offer and enable residents to be life ready and work ready
- We will ensure effective business support to increase investment in enterprise, skills and training including apprenticeships

Delivery examples: the Oldham Education and Skills Commission, The Oldham Work and Skills Strategy.



3. Active state and living standards

- We will build on Get Oldham Working and our Career Advancement Service and drive for fair employment
- We will take a proactive approach to improving living standards wherever it is needed and wherever we can

Delivery examples: Get Oldham Working, the Career Advancement Service, the Fair Employment Charter and Warm Homes Oldham.



4. Confident and connected

- We will grow Oldham as a social, cultural and green innovation borough
- We will ensure that transport connects Oldham residents to jobs
- We will promote and increase tourism by utilising our natural, cultural and heritage assets

Delivery examples: Oldham Metrolink, the Oldham Food Network, Oldham Community Power, Tourism Strategy.



5. Anchor institutions and social value

- We will maximise the collective strengths we have as the borough's anchor institutions by making the most out of every pound we spend, every asset we have and our collective workforce for public good and align to joint social value outcomes
- We will use our collective influence to lead and campaign on the issues that matter most to residents and have a collective Oldham voice at Greater Manchester

Delivery example: Partnership Social Value Charter.

What this means for Oldham people



I love living in Oldham and I can see the improvements with a new cinema, restaurants and the Metrolink.

The Council, health, housing and police services are backing Oldham and making sure money is spent locally, jobs are created and that everyone is able to do their bit.

I have been supported to set up a new business in the Independent Quarter and I give back by employing and sourcing locally and supporting the Action Oldham Fund.

I know that my kids can achieve what they want to by going to school in Oldham. I also know they are getting the right kind of skills and advice to equip them for the jobs of the future.

TWO

Co-operative Services



2. Co-operative Services

Our vision is to collaborate, integrate and innovate to improve outcomes for residents and create the most effective and seamless services in Greater Manchester.

Co-operative services is shorthand for a service model across Oldham that is collaborative by default and based on a social value ethos that drives service design, commissioning, procurement and delivery. It takes the co-operative practice that is already evident across the partnership and asks how it could be strengthened and, in particular realising real co-production through citizen influence and community action.

Oldham is already a recognised leader in collaborative service innovation but the sustainability of services across the board requires a step change in preventative working; exemplified by the need for a radically different model of out-of-hospital care and support. Award winning examples of civic innovation like BGreen and Hope Citadel's Focused Care model are examples of what's possible, and there is huge potential for Greater Manchester's devolution arrangements to provide both structural and funding support to achieve much more.

Committing to more co-operative services means that the partnership has an integral role to play in improving communication and the 'feedback loop' across Oldham's many partnership arrangements. In areas like children's services, health and social care and economic growth, the evidenced benefits of working together will enable single organisations to mitigate and manage risk in new ways. Managing demand effectively will continue to require increased integration to eliminate failure demand right through the system. This means the partnership itself needs to model the purposeful collaboration that it wants to see across the system as well as driving the changes of systems, culture and skills across their own organisations and sectors.



1. Devolution, integration and system redesign

- We will commit to radical service collaborations and redesign across public services
- We will build on the place based early adopter models
- We will ensure effective and integrated commissioning for health and social care
- We will lead the way on integrated commissioning for thriving communities and ‘social movement’ within Greater Manchester and beyond

Delivery examples: BGreen, Holts and Lees Place Based Early Adopter, Oldham West Health and Social Care early adopter, Hope Citadel's Focused Care model.



2. Brilliant everyday collaborations at scale

- We will collaborate wherever possible to reduce duplication and increase the scale and pace and impact of good collaborations
- We will build new collaborations that improve living standards and the life chances of Oldham residents
- We will bring in funding and expertise to Oldham to do great things

Delivery examples: Warm Homes Oldham, Green Dividend, Oldham Food Network, Selective Licensing and Get Oldham Growing.



3. Community leadership, co-production and early help

- We will hold ourselves to account against a systems leadership pledge
- We will ensure strong civic and community leadership
- We will continue to invest in early help and preventative services
- We will continue to ensure that ‘every contact counts’ and develop effective ways of listening to and working with residents to change how services are developed and delivered

Delivery examples: All-age Early-help services, Oldham CCG's Dragons Den.

What this means for Oldham people



Services listen to me now and I now have a say on what solutions I need to improve my life and that of my family.

Oldham Community Leisure offer a great discount and I am more active that I used to be and my referral to Warm Homes saved my family £900 a year.

The referral I got from Early Help means I now manage my situation without having to see my GP and I have not been to A&E for over a year now.

I am a Police Officer but I now work in a hub alongside other agencies and the community and voluntary sector. I can now help people without having to refer people on and try and get to the root causes of problems.

Services are now more seamless now and I don't spend my time telling the same things to different people and to different organisations.

Three

Thriving Communities



3. Thriving Communities

Our vision is for people and communities to have the power to be healthy, happy, able to make positive choices and both offer and access insightful and responsive support when required.

Thriving communities is shorthand for the way that Oldham wants to work with communities and citizens. It builds on a shift that is already taking place from traditional, top down services to a more co-productive relationship in which people are supported to do more for themselves, their families and the communities around them. We know that the benefits can be immense through better health, better job prospects and better life chances. But making it happen takes a sustained shift in the way that we all work.

Oldham has done brilliant work in this area. In areas like Holts, Lees and Oldham West a range of health and care agencies (including the council, NHS and First Choice Homes) are already joining up services to get the best out of citizens. Police and Fire services have led the way in promoting prevention in communities. Award winning innovation in primary care and community support is nationally recognised and the role played by organisations like Oldham College, Oldham Leisure and Action Together in mobilising community assets is both vital and notable for regularly going above and beyond mandated requirements.

Using these assets to drive better outcomes in Oldham cannot just be about improving the service offer. The principle of co-production is fundamental with citizens enabled, encouraged and engaged to inform, design and support services for the public.

In Oldham we know that 'community' really means something. That is why we are committed to investing in social action and infrastructure and also why we are also seeking to end permanent social isolation and loneliness in Oldham.



1. Community Insight and Listening

- We will develop a Thriving Communities Index which measures subjective citizen experience and resilience
- We will find effective and collaborative ways to gather community insight through the use of community researchers and connectors and commit to using and being influenced by the results
- We will build on the Your Oldham and Love Where You Live as an example of listening and co-production at scale

Delivery examples: Your Oldham, Love Where You Live, Thriving Communities Index, Green Dividend and community researchers.



2. System leadership

- We will hold ourselves to account against a system leadership pledge
- We will ensure momentum, focus and delivery through a School of Thriving Communities
- We will develop effective systems learning and actively resolve blockages

Delivery examples: The Co-operative Charter



3. Co-operative workforce

- We will create the culture, climate and system to create a unified workforce from all sectors (public, private, voluntary, community and elected) delivering against common commitments and drawing on the strengths of our communities
- We will ensure assets based working and co-production is embedded in our unified workforce
- We will scale up good practice and learning on workforce redesign from our place based early adopters

Delivery examples: Holts and Lees Place based early adopter, Asset Based Community Development Training.



4. Social action, infrastructure and cohesion

- We will systematically target the root causes and wide-ranging effects of loneliness and social isolation in all ages and with results we can measure
- We will focus on social prescribing as a means of improving outcomes
- We will invest in social action through community innovation funding and fast action grants
- We will develop the role of community anchors to act as hubs for social action
- We will develop community connectors to link provision into the community
- We will be proactive in fostering community cohesion and pride and bring different communities together
- We will support communities to create and maintain an attractive environment where residents play their part
- We will build on our cultural and heritage assets

Delivery examples: Action Oldham Fund, ROCA, social prescribing pilots, North East Oldham Hub, Oldham Interfaith Forum.

What this means for Oldham people



As a manager of an integrated team I am really starting to see the benefits. Staff are more skilled at working with residents to solve problems and morale has gone up. Where we have had blockages my boss has been really good at helping me resolve them.

Myself and some other mums wanted to start a craft group so we applied for a fast action grant for materials. We now meet weekly and sell to Etsy.

A neighbour came over to see if I wanted to get involved in a gardening project and I haven't looked back. I don't feel lonely anymore and I am eating the food I grow as well which is a bonus.

I have been asked to be a community reporter. I am starting on a four week training course with loads of different people in my area. I have talked to people I wouldn't normally and feel I connected more to where I live.

Oldham Delivery Model Roadmaps

Roadmap to an Inclusive Economy

Theme	Delivery stream	Delivery foundations and examples	Short term outcome (2017-2018)	Medium/longer term outcome (by 2022)	Partner lead/Board
1. Investment model	Challenge the orthodox Investment model	<ul style="list-style-type: none"> Inclusive Growth Unit at Manchester Metropolitan University. 	Greater Manchester investment focuses on areas of need across the city region	Significant shift in investment levels to bring Oldham in line with Greater Manchester	Oldham Leadership Board and Greater Manchester Combined Authority
	Spatial rebalancing of the Oldham Economy at Greater Manchester	<ul style="list-style-type: none"> Oldham Regeneration Masterplan New Old Town Hall First Place Oldham College Oldham Leisure Centre 	Implementation of town centre regeneration masterplan	New town centre residential, commercial and retail offer	
	Effective Place Marketing	<ul style="list-style-type: none"> Invest in Oldham Tourism Strategy 	Tourists and visitors increase	Oldham is known as a tourist and visitor destination	Economy and Skills Board
	Grow key strategic employment capabilities	<ul style="list-style-type: none"> Strategic Investment Framework Enterprise Funding 	Sector champions and work-streams established	Key employment capabilities grow in Oldham and there are more local job opportunities	
2. Human capital	Effective linking between education, skills and employment	<ul style="list-style-type: none"> Oldham Education and Skills Commission Oldham Sixth Form College 'value added score' 	Implementation of the Education and Skills Commission recommendations	Significant shift in education and skills at faster rate than rest of Greater Manchester. Increase in 'value added' scores and social mobility.	Oldham Education and Skills Partnership and Area Opportunity Work-streams
	Vocational qualifications and apprenticeships	<ul style="list-style-type: none"> Oldham Work and Skills Strategy Oldham College Apprenticeship Scheme 	More degree level vocational qualifications		Economy and Skills Board
	Business has the skills they require in the Oldham market	<ul style="list-style-type: none"> Strategic Investment Framework 	Greater connectivity between skills market and key employers		

Oldham Delivery Model Roadmaps

Roadmap to an Inclusive Economy

Theme	Delivery stream	Delivery foundations and examples	Short term outcome (2017-2018)	Medium/longer term outcome (by 2022)	Partner lead/ Board
3. Active state and living standards	Oldham residents connected with job opportunities and more business supplied with the right skills	<ul style="list-style-type: none"> • Get Oldham Working 	Fill 5,000 job and work related opportunities.	Significant shift in average wage levels at faster rate than Greater Manchester average	Economy and Skills Board
	Oldham people have the opportunities and skills to progress whilst they are in work	<ul style="list-style-type: none"> • Career Advancement Service 	800-1,000 residents progress their career		
	Oldham institutions are proactive in supporting the improvement in living standards wherever they can including fair access to healthy food and warm homes	<ul style="list-style-type: none"> • Warm Homes Oldham 	More residents are helped out of fuel and food poverty	Significant shift in overall living standards, particularly for low income households	
		<ul style="list-style-type: none"> • Oldham Food Network 	More residents are helped out of fuel and food poverty		
4. Confident and connected	Better transport connectivity	<ul style="list-style-type: none"> • Metrolink 	Metrolink direct to Piccadily	Oldham is known for social and green innovation – a leader in low carbon, community renewables and a flourishing food economy	Oldham Leadership Board and the Greater Manchester Combined Authority
	Green and low carbon innovation	<ul style="list-style-type: none"> • Oldham Community Power 	A lead authority for environment & low carbon at GM level		
	Social innovation and skills	<ul style="list-style-type: none"> • Thriving Communities Innovation funding • Well North Programme 	Social investment funding raised		
5. Anchors and social value	Joint Social Value Procurement and Commissioning in Health and Social Care	<ul style="list-style-type: none"> • Integrated Care Organisation 	As much as possible spend we have influence of goes back into Oldham	More Oldham people are employed by its civic institutions than anywhere else in Greater Manchester.	Health and Wellbeing Board
	Civic institutions maximise social value and local wealth building to a common set of outcomes	<ul style="list-style-type: none"> • Partnership Social Value Procurement Framework • One Public Estate • Workforce strategies 	One public estate ensure the best possible use of public assets and HR policies favors Oldham residents.	Oldham is known as the borough that drives the best possible social value in the Greater Manchester and beyond	Oldham Leadership Board

Oldham Delivery Model Roadmaps

Roadmap to Co-operative Services

Theme	Delivery stream	Delivery foundations and examples	Short term outcome (2017-2018)	Medium term outcome (by 2022)	Partner lead/Board
1. Devolution, integration and service redesign	Effective, innovative and integrated service design delivery in health and social care	<ul style="list-style-type: none"> Health and Social Care Early adopter: Oldham West Hope Citadel's Focussed Care 	Health and Social Care integrated teams across each of the 5 clusters in Oldham	Evidence of improved outcomes for people and place and associated reactive demand reduction in integrated services	Health and Wellbeing Board
	Effective, innovative and integrated service design delivery at a place level	<ul style="list-style-type: none"> Place based work in Holts and Lees BGreen in St Marys and Coldhurst 	Place based integrated delivery across the borough		Co-operatives and Neighbourhoods Commissioning Cluster
	Effective, innovative and Integrated commissioning for health and social care	<ul style="list-style-type: none"> Locality Plan for Health and Social Care Devolution 	Effective Integrated Commissioning arrangements		Integrated Care Organisation
2. Brilliant everyday collaborations	Collaborate and innovate to improve living standards, the environment and the life chances of Oldham residents	<ul style="list-style-type: none"> Warm Homes Oldham Get Oldham Growing Oldham Food Network Selective Licensing 	Collaborations to improve Living Standards across the piece	Living standards improve for lower income households at faster rate than Greater Manchester average	Oldham Leadership Board and all partnerships
3. System leadership and co-production	Commitment to work as a system rather than individual organisations for the benefit of Oldham	<ul style="list-style-type: none"> Co-operative Charter 	System leadership pledge developed, adopted and monitored as part of the Partnership's role and function	Evidence of effective system leadership; effective collaborative working and harnessing potential of all resources and assets	Oldham Leadership Board and all partnerships
	Continue to invest in early intervention and prevention	<ul style="list-style-type: none"> Early help service 	Early help embedded throughout the system		
	Co-produce services against design principles agreed by the Partnership and adapted/ adopted by organisations.		Co-production of services with residents becomes the norm		

Oldham Delivery Model Roadmaps

Roadmap to Thriving Communities

Theme	Delivery stream	Delivery foundations and examples	Short term outcome (2017-2018)	Medium term outcome (by 2022)	Partner lead/ Board
1 .Community insight and listening	Listen to residents and hold ourselves to account against a Thriving Communities Index	<ul style="list-style-type: none"> • Thriving Communities Platform 	Residents are aware of how they can 'do their bit' and are engaging in their communities	Oldham people are the proudest of where they live anywhere in Greater Manchester	Thriving Communities Implementation Unit
	Engage in a positive dialogue with residents to promote and further develop and deepen understanding of and engagement with ambitions for a co-operative borough	<ul style="list-style-type: none"> • Your Oldham • Love Where You Live 	Strong insight and intelligence bank which helps to target public services		
	Develop effective methods of community insight through community researchers and connectors	<ul style="list-style-type: none"> • Community researchers/ connectors 			
2. System leadership	Hold ourselves to account against a system leadership pledge	<ul style="list-style-type: none"> • Co-operative Charter 	System leadership; system learning and culture, capability and capacity to innovate and change.	Evidence of effective system leadership; effective collaborative working and harnessing potential of all resources and assets	Oldham Leadership Board
	Develop a single commissioning approach to working with communities	<ul style="list-style-type: none"> • Locality Care Organisation 			
	Resolves system blockages for early adopters and scale up change	<ul style="list-style-type: none"> • Place based early adopter in Holts and Lees and Oldham West 	Early adopters and learning rolled out across the borough		
3. Co-operative workforce	Whole system, whole place workforce (public, private, community voluntary and elected)	<ul style="list-style-type: none"> • Asset Based Community Development and other strength based approaches 	All workforce trained in ABCD	Oldham workforce is the most empowered in Greater Manchester and staff satisfaction is high	Oldham Leadership Board
	A single approach to the health and social care workforce including rotational opportunities, career advancement	<ul style="list-style-type: none"> • Health and Social Care Economy and Workforce work-stream 	Health and social care career advancement service and Oldham Cares launched		
	Single commissioning workforce and approach for thriving communities	<ul style="list-style-type: none"> • Locality Care Organisation 			Health and Wellbeing Board

Oldham Delivery Model Roadmaps

Roadmap to Thriving Communities

Theme	Delivery stream	Delivery foundations and examples	Short term outcome (2017-2018)	Medium term outcome (by 2022)	Partner lead/ Board	
4. Social action and infrastructure	Fast Action Grants	<ul style="list-style-type: none"> • Thriving Communities Programme • Action Oldham Fund • ROCA 	Fast action grants to support place based work with individuals, families and communities	Oldham is the most socially active and innovative borough in Greater Manchester and beyond	Thriving Communities Implementation Unit	
	Community Innovation Fund	<ul style="list-style-type: none"> • Thriving Communities Programme 	To enable, provide match or fund larger scale activity/action to support deliver of the programmes objectives the Oldham Plan objectives more broadly			
	Community anchors	<ul style="list-style-type: none"> • Oldham Anchor work-stream 	Oldham community anchors identified and become hubs for activity			
	Social prescribing scaled up	<ul style="list-style-type: none"> • Social prescribing approaches developing within each GP Cluster 	Infrastructure and capacity to support Social prescribing developed across the Borough	Social prescribing is evidenced as a mechanism to improve outcomes and demand		
	Social isolation key focus across the Partnership	<ul style="list-style-type: none"> • Social Isolation and Loneliness Investment Agreement research • Ambition for Ageing • Dementia Friends 	Residents feel less lonely/isolated.	Oldham has low levels of permanent all-age social isolation and loneliness		
	Foster cohesion and pride and talk Oldham up	<ul style="list-style-type: none"> • Oldham Interfaith • Your Oldham and Love Where You Live 	Improvement in communities getting on well together More people feel Oldham is on the up!	Oldham people are the proudest of where they live anywhere in Greater Manchester		Oldham Leadership Board in partnership with the Community Safety and Cohesion Partnership
	Support communities to create and maintain an attractive environment where residents play their part	<ul style="list-style-type: none"> • Get Oldham Growing • Green Dividend 	Improvement in the physical environment through community action.			Co-operatives and Neighbourhoods Commissioning Cluster



Find out more

If you have any questions about the Oldham Plan please contact:
policy@oldham.gov.uk

All supporting information about the Oldham Partnership and what we do including supporting strategies and performance frameworks can be found at:
oldhampartnership.org.uk

You can also follow us on Twitter
[@oldhamnetwork](https://twitter.com/oldhamnetwork) [#oldhamleaders](https://twitter.com/oldhamleaders)

If you have any questions about the
Oldham Plan please contact:
policy@oldham.gov.uk



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