

Oldham Local Delivery Pilot Submission – The journey so far for Oldham

Oldham LDP Lead

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The Oldham Model

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

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

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

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

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

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

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

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

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

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

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

still need to deliver sustained change. Our Oldham delivery model is based around three fundamental shifts which will work together to deliver the ambitions of this Plan. The delivery of improving levels of physical activity firmly sit within the plan. These are:

1. **Inclusive Economy;** we want Oldham to be a place where everyone has a fair and real chance to access opportunities and improve their own lives. Our vision is for Oldham to become Greater Manchester's Inclusive Economy capital by making significant progress in living standards, wages and skills for everyone.

2. **Co-operative Services;** we want Oldham to be a place where radical innovation changes the delivery and impact of public services Our vision is to collaborate, integrate and innovate to improve outcomes for residents and create the most effective and seamless services in Greater Manchester.

3. **Thriving Communities;** we want Oldham to be a place where society and social action really mean something. Our vision is for people and communities to have the power to be healthy, happy and able to make positive choices and both offer and access insightful and responsive support when required. These shifts are complemented and supported by a focus on two key enablers – public service reform and empowering people and communities. In the past the Oldham Partnership has focused primarily on how we reform public services to reduce demand. But that can only be achieved in the long term by investing in communities and creating new relationships between our people and public services.



Principles of Oldham's LDP delivery

Oldham recognises that it needs to improve its levels of physical activity and it has a well-developed Physical Activity and Sport Plan. Critical now is the opportunity that is being created through the Local Delivery Pilot. This will allow focus of delivery through a physical activity lens within a place and will fit into the Oldham Model principles of delivery. This is a place-based wider systems approach. It's recognised that we need a cashless commissioning approach not a project approach and need to make this business as usual. This is not about money but about reform of public services to reduce demand. The journey has started with our community conversations and building relationships.

It builds on a shift that is already taking place from traditional, top down services to a more co-productive relationship in which people are supported to do more for themselves, their families and the communities around them. We know that the benefits can be immense through improved physical activity levels, better health, better job prospects and better life chances. But making it happen takes a sustained shift in the way that we all work. These are the principles we have in place in the wider thriving communities approach.

Governance - Oldham has formed a unique whole system strategic partnership to oversee its plans and drive change. Its membership includes:

- The voluntary and community sector – Action Together are a critical partner who in essence jointly leading alongside the Council.
- Various council representation – Leisure, Sport, Public Health, Planning, Community and neighbourhoods, highways and transport policy.
- Health colleagues and a GP
- The Leisure Trust – Oldham Community Leisure

Community Insight and Listening

We know the cost of inactivity including absence from work in Oldham is £29,760,342.

Physical inactivity is known to be the fourth leading cause of global mortality. Many of the leading causes of ill health in today's society, such as coronary heart disease, cancer and type 2 diabetes, could be prevented if more inactive people were to become active. It's medically proven that people who do regular physical activity have:

- 35% lower risk of coronary heart disease and stroke
- 50% lower risk of type 2 diabetes
- 50% lower risk of colon cancer
- 20% lower risk of breast cancer
- 83% lower risk of osteoarthritis
- 68% lower risk of hip fracture
- 30% lower risk of falls (among older adults)
- 30% lower risk of depression
- 30% lower risk of dementia

People living in Oldham are not doing enough activity to benefit their health. Oldham's activity levels over the last two years have improved but compared to average of GM and nationally inactivity levels are higher. The Oldham inactivity/activity levels are:

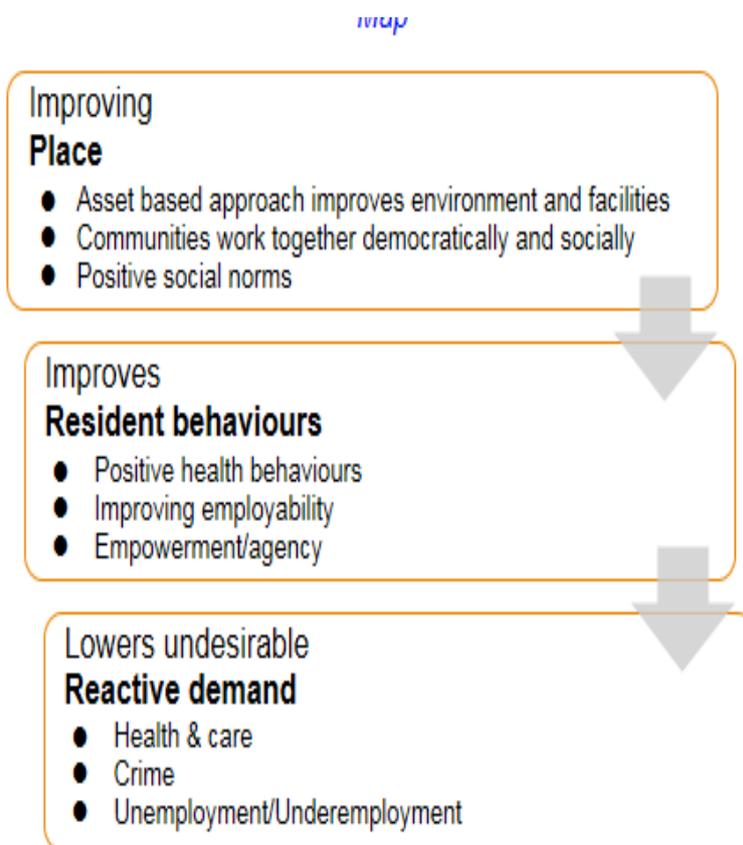
- Inactive – less than 30 minutes a week - 29.7%
- Fairly Active – 30 – 149 minutes a week - 12.7%
- Active – 150+ minutes a week – 57.6%
- 31.6% male, 28.4% female inactive
- 28.5% 55+ and 50% 75+
- 39.4% lower SEC
- 38.2% Long Term Disability
- 45.3% CYP less active

This is just the headline data and really needed to understand in more detail the story behind these figures and drill down further into the Place. To support this we have taken advantage of Oldham's Thriving Communities index which measures subjective citizen experience and

resilience. Thriving Communities as a programme is based on the theory of change that ensuring communities have the right physical & cultural assets and co-operative ethos will lead to individual empowerment and behaviour change, which will in turn lead to reductions in service demand across all agencies

The Thriving Communities Index (TCI) is a new Oldham Council/Partnership product, designed to give an understanding of how neighbourhoods in Oldham function as communities, the level of community assets, nature of social norms, community behaviours and the level of associated service demand giving us a rich granular insight of a small place. The index attempts to measure capacity and outcomes as shown in the logic chain below.

Thriving Communities logic chain:

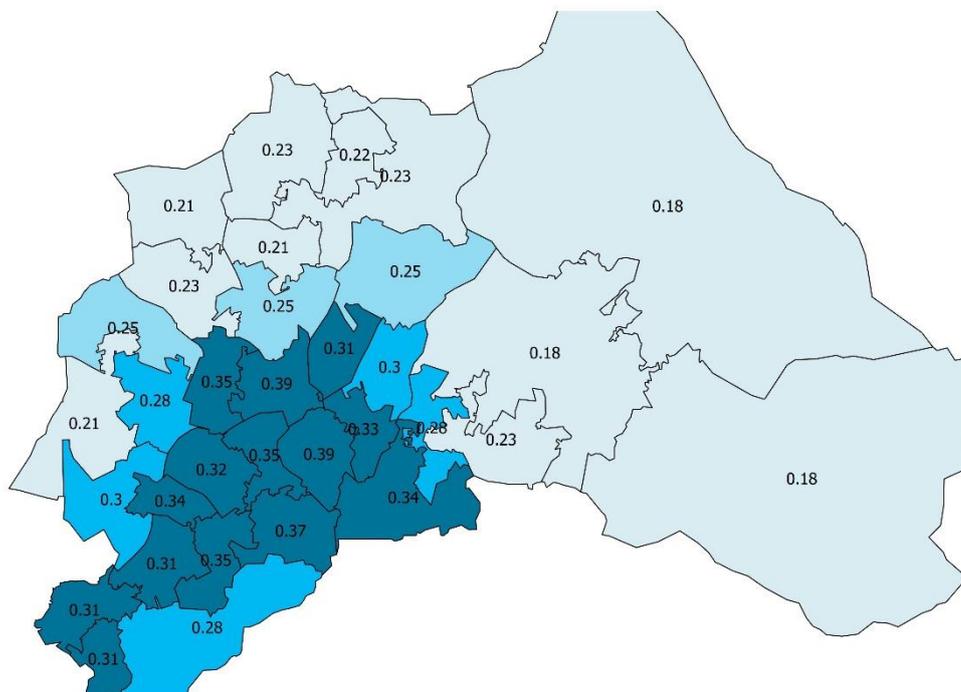


What does our Insight tell us and where have we chosen to focus our plan?

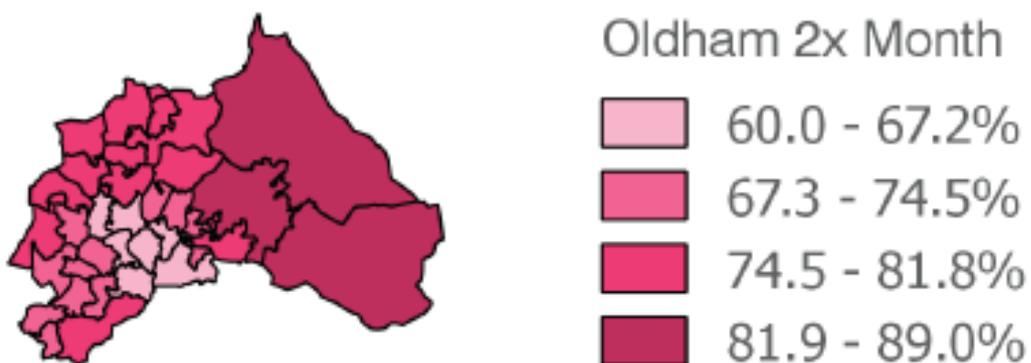
Inactivity is high broadly across all deprived areas of Oldham. We recognised early that we cannot impact across the whole Borough and need to stick to our principles of the Oldham Plan. We could not deliver test and learn across the whole Borough. We have done this in the past with little overall improvement. A more place based targeted approach is required. Borough wide Active Lives data is only helpful in telling us where *not* to target.

Below is a series of maps of Oldham which starts to show us the insight and understanding where we need to target our efforts and test and learn.

Inactivity Levels - Within the dark blue and light blue areas there are diverse communities, and there will be pockets with much higher and lower inactivity.

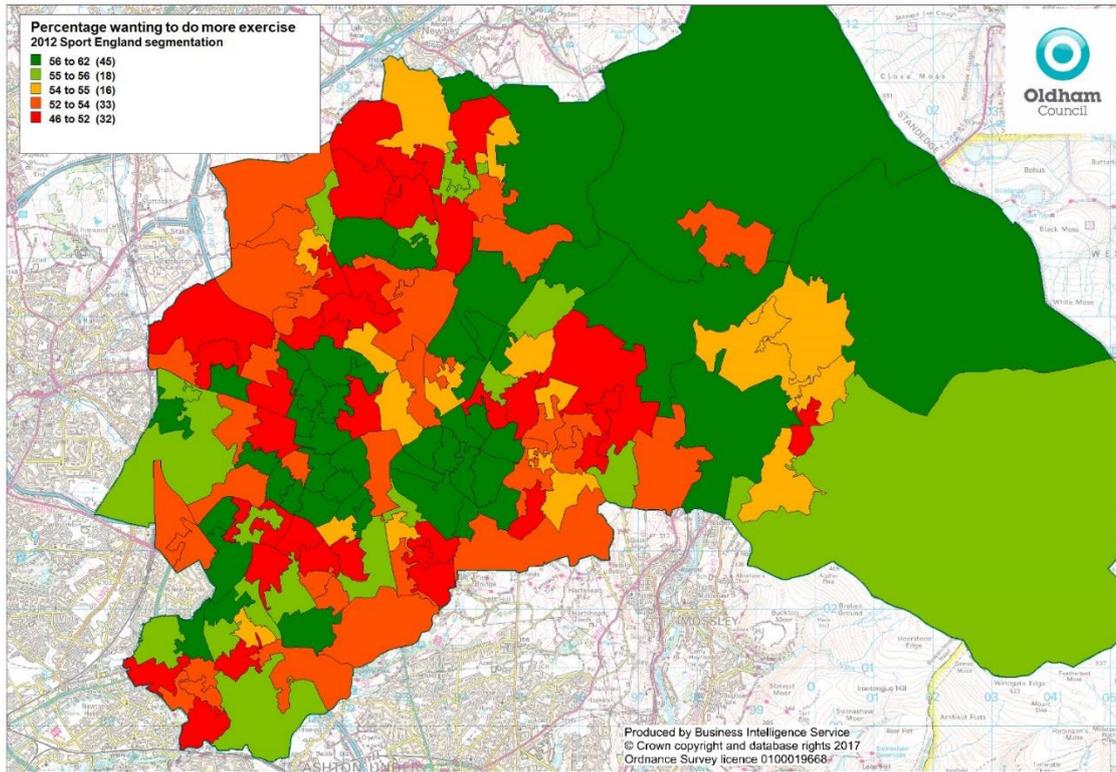


Source: Active lives survey 16-17, Sport England small area estimates, proportion inactive.

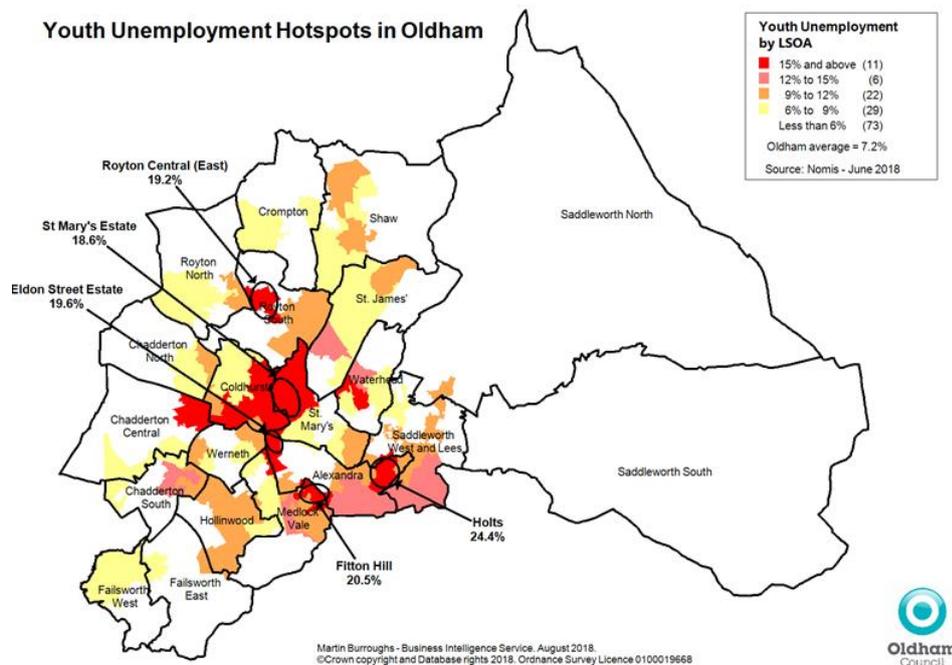


Where in Oldham do people want to be more active? We can also look at where we might be pushing at an open door i.e. who wants to be more active? (NB this data has some age, and will be modelled to some extent: we might expect some change in more transient areas, although the overall patterns are very likely to persist.)

We can see higher demand in South Asian communities, less demand in older communities, and often low demand on areas of social housing.

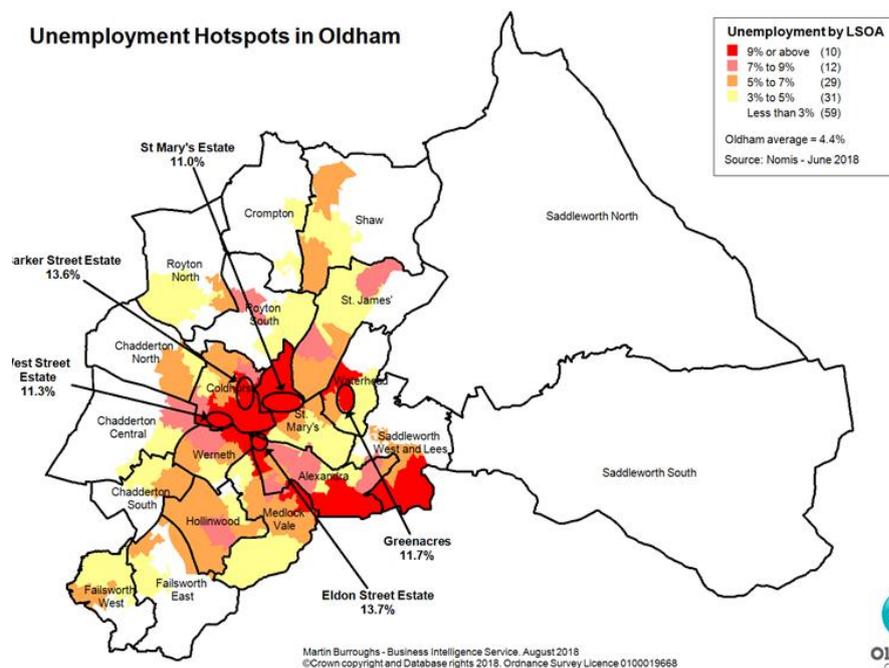


Young people; It is difficult to get detailed local information on young people and activity. The active lives young people survey is limiting. However youth unemployment may be helpful.



Unemployment; we have a good understanding of where unemployment is an issue within Oldham: this is a good match for those not exercising twice a month.

Unemployment Hotspots in Oldham



Defining the place for delivering the Local Pilot

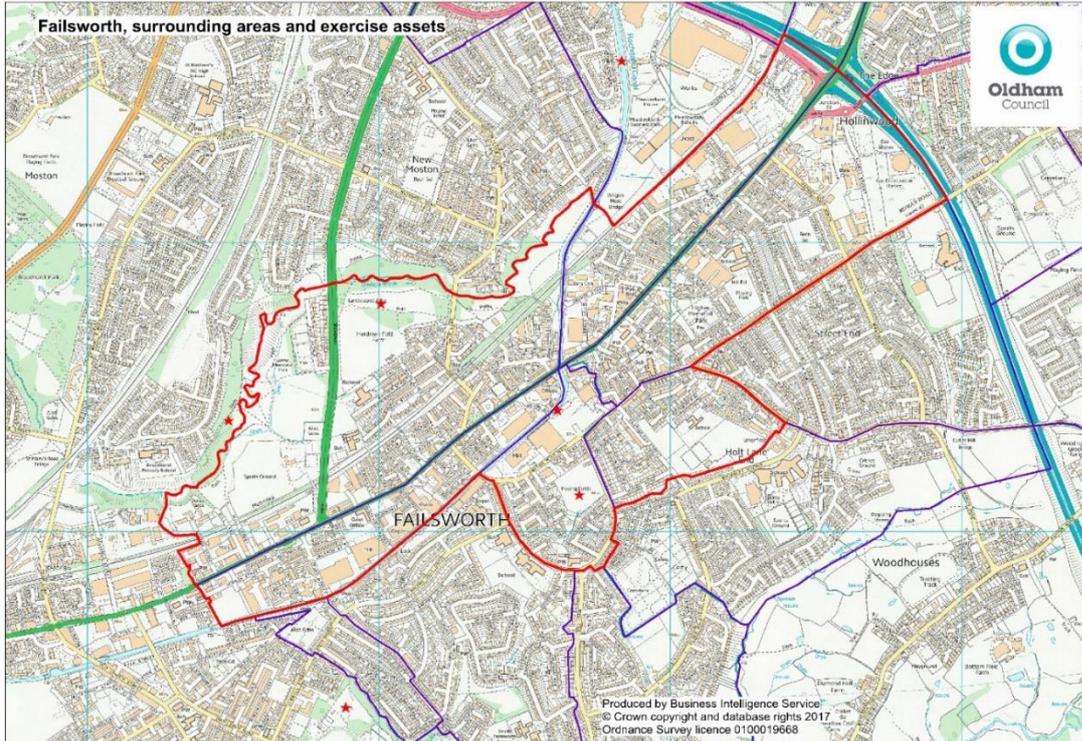
From our communities of interest, as a strategic group, based on the insight, health inequalities within the insight, existing strategy, and consideration of gaps and activity that is already in place we identified two localities to test and learn. These are:

Glodwick and Failsworth

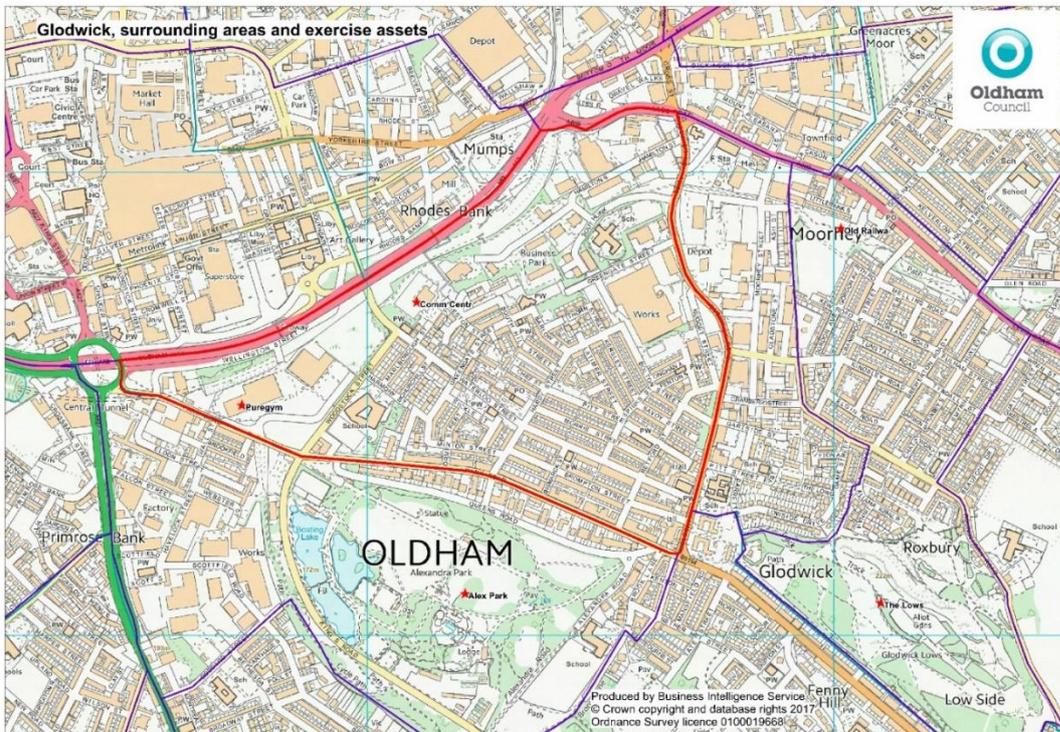
A deeper dive on the two localities is outlined below. Of note often statistics are not available at these area levels. In these cases, peak figures or ranges have been shown.

| Statistic | Failsworth | Glodwick | Notes |
|--------------------------------|-----------------------------------|-----------------------|---|
| Inactivity% | 31% | 39% | Estimated from Sport England map, 16-17 Active Lives Survey |
| Exercise 2x a month | 2 nd lowest quartile | Lowest quartile | Estimated from Sport England map, 16-17 Active Lives Survey |
| Wanting to do more exercise, % | Mixed bands, mostly above average | 56-65% (highest band) | 2012 Sport England segmentation |

Failsworth Map The appropriate area of Failsworth is perhaps harder to define. The area shown below consists of the 6 neighbourhoods which appear to be substantially less “thriving”. However, this may need to be focused down further as we develop the LDP. At present this is approximately ward size.



Glodwick Map - Core Glodwick area is easy to define. However just on the outside of Glodwick is Alexandra Park and the Alexandra ward. The Park will form part of the pilot and Alexandra ward will not be excluded and will see some benefit.



Community Engagement

In addition to the general insight we want to ensure that the LDP investment allocation plans are underpinned by insight from community members. Oldham has not yet set out specifically

which group it will work with. Oldham is now at this stage and has been working closely with Action Together to support this. Oldham will develop a framework and deliver community engagement to inform the LDP investment plan to increase physical activity in Glodwick and Failsworth for the following groups of people:

- Children and Young People aged 5-18 in out of school settings.
- People out of work and people in work but at risk of becoming workless.
- People aged 40 to 60 with, or at risk of, long term conditions: specifically, cancer, cardiovascular disease and respiratory disorders.

The ambition is to increase activity levels to 75% of people active or fairly active. In order to do this we want to engage specifically with people living in these two communities to understand some of the barriers to physical activity and to gain insight on what would enable people to be more physically active. To do this we are developing a blended approach to community engagement that will enable us to gain insight from the 3 groups set out, but that will also enable us to 'test and learn' from different approaches to community engagement.

Engagement Methodology:

The factors that we consider to be useful in the design stage of engagement for the LDP work include:

1. Timescales – what are the boundaries that time will place on the engagement? We need to be realistic about the time it will take to meaningfully co-produce the engagement framework and then deliver the engagement work.
2. Outcome desired – collectively understanding the change we want to see because of the engagement. Being honest about how will the voices / insight/ ideas be used? What 'products' are needed – a report, a video, evidence, and what direct feedback we can give to people involved and in what timescale?
3. Audience – the design needs to reflect the audiences to which we want to engage, both in terms of the three identified cohorts and the communities of Glodwick and Failsworth where we are focusing the project. The engagement methodology will flex to the audiences and will be dependent on the outcome of the engagement framework co-production work undertaken with local VCFSE groups.

The Oldham LDP approach to community engagement is to invest in the expertise of the voluntary, community, faith and social enterprise sector as part of its methodology i.e. we will invest in community groups, voluntary organisations as they are best placed and have trusted relationships with the people that we want to reach. This could include citizen researchers (local people speaking to local people) to gather voices outside the work of the community group directly.

We are using this approach as it builds capacity and shares local wealth, helping to pay for social action with the 'profits' of the work to the groups. It also develops skills and confidence too. LDP partners will work alongside groups and organisations to co-produce an effective engagement framework and tools, creatively capturing responses and presenting information to ensure the maximum reach and impact and that the insight, information and data collected can be best used to underpin the Oldham LDP investment plan.

The engagement framework co-production work will have the following outcomes:

- To develop and agree the engagement approach

- To develop and agree the language and framing of a set of questions that will provide the insight to influence the Oldham LDP investment plan
- To develop and agree the range of appropriate engagement tools i.e. surveys, workshops and focus groups, community conversations, citizen researchers, forums, web-based engagement etc.
- To develop and agree the approach to capturing and reporting the insight

To agree which community organisations are able to do the different elements of the engagement work and to establish a community network around the LP work.

The desired outputs include:

- Co-production Workshop delivered with VCFSE groups and organisations in Glodwick
- Engagement framework and tools produced
- Engagement work delivered by local VCFSE groups and organisations
- Insight gathered and shared to underpin Oldham LDP plan

The desired outcomes include:

- Co-produced engagement framework developed and delivered
- Insight gained from the 3 defined groups of people who live in and around Glodwick and Failsworth to understand what prevents people from being more physically active and 'what would work' to increase physical activity across these 2 communities.
- Engage local community groups and organisations in Glodwick and Failsworth in the LDP work and establish a community network around the LDP work as the start of the social movement.
- Through the engagement work to begin to increase awareness of physical activity and the benefits of increasing activity across these communities

The Engagement work will be monitored by the Oldham LDP strategic partnership group.

The plans also connect to social prescribing and our asset based community development work, in that we are right at the start of developing the Oldham Model for Social Prescribing across the communities of Glodwick and Failsworth. Action Together CIO is leading a VCFSE consortium to co-design and deliver this work alongside Oldham Cares partners and the VCFSE. We will ensure that as both pieces of work develop that there is connectivity and synergy between the two programmes. Alongside this there is the potential for transformation funding from Oldham Cares to be invested in a consortium of Glodwick community groups and organisations, specifically to use asset based approaches to improve health and wellbeing outcomes for Glodwick community members. Whilst this substantial grant funding is not confirmed we remain optimistic that there will be some investment and ATCIO are able to connect this work up to the LDP plans as it develops.

So far for Failsworth and Glodwick

To date engagement in Failsworth has been limited to primary care conversations.. However in Glodwick engagement has now started with local voluntary organisations individually and collectively through a newly established Glodwick Partnership. Our approach has been welcomed by local voluntary organisations who tell us they are surveyed out. They want to build relationships co-design and co-produce *#NoMoreSurveys*. *#DontMakeUsLikeYou*. Developing relationships has been a critical part of this and this takes time and energy.

Early conversations have taken place with the Ghazali Trust, The Chai Ladies group, and the Pakistani Community Centre. In addition through the Glodwick partnership the principles of

engagement have been discussed with a wider audience including Action Together, the Police, local elected members, residents, Get Oldham Working and the Leisure Trust.

In addition Oldham is trying to match up any plans it is developing through the Bee Network and The Green Space Strategy as examples amongst other strategic plans.

It is important also to recognise Borough wide work continues alongside the LDP and as initiatives are developed they are targeted at our chosen areas. For example inspired by the Daily Mile and Workplace Mile, a partnership group led by ATCIO has been developing some work to grow a Community Mile, bringing together the local networks and work around Health Walks and Lets Go For A Walk. As part of the work we are starting to deliver Walk Leader Training to volunteers based in community group's right across Oldham, and some of the training in the first round has benefitted volunteers from Glodwick groups. We will ensure as the Community Mile develops that the LDP work builds upon this. Oldham will also continue to develop its MECC approach and extend this to place through the LDP.

Funding Plan

Our funding requirement to date is limited to the early draw down of £20k to support the co-production and community engagement of the LDP work in Glodwick and Failsworth. Other costs to date including collection of insight and early engagement have been costs in kind. This £20K funding will go direct to Action Together who will then lead, along with the wider voluntary sector the community engagement and co-production.

In addition to this early draw down a bid will go in for £15k per year to support with operational capacity. Work is currently underway to realign some of the responsibility of an Oldham Council vacant Sport Development Officer post. As a minimum the post moving forward will spend 2 days per week supporting delivery and engagement and work directly to the strategic lead for the LDP. However it is important to recognise the post will continue beyond the life of the LDP programme. Future funding requests will be aligned to a future delivery plan. Yet to be determined are costs for such things as but not limited to- Delivery costs, admin costs (if any, evaluation, Comms, equipment ... Etc.

Delivery Plan

Our delivery plan will focus on the next 3 months and the outputs of the insight and engagement will determine future delivery. As a Borough, as outlined in our methodology above, we need to match up our insight with community engagement.

