

Oldham's Community Strategy 2008-2020
and Local Area Agreement 2008-2011

August 2008

one Oldham

Creating better life
opportunities and
a place where everyone
is proud to belong



Oldham
Partnership

Foreword

Welcome to Oldham's Sustainable Community Strategy for 2008–2020 and Local Area Agreement for 2008-2011 – the delivery plan for our Sustainable Community Strategy. I hope that you find this an exciting read because it represents our vision and blueprint for significantly improving the borough for all its residents.

Oldham's vision for 2020 is to make **'Oldham a place where everyone is proud to belong'** by **'increasing life opportunities for all'**.

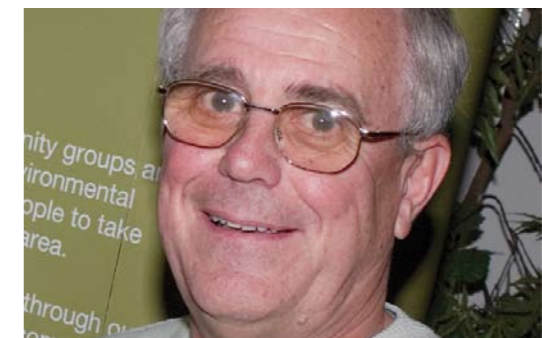
In practical terms, this means:

1. Responding to economic restructuring by improving the employability of our residents, creating new and better quality employment opportunities, and improving access to the Greater Manchester jobs market. Building the economic prosperity of our borough will be the underpinning priority for Oldham's new Local Area Agreement for 2008-11.
2. Developing a cohesive and integrated society by addressing inequalities between individuals, neighbourhoods and communities (especially the most vulnerable and deprived) and encouraging interaction between people in the borough's diverse communities. Oldham's population has a younger age structure than the national average¹, but also an increasing number of elderly people², and a growing ethnic minority population³. The Indices of Multiple Deprivation 2007 rank Oldham as the 42nd most deprived out of all 354 local authorities in England⁴.
3. Providing a strategic framework to support the physical regeneration of the borough through the implementation of Oldham Beyond⁵. This encompasses a range of developments that will transform the social, cultural and economic life of the borough.
4. Improving the condition and mix of our housing stock as a strategic priority. Oldham borough has an above average amount of both social and private housing that is in poor condition, with pockets of housing that no longer meet modern needs or standards.
5. Developing Oldham's profile and improving its image within the Greater Manchester sub-region, the North West and nationally. We will strengthen the borough's contribution to the development of the city region, and collaborate with others to address appropriate issues at a Greater Manchester scale through Multi Area Agreements.
6. Engaging and empowering our communities so that they can both understand, and contribute to, our Sustainable Community Strategy and Local Area Agreement.

7. Taking a pre-emptive, crosscutting and preventative approach to dealing with our priority issues such as crime, worklessness, and health.
8. Commissioning multi-agency services and projects to deliver against the Sustainable Community Strategy and Local Area Agreement by focusing resources and delivering change where it really matters. Wherever possible, we will adopt a crosscutting approach so that issues such as sustainability and culture are incorporated in an integrated manner.
9. Streamlining the bureaucracy which supports the Oldham Partnership to create more transparent and delivery focused processes of financial management, commissioning and programme and performance management.



Nick Brown OBE
Principal, Oldham Sixth Form College
Chair Oldham Partnership Executive



Bill Edwards
Local Resident
Chair Oldham Partnership Steering Group

¹ Latest ONS mid year population estimates (2006 showed that around one fifth (20.8%) of the borough's population is under 15, a significantly higher figure than the national average (17.6%).

² 2006 Population Forecasts for Oldham showed that the number of people aged 75 and over will rise by 26% between 2007 and 2022, an increase of around 3,700.

³ 2001 Census showed that 14% of the Oldham population is from a black or minority ethnic (non-white) group. This is expected to increase to 25% by 2022.

⁴ 58 (40%) of the 144 Super Output Areas in Oldham were in the 20% of most deprived SOAs nationally.

⁵ A strategic regeneration vision for the Borough, jointly commissioned by the Oldham Partnership and the North West Development Agency in 2004.

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1.0

Introduction – Shaping a new Oldham

By 2020 the borough of Oldham will have undergone an ambitious process of transformational change both in terms of the services delivered to residents and the physical improvement of the borough. These changes will redefine Oldham as a high quality place in which to live, work and play.

The whole borough will be conspicuous for its strong and engaged communities, cultural and educational strengths, increased life opportunities and growing economic prosperity and quality of life. Within Greater Manchester, Oldham will be making a full contribution to the city region. It will be realising its full potential not only because the differentials within the borough on issues such as crime, economic performance, health and education will have been reduced, but the gap between Oldham and the most prosperous districts in Greater Manchester, and with national averages will also have narrowed.

Transformational change will be achieved through partnership working. The Oldham Partnership is committed to harnessing the full potential of our local agencies and communities in taking the borough forward as a collective endeavour. We are working together towards a common vision (our Sustainable Community Strategy) and to a common blueprint for change (the Local Area Agreement). By utilising shared resources and expertise, and commissioning services and projects which are genuinely multi-agency, we will make Oldham a better place to live.



2.0

The Oldham Partnership

The Oldham Partnership is the Local Strategic Partnership (LSP) for the borough of Oldham. It brings together partners from all sectors of Oldham's community – the public, private, voluntary, community and faith sectors – to work together to improve the quality of life and prosperity of the borough.

The depth of engagement across all sectors is recognised as an intrinsic strength of the Oldham Partnership. By providing opportunities for members of the business community, the local voluntary, community and faith sector, and local residents to utilise their unique skills to influence how services are designed and delivered alongside public sector partners, we are able to develop a much broader understanding of the challenges and opportunities which the borough faces.

The Oldham Partnership is recognised as a vehicle which can effectively drive change, both through the commissioning of services and projects, and by influencing how mainstream services are delivered. Our Sustainable Community Strategy and Local Area Agreement see the shared ambitions of all partners in Oldham consolidated into a coherent vision and delivery plan against which services can be designed and delivered.

The Oldham Partnership was highly commended in the prestigious Local Government Chronicle LSP Award 2007 and was short-listed in 2008.

3.0

Sustainable

Community

Strategy

2008-2020

3.1 Our Ambition – Transformation of People and Place

Our ambition is for a transformation of people and place. Our commitment is that by 2020 we will have transformed the borough for the benefit of all its residents.

Oldham will be **'a place where everyone is proud to belong'** because it will be **'increasing life opportunities for all'**. We intend to make the borough a place of choice – a place where people choose to live, work, visit and invest, as a matter of preference.

It could be said that there is nothing unique about this commitment – that it could apply to many other places. In fact we have a very sharp appreciation of the particular combination of challenges which faces the borough and which distinguishes it from other places. But, even more importantly, we have a very clear and distinctive vision of the future which the borough can enjoy – an exciting vision shaped and tested through extensive consultation. We have no illusions about the scale of the task, but we have high ambitions and clear direction.

The borough is a place of great contrasts. The western part is densely developed, in part a legacy of the very rapid period of urbanisation when Oldham grew to become the world's greatest centre of cotton spinning. To the east are attractive Pennine villages set amongst some of the most dramatic natural landscape in the North West. Almost a quarter of the borough lies in the Peak District National Park. The distinctive geography of the borough limits the amount of land available for new residential and commercial development. Land which is suitable for development must be used judiciously. This helps to explain our vision for the future development of the borough.

Many places are focusing on quantitative change – increasing their population and attracting extra jobs. Our emphasis is different. We believe that the priority for Oldham is **qualitative transformation**. We are predicting a modest rise in the borough's population in the period to 2021 from its current 219,000. We feel that this level of increase is appropriate. The borough has an unusually large number of closely packed terraced houses, many of them in poor condition. The first call upon the limited land available for housing should be the high quality replacement homes which are needed as a part of our drive to radically improve the quality and variety of our housing. Similarly our emphasis in terms of employment is to encourage a shift to higher skilled, higher value added, higher waged employment.

This approach will only succeed if we take an **outward facing view** of the borough's future role. We see the borough as an integral part of a unified Manchester city region economy with job and housing markets which span district boundaries. We are also very conscious of the importance of our cross-Pennine links. This understanding of the borough's position has major implications in terms of our strategies for both 'people' and 'place'. Our residents will need the skills and mobility to enable them to enjoy all that the wider area has to offer. Our borough will only prosper by making itself a place that people choose by preference – a place which offers a quality of life to compete with the best.

Two documents are particularly important in informing our thinking, *Oldham in Profile*⁶ and *Oldham Beyond*⁷. Overleaf, we set out in more detail our distinctive vision for Oldham, the challenges we face, and the steps we will take to achieve the transformation of the borough.

⁶ Our annual *Oldham in Profile* report (www.oldhampartnership.org.uk/docs-partnership) is a rich source of economic social and environmental intelligence. It allows us to assess the state of the borough against national and regional comparators.

⁷ *Oldham Beyond* (www.oldhampartnership.org.uk/oldham-beyond) sets out an exciting vision for the borough in 2020. Its focus is on physical development but with a firm intention that this should help to achieve comprehensive economic, social and environmental improvements in Oldham.

3.2 Realising Our Vision – the LAA themes

Our presentation of the Oldham Story is organised under three broad topic headings which equate to our LAA themes: Economic Prosperity, Safe and Strong Communities and Health and Well Being. However, we are very aware that an integrated, comprehensive approach is necessary to achieve transformational change. For example, a place with safe neighbourhoods offering a choice of quality housing and excellent education provision is far more likely to attract and retain the skilled and enterprising people who will contribute to greater economic prosperity.

3.2.1 Economic Prosperity

Our vision is of a thriving borough, playing a new and dynamic role in a world class Manchester city region. To achieve this vision there is a need to improve employment opportunities for local people, enhance skills attainment and create an environment which encourages enterprise and investment.

Employment and Worklessness

Oldham has a relatively low skilled and low waged economy, and low levels of business formation. The average economic activity rate amongst borough residents is similar to the Greater Manchester average, but lower than the national figure. What is particularly distinctive about Oldham is low earnings. This reflects the nature of the local economy and the low level of skills amongst the borough's residents. 'Income deprivation' has been a persistent feature of the area for many years but it has recently become even more marked. Its concentration in the borough's most deprived areas has also increased further.

We will treat the issue of worklessness as an underpinning priority and central challenge for our new LAA. This is because progress in tackling worklessness will have direct impacts across the whole spectrum of LAA service delivery (education, health, crime, etc.). Arguably, this factor will be the single most important determinant of the future prosperity and cohesion of the borough.

Industry Base

The borough remains unusually dependent upon manufacturing activity. However, the size of this sector has been reducing as the local economy has been restructuring in line with national trends; and our local manufacturers have been facing up to the challenges of global competition. The borough is fortunate in having leading manufacturing companies such as Zetex; Money Controls; Ferrantis; and Mirror Group. Nonetheless, between 1995 and 2004 it lost 9,100 manufacturing jobs. Growth in other sectors, particularly wholesale and retail; public administration, education and health; and business services led to an 8% net growth in employment over the same period, but this was significantly lower than the rate of job growth nationally and in Greater Manchester. This is because a number of the growth sectors of the UK economy, such as financial and professional services; creative and media industries; and life science industries are weakly represented in Oldham. This also means that the borough is vulnerable to the possibility of a standstill or even a decline in employment over the next 15 years, unless the pace of economic restructuring is raised. It is vital that the borough gains a greater representation in 'knowledge-based' sectors of the economy which have the best prospects for job and GVA growth. The challenge is large – it is expected that the borough will lose a further 4,500⁸ manufacturing jobs between 2007 and 2017.

Position in the City Region

The borough enjoys the huge benefit of being close to the centre of the Manchester city region. This is the largest and best performing economic sub region in the North of England; and the Regional Centre⁹, is the most dynamic part of it. Developments such as the Media City at Salford Quays will continue to drive its growth. It is anticipated that half of all the new jobs created in the city region over the next 15 years will be located in the Regional Centre.

Oldham also shares with Rochdale a position at the fulcrum of the Northern Way, poised between Manchester and Leeds, the two main engines of the economy of the North of England. However, the potential benefits of the borough's strategic location have not yet been fully realised. In common with the other districts in the northern part of the Greater Manchester conurbation, its economic performance is lagging by comparison with areas at the core and in the south of the city region.

The Association of Greater Manchester Authorities (AGMA) recognises that city region wide collaboration is the best way forward. It is committed to accelerating economic growth in areas of the city region which are currently lagging, whilst also encouraging continuing growth in areas which have been performing well. AGMA is developing sub regional spatial, transport, planning, economic development and housing strategies and plans which will deliver these dual objectives.

More locally Oldham and Rochdale are collaborating through the Oldham and Rochdale Economic and Skills Alliance and as partners in the Housing Market Renewal Pathfinder.

Employment Premises

Recent research has shown that the borough has some of the poorest employment premises in the country. A shortage of land suitable for economic use is an additional issue. The borough intends to create a portfolio of sites and premises which will meet the needs of the economic growth sectors. Pre-eminent in this portfolio will be sites at Hollinwood; Mumps; and Chadderton Technology Park, and in Oldham town centre. AGMA is collaborating to plan the provision of employment land across Greater Manchester. Oldham's offer is being planned in this context. It is important to provide high quality sites for employment in the borough, in locations easily accessible to all our communities. However, we also appreciate the potential benefits to the borough of major employment sites in nearby districts – the Regional Centre, Kingsway, Central Park, and Ashton Moss. Jobs here will be very accessible to our residents, provided they possess the requisite skills, and sustainable transport is available.

Transport

The borough's transport network of roads, bridges, footbridges, public rights of way, highway retaining walls, street lighting and other highway infrastructure is a vital asset. This network must be maintained and improved to a high standard if it is to accommodate our plans for economic growth and regeneration whilst delivering the shared priorities for transport agreed between national and local government around congestion, accessibility, air quality and safety.

Priorities include reconstructing significant lengths of failing dry stone retaining walls in the borough, with potential government funding of £17 million available; improving street lighting infrastructure through a joint PFI venture with Rochdale Council with the prospect of £31 million investment in Oldham; and improving the condition of main roads and footways.

⁸ Greater Manchester Forecasting Model: Reference Forecast Summer 2007.

⁹ The Regional Centre of the Manchester City Region comprises Manchester City Centre; Ancoats and Central Park to the east; the Higher Education Precinct and Central Manchester Hospitals to the south; and Salford University, Salford Quays, Trafford Wharfside and Pomona Docks to the west.

Education and Skills

Improving educational attainment has been a very high priority for the borough for a number of years, and considerable success has been achieved. Although further improvement is required at each of the key stages, we have now reached the position where at Key Stage 4 (GCSE) a recent large increase in the number of pupils gaining Grades A* to C in 5 subjects including Maths and English has brought us very close to the national average. By age 18 the borough's results are well above the national level. There are, however, marked differences in performance across the borough from school to school, and from area to area. Unsurprisingly, low attainment correlates closely with other deprivation factors, such as unemployment. Narrowing these differentials is vital to the borough's prospects.

To support our drive to improve attainment we will be implementing a major programme to renew our secondary schools. The borough has made great strides in improving its primary school buildings. Building Schools for the Future will enable us to transform our secondary facilities.

The Oldham Partnership has formulated a strategy¹⁰ which will ensure that successful Further Education (FE) and Higher Education (HE) sectors make a strong contribution to the transformation of the borough. The strategy includes proposals for the Learning Quarter in the new West End in Oldham town centre. These will allow the expansion of Level 2 and Level 3 provision in performance arts, creative industries and digital media and science, all of which have been identified as economic growth sectors within the City Region Development Plan. There will be a strong partnership with the Oldham Coliseum Theatre which has ambitious plans to create a new theatre complex. The developments in the West End will increase the proportion of young people staying in post 16 learning, achieving higher qualifications, and progressing into HE. The proposals for this area include the £80 million redevelopment of the Oldham College, which will ensure that Oldham's FE sector can continue to deliver high quality vocational learning.

The expansion of the Oldham Sixth Form College through the development of a Regional Science Centre serving the whole of Greater Manchester will ensure that the borough makes an important contribution to the city region's plans to raise skills and strengthen the economy. The Science Centre will support the plans to develop a science corridor stretching from the centre of Manchester to the centre of Oldham. In this corridor ambitious masterplans have been prepared for Hollinwood and Chadderton Technology Park. These business locations have strategic importance to the Manchester city region economy.

The University Centre Oldham (UCO), launched in May 2005, is critical to our objective of widening participation in HE. The phased expansion of its buildings in Oldham town centre will allow the current growth in student numbers to be accelerated still further.

The increasing success of Oldham College, Oldham Sixth Form College and the University Centre is critical to realising the borough's economic aspirations. The new FE and HE facilities will provide the highest quality environment for learning and will help the borough to achieve its goal of becoming a knowledge based economy.

To achieve our vision we will:

- encourage a restructuring of the local economy so that knowledge based growth sectors are more strongly represented. It is vital to raise levels of indigenous enterprise and business formation, but we will also address factors which influence the decisions of inward investors, such as workforce skills, environmental quality, housing choice and educational provision;
- increase the proportion of the working age population which is economically active. The borough's total unemployment rate is higher than the national average. Six wards have rates between one and a half and three times the borough average. We will focus, as part of our efforts, on tackling long term and youth unemployment, and reducing the benefit claimant rate;
- continue to drive up the levels of educational attainment at all key stages with a particular focus on supporting increased achievement in the worst performing wards and schools and amongst disadvantaged groups such as looked after children and certain black and minority ethnic (BME) groups;
- transform the borough's secondary education facilities, whilst also continuing to improve primary school buildings;
- raise the levels of skills. Local people are lacking in qualifications at Levels 2, 3 and 4. On the other hand, those people in the borough who are qualified to at least Level 4 are more likely to be in employment than is the case nationally or across the North West. This demonstrates that the attainment of high level skills opens up the benefits of the dynamic city region economy to the residents of the borough;
- make major improvements to the borough's further education and higher education facilities through the development of the Regional Science Centre, the redevelopment of the Oldham College, and the continued expansion of the University Centre;
- improve the quality of the offer of sites and premises for businesses, with a particular focus on developments at Hollinwood; Mumps; and Chadderton Technology Park;
- maximise the potential of Oldham town centre and the borough's local town centres to capture growth sector economic activity. This economic activity will complement a strengthening of the retail and leisure offer, improved cultural and civic facilities, and a major increase in town centre living;
- improve sustainable transport links between the borough and other key locations in the city region. Local people need high level skills in order to share in the benefits offered by the growth of the city region economy, but they also need convenient and affordable means of transport, providing access to major employment locations without creating congestion or pollution. Foremost amongst the transport investments which are needed is the Metrolink extension from Manchester through Oldham town centre to Kingsway and Rochdale town centre. This will act as a thread linking together the major regeneration opportunities in the north east quadrant of the city region, within the borough and beyond, and making them much more easily accessible to the area's most deprived communities;
- improve and maintain the transport infrastructure network with priorities including highway retaining walls, street lighting, main roads and footways.

¹⁰ 'Regeneration through Education'

3.2.2 Safe and Strong Communities

Our vision is that all of the borough's neighbourhoods will be places to which people are attracted to live because they offer an excellent choice of high quality, affordable housing; low levels of crime; and a good, well maintained environment. Residents will feel that they can influence decisions affecting the future of their local area, and will get involved in helping to improve the area and support other people.

Demographic Composition and Profile

An understanding of the changing demographic composition of the borough's communities is essential for effective long term planning. The total population of the borough is forecast to grow by around 4% from the current level by 2022, and the make up of the population will change significantly.

Currently the age profile in the borough is younger than the national average. By 2022 the following changes are forecast:

- the proportion of the borough's population aged under 15 will decrease slightly from 20.7% to 20.0%, but remain well above the national average;
- the proportion of 15 to 19 year olds will decrease from 7.1% of the borough's population in 2007 to 6.4%;
- the proportion of 20 to 24 year olds will decrease from around 6.6% of the borough's population in 2007 to 5.8%.

Over the same period the population of older people is predicted to increase significantly.¹¹

The borough's working age population is currently 133,200. This is 60.7% of the borough's population, compared to a national average figure of 62.2%. The total is forecast to remain steady over the next ten years and increase by about 600 over the next fifteen years.

The ethnic composition of the population is also forecast to change. The proportion of our population from (non-white) black and minority ethnic (BME) groups is forecast to increase from around 16.6% in 2007 to 24.6% in 2022. This will arise predominantly from the growth of Oldham's Pakistani and Bangladeshi heritage communities (which currently number 15,600 and 11,800 people respectively). This growth can be expected to continue for two decades, but will slow down as the original immigrant population ages.¹²

The expansion of the European Union has increased the numbers of migrants from Eastern Europe living in Oldham. Numbers increased markedly in 2005/06, particularly linked to an increase in the number of migrant workers from Poland. It is difficult to predict whether this level of migration will be sustained, or whether recent arrivals will opt to become permanent residents.

It is a very significant characteristic of the borough that its communities are highly segregated by ethnicity in terms of where they live. This makes it all the more important that interaction is encouraged in other settings, such as in the workplace, in our schools, and in cultural, sporting, and community activities. This is an important consideration for us as we plan our neighbourhoods and the local centres which serve them. Public spaces such as local shopping areas, parks and civic spaces should be designed to encourage a feeling that they are 'common ground' where people can mingle confidently. This is an issue of great significance to our crosscutting objective of building a more cohesive society.

¹¹ The forecasts are that by 2022:

- the number of people aged 65 and over will increase by around 7,400;
- the number of people aged 75 and over will increase by around 3,700;
- the number of people aged 85 and over will increase by around 200.

¹² The proportion of people of Pakistani heritage is forecast to increase from 7.1% in 2007 to 10.2% in 2022. The proportion of people of Bangladeshi heritage is forecast to increase from 5.4% in 2007 to 9.2% in 2022.

Housing Issues

The scale of our housing issues distinguishes Oldham from most other places. Our Housing Market Renewal programme is therefore critical to the achievement of our ambitions.

The borough has an unusually high proportion of small, densely packed, nineteenth century terraced houses¹³. These are particularly concentrated in the inner areas where flats and maisonettes are also a common housing type. The consequence is that we have a supply of homes which is very ill matched to the needs and aspirations of people in the borough and the wider city region. Some of our housing provides very poor living conditions by 21st century standards¹⁴. The supply of high quality housing is limited and is predominantly located in the outer areas of the borough such as Saddleworth and Shaw. It is, therefore, unaffordable to many of those seeking to move up the housing ladder. Demand is high for council and Registered Social Landlord (RSL) properties in these areas, but their availability is low due to low turnover rates, a high number of Right To Buys, and limited construction of new social housing.

One of the consequences of the mismatch between housing supply and housing needs is high rates of overcrowding. Amongst the ten Greater Manchester districts, Oldham has the second highest level with 7.3% of households affected. The parts of the borough where this is most prevalent are Coldhurst and Werneth, where there is a high proportion of BME residents.

A lack of affordable housing is a serious issue. The Oldham Partnership is committed to working with our social housing providers, and developers, to deliver more affordable homes throughout the borough. A particular priority is the provision of larger family homes for rent.

Greater investment is needed to address the poor quality of some of the private sector stock, and bring empty properties back into suitable occupation.

Our current efforts to reduce the levels of homelessness acceptances are starting to have an impact. Our continuing work will include longer term preventative approaches and will link to our activities designed to enhance employability and raise economic activity rates.

The poor range and quality of the borough's housing offer, unless addressed successfully and quickly, will continue to impact upon the quality of life experienced by local people. Unsatisfactory housing conditions affect individuals in many ways, for example, causing health problems and presenting a barrier to studying. More broadly, these housing issues must be tackled, otherwise they will jeopardise the achievement of our vision of the borough as a place of choice which makes a strong contribution to the prosperity of the city region. Unless we have the housing to which people aspire, we cannot expect to attract and retain the talented and dynamic people who are critical to the achievement of this vision.

¹³ The Borough average population density is 15.31 people per hectare, around four times the national figure (3.77) and three times the North West figure (4.77). Population density is highest in Werneth at 73.06 per hectare. It is 48.21 in Waterhead and over 40 in a further five wards. Population density is lowest in Saddleworth North (2.26) and Saddleworth South (2.84), followed by Shaw (14.677). (Source ONS 2001 Census of Population, Crown copyright.)

¹⁴ 11.6% of dwellings in Oldham are classed as unfit, compared to 5.6% nationally.

Residents' Views

Of course, people's perceptions of a place are shaped by their feelings, not just about their home, but also other aspects of the neighbourhood in which they live.

Borough-wide, local people have said that the factors that are most important in making somewhere a good place to live are:

- the level of crime;
- clean streets;
- health services and;
- affordable decent housing.

The factors that residents most frequently said needed improving in their local area were:

- activities for teenagers;
- level of crime;
- road and pavement repairs and
- clean streets.

At a borough-wide level, the level of crime and clean streets were both seen as important in making an area a good place to live and as priorities for improvement within residents' local areas. Priorities for improvement do, however, vary in different parts of the borough. Residents living in Housing Market Renewal areas, for example, saw improvements in levels of crime and street cleanliness as very important, but higher proportions of residents also prioritised improvements in facilities for young children, affordable decent housing, race relations, community activities, parks and open spaces and access to nature more highly than did residents across the borough as a whole.

A survey in 2006 revealed that 64% of the borough's residents were satisfied with their local area as a place to live. This represents a strong improvement since 2003, when just 39% of residents were satisfied with their neighbourhood. Satisfaction was highest in Saddleworth and Lees, Shaw and Royton, and lowest in West Oldham, and Failsworth and Hollinwood. It was much higher outside the Housing Market Renewal areas than within them, illustrating the importance of good quality neighbourhoods to strong housing markets.

It is our ambition that by 2020 all the borough's neighbourhoods will meet high standards of cleanliness and enjoy good access to well maintained parks and open spaces. People will not feel threatened by crime or anti social behaviour, and levels of offending will be low. Residents will have a sense of responsibility towards their own neighbourhoods and communities, and will feel both that they can influence decisions which shape the future of their areas and willing to get actively involved in making improvements. A greater sense of engagement and pride in place will contribute to the development of more cohesive communities.

Significant progress has been made on these issues recently, but the momentum of improvement must be maintained in order to achieve our vision.

The cleanliness of the local environment affects local residents' sense of well being and their perceptions about whether their neighbourhood is a safe place to live. It also has a powerful effect on the image which outsiders have of an area. Standards of cleanliness have long been unsatisfactory in some parts of the borough, particularly the inner areas, but the latest survey revealed marked improvement. Only 12% of the borough's streets fell below the grade B standard of cleanliness – a figure which bettered even the stretching target we had set ourselves.

Total crime levels have also improved in recent years. Currently the most numerous crimes are burglary of dwellings, damage to dwellings, and theft from vehicles. Analysis has revealed a correlation between crime and income deprivation. We recognise that we must reduce levels of worklessness, not just for economic reasons, but also from the perspective of making our communities safer.

Local voluntary action provides opportunities to build social networks and develop transferable skills. It can increase the range of services and leisure activities available within the local area, as well as the extent to which local residents feel ownership of these. The overall level of volunteering in the borough is relatively high. However, those who might gain the most personal benefit tend to be least involved. For instance, volunteering is less prevalent among those who are unemployed, unable to work due to illness or disability, have fewer friends in the area, and are without Internet access or a mobile phone. Broader participation in community action could have many benefits for both individuals and society.

Improving road safety is a high priority. In 2007 there were 626 injury accidents in the borough resulting in 882 casualties. Of the casualties, 79 people were killed or seriously injured. Our approach to reducing the number of people killed or injured on the borough's roads involves a combination of road safety engineering; education, training and publicity; and enforcement.

To achieve our vision we will:

- ensure that all social housing meets decency standards and that a least 70% of private sector homes occupied by vulnerable households meet this standard;
- ensure that the borough's housing market offers quality and choice to all. The Housing Market Renewal programme will play a vital role in this transformation;
- improve the borough's local town centres so that they act as convenient and attractive hubs for the surrounding communities. They will be easily accessible locations for services and will be a source of pride for local people. Heritage and cultural traditions will enhance these centres;
- design our neighbourhoods so that they are safe and convenient for people to walk and cycle, and provide safe places where people from all backgrounds are able to mingle;
- maintain high standards of street cleanliness and ensure that residents have easy access to well maintained green spaces. We will encourage responsible behaviour by local residents and will be prepared to take rigorous enforcement action where necessary;
- continue to reduce crime, and improve communications about the levels of crime, levels of detection, and action being taken, so that perceptions more closely relate to the actual levels of crime;
- continue to rigorously tackle anti social behaviour. We will increase the focus on inter-generational initiatives that generate greater tolerance, respect and understanding.
- reduce the number of people killed and injured on the road through a range of road safety engineering; education, training and publicity; and enforcement measures.

3.2.3 Health and Well Being

Our vision is of a borough in which people enjoy long, healthy, active and fulfilling lives.

Existing Health Position

For health and social care services we believe that

'By listening, learning and working together, we will create high quality health and social care which will improve the health and general well being of all the citizens of Oldham.'

In respect of children and young people partner agencies have agreed that:

'In Oldham all children and young people matter. Our vision is for all Oldham's children and young people to live full, enjoyable, high quality lives.'

Government policy is for the majority of care, treatment and support services to be delivered in the communities in which people live. This will mean a shift from hospital based services and residential and nursing home care to children's centres, GP surgeries and health centres, and a range of other community settings. This will impact on the roles and working practices of both health and social care practitioners, the third sector and other service providers, for example leisure and culture, working in primary care and community settings.

Our vision for the commissioning of services has care closer to home at its core:

'Enabling the delivery of world class public services through the development for world class facilities closer to home.'

Health and well being in Oldham has been improving for many years. This is shown by the steadily increasing life expectancy, which has gone from around 71.5 years for men in 1991-93 to 73.5 years in 2003-5, and for women over the same period it has improved from 77.0 years to 79.0 years. Infant mortality, another key indicator of a population's health had also improved from the mid 1980s and showed an improving picture of health until the mid 1990s when the infant mortality rates stopped falling.

However a more complete picture of the health of the borough is gained by comparing statistics with other parts of Greater Manchester, the North West or the country as a whole. From comparisons of life expectancy in Oldham to the national picture it becomes clear that people in Oldham are not as healthy as people across the country and significantly less healthy than the parts of the country with the best life expectancy. Also this gap in health is not closing. The rate of improvement in health in Oldham is not better than that across the country.

The ultimate causes of death that contribute to the gap in life expectancy are known. Heart disease alone accounts for a large proportion of premature mortality for both men and women in Oldham. Adding stroke to this makes diseases of the circulation the major cause of ill health in Oldham. All cancers, but particularly lung cancer are significant in contributing to reduced life expectancy and respiratory disease is equally significant.

It is also notable that diseases of digestion including liver cirrhosis have been increasing over time as an important cause of ill health and premature mortality. This is probably in some part related to levels of alcohol consumption having increased over a long period across the country and probably in Oldham.

One of the areas where we have a gap in information is mental health both for adults and children. Mental ill health can become apparent in several ways, all of which can be debilitating for the individual. However mental ill health is not reflected in tables looking at causes or mortality. It is known that mental illness is, like many other illnesses, distributed according to population deprivation.

It is therefore probable that Oldham's child, adult and older population experience greater levels of mental ill health than is the average across the country. This area needs further investigation.

Directly related to the increasing number of people aged 65 and over in the population is an expected increase in the number of people living with long-term limiting illness and long term conditions. By 2020 there are expected to be 8500 more people living with long term conditions than currently.

Increasing life expectancy and an older population will mean a growing number of people who are living for longer with long-term conditions. The number of people living with diabetes is currently rising from an estimated 11400 to 13000 by 2012. Associated with this is a predicted rise in the number of people needing renal replacement therapy of around 5-6% per annum.

The implication is greater demand for health and social care for chronic conditions, requiring a response from services that is community based, primary care led and integrated with social care and support to informal carers.

The increasing diversity of Oldham's population has implications for the delivery of health and social care services. Diversity of services must show cultural sensitivity and be driven by engagement with ethnic minority groups in Oldham. Greater insight is required into the use of services, including screening and health improvement services, among black and minority ethnic groups to better inform the delivery of appropriate services.

Within Oldham there is a significant gap in life expectancy between the worst and the best electoral wards. This reflects many determinants of health but will include access to healthcare (particularly primary care) and quality of outcomes of health service provision.

The distribution of lifestyle behaviour related to health also reflects the pattern of deprivation. Across Oldham and particularly in some wards this includes a lower proportion of the population taking regular physical activity compared to national figures, a higher proportion of the population continuing to smoke, greater impact of alcohol related illness and a greater prevalence of obesity.

The persistent levels of deprivation suggest that the demand on health and social care services will remain high and that the environment to address lifestyle behaviour will remain challenging.

Children and Young People

We have an increasing culturally diverse population of children and young people. We are committed to ensuring that they can lead healthy, active lives, and that they are encouraged to attain high levels of education, skills and social responsibility.

The Oldham Partnership's crosscutting approach to children and young people recognises that their issues cannot be dealt with in isolation from wider societal issues. Housing conditions, household incomes, and parental worklessness all impact on outcomes for children and young people. Therefore, we have incorporated the five Every Child Matters national outcomes (Be Healthy, Stay Safe, Enjoy and Achieve, Make a Positive Contribution, Achieve Economic Well Being) into the three themed outcomes of the Oldham Local Area Agreement.

A number of areas of concern and one of very encouraging development are found in the health of children and young people. Of concern is the continuing evidence of poor dental health among children in Oldham and the information on childhood obesity indicative of a rising proportion of the borough's children who are overweight or obese. This pattern is common across Greater Manchester and although the situation in Oldham is better than in some boroughs it is a cause for concern for the health of the children and for the future health of the population. Improving access to support for the emotional health and well being of children and young people and to continue to improve outcomes for vulnerable groups are also priorities. As mentioned previously the infant mortality rate in Oldham has stopped falling. It appears to have settled at a level above the national rate and is a priority for Oldham.

In contrast the rate of teenage pregnancy in Oldham has improved significantly in the last few years. It is hoped that this will be sustained as the rate is still above the national average but the current improvement should bring benefits for indices such as infant mortality in the future.

Health and Well Being Facilities

We have ambitious plans for the development of new and improved health facilities across the borough. These are captured in a number of strategic objectives:

- to redesign service delivery to better meet the needs of patients and citizens closer to their homes;
- to develop and expand current primary care-based premises and facilities so that they are fit for the future;
- to deliver flexible premises to better meet the future needs of our patients, citizens and services;
- to develop premises for wider community use and to support improved health and well being outcomes;
- to integrate health and social care delivery;
- to develop premises which are capable of supporting the provision of services closer to people's homes;
- to develop premises that are capable of 'hosting' a range of different service providers, appropriate to each community's needs;
- to consider and evaluate benefits of extending this collaborative partnership approach to other community services where the infrastructure requires enhancement or development.
- to ensure that if benefits can be demonstrated, such schemes are supported by the partnership and adopted within the current strategic services development plan.

We are also conscious of the importance of creating the environmental conditions which promote good health. For instance, a network of high quality greenspace will benefit local people by providing better opportunities for being active, and contribute to making the borough a place of choice in term of housing, economic investment, and tourism. A healthy 'green infrastructure' will also have other sustainability benefits – helping to mitigate some of the effects of climate change such as increasing heat and flood risks.

The use of cars for the school run contributes to traffic congestion and pollution and means that children are becoming less active and more car-dependent from an early age. They are missing an opportunity to acquire road safety skills, thereby increasing the risk of future involvement in a road traffic accident.

We are encouraging travel to school by more sustainable means through a range of initiatives, including: road safety engineering; school travel plans; investment in cycling and walking infrastructure; and traffic management and enforcement. It is proposed to establish 'School Safety Zones' around the majority of schools in the borough by 2010. Each zone would include appropriate safety measures designed to slow traffic, better control of parking, and designated safer routes for children.

We recognise the key part sport and active recreation has to play in improving people's health and well being. It can also bring people together, building community cohesion. Our objective is simple and straight forward – more people, more active, more often.

To achieve our vision we will:

- develop new and improved front line primary care and community facilities. Public bodies will collaborate to commission and provide a range of services in a single location, benefiting residents and delivering cost efficiencies. These health and well being facilities will also contribute to the regeneration of local centres;
- support local people to adopt healthier lifestyles by ceasing smoking, reducing alcohol consumption, eating a healthier diet and being more active;
- design and maintain the outdoor environment to encourage physical activity by, for instance, providing open spaces, and safe, convenient walking and cycling routes;
- ensure better care for all. Quality care will be provided in a timely manner with respect and a concern for individuals' dignity and closer to the individual's home;
- promote independence, protect vulnerable people and improve preventative services;
- reduce health inequalities by targeting preventative action where there is clear evidence of greatest need;
- address the escalating problem of childhood obesity by promoting healthy eating and more active lifestyles. Participation in school sports and PE will be promoted;
- encourage children to travel to school in sustainable ways, and improve safety on routes to school. School Safety Zones will be established around the majority of schools by 2010. We will also work with schools to ensure that they all have a sustainable travel plan in place by 2010: school travel plans are required if school is to obtain Healthy School status;
- take action jointly as partners, through the borough's Sports and Physical Activity Alliance and the Local Area Plan for Football (with the Football Association), to improve the facilities available for sport and physical activity and develop the capacity of the voluntary sports sector to engage and support more people in sport and physical activity.

3.3 Realising our Vision – Addressing Crosscutting Issues

In addition to the topic sections we have included four further sections about issues which have a crosscutting significance to the achievement of our vision.

3.3.1 A Cohesive Society – Getting on Well Together

The borough is home to people from many different cultural and social backgrounds, with a wide variety of experiences. We will celebrate our rich diversity, but also bring people together to create a strong and cohesive society where people from all different backgrounds live side by side in peace and safety.

The Oldham Partnership's *Community Cohesion Strategy* defines six planned community cohesion outcomes. These are that:

- people share a sense of belonging and common identity as residents of Oldham;
- people are strong in their own personal identities and respect those of others;
- the borough is more equal (resulting from narrowing the gap between different areas and groups in terms of housing conditions, income, employment and educational opportunities, for example);
- people relate to each other (through, for example, people of different ethnic backgrounds, generations or sexuality and people with disabilities interacting and getting to know each other);
- people play their part (for example through volunteering, participating in decision making, and through the contribution of voluntary, community and faith organisations);
- we are resilient in the face of threats posed by emerging cohesion challenges (such as violent extremism and the impact of changing migration patterns).

However, we are very aware of the scale of the challenge. One of the key features of Oldham's communities is the persistent high level of segregation in terms of 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. We are committed to promoting integration and choice.

However, there are several other factors which need to be addressed in the interests of fairness and social justice, and because they are barriers to cohesion. We will:

- tackle the severe and persistent social and economic inequalities between different groups and communities in Oldham;
- address the lack of social interaction between residents from different ethnic groups; and
- build confidence in the fairness and trustworthiness of key public institutions.

If Oldham is to succeed in creating a more cohesive society, both absolute levels of deprivation and persistent inequalities must be addressed. Deprivation statistics suggest that between 2004 and 2007 the degree to which deprivation was concentrated in the borough's most disadvantaged areas increased. This was particularly marked in relation to income deprivation; health and disability; and education, skills, and training. Over the preceding years the most deprived areas had made relative improvements leading to a slight narrowing of the gap. The recent increase in inequalities is a matter of concern.

To achieve our vision we will:

- ensure that all our plans and programmes across our three LAA themes are designed so that they narrow the gap between those who are most deprived and those who are more advantaged. We will do this by improving conditions for all the borough's residents, but providing additional support to those in greatest need. This targeting will be evidence based, open and transparent;
- consider all aspects of community cohesion. This will involve addressing issues across the divide between white and minority ethnic communities, but also the divisions amongst black and minority ethnic residents. Building bridges between the different generations, and between our urban and rural communities, will also be important. We will be placing particular emphasis upon involving women and young people from all communities;
- develop and widen leadership, with particular emphasis being given to involving more women and young people, with the objective of widening the types of people who take on leadership roles, now and in the future;
- implement our comprehensive Economic and Enterprise Strategy. This demonstrates how equality issues and the gap between the borough's least and most deprived communities will be addressed. We will take 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 turned into a competitive advantage;
- adopt a 'bottom up' approach, with far more emphasis on local communities taking responsibility for shaping and driving change in their localities. Community Councils 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;
- tackle ingrained segregation in housing. This objective is integral to our Housing Strategy;
- tackle segregation in schools. Amongst other initiatives, our proposed new schools, built 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 will work to win the confidence of all communities in the borough, through its Neighbourhood Policing model and the Multi-Agency Partnerships;
- all public sector partners in the borough will continue to make a sustained effort to improve representation of all disadvantaged groups in their workforce, particularly at senior and manager levels.

Although the Oldham Partnership does develop programmes of action which have the specific purpose of building community cohesion, in reality, a focus on this issue informs every aspect of our activity. The relevant LAA indicators are grouped within our Safe and Strong Communities theme, but our work to improve community cohesion runs right across the Oldham LAA.

We are very aware that national and international events can create new challenges to cohesion. We continually assess potential threats (such as the risk of violent extremism or the impact of changing migration patterns) and develop local responses to these. This is a rapidly developing policy area. The Oldham Partnership will therefore continue to develop new programmes of activity, indicators, and targets which we will incorporate into the LAA.

3.3.2 Community Engagement

The Oldham Partnership shares the Government's commitment to involve communities in all aspects of the design and delivery of services. For us, an additional impetus for supporting the contribution of local people is the 2006 Independent Review of Community Cohesion in Oldham¹⁵. This challenged local communities to take more responsibility for changing Oldham. We will continue to encourage and enable our communities to play a greater role in determining and driving the changes that the borough needs.

Until recently, progress in promoting a culture of engaged and active citizenship had been slow. Despite the fact that by 2006 Area Committees had been operating for a number of years, a majority of residents remained of the view that they were unable to influence local decision making. In June 2007 twelve Community Councils were established, replacing the six Area Committees, and increasing the opportunity for resident involvement. These geographically based structures – and the holistic approach to influencing decision making that they are designed to encourage – are very necessary, but local people are often interested in engaging in single issues such as the delivery of particular services, or local planning matters. We must also ensure that 'communities of interest' (for example disabled people) are able to engage easily and effectively. We will ensure that there are many diverse opportunities for people to participate in decision-making.

We will continue to encourage the engagement of communities through:

- continued development of area working;
- implementation of the Oldham Partnership Community Engagement Framework and Strategy, which will lead to more co-ordinated and effective structures and processes for community involvement, engagement and empowerment;
- increasing community representation (currently around 70% of representatives) within the Oldham Partnership Steering Group which is chaired by Oldham resident Bill Edwards;
- continued implementation of the joint Oldham Partnership and Community Engagement Network Protocol which guarantees Voluntary, Community and Faith Sector representation across the Oldham Partnership structure;
- piloting a Neighbourhood Agreement between service providers and the community in our New Deal for Communities area;
- developing our commissioning arrangements to increase opportunities for voluntary, community and faith organisations to deliver activities on behalf of the partnership.

3.3.3 Culture

Oldham has a rich cultural history, an energetic cultural sector, and a famous local theatre. Nationally, culture is the fastest growing part of the UK economy. The Oldham Partnership recognises the pivotal and cross-cutting role of culture in building community cohesion, increasing community engagement, generating economic growth and job opportunities, and contributing to health and well being.

To achieve our vision we will:

- promote events such as the Festival of Diversity which enable thousands of people to come together in a productive and enjoyable way;
- continue to support the development of the cultural sector for its educational, recreational and economic benefits;
- enhance the quality of cultural facilities through developments such as the new Theatre and the Cultural Quarter;
- establish the borough as a sub-regional/ regional centre of excellence for culture.

3.3.4 Sustainable Use of Resources

Our vision is that Oldham will be a borough which achieves prosperity in the most environmentally responsible way. The successful places of the future will be those that respond promptly to the pressures and opportunities arising from environmental challenges, most of all climate change. They will be prepared for the shift to a low carbon economy, and will be on the leading edge of the move to provide environmentally friendly goods and services. The Stern Report has demonstrated that the benefits of strong and early action on climate change far outweigh the economic costs of not acting. Research also illustrates the potential for economies to achieve net economic growth in response to climate change if they are the first movers in adapting and delivering solutions.

In some ways the borough is already setting the pace. It was the first authority outside London to use its planning powers to require on site renewable energy generation in new developments. We achieved our HECA targets two years ahead of schedule. Our carbon footprint is lower than most comparable boroughs and the lowest in Greater Manchester. This is partly linked to our low wage economy so we must maintain this high environmental performance as we increase our prosperity, decoupling economic growth from carbon use.

Our performance on the sustainable use of materials is less impressive. In 2006/07 the borough's household recycling/composting rate was 15.55%, against a rate for the North West region of 28.9%. However, our performance is set to rise with the roll out of new recycling collection schemes during 2008/09.

To achieve our vision we will:

- improve the energy efficiency of existing council, Registered Social Landlord (RSL) and private housing and ensure that new housing meets the highest environmental standards;
- work with the other Greater Manchester authorities to develop and implement a strategy to make Greater Manchester an exemplar low carbon city region;
- help the borough's companies to take the business opportunities arising from the increasing need for environmental goods and services;
- continue to require on-site renewable energy generation in new developments above a threshold size, and consider increasing the amount required;
- develop a new waste management facility at the Chadderton Technology Park.

¹⁵ Institute of Community Cohesion, Challenging Local Communities to Change Oldham

4.0

Local Area Agreement

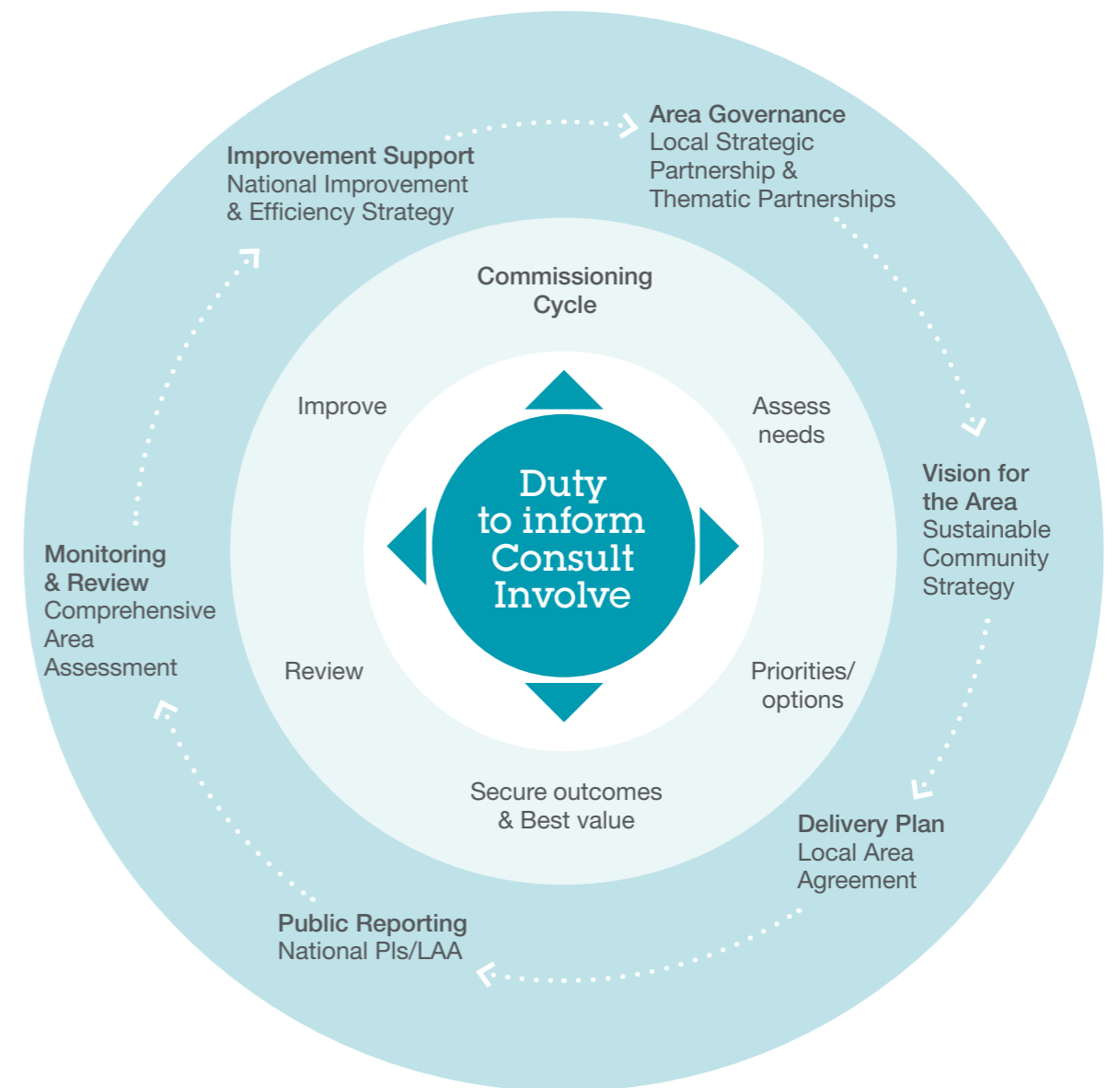
2008-2011

Increasing life opportunities for all

4.1 Transformation of Process

Effective transformation of Oldham will depend upon the co-ordinated and transparent deployment of public finance (both capital and revenue) against a shared set of strategic priorities. Historically, resources have been deployed within Oldham through separate funding mechanisms driven by individual government departments or agencies. This has led to relatively unco-ordinated service delivery and separate systems of reporting, governance, community consultation and engagement. Not only has this fragmented service delivery, it is also a very expensive and inefficient way of providing services.

Overall, the Oldham Partnership business planning model mirrors the Government model¹⁶:



¹⁶ HM Government, Creating Strong, Safe and Prosperous Communities Statutory Guidance: Draft for Consultation

Locally, our intention is to manage the deployment of resources and delivery of services through the LAA. We intend to use the SCS, LAA and the Oldham Beyond Regeneration Strategy to organise the more effective co-ordination of mainstream funding, European funding, Area Based Grant, and capital funding. The Oldham Partnership has always viewed the LAA as a single delivery contract with government which can be used as the dynamic for transformational change. Our process for achieving that includes the following elements:

4.2 A Crosscutting Outcomes Framework

We are taking a holistic approach to the Local Area Agreement. This can in some cases make it difficult to decide where crosscutting performance indicators and targets should be located. We have allocated them to our three LAA themes as follows:

A Cohesive Society

The indicators are grouped within our **Safe and Strong Communities** theme.

Community Engagement

The Oldham Partnership shares the government's commitment to involve communities in all aspects of the design and delivery of services. The indicators are grouped within our **Safe and Strong Communities** theme.

Culture

The indicators are grouped within the **Safe and Strong Communities** theme.

Sustainable use of resources

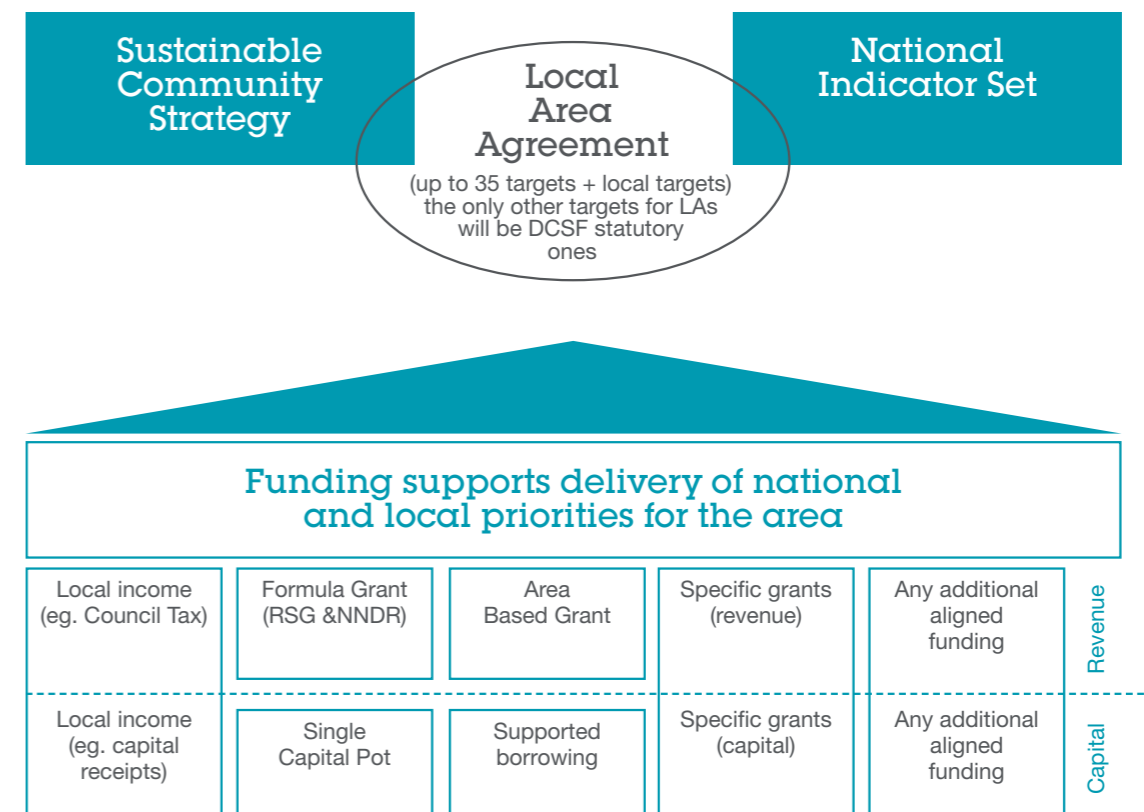
The indicators are placed under the **Economic Prosperity** and **Safe and Strong Communities** themes.

In 2006, we agreed an additional Housing block to the Local Area Agreement and this has delivered improved performance management among partner agencies and strengthened linkages on issues such as worklessness and regeneration. The Housing block appears as a subdivision of the **Safe and Strong Communities** theme.

4.3 Resource Allocation

A clear hierarchy of indicators and targets will enable the Oldham Partnership (through Area Based Grant) and partner organisations (through mainstream funding) to more effectively allocate resources against a single set of priorities which collectively place shape Oldham, and increase life opportunities for all our residents. We will also endeavour to align other funding streams which come into the borough (such as European monies, Lottery, Special Grant etc.) with the delivery of the LAA.

The Oldham Partnership will allocate resources through the Oldham Partnership Executive to deliver the Sustainable Community Strategy and LAA. The diagram below illustrates the funding framework for Local Area Agreements¹⁷:



¹⁷ HM Government, Development of the new LAA Framework: Operational Guidance 2007

4.4 Commissioning of Multi-Agency Service Delivery

The Oldham Partnership has developed a Commissioning Framework to provide the commissioning and programme management of the single pot as core LSP functions. This allows the rationalisation of existing programme management, commissioning and reporting systems around a common process which is directly accountable to the Oldham Partnership and the council (as the accountable body).

A commissioning approach allows greater flexibility to contract with a wider variety of service delivery agencies (including the voluntary, community and faith sector). The process of commissioning also allows for the greater input of service users and elected members in the design and management of service delivery.

The Oldham Partnership believes that a shared set of multi-agency activities located within the LSP Support Team will facilitate a more streamlined and transparent process for the deployment of resources and commissioning of services via the LAA single pot and other aligned/ pooled resource streams. This can lead to the removal of duplications in processes such as programme management and reporting. It will also lead to a greater connection between strategic leadership and service delivery. A unified process of resource allocation and commissioning at the local level can create a single transparent process of service design and delivery which facilitates the greater involvement of elected members and citizens. This in turn builds local democracy and community cohesion.

From 2008, we will increasingly commission services which have a crosscutting impact on LAA indicators. For example, commissioning a service which upskills and assists ex-offenders to secure permanent employment will deliver on targets across the LAA in a crosscutting and preventative manner.

Commissioning of the single pot will develop from the current approach to a more strategic methodology of commissioning activity against LAA outcomes. This will frequently lead to service delivery through a consortium of delivery agencies.

4.5 Improved Joint Working Arrangements

The development of our new Sustainable Community Strategy and LAA provides ample scope for the closer integration of priority setting, commissioning, finance, risk, performance and programme management across the public sector in Oldham. This in turn has implications for organisational business planning, and internal process rationalisation and design.

What this means in simple terms is better co-ordinated and shared processes, roles and capacity for shared functions such as consultation, marketing and branding.

The Oldham Partnership will soon further reinforce joint agency working by moving to a Local Public Service Board model. Our intention is to agree and introduce a formal Public Service Board model to support the delivery of our new Sustainable Community Strategy and Local Area Agreement by Summer 2008.

4.6 Service Delivery Transformation

Fundamentally, the LAA in Oldham will be formulated to drive improved multi-agency service delivery of our strategic objective, *'increasing life opportunities for all'*. We will utilise the Commissioning Framework to design and deliver services based around the needs of the service user and potential service users, and contribute to our strategic change agenda.

In Oldham the single pot has led to the extensive commissioning, decommissioning and recommissioning of multi-agency services around LAA priorities. Programme management functions are located in the Oldham Partnership Support Team, which is 'hosted' by the Council.

4.7 Voluntary, Community and Faith Sector

Oldham is fortunate in having a strong and vigorous Voluntary, Community and Faith sector which is a major source of employment, volunteering and income generation¹⁸. The Oldham Partnership, through its structure and commissioning process, is committed to the full engagement of the Voluntary, Community and Faith sector in service design, commissioning and delivery. In our 2008-11 LAA, we intend to continue to monitor the contribution of the sector to service delivery in terms of both the number and value of contracts awarded to the sector through Area Based Grant. We will also map and (subject to the scale of resources available from government) seek to support the capacity of the Voluntary, Community and Faith sector to engage with the Local Strategic Partnership and help to deliver the Local Area Agreement.

4.8 Capital Programmes

Critical to the transformation of Oldham will be the continued close alignment of the LAA to current, planned and future major capital programmes such as Housing Market Renewal, The LIFT programme for health and social care services, Building Schools for the Future, and Oldham Beyond. The Oldham Partnership has produced an *Oldham Beyond Regeneration Strategy* (2008-13) which details the physical developments and new infrastructure which will support the delivery of the Sustainable Community Strategy and Local Area Agreement. The Oldham approach is to co-ordinate both capital funded development and revenue funded service delivery to secure our strategic and tactical objectives.

The Oldham Partnership intends to continue the development of a co-ordinated approach to LAA and capital programme delivery and performance management.

¹⁸ Voluntary Action Oldham, State of the Sector Review 2007

4.9 Local Development Framework

Oldham's Local Development Framework (LDF) is being prepared as the 'spatial expression' of the community's aspirations, as outlined in the Sustainable Community Strategy and the Local Area Agreement. The LDF is being developed around the five thematic blocks of the Oldham Partnership (Housing, Safer Stronger Communities, Economic Development and Enterprise, Healthier Communities and Older People, Children and Young People). The Oldham Partnership is actively sharing outcomes of consultation across the Oldham Beyond Regeneration Strategy, the LDF, and the Sustainable Community Strategy and Local Area Agreement. We intend to co-ordinate indicators, targets, monitoring, reporting and governance arrangements across these policy documents.

4.9.1 Greater Manchester Local Transport Plan

Transport has an impact on the economy, development, regeneration and the environment and will play a major role in supporting delivery of our Sustainable Community Strategy and Local Area Agreement. In Greater Manchester the 10 local authorities and the Greater Manchester Passenger Transport Authority work collectively to deliver transport policy at local level through the Local Transport Plan process. The second Greater Manchester Local Transport Plan covers the period 2006-2011 and will therefore run to the end of this LAA. It includes a number of component strategies such as an accessibility strategy, a cycling strategy and an air quality strategy. It is focused upon delivering both Greater Manchester's aspirations for regeneration and economic growth, and progress in relation to the priorities of tackling congestion, increasing accessibility, and improving air quality and safety which are shared by national and local government. It is one of the key means of delivering the 15-year Greater Manchester Integrated Transport Strategy, a vital strand of which is the extension of the Metrolink network, including a route through the borough via Oldham town centre.

The plan includes a set of targets for 2010/2011, including targets for 9 of the 10 transport indicators in the national indicator set, as well as ones for additional local indicators adopted by Greater Manchester. Some of the plan's indicators are measured at a countywide level (such as accessibility), others at a district level, (such as road safety and road maintenance). Progress in delivering all targets is currently reported annually through the Local Transport Plan process.

4.10 LAA Financial Management

We will manage the Area Based Grant through:

- a) a named Oldham Council LAA finance lead person with responsibility for the financial management of the Area Based Grant on behalf of the accountable body;
- b) an inter-agency LAA finance group which will ensure awareness of and compliance with financial rules and reporting requirements across the Oldham Partnership;
- c) establishment of a single financial code for receipt of single pot payments from government;
- d) establishment of expenditure codes for each of the five LAA Blocks and the LSP Support Team (which has overall responsibility for the effective operation of the LSP, LAA, strategic policy development and other crosscutting functions);

In addition to our financial reporting to HM government, we will continue to incorporate reporting on financial allocations and programmes of delivery through the Oldham Partnership website, formal reports and other media.

5.0

Making

this happen

5.1 Priority Setting

Priorities within the Oldham LAA have been constructed around the strategic objective, **'increasing life opportunities for all'** supported by **'achieving the sustainable use of resources'**. The Partnership utilises both web-based (OldhamInfo) and report-based information (*Oldham in Profile*), and its Joint Strategic Needs Assessment, to provide a strong and robust evidence base for our strategic planning and priority setting. Crosscutting issues such as community cohesion, community engagement, and culture influence our choice of indicators and lead us to develop crosscutting services through the Oldham Partnership Commissioning Framework.

Our LAA for 2008-2011 has a clear hierarchy of indicators which will allow the Oldham Partnership to focus on achieving strategic improvements and shaping Oldham:

- a) **Tier 1** – Limited number (up to 35+17) outcome indicators where performance can be improved and which are designed to help place and people shape Oldham and which are also national priorities;
- b) **Tier 2** – Additional number of local indicators where performance can be improved and which will make a significant contribution to the achievement of LAA outcomes;
- c) **Tier 3** – Additional indicators used to performance monitor and/or programme manage and/or used as milestones for the transformational process change within the LAA.

5.2 Choice of indicators

We have prioritised indicators from the national indicator set through our Local Strategic Partnership. Prioritisation is a complex process which is dependent on a variety of factors such as evidence base, community and elected member priorities, and ultimately collective judgement. Some of the issues taken into account when prioritising indicators have included:

- a) Is this a **vital** strategic outcome for Oldham?
- b) How does the indicator fit our emerging story of place and vision of change?
- c) How will the indicator reflect our intentions to place-shape Oldham and improve services?
- d) Why does this matter to the people of Oldham?
- e) Do we need to narrow the gap on this issue?
- f) What is the evidence base?
- g) What is the relationship between indicators?

5.3 Local and Disaggregated Indicators

Where necessary we have incorporated local and disaggregated indicators within the Local Area Agreement where we feel that:

1. Local strategic priorities are not adequately reflected in the new national indicator set;
2. We wish to set indicators and targets to address issues within specific geographical areas and/or target groups within Oldham.

Our approach to local and disaggregated indicators will be further developed as part of the Local Area Agreement refresh.

5.3.1 Existing Stretch Targets

Twelve stretch targets which carry a reward grant of up to £7,539,250 will carry forward from the existing to the new Local Area Agreement during 2008/9. The Oldham Partnership will continue to focus on delivering these targets. To avoid confusion, the existing stretch targets for 2008/9 have not been included in this submission to government.

5.4 Partnership Governance

The **Oldham Partnership Executive**¹⁹ has overall executive responsibility for the effective functioning of the partnership as a corporate structure. The Executive has a small inclusive membership representing the major public organisations, elected members and sectors within the borough. The Executive is chaired by Nick Brown OBE (Principal of Oldham Sixth Form College).

The Executive is also responsible for the strategic allocation of resources to support the delivery of the Sustainable Community Strategy and Local Area Agreement. This includes the identification and deployment of any emerging areas of underspend and the deployment of resources which support the development and strategic functioning of the Local Strategic Partnership.

The **Oldham Partnership Steering Group**²⁰ is responsible for the agreement of Oldham Partnership policy documents, performance and risk management of LAA delivery, and undertakes a joint Overview and Scrutiny role with Oldham Council regarding the development and implementation of the Sustainable Community Strategy.

The Steering Group has a broad and inclusive membership which includes Community Council co-optees; elected members; voluntary, community and faith sector representatives; and representatives of our partnership bodies. The Steering Group is chaired by Bill Edwards (an Oldham resident).

The Oldham Partnership has **five Local Area Agreement blocks** (Children and Young People; Economy and Enterprise; Healthier Communities and Older People; Housing; Safe and Strong Communities). These are multi-agency partnerships accountable for the delivery of LAA indicators and targets, the development of strategy for these policy areas, and the commissioning and delivery of services utilising resources allocated through the Oldham Partnership Executive. Blocks are also responsible for the production and annual review of LAA delivery plans which describe the actions required to deliver targets.

Each LAA Block has two block leads responsible to the Oldham Partnership Executive for the effective functioning, performance and financial management of their respective block. Block leads are:

- **Children and Young People**
Jill Beaumont (Oldham Council) and Tim Mitchell (Connexions)
- **Economic Development and Enterprise**
David Benstead (Zetex Semiconductors) and Tom Flanagan (Oldham Council)
- **Health and Well Being**
Alan Higgins (PCT) and Clare Fish (Oldham Council)
- **Housing**
John Rooney (Oldham Council) and
John Cockerham (Northern Counties Housing Association)
- **Safer and Stronger Communities**
Caroline Ball (GMP) and John Rice (Oldham Council)

The work of the Oldham Partnership is supported by a number of other partnership bodies which provide specialised expertise and input. These include the Community Cohesion Advisory Group, Cultural Advisory Group and the Voluntary, Community and Faith Partnership.

5.5 Partnership Infrastructure

The Core corporate functions of the Oldham Partnership are co-ordinated through the **Oldham Partnership Support Team** managed by the Partnership Development Manager (John Eley). The Partnership Support Team provides the strategic co-ordination of LSP and LAA policy, research, performance and risk management, marketing and communications, and LSP administration, commissioning, support programme management, and evaluation of multi-agency services through Area Based Grant and other monies such as Housing Market Renewal and European funding. The unit also co-ordinates and supports funding bids for Lottery funding.

The Oldham Partnership Support Team report to the Chairs of the Oldham Partnership Executive and Steering Group. As such, the staff within these units are hosted within Oldham Council but work on behalf of the family of organisations and sectors which constitute the Oldham Partnership.

¹⁹ The Oldham Partnership Executive membership is available on the Oldham Partnership website www.oldhampartnership.org.uk/who-we-are/executive_group.htm

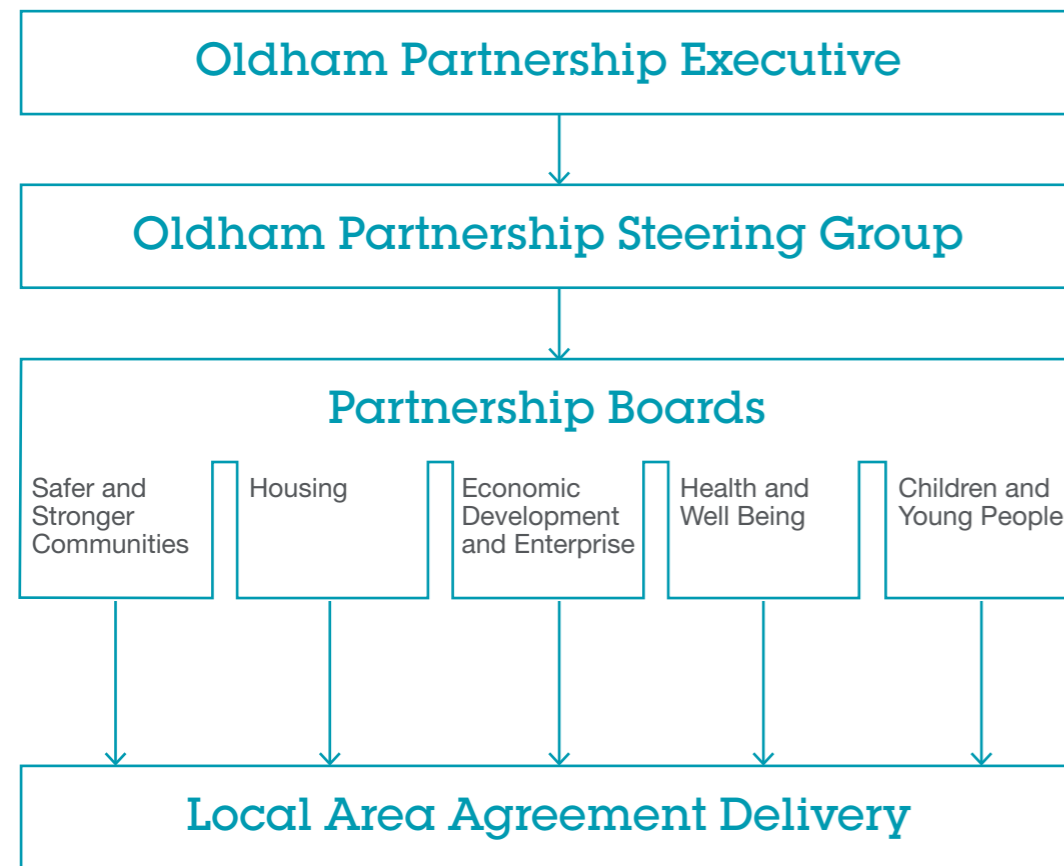
²⁰ The Oldham Partnership Steering Group membership is available on the Oldham Partnership website www.oldhampartnership.org.uk/who-we-are/steering_group.htm

5.6 Delivering the LAA

Oldham's LAA will be delivered through partnership working. As a Local Strategic Partnership, we will commission multi-agency services utilising the resources available through Area Based Grant. Strategic allocations of Area Based Grant will be undertaken by the Oldham Partnership Executive, which has overall responsibility for the effective functioning of the LSP.

Working with partner agencies we will map the alignment of mainstream and other resources (European monies, Special Grant, etc) within our LAA delivery plans. These plans will define the LAA outcomes, activities, and resources, and identify the lead individuals who will collectively implement the LAA.

Commissioning and delivery of multi-agency services will continue to be organised through our five LAA blocks (shown below):



5.7 A Message for Oldham

The Oldham Partnership is committed to the transparent deployment of public sector resources to drive the multi-agency delivery of the LAA. As part of this commitment we will:

- Produce a summarised public friendly version of our Sustainable Community Strategy and Local Area Agreement;
- Publish an annual Oldham Partnership report which will detail both expenditure, performance and services commissioned;
- Hold an annual public conference to publicly discuss and shape progress and priorities;
- Continue to operate a joint system of Overview and Scrutiny between Oldham Council and the Oldham Partnership.

5.8 A Message for Government

The Oldham Partnership welcomes the introduction of new model Local Area Agreements and urges government to maintain the pace of change being implemented through the Localism agenda. In particular, three year funding allocations through Area Based Grant will enable Local Strategic Partnerships and delivery agencies to reduce bureaucracy and focus more resources on service delivery. We believe that better co-ordination of public resources locally combined with local bespoke multi-agency services can deliver transformational change, increased community cohesion and increased community engagement and confidence in local democratic processes. However, we would urge government to consider the following:

1. The strong case for rationalisation and co-ordination of current strategic assessments for health and well being and crime. These are currently required by separate government departments using different methodologies and timescales that are difficult to co-ordinate locally and lead to duplications of both effort and reporting. We would suggest a single co-ordinated strategic assessment which covers all policy areas and is synchronised with the Sustainable Community Strategy and Local Area Agreement process.
2. There remains enormous scope to do more to rationalise and co-ordinate the inspection regimes which are imposed on local services and organisations. This should lead to fewer, more co-ordinated and more transparent inspections, and a more meaningful analysis of local issues, processes and service delivery.
3. We urge government departments such as DFT, DEFRA, and DCMS to contribute funding into the Area Based Grant to support the delivery of Local Area Agreements.
4. We wish to share our view that the **primacy** of selecting improvement targets, setting baselines and targets, and deciding on the allocation of Area Based Grant as a pooled funding pot, should be local. Given the delays in establishing the National Indicator Set and issuing reward guidance, we would hope that the refresh of the LAA will take account of **local** views and intelligence.

6.0

Appendices

6.1 Appendix 1: Oldham's Local Area Agreement

Key

*	Improvement targets
**	Working Neighbourhoods Fund improvement target
	Statutory department for children, schools and families (DCSF) targets
SSC	Safe and strong communities
E&E	Economy and enterprise
H&WB	Health and well being
CYP	Children and young people
NI	National Indicator
LI	Local Indicator
GONW	Government Office for the North West

Please note that the LAA is a working document.

The latest version of the agreement can be found on our website at www.oldhampartnership.org.uk

August 2008

Theme: Safe and Strong Communities Tier 1: Place-shaping priorities

¹2008 MORI local survey
²2008 MORI local survey

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
*NI 1	Percentage of people who believe people from different backgrounds get on well together in their local area	NI 23; NI 25; NI 33; NI 35	SSC	All	52% ¹	53%	55%	57%
*NI 5	Overall/general satisfaction with local area	NI 2; NI 4; NI 17; NI 21; NI 33; NI 41; NI 42; NI 49; NI 195; NI 196	SSC	All	61% ²	62%	64%	66%
*NI 15	Serious violent crime rate	NI 20; NI 26; NI 28; NI 29; NI 31; NI 32; NI 33; NI 34; NI 39	SSC	CYP				
	Serious wounding				165	164	153	144
	Murder				2	0	0	0
	Attempted murder				5	0	0	0
	Manslaughter				2	0	0	0
	Possessing firearms with intent				1	0	0	0
	Totals				175	164	153	144 (18% cumulative reduction)
	Serious violent crime rate (per 1,000 population)				0.8	0.75	0.7	0.66

Theme: Safe and Strong Communities continued... Tier 1: Place-shaping priorities

³2008 MORI local survey

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
*NI 16	Serious acquisitive crime rate	NI 18; NI 19; NI 28; NI 29; NI 30; NI 33; NI 49	SSC	CYP; Housing; E&E				
	Domestic burglary, including aggravated				2,101	1,951	1,925	1,900
	Robbery of business property				69	60	55	50
	Robbery of personal property				437	410	400	395
	Vehicle taking, including aggravated				999	975	940	900
	Theft from a vehicle				2,331	2,160	2,070	1,980
	Totals				5,937	5,556	5,390	5,225 (12% cumulative reduction)
	Serious acquisitive crime rate (per 1,000 population)				27.20	25.3	24.5	23.8
*NI 17	Perceptions of anti-social behaviour	NI 21; NI 22; NI 23; NI 24; NI 25; NI 27; NI 33	SSC	CYP; Housing	30% ³	28%	26%	24%
*NI 49	Number of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks	NI 33	SSC	Housing	1,021	790	731	694

Theme: Safe and Strong Communities continued...
Tier 1: Place-shaping priorities

⁴The baseline for this indicator will be set in 2008-09 using the autumn Tell Us survey results administered by the Department for Children, Schools and Families. Targets will be set when this is available.
⁵ Based on department for environment, food and rural affairs instruction to use 2006-07 baseline.

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
NI 87	Secondary school persistent absence rate	NI 33; NI 45; NI 49; NI 69; NI 71; NI 74; NI 75; NI 77; NI 78; NI 79; NI 80; NI 81; NI 82; NI 91; NI 101; NI 102; NI 106; NI 117	CYP	SSC	6.7% (07/08)	6.27%	5.9%	5.51%
*NI 110	Young people's participation in positive activities	NI 1; NI 2; NI 3; NI 4; NI 6; NI 9; NI 10; NI 11; NI 17; NI 19; NI 21; NI 22; NI 23; NI 24; NI 27; NI 33; NI 41; NI 49; NI 50; NI 56; NI 57; NI 87; NI 111; NI 112	CYP	SSC; H&WB	Targets to be agreed with GONW as part of the LAA review 2008-09 ⁴			
*NI 155	Number of affordable homes delivered (gross)		Housing		95 (2006-07)	147 (S106 = 13; HA = 61; PFI2 = 73; PFI4 = 0)	123 (S106 = 10; HA = 60; PFI2 = 16; PFI4 = 37)	233 (S106 = 10; HA = 60; PFI2 = 0; PFI4 = 163)
*NI 192	Household waste recycled and composted	NI 191; NI 193	SSC		15.54% ⁵	25%	30%	35%

Theme: Safe and Strong Communities continued...
Tier 1: Place-shaping priorities

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
*NI 195	Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly-posting)	NI 33; NI 196	SSC					
	Litter				10%	10%	10%	10%
	Detritus				20%	15%	12%	8%
	Grffiti				3%	3%	3%	3%
	Fly-posting				0%	0%	0%	0%
LI 1	Bringing new homes into use: the number of dwellings that are returned into occupation (this incorporates local authority and private dwellings)		Housing		29 (2006-07) 104 (2007-08)	120	150	200
LI 2	Level of homelessness: reduce levels of homelessness acceptances		Housing		652 (2006-07) 478 (2007-08)	550	430	400

Theme: Safe and Strong Communities continued...
Tier 2: Improvement priorities

⁶ 2008 MORI local survey
⁷ 2008 MORI local survey
⁸ 2008 MORI local survey – not exactly comparable to Place survey specification
⁹ 2008 MORI local survey

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
NI 2	Percentage of people who feel that they belong to their neighbourhood	NI 33	SSC	All	64% ⁶	65%	66%	67%
NI 4	Percentage of people who feel they can influence decisions in their locality	NI 33; NI 49	SSC	All	28% ⁷	29%	30%	31%
NI 6	Participation in regular volunteering	NI 49	SSC	H&WB	57% ⁸	58%	59%	60%
NI 7	Environment for a thriving third sector		SSC	All	Targets to be agreed with GONW as part of the LAA review 2008-09			
NI 11	Engagement in the arts		SSC		Targets to be agreed with GONW as part of the LAA review 2008-09			
NI 19	Rate of proven re-offending by young offenders	NI 33; NI 49	CYP	SSC; Housing	Targets to be agreed with GONW as part of the LAA review 2008-09			
NI 23	Perceptions that people in the area treat one another with respect and dignity		SSC	All	53% ⁹	54%	55%	56%
NI 26	Specialist support to victims of a serious sexual offence		SSC	CYP; H&WB	Introduction of this indicator has been delayed until 2009-10			
NI 27	Understanding of local concerns about anti-social behaviour and crime by the local council and police	NI 33	SSC	CYP; Housing	Targets to be agreed with GONW as part of the LAA review 2008-09			
NI 35	Building resilience to violent extremism		SSC	All	To be established	Level 5		

Theme: Safe and Strong Communities continued...
Tier 2: Improvement priorities

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
NI 43	Young people within the youth justice system receiving a conviction in court who are sentenced to custody	NI 33; NI 49	CYP	All	8.07% (2006-07)			Targets to be agreed with GONW as part of the LAA review 2008-09
NI 59	Initial assessments for children's social care carried out within seven working days of referral	NI 60; NI 61; NI 62; NI 71	CYP		68% (2006-07)			
NI 60	Core assessments for children's social care carried out within 35 working days of their commencement		CYP		64.01% (2006-07)			Targets to be agreed with GONW as part of the LAA review 2008-09
NI 61	Stability of looked after children adopted following an agency decision that the child should be placed for adoption		CYP		85.71%			Targets to be agreed with GONW as part of the LAA review 2008-09
NI 62	Stability of placements of looked after children: number of moves		CYP		8% (2005-06)			Targets to be agreed with GONW as part of the LAA review 2008-09
NI 65	Children becoming the subject of a child protection plan for a second or subsequent time		CYP		20% (2006-07)			Targets to be agreed with GONW as part of the LAA review 2008-09
NI 66	Looked after children cases which were reviewed within required timescales		CYP		85.75% (2006-07)			Targets to be agreed with GONW as part of the LAA review 2008-09

Theme: Safe and Strong Communities continued...
Tier 2: Improvement priorities

© 2008 MORI local survey

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
NI 68	Referrals to children's social care going on to initial assessment		CYP		36.35% (2006-07)	Targets to be agreed with GONW as part of the LAA review 2008-09		
NI 69	Children who have experienced bullying		CYP		Targets to be agreed with LAA review 2008-09			
NI 86	Secondary schools judged as having good or outstanding standards of behaviour		CYP		Targets to be agreed with LAA review 2008-09			
NI 99	Children in care reaching level 4 in English at key stage 2		CYP		53% (2005-06) 30.8% (2006-07)	56.5%	35.7%	
NI 100	Children in care reaching level 4 in maths at key stage 2		CYP		52.63 (2005-06) 23.1% (2006-07)	56.5%	35.7%	
NI 101	Children in care achieving five A* - C GCSEs (or equivalent) at key stage 4 (including English and maths)		CYP		7%	8%	11.1%	16%
NI 111	First time entrants to the youth justice system (aged 10 – 17)	NI 33; NI 49	CYP	SSC	Targets to be agreed with LAA review 2008-09			
NI 114	Rate of permanent exclusions from school	NI 33; NI 49	CYP		0.15% (2005-06)	Targets to be agreed with GONW as part of the LAA review 2008-09		
NI 138	Satisfaction of people over 65 with both home and neighbourhood	NI 33; NI 49; NI 125; NI 136; NI 139; NI 140; NI 141; NI 142	SSC	All	70% ¹⁰	71%	72%	73%

Theme: Safe and Strong Communities continued...
Tier 2: Improvement priorities

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
NI 140	Fair treatment by local services	NI 33; NI 49	SSC	All	Targets to be agreed with LAA review 2008-09			
NI 148	Care leavers in employment, education or training		CYP	E&E	50% (2005-06)	Targets to be agreed with GONW as part of the LAA review 2008-09		
NI 154	Net additional homes provided		Housing		315 (2006-07); 399 (2007-08)	At least 289	At least 289	At least 289
NI 158	Percentage of decent council homes	NI 49	Housing		22% (2006-07); 20.81% (2007-08)	18%		
NI 159	Supply of ready to develop housing sites	NI 154; NI 155; NI 157; NI 170	Housing	E&E	140% based on current development plan; 130% based on proposed changes to draft regional spatial strategy (2006-07)	At least 100%	At least 100%	At least 100%
NI 191	Residual household waste per year		SSC		322.77 (2006-07)	690kg	680 kg	670 kg
NI 196	Improved street and environmental cleanliness – fly tipping	NI 33	SSC		2.00 (2005-06)	Effective	Effective	Effective
LI 3	The total proportion of private sector properties that were non-decent at the beginning of the year		Housing		Targets to be agreed with LAA review 2008-09			

Theme: Safe and Strong Communities continued...
Tier 2: Improvement priorities

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
LI 4	Increase numbers of cases where housing advice prevents homelessness		Housing		684 (7%) (2006-07) 871 (8.91%) (2007-08)	Targets to be agreed with GONW as part of the LAA review 2008-09		
LI 5	Reduce numbers of households placed in bed and breakfasts		Housing		159 (2006-07); 231 (2007-08)	200	190	180
LI 6	External refurbishments to re-determined standards, for example facelifts	Housing			Targets to be agreed with LAA review 2008-09	Targets to be agreed with GONW as part of the LAA review 2008-09		
LI 7	Provide a reasonable degree of thermal comfort: private sector housing SAP (standard assessment procedure) rating		Housing		52 (2006-07); 55 (2007-08)	56	57	58
LI 8	Number of properties added to the stock which have 3+ bedrooms in the housing market renewal area		Housing		Targets to be agreed with LAA review 2008-09	Targets to be agreed with GONW as part of the LAA review 2008-09		

Theme: Safe and Strong Communities continued...
Tier 3: Performance monitoring†

† Targets are not considered obligatory for tier 3 indicators
¹¹ To be collected via the Active People survey
¹² To be collected via the Active People survey

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
NI 3	Civic participation in the local area	NI 33; NI 49	SSC	All				
NI 9	Use of public libraries		SSC	H&WB	No baseline ¹¹	16.1%	17%	18.2%
NI 10	Visits to museums or galleries		SSC	H&WB	No baseline ¹²	30%	32.5%	35%
NI 12	Refused and deferred Houses in Multiple Occupation (HMO) license applications leading to immigration enforcement activity	NI 49	Housing		Introduction of this indicator has been delayed until 2009/10			
NI 14	Avoidable contact: the average number of customer contacts per received customer request	NI 33; NI 49	SSC	All				
NI 18	Adult re-offending rates for those under probation supervision	NI 161; NI 162	SSC	E&E				
NI 20	Assault with injury crime rate		SSC	H&WB				
	Actual bodily harm and other injury				1,643	1,568	1,489	1,412
	Racially or religiously aggravated				29	26	26	26
	Totals				1,672	1,594	1,515	1,438 (14% cumulative reduction)
	Number of assaults with less serious injury/total population x 1,000				7.6	7.3	6.9	6.5

Theme: Safe and Strong Communities continued...
Tier 3: Performance monitoring[†]

[†] Targets are not considered obligatory for tier 3 indicators
¹³ 2008 MORI local survey
¹⁴ 2008 MORI local survey

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
NI 21	Dealing with local concerns about anti-social behaviour and crime by the local council and police	NI 33	SSC	H&WB	Council: 17% Police: 26% ¹³			
NI 22	Perceptions of parents taking responsibility for the behaviour of their children in the area		SSC	H&WB	66% ¹⁴	65%	64%	63%
NI 24	Satisfaction with the way police and local council dealt with anti-social behaviour	NI 33	SSC	CYP; Housing	Introduction of this indicator has been delayed until 2009-10			
NI 25	Satisfaction of different groups with the way the police and local council dealt with anti-social behaviour	NI 33	SSC	CYP; Housing	Introduction of this indicator has been delayed until 2009-10			
NI 28	Serious knife crime rate		SSC					
NI 29	Gun crime rate		SSC					
NI 30	Re-offending rate of prolific and priority offenders	NI 33	SSC	CYP; Housing				
NI 32	Repeat incidents of domestic violence	NI 33	SSC		Introduction of this indicator has been delayed until 2009-10			
NI 33	Arson incidents	NI 49	SSC					
NI 34	Domestic violence – murder	NI 33	SSC					

Theme: Safe and Strong Communities continued...
Tier 3: Performance monitoring[†]

[†] Targets are not considered obligatory for tier 3 indicators
¹⁵ 2008 MORI local survey
¹⁶ 2008 MORI local survey

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
NI 36	Protection against terrorist attacks	NI 33; NI 49	SSC					
NI 37	Awareness of civil protection arrangements in the local area	NI 49	SSC					
NI 38	Drug-related (class A) offending rate	NI 49	SSC	CYP	Introduction of this indicator has been delayed until 2009-10			
NI 41	Perception of drunk and rowdy behaviour as a problem		SSC	All	35% ¹⁵	34%	33%	32%
NI 42	Perception of drug use or drug dealing as a problem		SSC	All	46% ¹⁶	45%	44%	43%
NI 44	Ethnic composition of offenders on youth justice system disposals		CYP	SSC	- 4.32%			
NI 46	Youth offenders access to suitable accommodations		CYP	Housing	91.07% (2006-07)			
NI 47	People killed or seriously injured in road traffic accidents		SSC		78.6 (three-year rolling average baseline)			
NI 48	Children killed or seriously injured in road traffic accidents		SSC	CYP	23.3 (three-year rolling average baseline)			
NI 63	Stability of placements of looked after children: length of placements		CYP		71% (2006-07)			

Theme: Safe and Strong Communities continued...

Tier 3: Performance monitoring[†]

[†]Targets are not considered obligatory for tier 3 indicators
¹⁷Last survey results taken second quarter 2006-07

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
NI 64	Child protection plans lasting two years or more		CYP					
NI 67	Child protection cases which were reviewed within required timescales		CYP		96.1% (2006-07)			
NI 143	Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence		SSC	Housing	80% (2006-07)			
NI 144	Offenders under probation supervision in employment at the end of their order or licence		SSC	E&E	31% (2006-07)			
NI 156	Number of households living in temporary accommodation		Housing		37 (2006-07) 38 (2007-08)	34	25	12
NI 160	Local authority tenants' satisfaction with landlords' services		Housing		73% (uplifted to 88.98% for levels of deprivation) ¹⁷	80%		80%
NI 184	Food establishments in the area which are broadly compliant with food hygiene law		H&WB					
NI 193	Municipal waste land filled		SSC			82%	80%	78%

Theme: Health and Well Being

Tier 1: Place-shaping priorities

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
*NI 39	Alcohol harm related hospital admission rates		H&WB	SSC	1,705 (2006-07)	1,904	1,984	2,047
NI 50	Emotional health of a child	NI 22; NI 23; NI 32; NI 51; NI 57; NI 58; NI 69;	CYP		Targets to be agreed with GONW as part of the LAA review 2008-09			
*NI 56	Obesity among primary school age children in year six		CYP		16.2% (2007-08)	16.2%	15.9%	15.5%
*NI 120	All age all cause mortality rate	NI 119; NI 121; NI 122; NI 123; NI 124; NI 137	H&WB		Males: 859 Females: 644	Males: 810 Females: 555	Males: 780 Females: 537	Males: 752 Females: 520
*NI 121	Mortality rate from all circulatory diseases at age under 75		H&WB		128.39	109.05	103.57	98.37
*NI 122	Mortality rate from all cancers at age under 75		H&WB		132.86	129.19	124.84	120.64
*NI 123	Stopping smoking: rate of self reported four week smoking quitters per 100,000 population aged 16 or over		H&WB		1,057 (2004-05-06-07)	2,049	2,090	2,132
*NI 128	User reported measure of dignity and respect in their treatment		H&WB		Introduction of this indicator has been delayed until 2009-10			
*NI 130	Social care clients receiving self directed support (direct payments and individual budgets)		H&WB		106 (2006-07)	1,288	1,840	2,761

Theme: Health and Well Being continued...
Tier 1: Place-shaping priorities

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
*NI 135	Carers receiving needs assessment or review and a specific carers service or advice and information		H&WB		9.4% (2006-07) 10.6% (2007-08)	15%	20%	25%
*NI 136	People supported to live independently through social services (all ages)	NI 49	H&WB		2,803 (2006-07)	3,311	3,598	3,885
LI 9	Patient reported measure of quality of overall experience during treatment		H&WB		Targets to be agreed with LAA review 2008-09	Targets to be agreed with GONW as part of the LAA review 2008-09		

Theme: Health and Well Being continued...
Tier 2: Improvement priorities

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
NI 8	Adult participation in sport		H&WB		21.86% (2006-07) 2007-08 baseline not yet available ¹⁸	Targets to be agreed with GONW as part of the LAA review 2008-09		
NI 40	Drug users in effective treatment		H&WB	SCC	812 (2007-08)	828	845	862
NI 51	Effectiveness of child and adolescent mental health services (CAMHS)		CYP		Targets to be agreed with LAA review 2008-09	Targets to be agreed with GONW as part of the LAA review 2008-09		
NI 52	Take up of school lunches		CYP		Targets to be agreed with LAA review 2008-09	Targets to be agreed with GONW as part of the LAA review 2008-09		
NI 53	Prevalence of breast feeding at 6-8 weeks from birth		H&WB	CYP		44.3%	50.3%	57.2%
NI 54	Services for disabled children		CYP		Introduction of this indicator has been delayed until 2009-10			
NI 55	Obesity among primary school age children in reception year		CYP		9.4%	9.4%	9.3%	9.1%
NI 57	Children and young people's participation in high quality PE and sport	NI 55; NI 56			Introduction of this indicator has been delayed until 2009-10			
NI 58	Emotional and behavioural health of children in care		CYP		Targets to be agreed with LAA review 2008-09	Targets to be agreed with GONW as part of the LAA review 2008-09		

¹⁸ to be collected via Active People survey

Theme: Health and Well Being continued...
Tier 2: Improvement priorities

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
NI 70	Hospital admissions caused by unintentional and deliberate injuries to children and young people	NI 33; NI 49	CYP		Targets to be agreed with LAA review 2008-09			
NI 112	Under 18 conception rate		CYP	H&WB	Minus 32.77%	38.1	43.8	49.4
NI 113	Prevalence of chlamydia in under 25 year olds		CYP	H&WB		17%	19%	21%
NI 124	People with a long term condition supported to be independent and in control of their condition		H&WB		Targets to be agreed with LAA review 2008-09			
NI 125	Achieving independence for older people through rehabilitation/immediate care		H&WB		Targets to be agreed with LAA review 2008-09			
NI 126	Early access for women to maternity services		H&WB			70%	80%	90%
NI 129	End of life access to palliative care enabling people to choose to die at home		H&WB		Targets to be agreed with LAA review 2008-09			
NI 131	Delayed transfers of care from hospitals		H&WB		1.4	1.2	0.9	0.6
NI 134	The number of emergency bed days per head of weighted population		H&WB		0.59 (2005-06)			Targets to be agreed with GONW as part of the LAA review 2008-09

Theme: Health and Well Being continued...
Tier 2: Improvement priorities

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
NI 141	Number of vulnerable people achieving independent living	NI 49	H&WB		Targets to be agreed with LAA review 2008-09			
NI 142	Number of vulnerable people who are supported to maintain independent living	NI 49	H&WB		Targets to be agreed with LAA review 2008-09			
NI 145	Adults with learning disabilities in settled accommodation		H&WB	Housing	Targets to be agreed with LAA review 2008-09			
NI 149	Adults in contact with secondary mental health services in settled accommodation		H&WB		Targets to be agreed with LAA review 2008-09			
LI 10	Decayed, missing and filled teeth in five year olds		H&WB		Targets to be agreed with LAA review 2008-09			
LI 11	Specialist support to victims of a serious sexual offence		H&WB		Targets to be agreed with LAA review 2008-09			
LI 12	Episodes for children ages 0-4 and 5-9 years who are admitted to hospital for dental extraction (surgical or simple traction)		CYP		Targets to be agreed with LAA review 2008-09			

Theme: Health and Well Being continued...
Tier 3: Performance monitoring†

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
NI 71	Children who have run away from care/home overnight	CYP	CYP		Introduction of this indicator has been delayed until 2009-10			
NI 109	Number of Sure Start children's centres							
NI 115	Substance misuse by young people		CYP					
NI 119	Self-reported measure of people's overall health and well being		H&WB					
NI 127	Self reported experience of social care users		H&WB		Introduction of this indicator has been delayed until 2009-10			
NI 132	Timeliness of social care assessments		H&WB		75.2% (2007-08)	77%	80%	82%
NI 133	Timeliness of social care packages		H&WB		93.5% (2007-08)	94%	95%	96%
NI 137	Healthy life expectancy at age 65		H&WB					
NI 139	People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently	NI 49						
NI 147	Care leavers in suitable accommodation		CYP		91% (2005-06)			

† Targets are not considered obligatory for this theme

Theme: Health and Well Being continued...
Tier 3: Performance monitoring†

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
NI 190	Achievement in meeting standards for the control system for animal health		H&WB		Introduction of this indicator has been delayed until 2009-10			
NI 198	Children travelling to school – mode of transport usually used		CYP					

† Targets are not considered obligatory for this theme

Theme: Economic Prosperity
Tier 1: Place-shaping priorities

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
NI 75	Achievement of five or more A* - C grades at GCSE or equivalent, including English and maths (threshold)		CYP		40.3% (2007-08)	44%	47%	50%
**NI 79	Achievement of a level 2 qualification by the age of 19	NI 175; NI 178	E&E	CYP	67%	71.9%	74.1%	76.1%
NI 116	Proportion of children in poverty	NI 118; NI 151; NI 152; NI 153; NI 166	E&E	CYP	24.9 (2006-07)	24.3%	23.7%	22%
**NI 117	16 to 18 year olds who are not in education, training or employment (NEET)	NI 19; NI 43; NI 45; NI 91	E&E	CYP	7.7%	5.8%	6.2%	5.7%
*NI 151	Overall employment rate		E&E		69.3% (June 2007)	70.2%	71.25%	72.2%
**NI 152	Working age people on out of work benefits	NI 13; NI 163; NI 164; NI 165; NI 174	E&E		16.1% (May 2007)	15.6%	15.1%	14.5%
*NI 153	Working age people claiming out of work benefits in the worst performing neighbourhoods	NI 13; NI 163; NI 164; NI 165; NI 174	E&E		32.8% (May 2007)	32%	31%	29.8%
**NI 163	Working age population qualified to at least level 2 or higher		E&E		61.6% (2006)	65.6%	66.7%	68.4%
*NI 165	Working age population qualified to at least level 4 or higher		E&E		20.5% (2006)	21.4%	22.3%	23.5%

Theme: Economic Prosperity continued...
Tier 1: Place-shaping priorities

¹⁹ Baseline year 2005. Defra figures

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
NI 171	VAT registration rate		E&E		30.5 (2006)	Targets to be agreed with GONW as part of the LAA review 2008-09		
*NI 186	Per capita CO ₂ emissions in the local authority area	NI 185; NI 188	E&E	Housing	5.6 tonnes per capita CO ₂ ¹⁹	4%	8%	12.1%
**LI 13	Increase in total business stock per 10,000 working age population		E&E		538	545	552	559
LI 14	Increase the total number of adults aged 16 or over achieving literacy, language or numeracy qualifications at entry level 3, level 1 or level 2 from 3820 to 4001 (an increase of 181 adults over three years)		E&E		1,208	1,306 (1367)		
LI 15	The number of people who have been claiming an incapacity benefit and living in one of the seven priority wards helped by Oldham Partnership into sustained employment of at least 16 hours per week for 13 consecutive weeks or more		E&E		0	260		
LI 16	Creation of quality floor space and new jobs		E&E		Targets to be agreed with GONW as part of the LAA review 2008-09			

Theme: Economic Prosperity continued...
Tier 2: Improvement priorities

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
NI 78	Reduction in number of schools where fewer than 30% of pupils achieve five or more A*-C grades at GCSE and equivalent including GCSEs in English and maths (floor)		CYP		7 (2007-08)	3	1	0
NI 45	Young offenders engagement in suitable education, employment or training		CYP	E&E; SSC	66.31%	Targets to be agreed with GONW as part of the LAA review 2008-09		
NI 72	Achievement of at least 78 points across the early years foundation stage, with at least six in each of the scales in personal, social and emotional development and communication language and literacy		CYP		39% (2006-07)	48%	45%	
NI 73	Achievement at level 4 or above in both English and maths at key stage 2 threshold)		CYP		72%	74%	75%	
NI 74	Achievement at level 5 or above in English and maths at key stage 3 (threshold)		CYP		62%	68%	72%	75%
NI 80	Achievement of a level 3 qualification by the age of 19		E&E	CYP	41.1%	42.9%	44.5%	46.1%

Theme: Economic Prosperity continued...
Tier 2: Improvement priorities

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
NI 81	Inequality gap in the achievement of a level 3 qualification by the age of 19		E&E		20.32 (2005-06)	Targets to be agreed with GONW as part of the LAA review 2008-09		
NI 82	Inequality gap in the achievement of a level 2 qualification by the age of 19	NI 175; NI 178; NI 179	E&E	CYP	21.71 (2005-06)	Targets to be agreed with GONW as part of the LAA review 2008-09		
NI 83	Achievement at level 5 or above in science at key stage 3		CYP		67%	74%	75%	76%
NI 85	Post 16 participation in physical sciences (A level physics, chemistry or maths)		E&E	CYP	Targets to be agreed with GONW as part of the LAA review 2008-09			
NI 90	Take up of 14-19 learning diplomas		E&E	CYP	Targets to be agreed with GONW as part of the LAA review 2008-09			
NI 91	Participation of 17 year olds in education or training		E&E	CYP	69.36 (2005)	Targets to be agreed with GONW as part of the LAA review 2008-09		
NI 92	Narrowing the gap between the lowest achieving 20% in the early years foundation stage profile and the rest		CYP		38.9% (2006-07)	33.9%	35.7%	
NI 93	Progression by 2 levels in English between key stage 1 and key stage 2		CYP		86.8%	89%	90%	
NI 94	Progression by 2 levels in maths between key stage 1 and key stage 2		CYP		79%	82%	86%	

Theme: Economic Prosperity continued...
Tier 2: Improvement priorities

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
NI 95	Progression by 2 levels in English between key stage 2 and key stage 3		CYP		24.6%	28%	30%	32%
NI 96	Progression by 2 levels in maths between key stage 2 and key stage 3		CYP		49.3%	55%	60%	62%
NI 97	Progression by 2 levels in English between key stage 3 and key stage 4		CYP		51.4%	56%	61%	63%
NI 98	Progression by 2 levels in maths between key stage 3 and key stage 4		CYP		24%	28%	31%	33%
NI 106	Young people from low income backgrounds progressing to higher education		E&E	CYP	Targets to be agreed with LAA review 2008-09			
NI 50	Adults in contact with secondary mental health services in employment		E&E	H&WB	13.5%	0.16	0.185	0.21
NI 161	Learners achieving a level 1 qualification in literacy		E&E		Targets to be agreed with LAA review 2008-09			
NI 162	Learners achieving an entry level 3 qualification in numeracy		E&E		Targets to be agreed with LAA review 2008-09			
NI 164	Working age population qualified to at least level 3 or higher		E&E		40.87%	Targets to be agreed with GONW as part of the LAA review 2008-09		

Theme: Economic Prosperity continued...
Tier 2: Improvement priorities

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
NI 167	Congestion – average journey time per mile during the morning peak		E&E		Targets to be agreed with LAA review 2008-09			
NI 170	Previously developed land that has been vacant or derelict for more than five years		E&E		0.14% (2006)	Targets to be agreed with GONW as part of the LAA review 2008-09		
NI 174	Skills gap in the current workforce reported by employers	NI 163; NI 164; NI 165; NI 173	E&E		Targets to be agreed with LAA review 2008-09			
NI 175	Access to services and facilities by public transport, walking and cycling		E&E		Targets to be agreed with GONW as part of the LAA review 2008-09			
NI 176	Working age population with access to employment by public transport and other specified modes		E&E		89.5% (2005)	Targets to be agreed with GONW as part of the LAA review 2008-09		
NI 168	Principal roads where maintenance should be considered		E&E		36.9% (2007-08)	Targets to be agreed with GONW as part of the LAA review 2008-09		

Theme: Economic Prosperity continued...
Tier 3: Performance monitoring†

† Targets are not considered obligatory for this theme

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
NI 76	Achievement at level 4 or above in both English and maths at key stage 2 (floor)		CYP					
NI 77	Achievement at level 5 or above in both English and maths at key stage 3 (floor)		CYP					
NI 84	Achievement of two or more A* - C grades in science GCSEs or equivalent		CYP					
NI 88	Number of extended schools		CYP					
NI 89	Number of schools in special measures		CYP					
NI 102	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at key stages 2 and 4		CYP					
NI 103	Special educational needs – statements issued within 26 weeks		CYP					
NI 104	The special educational needs (SEN)/non-SEN gap – achieving key stage 2 English and maths threshold		CYP					

Theme: Economic Prosperity continued...
Tier 3: Performance monitoring†

† Targets are not considered obligatory for this theme

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
NI 105	The special educational needs (SEN)/non-SEN gap – achieving five A* - C GCSE including English and maths		CYP					
NI 107	Key stage 2 attainment for black and minority ethnic groups		CYP					
NI 108	Key stage 4 attainment for black and minority ethnic groups		CYP					
NI 118	Take up of formal child care by low-income working families		CYP	E&E				
NI 146	Adults with learning disabilities in employment		E&E	H&WB	5.2%	0.065	0.076	0.088
NI 157	Processing of planning applications as measured against targets for 'major' 'minor' and 'other' application types		E&E					
NI 166	Average earnings of employees in the area	NI 163; NI 164; NI 165; NI 174; NI 176	E&E	386.8 (2006-07)				
NI 169	Non-principal roads where maintenance should be considered		E&E		15			

Theme: Economic Prosperity continued...
Tier 3: Performance monitoring†

†Targets are not considered obligatory for this theme

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
NI 172	VAT registered businesses in the area showing growth		E&E					
NI 173	People falling out of work and onto incapacity benefits		E&E	H&WB				
NI 177	Local bus passenger journeys originating in the authority area		E&E					
NI 178	Bus services running on time		E&E					
NI 179	Value for money – total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year		E&E		10968866 (2006-07)			
NI 180	Changes in housing benefit/ council tax benefit entitlements within the year		E&E					
NI 181	Time taken to process housing benefit/ council tax benefit new claims and change events		E&E					
NI 182	Satisfaction of businesses with local authority regulation services	NI 183	E&E					
NI 183	Impact of local authority regulatory services on the fair trading environment		E&E					

Theme: Economic Prosperity continued...
Tier 3: Performance monitoring†

†Targets are not considered obligatory for this theme

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
NI 185	CO ₂ reduction from local authority operations		E&E		Currently refreshing – previous estimates for 2003-04 figures for council operations – fleet: 482 tonnes; street lighting 4350 tonnes; fleet 173 tonnes; buildings TBC			
NI 187	Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating		E&E					
NI 188	Adapting to climate change		E&E		As of 2008 current level 1			
NI 189	Flood and coastal erosion risk management		E&E					
NI 194	Level of air quality – reduction in Nox and PM10 emissions through local authority's estate and operations		E&E		As per NI indicator 185			
NI 197	Improved local biodiversity – active management of local sites		E&E					

Theme: Economic Prosperity continued...
Tier 3: Performance monitoring†

† Targets are not considered obligatory for this theme

No.	Indicator	Supporting indicators	Accountable body	Supporting blocks	Indicator baseline	Targets		
						2008/2009	2009/2010	2010/2011
NI 13	Migrants' English language skills and knowledge	NI 161	E&E					

6.2 Appendix 2: Greater Manchester's Multi Area Agreement (MAA) Indicators

1. Total annual real Gross Value Added output
2. Gross Valued Added per hour worked
3. Total employment
4. Overall employment rate
5. Working age people on out of work benefits in worst performing neighbourhoods
6. Proportion of working age adults qualified to level 2 or higher
7. Proportion of working age adults qualified to level 4 or higher
8. Stock of VAT registered companies
9. Percentage of non car morning peak journeys to the regional centre
10. Net additional homes provided

Read the MAA in full at www.oldhampartnership.org.uk/key-documents/MAA

7.0

Glossary

Accountable body

The legal entity, in our case Oldham Council, nominated to act on behalf of the partnership in taking responsibility for the LAA and the realisation of it.

AGMA

Association of Greater Manchester Authorities – a body that allows for the coordination of functions across the Greater Manchester authorities.

Building schools for the future (BSF)

The biggest ever school buildings investment programme. The aim is to rebuild or renew nearly every secondary school in England.

Capital finance

Expenditure on any new build, improvements to existing properties, land purchases, and any additional expenditure on fixed assets.

Community councils

Community councils are designed to allow local people to put forward their priorities for the area in which they live, suggest improvements and have their say on how services are run on a local basis. They provide another opportunity for people to speak to their local councillors about their concerns.

DCMS

Department for culture, media and sport.

DCSF

Department for children, schools and families.

DEFRA

Department for the environment, food and rural affairs.

DFT

Department for transport.

Every Child Matters

A new approach to the well being of children and young people from birth to age 19. The government's aim is for every child, whatever their background or their circumstances, to have the support they need to be healthy, stay safe, enjoy and achieve, make a positive contribution and achieve economic well being.

GMP

Greater Manchester Police – the regional police service for Greater Manchester, which includes an Oldham division.

GVA

Gross Value Added - the difference between the value of goods and services produced and the cost of raw materials and other inputs which are used up in production.

Healthy school status

The national healthy schools programme is a long-term initiative to make a difference to the health and achievement of children and young people. The programme supports the links between health, behaviour and achievement; it is about creating healthy and happy children and young people, who do better in learning and in life.

HECA

Home energy conservation act. The act requires every local authority with housing responsibilities to prepare, publish and submit to the secretary of state an energy conservation report identifying measures to significantly improve the energy efficiency of all residential accommodation in their area.

Housing Market Renewal

A programme to rebuild housing markets and communities in parts of the country where demand for housing is relatively weak and which have seen a significant decline in population, dereliction, poor services and poor social conditions as a result.

Indices of Multiple Deprivation (IMD)

The Index of Multiple Deprivation 2007 combines a number of indicators, chosen to cover a range of economic, social and housing issues, into a single deprivation score for each small area in England. This allows each area to be ranked relative to one another according to their level of deprivation.

LAA

Local area agreement – a three-year plan that highlights the priority issues for the borough and the improvements that will be made in these areas.

LIFT

Local improvement finance trust initiative – a public/private partnership programme set up to develop and maintain community-based primary health and social care premises in Oldham.

LSP

Local strategic partnership – a combination of the public, private, voluntary, community and faith sectors. Each of these sectors work together to improve the local quality of life.

Multi Area Agreement (MAA)

A multi area agreement is designed to be cross-boundary local area agreement (LAA). They bring together key players in flexible ways to tackle issues that are best addressed in partnership – at a regional and sub-regional level.

NNDR

National non-domestic rates – rates that are collected from businesses by councils, pooled by central government and redistributed to councils on a population basis. NNDR money combines with the revenue support grant (RSG) and council tax to make up local government funding.

Oldham Beyond

Oldham Beyond was commissioned by the Oldham Partnership and the North West Development Agency. It provides a vision and strategy for the regeneration of the borough over the next 15 years.

OP

Oldham Partnership – Oldham's local strategic partnership.

O&S

Overview and scrutiny – the name given to the process whereby local councillors and members of the Oldham Partnership steering group examine performance.

PCT

Primary Care Trust – the organisation responsible for commissioning hospital, primary care and community health services for the Oldham population

PFI

Private finance initiative – funds public projects and buildings with private sector money up front, which the state then pays back over a period of time with interest. PFI agreements are long-term, at least 25 years, and performance-related.

RSG

Revenue support grant – The revenue support grant (RSG) is an amount of money given by central government to local authorities each year.

RSL

Registered social landlord – social landlords that are registered with the Housing Corporation – most are housing associations, but there are also trusts and co-operatives – to provide social housing. RSLs run as businesses but don't trade for profit.

Worklessness

Worklessness extends beyond unemployed people. It includes those who are economically inactive, that is those who are of working age not in work; full time education or training; and those not actively seeking work.

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