

Report to COUNCIL

Working towards a Co-operative Borough: Corporate Plan 2015-2020 and Oldham Plan 2015-2018

Portfolio Holder:

Cllr J McMahon, Leader of the Council / Cllr A Shah, Deputy
Cabinet Member (Policy)

Officer Contact: Carolyn Wilkins, Chief Executive

Report Author: Jackie Wilson, Head of Strategy, Partnerships and
Policy

Ext. 1373

20 May 2015

Reason for Decision

- The Oldham Plan was approved by the Oldham Leadership Board on 15 January 2015 and provides context to the Corporate Plan.
- The current Corporate Plan was first published in 2012 and covered the period up to 2015. The Corporate Plan has now been reviewed and refreshed for the next period (2015 – 2020).

Recommendations

1. It is recommended that the Oldham Plan 2015-18 is endorsed.
2. It is recommended that the Corporate Plan Outcomes Framework is approved.

Oldham Plan (2015-2018)

1. Current Position

- 1.1 The Oldham Plan is the overarching strategy for Oldham as a place, developed and agreed by the Oldham Partnership. It sets out the high level ambitions and priorities for Oldham based on a strong evidence base. The Oldham Plan does not detail everything that should be happening in the borough but rather the areas where the most value can be added from working in partnership.
- 1.2 The Oldham Leadership Board agreed to refresh the Oldham Plan: A Framework for Success, which was published in January 2013. This was to reflect changes in the focus of partnership working in Oldham including the move towards commissioning cluster arrangements and the emerging devolution agenda. The refreshed Oldham Plan 2015-2018 was approved by the Oldham Leadership Board on 15 January 2015. Its audience is primarily Oldham partners and it will drive the work of the Oldham Partnership over the next three years.
- 1.3 The Plan's Vision is '*to be a place of ambition where people and communities flourish*'. This is underpinned by three priority outcomes:
 - Investment, skills and good quality jobs
 - Resilient and co-operative people and communities who flourish and cope well with change
 - Healthy, happy and confident people and communities.
- 1.4 Council is asked to endorse the Oldham Plan 2015-18 (at Appendix 1) as it provides the overall context to the Council's Corporate Plan. The two plans strongly relate to each other, whilst remaining distinct in their focus i.e. Oldham Plan as the partnership strategy and the Corporate Plan as the Council strategy).

Corporate Plan (2015-2020)

2 Background

- 2.1 The current Corporate Plan was first published in 2012 and covered the period up to 2015. The Corporate Plan has now been reviewed and refreshed for the next period (2015 – 2020).

The Plan has been refreshed in respect of a number of factors:

- In light of the new Oldham Plan objectives and outcomes, there was a need to examine whether the Council's corporate ambition and objectives were still fit for purpose.
 - Ensuring the plan still reflects the current organisational priorities and reflected key changes such as the GM Devolution Agreement.
 - Its suitability to inform business planning and provide continued direction to employees, to inform decision making and inform budget priorities, as the Council continues to navigate a period of transition and transformation.
- 2.2 The Oldham Plan was approved by Oldham Leadership Board in January and is presented for endorsement to Council as part of this report. It is the shared Vision for the Borough, which we and our partners are committed to achieving.

2.3 The Corporate Plan outlines both the Council's contribution to achieving the Vision and outcomes outlined in the Oldham Plan as well as the priority areas of focus and delivery for the organisation.

3 Current Position

Review of the corporate ambition and objectives

3.1 The Council's corporate ambition and objectives were reviewed both in light of the new Oldham Plan and the organisational priorities.

The corporate ambition: *'To deliver a co-operative future where everyone does their bit'* was found to still be fit for purpose. In particular it complements the stated intention in the Oldham Plan to 'build on our co-operative approach' and 'create a borough where everyone does their bit and everyone benefits'.

3.2 The refreshed corporate objectives underpin our ambition:

- *A productive place where business and enterprise thrive*
- *Confident communities where everyone does their bit*
- *A co-operative council delivering good value services to support a co-operative borough*

Again, the objectives were found to be largely still fit for purpose, and reflective of the priority outcomes of the Oldham Plan, although there was a change made to the third objective. Previously: *A co-operative council delivering responsive and high quality services*. Given the funding reductions and the subsequent changing role of the Council, it was felt that this needed refocusing away from the Council delivering all services and more towards co-operative delivery, working with partners and communities to achieve desired outcomes.

Creating an Outcomes Framework

3.3 One of the main pieces of work undertaken in the process of developing the Corporate Plan 2015-2020 is the creation of an Outcomes Framework (at appendix 2). Previously, there has been a list of priorities under each corporate objective, but these have been strengthened to ensure more focused delivery towards achievement of the corporate objectives.

3.4 The Corporate Plan outcomes are accompanied by a short descriptor, and are as follows:

A productive place where business and enterprise thrive

- **Open for business:** We'll make Oldham a place to invest and do business
- **A regenerated borough:** We'll bring forward key regeneration projects to grow the business base, create jobs and transform Oldham into a vibrant borough
- **A working borough:** We'll work with partners to create job opportunities for local people ranging from training opportunities and apprenticeships to quality jobs that pay a decent wage. Through the Education and Skills Commission we will work with partners to improve educations and skills outcomes for all our young people, giving them the best possible preparation for adulthood and the world of work.

Confident communities where everyone does their bit

- **Confident and involved communities:** We'll work with residents and partners to create a co-operative borough where everyone does their bit and understand the issues affecting people in Oldham and campaign to get a fairer deal for residents.
- **Healthy communities:** We'll work proactively with residents and partners to promote healthy, independent lifestyles.
- **Safe, strong and sustainable communities:** We'll work with residents and partners to create cohesive communities which are well cared for, safe and which have decent homes.

A co-operative council delivering good services to create a co-operative borough

- **Getting the basics right:** We'll deliver the services we are responsible for efficiently and ethically and listen to resident feedback to ensure their satisfaction with services
- **Responsible with resources:** We have a capable, motivated and healthy workforce and use all our resources responsibly to deliver services in-house or, when needed commission services which have public service, quality outcomes and value for money at their heart.
- **Reforming and empowering public services:** We'll work with communities, partners and Districts across the borough and Greater Manchester to reform public services and encourage innovation, leading to even better outcomes and service delivery.

- 3.5 Under each outcome high-level supporting activity has been identified. These programmes and activities should not change significantly over the period of the Plan. For example, we will always be looking to secure inward investment to support regeneration, but how we do that may differ from year to year depending on what opportunities are available. There is illustrative activity under each of the high level activities that is taken from the business plans of Council Services for 2015/16.

Measuring the Corporate Plan

- 3.6 The Outcomes Framework also charts the measures that will indicate progress against our outcomes and the majority of these will be reported through the Corporate Performance report.
- 3.7 Some measures will also be tracked through other performance reporting channels such as the Oldham Plan dashboard, the Impact of Welfare Reform report, and the Statement of Accounts.
- 3.8 Some of the measures included are new. It should be noted that where this occurs (as indicated in the Outcomes Framework) the reporting year 15/16 will be a baseline-setting year.
- 3.9 Other measures will be tracked through the strategies and policies that support delivery of the main activity and programmes within the Outcomes Framework.

Publishing the Corporate Plan

- 3.10 The Council's current web content will be reviewed so that it reflects the organisation's ambitions and objectives as outlined in the Corporate Plan. As part of this we will create a dedicated section outlining our co-operative ambition, corporate objectives and outcomes.
- 3.11 The proposal will bring together key data and information about the borough and the Council, as well as presenting information about our values and behaviours and corporate objectives (see appendix 3). This would create a useful go-to place and intelligence hub which will add value in a number of ways including access to the latest information and updates on activity.
- 3.12 There will also be a compact brochure produced which will act as a ready-reminder for Elected Members and employees of our corporate ambition, objectives, outcomes, values and behaviours.

4 Options/Alternatives

- 4.1 Option one – To endorse the Oldham Plan and approve the Council's Corporate Plan
- 4.2 Option two – Not to endorse the Oldham Plan nor approve the Council's Corporate Plan
- 4.3 Option three – To endorse the Oldham Plan but not approve the Corporate Plan, or vice versa.

5 Preferred Option

- 5.1 Option one is the preferred and recommended option.

6 Consultation

- 6.1 The Oldham Plan was signed off by the Oldham Leadership Board as the governing body of the Oldham Partnership on 15 January 2015. Consultation had previously taken place with all partner organisations as well as at Cabinet Member Portfolio meetings, Directorate Management Team Meetings, and at Senior Leadership Team meetings. The Oldham Plan went to Overview and Scrutiny in December 2015.
- 6.2 The initial draft Corporate Plan Outcomes Framework was signed off for discussion week commencing 2 March. Consultation has taken place at Cabinet Member Portfolio meetings, Directorate Management Team Meetings, and at Senior Leadership Team meetings. An Elected Member workshop also took place on 10 March. Cabinet recommended the Corporate Plan Outcomes Framework for approval by Council on 27 April.

7 Financial Implications

- 7.1 All the actions that are included within the Corporate Plan to be delivered against corporate objectives will be financed by approved resource. Ensuring that there is future sustainability will form a key part of the on-going budget setting process and medium term financial strategy.
- 7.2 It is anticipated that there will continue to be further downward pressure on Council budgets as a result of Government spending plans. This may require the revisiting of actions and the subsequent realignment of resources. The requirements can only be clarified once announcements have been made by Central Government. (Anne Ryans)

-
- 8 **Legal Services Comments**
- 8.1 The Corporate Plan requires to be approved by full Council. (Paul Entwistle)
9. **Co-operative Agenda**
- 9.1 The Oldham Plan 2015-18 outlines the Oldham Partnership's co-operative ambition and outlines for the next three years including specific outcomes about working towards a co-operative borough.
- 9.2 The Corporate Plan is the strategy which will help us to achieve our co-operative ambition over the next five years.
- 10 **Human Resources Comments**
- 10.1 N/A
- 11 **Risk Assessments**
- 11.1 N/A
- 12 **IT Implications**
- 12.1 N/A
- 13 **Property Implications**
- 13.1 N/A
- 14 **Procurement Implications**
- 14.1 N/A
- 15 **Environmental and Health & Safety Implications**
- 15.1 N/A
- 16 **Equality, community cohesion and crime implications**
- 16.1 N/A
- 17 **Equality Impact Assessment Completed?**
- 17.1 N/A
- 18 **Key Decision**
- 18.1 No
- 19 **Key Decision Reference**
- 19.1 N/A
- 20 **Background Papers**
- 20.1 N/A
-

21 **Appendices**

21.1 Appendix 1: The Oldham Plan: A Framework for Success 2015-18

21.2 Appendix 2: Corporate Plan Outcomes Framework

21.2 Appendix 3: Corporate Plan Content visual