

A Productive Place where business and enterprise thrive

Outcomes	High level programme activity – what we will do? (Non-negotiable delivery must-haves)	Measures / Indicators	Supporting strategies and policies
<p>Open for business: We'll make Oldham a place to invest and do business</p>	<p>Invest in Oldham</p> <ul style="list-style-type: none"> • Support local businesses to stay, thrive and grow, strengthening the borough's economy and creating local jobs. For example, work with partners across all sectors and within GM to further develop and provide high quality and easy access to business advice and support; invest in improving access to and take-up of digital connectivity; support the creation of local supply chains for Council contracts and large developments. • Work with local and regional partners to encourage enterprise and entrepreneurship through support of a number of targeted initiatives and programmes. For example, allocate funding through the Enterprise Trust; facilitate new flexible spaces for businesses to setup, trade and network; maximise use of the New Enterprise Allowance as a route to self-employment for unemployed people. • Support existing and attract new retail investment in our town and district centres. For example, encourage development of small independent businesses through investment such as in the Independent Quarter, Shaw, Lees and A62 Failsworth; attract major retailers to the town centre; invest in the public realm, cultural and leisure offer to make the Town Centre a place to visit and enjoy. • Secure significant inward investment and partnerships to sustain regeneration activity across the borough and strengthen the local economy. For example, promote local, national and global support available to Oldham businesses as part of the Greater Manchester family; attract major retailers to the town to secure additional investment and build confidence whilst also supporting development of the visitor offer. • Maintain and continue to invest in our highways and transport infrastructure to enable the movement of people and goods, in, around, and out of the borough. For example, secure additional funding for highways maintenance and development; delivery of the 24-hour repair pledge on agreed routes; develop a car parking strategy to ensure adequate parking provision is available; promote use of Metrolink and other forms of public transport. • Contribute to the delivery of GM programmes and achievement of GM level outcomes such as in the GM Growth and Reform Plan. For example, support delivery of the Key Route Network improvements and associated funding bids. <p>Visit Oldham</p> <ul style="list-style-type: none"> • Develop the visitor offer to grow Oldham's visitor economy. For example, develop a Tourism Strategy for Oldham maximising Oldham's share of Manchester's visitor economy and working with Visit Manchester to provide visitor economy support; articulate our role in the Pennines and our relationship with West Yorkshire. Additionally, develop a strategy for markets; support existing events and encourage new events which attract visitors into the borough and develop the offer in a number of areas including entertainment, shopping and eating out. • Promote Oldham's visitor offer. For example, develop place marketing and visitor information including branding of council and partner assets to enhance the visitor experience and supporting professional sport including football and rugby which enhance the borough and attract day visitors; consider the role of 	<p>Corporate Performance Report:</p> <ul style="list-style-type: none"> • Business rates (number of properties and rateable value) • Number of residents starting a business via BSUS + NEA • The percentage of businesses in Oldham which are very satisfied or satisfied with the local area to do business (NEW) • The number of enquiries for Inward Investment in Oldham (NEW) • Number of vacant properties in town centre • % Cat1 pothole defects repaired/made safe within 24 hrs • % of service requests along key corridors responded to within 24 hours (NEW) • Number of visitors to Gallery Oldham • Number of library visits per 1000 population to library service points - not including web visits <p>Other performance reporting channels:</p> <ul style="list-style-type: none"> • Resident satisfaction • Business start-up, survival and death rates • Market vacancy rates • Value of visitor economy in Oldham • Hotel room occupancy and rates • Car Park usage • Metrolink usage • Basket of economic GM performance measures, benchmarking and milestones to track Oldham's contribution and performance against GM priorities and targets (TBC, but to include the Local Economic Assessment) 	<ul style="list-style-type: none"> • Oldham's Place Marketing Strategy • Economic Framework • Local Development Plan (formally Unitary Development Plan) • Oldham on the Map • OBLG: Together for Growth Strategy • Tourism Strategy (in place by 2015/16) • Business Plans • Greater Manchester Stronger Together Strategy 2013-2020 • Greater Manchester Growth and Reform Plan • Greater Manchester's European Structural and Investment Funds Investment Plan (ESIF) 2014-2020

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	<p>businesses in promoting and growing the visitor economy.</p> <ul style="list-style-type: none"> • Work with partners to ensure that the borough’s assets and attractions are managed and co-ordinated. For example, partners who manage our natural assets including Rochdale Canal Trust, Royal Society for the Protection of Birds, and United Utilities; implementing the Arts and Heritage Strategic Plan. 								
<p>A regenerated borough: We’ll bring forward key regeneration projects to grow the business base, create jobs and transform Oldham into a vibrant borough</p>	<p>Invest in Oldham Completion of key projects in the Town Centre, including:</p> <table border="1" data-bbox="641 485 1644 716"> <tr> <td> <ul style="list-style-type: none"> • Old Town Hall Cinema • Shopping Centre Redesign • Theatre and Heritage Centre • Prince’s Gate Phase 1 & 2 • Prince’s Gate Transport Interchange and Park & Ride • Public Realm Improvements </td> <td> <ul style="list-style-type: none"> • Lord Street (former leisure centre site) • Hotel Future & Conferencing • Town Centre Leisure Centre • Campus Oldham • Independent Quarter </td> </tr> </table> <p>Completion of key projects across the borough, including;</p> <table border="1" data-bbox="641 814 1644 1010"> <tr> <td> <ul style="list-style-type: none"> • Chadderton Foxdenton Phase 1 & 2 • Hollinwood Junction Phase 1 • Failsworth A62 High Street Fund • Royton District Centre, Town Hall and Leisure Centre </td> <td> <ul style="list-style-type: none"> • Shaw High Street Fund • Shaw Market • Shaw Park and Ride • Lees High Street Fund • Gateway improvements </td> </tr> </table> <p>Completion of a number of key projects to improve the Schools estate ensuring the creation of sufficient quality school places and effective, inspiring learning environments including:</p> <table border="1" data-bbox="596 1171 1644 1367"> <tr> <td> <ul style="list-style-type: none"> • New three form entry primary school in Coldhurst • Hollinwood Academy – 140 place school for children with Autistic Spectrum Disorder (ASD) </td> <td> <ul style="list-style-type: none"> • Rebuilding of Saddleworth School • Rebuilding of Royton and Crompton school </td> </tr> </table> <p>Build more quality homes in the Borough. For example, homes are already being built across Oldham including at Partington Street in Failsworth; in Derker and in Fitton Hill. We will bring forward a number of the former school sites such as Counthill and Breezehill as well as other council land in Saddleworth, Limeside and Derker. A significant number of new high quality homes for sale are in the pipeline at Foxdenton and at the former Lancaster Club site. We are also working with housing association partners to redevelop vacant land at Sholver and on other estates to ensure that local people have a choice to buy as well as a choice to rent.</p>	<ul style="list-style-type: none"> • Old Town Hall Cinema • Shopping Centre Redesign • Theatre and Heritage Centre • Prince’s Gate Phase 1 & 2 • Prince’s Gate Transport Interchange and Park & Ride • Public Realm Improvements 	<ul style="list-style-type: none"> • Lord Street (former leisure centre site) • Hotel Future & Conferencing • Town Centre Leisure Centre • Campus Oldham • Independent Quarter 	<ul style="list-style-type: none"> • Chadderton Foxdenton Phase 1 & 2 • Hollinwood Junction Phase 1 • Failsworth A62 High Street Fund • Royton District Centre, Town Hall and Leisure Centre 	<ul style="list-style-type: none"> • Shaw High Street Fund • Shaw Market • Shaw Park and Ride • Lees High Street Fund • Gateway improvements 	<ul style="list-style-type: none"> • New three form entry primary school in Coldhurst • Hollinwood Academy – 140 place school for children with Autistic Spectrum Disorder (ASD) 	<ul style="list-style-type: none"> • Rebuilding of Saddleworth School • Rebuilding of Royton and Crompton school 	<p>Corporate Performance report:</p> <ul style="list-style-type: none"> • Total number of new homes built (NOT including conversions) (NEW) • Number of vacant properties in town centre • Total number of homes built (inc affordable and those built in Council Tax band C-G) • Business rates (number of properties and rateable value) <p>Other performance reporting channels:</p> <ul style="list-style-type: none"> • Added GVA from projects • Resident Satisfaction • Council Tax base (value and growth) • Resident awareness of projects • Basket of housing GM performance measures, benchmarking and milestones to track Oldham’s contribution and performance against GM priorities and targets (TBC) 	<ul style="list-style-type: none"> • Oldham’s Place Marketing Strategy • Business Plans • Housing Strategy • Oldham on the Map • Tourism Strategy (in place by 2015/16) • Social Value Framework • Economic Framework
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<p>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.</p>	<p>Education, skills and employability</p> <ul style="list-style-type: none"> • Strengthen the pathways and progression through education, ensuring that the provision takes account of the future job market across Greater Manchester and nationally. For example, implement the recommendations of Oldham's Education and Skills Commission; focus on ensuring that local provision meets skill shortages in key sectors that report skill gaps and shortages, such as those that require maths and science, or higher skills in advanced manufacturing and engineering (STEM subjects); increase attainment in STEM subjects at school particularly maths and science; expand the Primary Engineer and Junior University schemes; and promote the work of the Regional Science Centre. • Ensure the education offer enables young people to secure good qualifications that enable access to meaningful employment and/or progression into Higher Education. For example, implement the recommendations of Oldham's Education and Skills Commission in regard to transforming learning outcomes through increasing educational attainment, particularly at early years and secondary stage; close the gap in educational attainment for those in care and other disadvantaged groups; introduce the Youth Guarantee for 18 year-olds and introduce the Oldham Scholarship to help those who want to go on to University. • Increase the level of the working age population with higher level skills. For example, increase the number of higher level apprenticeships being offered; introduce the Oldham Scholarship to help those who want to go on to University; promote graduate recruitment and work experience. • Increase employability through development of a number of targeted employability and skills programmes for those furthest from the labour market. For example, encourage local delivery of and access to new European Social Fund (ESF) provision; develop and deliver an employability programme for those with a Special Educational Need or disability; invest in upskilling programmes such as Warehouse to Wheels; improve digital skills through extending current digital inclusion initiatives in libraries; improve life skills and basic levels of literacy and numeracy through the Lifelong Service and the Library Service. • Encourage schools to foster enterprise and develop entrepreneurial skills. For example, promote the Enterprise Hubs in every Oldham secondary school; support other enterprise related activities in our schools such as the primary school business and careers work hub; provide enterprise spaces for young people to continue to develop their own career options thorough self-employment. • Work with partners and local businesses to support and enable the creation of local jobs, apprenticeships and work experience placements across the borough through a series of sustained and targeted initiatives. For example, work in partnership to add value to the mainstream employment support being offered to sustain the success of the Get Oldham Working programme and increase the job outcomes delivered locally; encourage more businesses to work with our schools and colleges; invest in innovative and flexible approaches to meet employer's workforce needs; continue to promote the public sector to offer job and work experience opportunities and ensure full social value is built into local public procurement of all major contracts and developments. 	<p>Corporate Performance Report:</p> <ul style="list-style-type: none"> • 16 to 18 year olds who are not in education training or employment (NEET) • % of those on a GOW opportunity moving into a job or FE/HE (NEW) • Percentage Achieving 5+ A* to C inc English and Maths • Percentage of Oldham pupils in good/outstanding schools • Gap between KS2 disadvantaged pupils and other in combined Reading, Writing and Maths • Gap between KS4 disadvantaged pupils and other for achieving 5+ A* to C including English and Maths • Gap between KS4 Looked After Children pupils and other for achieving 5+ A* to C including English and Maths • Pupils making the expected progress between KS2 and KS4 in English • Pupils making the expected progress between KS2 and KS4 in Maths • Percentage of Oldham pupils in good or outstanding primary schools • Percentage of Oldham pupils in good or outstanding secondary schools • Number of lifelong learning enrolments • Weekly median wage (full-time workers living in Oldham) • Number of work related opportunities created by Get Oldham Working • Young offenders engagement in suitable education employment or training • % of JSA claimants and Universal Credit claimants that are unemployed <p>Other performance reporting channels:</p> <ul style="list-style-type: none"> • Companies signed up to Fair Employment Charter • Number of funding allocations made through the Enterprise Trust • Basket of employment, skills and education related GM performance measures, benchmarking and milestones to track Oldham's contribution and performance against GM priorities and targets (TBC) 	<ul style="list-style-type: none"> • Education and Skills Commission findings • Economic Framework 2013 • Business Plans • Interim Education Strategy 2014 • Social Value Framework • Fair Employment Charter • Co-operative Charter 2011 • GM Devolution Programme • Greater Manchester Stronger Together Strategy 2013-2020

Confident Communities where everyone does their bit

Outcomes	Programme activity – what we will do? (Non-negotiable delivery must-haves)	We will measure	Supporting strategies and policies
<p>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.</p>	<p>Strong Local Democracy</p> <ul style="list-style-type: none"> • Ensure delivery of strong democratic structures to engage and involve residents in decision making at all levels (local, borough and GM level). For example, review of current district arrangements; increased scrutiny of issues relating to the budget and health and social care; continued provision of governance training for senior leaders. • Ensure that local resources are targeted at local needs and priorities. For example, develop plans for the districts to ensure that local needs and priorities are reflected in the services delivered at a local level; invest in Local Leaders with devolved budgets to ensure that funding is targeted to local need and local solutions can be developed. • Support residents of all ages to get involved in civic life. For example, elected members engaging with schools and residents to increase their understanding and awareness of local democracy; further opening up democratic processes through better use of technology; expand the ways in which the public can engage with the Council, particularly younger residents e.g. social media public questions to districts; continue to invest in Youth Council facilities and support. <p>Developing a Co-operative Contract</p> <ul style="list-style-type: none"> • Develop co-operative deals that build capacity and motivation within communities to be proactive and do more for themselves encouraging 'something for something' principles that reward positive behaviours. For example, give housing priority to those who are in work, volunteering or caring; introduce a Green Dividend to promote community growing initiatives. • Support residents of all ages to get involved in their community and create opportunities for social action and enterprise and a strong understanding of what it means to live in a co-operative borough. For example, encourage people (particularly parents) to become school governors and get involved with initiatives such as Love Where You Live, Get Oldham Growing, B Green and the Limehurst Agreement; secure sustainable leases for communities, where appropriate, to take on buildings and land and the management of community buildings; support the Community Energy sector, enabling communities to maximise the benefit from their assets and reduce energy bills. <p>Working for a Fairer Oldham</p> <ul style="list-style-type: none"> • Campaign for a fair deal for Oldham residents. For example, through key campaigns and work areas such as Fair Employment, Fares Fair and Fair Energy; open a high street shop to take on expensive weekly payment stores; introduce the national living wage for all council workers; encourage other employers in Oldham to sign up to the Fair Employment Charter tackling low pay and zero hours contracts. • Maximise household income across the borough. For example, through the provision of Welfare Rights advice and working with partners to successfully deliver programmes such as Warm Homes Oldham. 	<p>Corporate Performance report:</p> <ul style="list-style-type: none"> • Average time taken to process local welfare assistance crisis claims • Number of people lifted out of fuel poverty <p>Other performance reporting channels:</p> <ul style="list-style-type: none"> • Measures of community resilience (in development) • Number of people who feel that people from different communities get on well • Participation dashboard (covering GO, GOG and LWYL) • Increase in number of residents who feel that they can influence decisions • Number of Oldham residents who volunteer • Amount of additional Benefit secured by welfare rights team (£) 	<ul style="list-style-type: none"> • Co-op Housing Offer • Co-operative Charter 2011 • Safe and Strong Communities • Co-operative Charter 2011 • Community Cohesion Framework • Fair Employment Charter • Affordable Warmth Strategy 2014-16 • GM Poverty Pledges • Armed Forces Community Covenant • District Plans • Business Plans
<p>Healthy communities: We'll work proactively with residents and partners to promote healthy, independent lifestyles.</p>	<p>Early Intervention and prevention</p> <ul style="list-style-type: none"> • Refocus our resources to promote early intervention and prevention of ill health or complex needs. For example, increase the Early Help offer, replacing multiple overlapping services currently in place, giving individuals with complex needs the skills to problem solve and enabling them to manage their own lives; support children on the edge of care through the Adolescent Support Unit that will 	<p>Corporate Performance Report:</p> <ul style="list-style-type: none"> • Percentage of households supported by early help with successful outcomes (NEW) • Number of troubled families worked with/ attached 	<ul style="list-style-type: none"> • Oldham Plan • Prevention strategy • Business Plans • All age Early Help Offer • Health and Well-Being strategy • Public Health Charter

Outcomes	Programme activity – what we will do? (Non-negotiable delivery must-haves)	We will measure	Supporting strategies and policies
	<p>work with families to support children aged between 12-17 to remain at home.</p> <ul style="list-style-type: none"> • Work with stakeholders and across sectors to develop sustainable alternatives to traditional social care and support that focus on prevention and early intervention to give people more choice over their care. For example, reduce reliance on high cost solutions such as emergency hospital admissions and residential care and help people retain the highest levels of independence for as long as they can; lead the Well Oldham programme to identify and implement opportunities for reform at a community level to improve health outcomes, especially relating to wider determinants of health. • Contribute to the delivery of specific GM programmes and achievement of GM level outcomes. For example, deliver the national Troubled Families Phase 2 programme for Oldham and liaise with GM to influence the development of the troubled families and complex dependency work. <p>Getting the best start in life</p> <ul style="list-style-type: none"> • Support families to give their children the best start in life. For example, work with Public Health and partners to oversee the transfer of health visitors to the authority and the new school nursing contract. The transfer of health visitors to the local authority presents an opportunity for joint working on school readiness and improved early years outcomes. The new school nurse contract will address health issues which present barriers to achievement and will therefore lead to better outcomes for children and young people throughout school life. • Improve outcomes for children in the early years phase. We will ensure that there is co-ordinated multi-agency working to improve early years outcomes, e.g. expanding the opportunities for 2,3 and 4 year-olds to access high quality early years provision and work with the Public Health Team to give all Oldham children the best start in life. This will lead to a closing of the gap on the over-arching Early Years Foundation Stage measure of a Good Level of Development. <p>Public Health</p> <ul style="list-style-type: none"> • Run effective public health campaigns that encourage people to take more control over their own health. For example, increase physical activity across all ages, encourage healthy eating and improve oral health, particularly in children under 5. • Raise awareness of specific illnesses and conditions to help people get early diagnosis and treatment. For example, dementia and diabetes awareness, including support for those caring for people with the conditions and raising awareness in the community of ways that carers and those living with these conditions can be best supported. • Work with partners to introduce a radically new system for health and social care services in Oldham. For example, targeted integration of services with the NHS; combine improvements in people's experiences, better health and social outcomes, and more efficient use of available resources across the health and social care economy including the Better Care Fund. 	<ul style="list-style-type: none"> • % of children who have reached a Good Level of Development (GLD) at the end of the Early Years Foundation Stage • Percentage of eligible people (40-74) that have been offered a NHS Health Check in the year • Percentage of individuals aged between six months and 65 years who are in a clinical at risk group (vaccinated between 1st September and 31st January) of the financial year (NEW) • Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services • Delayed transfers of care (delayed days) from hospital per 100,000 (Average per Month) • Non-elective admissions all-age per 100,000 pop • Number of permanent residential care placements (65+) • % of referrals which are repeat referrals • Estimated Diagnosis Rate for people with dementia • % of all infants due a 6-8 week check that are totally or partially breastfed • % of children aged 4-5 classified as overweight or obese <p>Other performance reporting channels:</p> <ul style="list-style-type: none"> • Reduce number of children living in relative poverty • Basket of measures within the Public Health Annual Report to show key health indicators e.g. oral health in under-5's, smoking and alcohol consumption • Number of adults aged 19-64 who are physically active (1x30mins; 3x 30mins; 5x30mins) • Basket of health and health system related GM performance measures TBC, benchmarking and milestones to track Oldham's contribution and performance against GM priorities and targets 	<ul style="list-style-type: none"> • Affordable Warmth Strategy • Oldham Local Safeguarding Children's Board Business Plan 11-14 • Oldham Safeguarding Adults and Multi-agency Safeguarding adults Policy • Active Oldham Strategy 13-18 • Adult Services Transformation programme • GM Troubled Families Framework • Better Care Fund • Early Years Foundation Stage Improvement Strategy
<p>Safe, strong and sustainable communities: We'll work with residents and partners to create cohesive communities which</p>	<p>Community Safety and cohesion</p> <ul style="list-style-type: none"> • Work with our partners to develop communities in which people feel safe and secure. For example, tackle criminal and anti-social behaviour which impacts upon people's lives, and reduce involvement in offending; implement the 	<p>Corporate Performance Report:</p> <ul style="list-style-type: none"> • Satisfaction with the neighbourhood as a place to live in • Percentage of Household waste sent 	<ul style="list-style-type: none"> • Co-op Housing Offer • Oldham Council Housing Strategy • Business Plans • Affordable Warmth Strategy

Outcomes	Programme activity – what we will do? (Non-negotiable delivery must-haves)	We will measure	Supporting strategies and policies
<p>are well cared for, safe and which have decent homes.</p>	<p>Community Safety aspects of the Community Safety and Cohesion Plan.</p> <ul style="list-style-type: none"> • Encourage mutual respect and understanding. For example, create opportunities for people from different backgrounds and cultures to mix and get to know each other, and challenging myths and prejudice. • Foster a shared feeling of belonging and connection to Oldham Borough with people in all communities as part of building wider confidence and pride in their identity. For example, implement the Community Cohesion aspects of the Community Safety and Cohesion Plan; support community events and activities. <p>Housing</p> <ul style="list-style-type: none"> • Improve the quantity, quality and access to housing for current and future residents. For example, implement Oldham’s Housing Strategy; implement Selective Licensing of Private Landlords; invest in new ‘extra care housing’ for older people to live independently; invest in new home adaptations for those with limited mobility. <p>Stronger neighbourhood working</p> <ul style="list-style-type: none"> • Develop strong management plans for specific neighbourhoods which take in all aspects of neighbourhood management including environment, housing and infrastructure. For example, where we are trying to improve the neighbourhood through schemes such as the Selective Licensing of Private Landlords. • Work together with all partners (e.g. police, schools, and registered housing providers) to improve neighbourhoods and make the most of existing neighbourhood investment. For example, invest in new neighbourhood patrol vehicles with the police and fire services and bringing them together locally with council services; develop locality working between schools and members to tackle barriers to access and attainment; create community hubs within schools and libraries, placing them at the heart of the community; work alongside MAHDLO in developing the local Youth Offer in each district <p>Improve the physical environment</p> <ul style="list-style-type: none"> • Encourage positive behaviours amongst residents that improve neighbourhoods for themselves and others. For example, continue to roll out the Changing Behaviours programme aimed at reducing the amount of rubbish and waste being illegally disposed of across the borough; increase household recycling levels, develop an asset-based programme for local communities to identify strengths in a community. • Take enforcement action where needed to improve the standards or safety of our neighbourhoods. For example, prosecute those who continue to illegally dump rubbish and drop litter, those landlords who do not meet safe and decent standards of housing provision, and those who trade in illegal goods and services. • Effectively manage public open space to meet local need, supporting a sense of shared belonging and promoting health benefits. For example, through the introduction of land management standards to effectively manage open space and reduce costs. • Contribute to the delivery of GM programmes and achievement of GM level outcomes in relation to the Waste Disposal Authority (GMWDA). For example, delivery of shared projects with the GMWDA to increase recycling levels to meet the GM recycling target of 50%. 	<p>for Reuse, Recycling or Composting</p> <ul style="list-style-type: none"> • % satisfied with street cleanliness • Housing Advice Service: Preventing Homelessness • Numbers of homelessness acceptances • Total number of homes built (inc affordable and those built in Council Tax band c-g) • Number of Motor Vehicle Crimes • Number of Violent Crimes with Injury Incidents • Number of Residential Burglaries • Youth Offending Rate (%) (NEW) <p>Other performance reporting channels:</p> <ul style="list-style-type: none"> • % satisfied with neighbourhood as place to live • Increase in people from different communities getting on well • Number of prosecutions under the Selective Licensing of private Landlords Scheme • Basket of waste, environmental and housing GM performance measures, benchmarking and milestones to track Oldham’s contribution and performance against GM priorities and targets (TBC) 	<ul style="list-style-type: none"> • Oldham Residential Framework • Early Help Offer • Community Cohesion Framework • Greater Manchester Stronger Together Strategy 2013-2020

A Co-operative Council delivering good value services to support a co-operative borough

Outcomes	Programmes	Measures/Indicators	Supporting strategies and policies
<p>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</p>	<p>Supporting local leaders</p> <ul style="list-style-type: none"> • Ensure that Elected Members are equipped with the skills, knowledge and understanding that they will need to develop and be effective in their role as local leaders. For example, review the support offer and delivery of the skills and development programme; provide training on developing co-operative communities and how local leaders can help facilitate this. • Ensure that a positive and healthy 'think Member first' culture exists and that there is strong and agreed support in place to ensure that Elected Members are supported to carry out and develop their role as a local leader. For example, engage with Members to understand their needs; provide members with timely updates of progress on queries and service requests; provision of support from corporate teams to teams at district level to ensure that issues are dealt with promptly and smoothly. <p>Delivery of core services and responsibilities</p> <ul style="list-style-type: none"> • Develop and maintain a strong strategic framework to help the Council to achieve its ambitions, provide clear direction in times of great change and uncertainty and contribute effectively to the ambitions of the borough. For example, implement the Co-operative Transformation Strategy, Adult Social Care Strategy, ICT Strategy, and Education and Skills Strategy. • Develop a robust strategic development framework to provide a coherent approach to regeneration of the borough and its districts. For example, develop a Strategic Development Framework that links to district plans and neighbourhood plans to show how economic, social and environmental regeneration can be achieved. • Ensure services are delivered ethically and inclusively. For example, ensure that the Council meets its equality and environmental duties and responsibilities; increase the digital inclusion levels of residents. • Deliver our statutory duties and services to a good standard and ensure they are value for money. For example, delivery of the household waste collections, the elections process, and the school admissions system. • Contribute to the delivery of GM programmes and achievement of GM level outcomes in relation to strategic planning. For example, work with other GM authorities to develop the GM Strategic Framework. <p>Customers</p> <ul style="list-style-type: none"> • Improve resident and customer satisfaction with the Council and its services. For example, transform how we think about and support residents; continual improvement and development of our people, processes and technology to be the most effective they can be; improve our customer complaint process to ensure we learn first time and effectively resolve complaints. • Enable well-evidenced, continuous improvement of services through listening to residents, elected members and partners and responding to feedback to ensure that services continue to be fit for purpose and deliver better outcomes. For example, get changes right first time through increased engagement with stakeholders, effective research and analysis of performance, 	<p>Corporate Performance Report:</p> <ul style="list-style-type: none"> • Percentage satisfaction with the council • Customer Satisfaction (Contact Centre) • Number of Enforcement Breaches Not resolved (Planning) (NEW) • Percentage of complaints responded to within timescales (NEW) • Child Protection Plans lasting 2 or more years • % Children looked after who had three or more placement changes in the year • Average time between a child entering care and moving in with its adoptive parents <p>Other performance reporting channels:</p> <ul style="list-style-type: none"> • Inspection ratings e.g. Ofsted, CQC • Number of Looked After Children • Resident satisfaction with the Council 	<ul style="list-style-type: none"> • Ethical Framework • Oldham co-operative values and behaviours • Fairness Statement • Environmental Management System • Environmental Policy • Climate Change Strategy • Business Plans • Co-operative Customer Service Strategy • Oldham Local Safeguarding Children's Board Business Plan 11-14 • Oldham Safeguarding Adults and Multi-agency Safeguarding Adults Policy

	<p>and through looking at best practice from elsewhere.</p> <ul style="list-style-type: none"> • Ensure strong performance monitoring and management across all services. For example, establish strong baselines from which we can continue to manage and compare performance, improve mechanisms that monitor and report performance to ensure they are the most effective; further strengthen performance management systems to ensure improvement where needed. <p>Safeguarding</p> <ul style="list-style-type: none"> • Safeguard vulnerable people of all ages and greater community support and protection of vulnerable residents making safeguarding everyone's business. For example, develop the Multi Agency Safeguarding Hub (MASH) to be the first point of contact for anyone with a concern about a vulnerable child or adult; ensure that effective processes are in place so that we listen to concerns of adults, children, their families and carers; identify risks to individuals and act on our concerns and the concerns of others. • Work with partners to deliver effective services and arrangements for vulnerable adults and children who need help and protection. For example, only use services and arrangements rated as 'good or 'outstanding' from Ofsted; the provision of safe, good quality, long-term care provided by qualified and committed staff such as through the Council's Ethical Care agreement; reward high quality care homes and tackle poorly performing care homes. 		
<p>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.</p>	<p>Strong Financial Management</p> <ul style="list-style-type: none"> • Develop strong arrangements to ensure that the Council's revenue and capital budgets and financial management processes are working effectively to ensure that the Council activity is within affordable limits. For example, ensure that the transformational programmes are in place and on track to deliver the savings targets to support a balanced budget and using the Schools Forum to determine the School Funding Formula and how the Dedicated Schools Grant is allocated. • Get the best return on spend and investment. For example, considering how we invest to get the most value and how we can use our investment to achieve our priorities. For example, continue to implement the Social Value Framework across all contracts and identify ways to build social value into our commissioning processes. • Review existing ways of working to reduce costs, streamline systems and processes and introduce new and improved ways of working. For example, identify how we can save money through improving the use of technology (i.e. reducing print budgets and advertising costs) • Grow the council tax and business rate bases. For example support the building of new houses on our identified sites and the new build, reuse and extensions to existing business premises and optimising revenue from those sources. <p>Corporate Landlord and Asset Management</p> <ul style="list-style-type: none"> • Ensure that the Council's corporate estate is aligned to meet its objectives, is safe and functional and that we use our assets and resources effectively and efficiently. For example, identifying opportunities to streamline, reduce duplication and pool with partners. • Contribute to the delivery of GM programmes and achievement of GM level outcomes in relation to assets. For example, develop the One Public Estate programme to streamline assets across the public sector in GM. <p>Effective commissioning and procurement</p> <ul style="list-style-type: none"> • Ensure that all programmes being commissioned are evidenced, monitored 	<p>Corporate Performance Report:</p> <ul style="list-style-type: none"> • Council Sickness Absence • Percentage Council spend in Oldham • Business rates (number of properties and rateable value) • % PPF completions <p>Other performance reporting channels:</p> <ul style="list-style-type: none"> • Balanced budget • % of contracts with social value stipulation • Council Tax value, growth and collection 	<ul style="list-style-type: none"> • Medium Term Financial Strategy • Social Value Framework • Business plans • Housing Strategy • People Strategy and People policies • Greater Manchester Stronger Together Strategy 2013-2020

	<p>and evaluated effectively and robustly and can evidence better outcomes and value for money. For example, develop an integrated approach to data management and ICT.</p> <ul style="list-style-type: none"> • Maximise the opportunities within every contract and realise the most value from every contract across costs, social value and return. • Ensure effective and timely contract management across all commissioned activity to ensure value for money and achievement of outcomes. For example, create a corporate contract register; share best practice nationally; allocate SROs to projects according to level of risk, expenditure and length. <p>Co-operative workforce</p> <ul style="list-style-type: none"> • Provide the organisation’s leaders with the knowledge skills and understanding to develop, manage and motivate their teams to deliver high performance in challenging times. For example, set high performance objectives for the team and individuals and manage performance of the same; build capability within the team and drive continuous improvements to the service. • Improve the capacity of the organisation by developing a highly capable workforce with the future skills required for effective working in public services such as partnership working, influencing and negotiating, commercial awareness, working with a resident focus and supporting local leaders. • Make the Council an Employer of choice and role model of the co-operative values within the borough. For example, improve people practices and processes that engage the workforce with our co-operative ambitions (such as team development and employee wellbeing strategies) that will lead to improved employee satisfaction, a raised understanding of our co-operative values and behaviours and the creation of the right organisational culture for co-operative working to flourish. 		
<p>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.</p>	<p>Delivering differently</p> <ul style="list-style-type: none"> • Develop different ways of working and alternative service delivery models to encourage social growth and stronger communities. For example, continued delivery and development of Oldham Care and Support and Oldham Care and Support at Home. • Change the way we commission and deliver services. For example, more partnership-based commissioning and delivery, particularly with our public and third sector partners, including other GM authorities; work with a resident focus through implementation of the Community Services reform and change programme. • Identify and develop new income streams for services. For example, those where there is a consultancy edge such as procurement, legal services, and finance. • Encourage independence and reduce demand for services. For example, provide the most effective range of ways for people to access services with a focus on enabling more services to move online; expand the range of self-serve options open to residents. • Develop the systems leadership role of the Council across a number of key areas including education and health. For example, to continue to facilitate the development of school to school support, leadership programmes and a self-evaluative system informed routinely by student voice. This will ultimately embed a school-led self improving education system in the borough. Current programmes include school-to-school Peer Review; subject leader networks; primary school work hubs. <p>Commissioning Clusters</p>	<p>Corporate Performance Report:</p> <ul style="list-style-type: none"> • Percentage of Oldham pupils in good or outstanding primary schools • Percentage of Oldham pupils in good or outstanding secondary schools <p>Other performance measures:</p> <ul style="list-style-type: none"> • Basket of measures TBC from the Oldham Plan to show progress of the clusters • Delivery of Partnership Investment Agreements and basket of measures TBC to show their impact • Basket of GM performance measures TBC, benchmarking and milestones to track Oldham’s contribution and performance against GM priorities and targets 	<ul style="list-style-type: none"> • Greater Manchester Stronger Together Strategy 2013-2020 • Greater Manchester Growth and Reform Plan • GM Devolution Programme • Oldham Plan • District Plans • Business Plans

	<ul style="list-style-type: none"> • Work closely with our partners across all sectors to create a co-operative culture and establish Oldham as a co-operative borough. For example, establish strong working relationships between officers, elected members and partners through the Oldham Leadership Board and development of the clusters; maximise social value and promote fair employment practices across the organisation and with partners. • Develop investable propositions (Partnership Investment Agreements) across the commissioning clusters to tackle long term challenges and deliver better outcomes. For example along the lines of the Warm Homes investment agreement between partners in Oldham to lift people out of fuel poverty. <p>GM Devolution and City Region Working</p> <ul style="list-style-type: none"> • Influence and maximise the benefits to Oldham from the GM Devolution Agreement by playing an active role in both the governance and programme development/delivery through GM Strategy/Growth and Reform Plan. • Work to further understand and articulate what the Oldham ‘ask and offer’ is of GM. For example, given the distinctive issues and opportunities that Oldham has, being clear about what we need from GM to secure the best outcomes for Oldham from the City Region and ensure Oldham plays a full and active role in GM. • Development of the GM Health and Social Care arrangements arising from the devolution of budgets and governance to GM level. For example, align our health and social care integration plans to those of GM and contribute to the development of the processes. 		
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