

***POLICY OVERVIEW AND SCRUTINY COMMITTEE
Overview & Scrutiny Committee
Agenda***

Date Tuesday 14 June 2022

Time 6.00 pm

Venue Crompton Suite, Civic Centre, Oldham, West Street, Oldham, OL1 1NL

- Notes
1. DECLARATIONS OF INTEREST- If a Member requires advice on any item involving a possible declaration of interest which could affect his/her ability to speak and/or vote he/she is advised to contact Paul Entwistle or Mark Hardman at least 24 hours in advance of the meeting.
 2. CONTACT OFFICER for this agenda is Mark Hardman Tel. 0161 770 5151 or email constitutional.services@oldham.gov.uk
 3. PUBLIC QUESTIONS - Any Member of the public wishing to ask a question at the above meeting can do so only if a written copy of the question is submitted to the contact officer by 12 noon on Thursday, 9 June 2022.
 4. FILMING - The Council, members of the public and the press may record / film / photograph or broadcast this meeting when the public and the press are not lawfully excluded. Any member of the public who attends a meeting and objects to being filmed should advise the Constitutional Services Officer who will instruct that they are not included in the filming.

Please note that anyone using recording equipment both audio and visual will not be permitted to leave the equipment in the room where a private meeting is held.

Recording and reporting the Council's meetings is subject to the law including the law of defamation, the Human Rights Act, the Data Protection Act and the law on public order offences.

**MEMBERSHIP OF THE POLICY OVERVIEW AND SCRUTINY
COMMITTEE**

Councillors Alyas, Barnes, Harrison, McLaren (Chair), C. Phythian, Wilkinson and Williamson

Item No

10 Oldham Plan and Corporate Plan (Pages 1 - 32)



Oldham
Council



Report to Policy Overview and Scrutiny Committee

Oldham Plan and Corporate Plan

Portfolio Holder:

Councillor Amanda Chadderton, Council Leader

Officer Contact: Jonathan Downs (Corporate Policy Lead)

Report Author: Guy Parker (Policy Manager)

14 June 2022

Purpose of the Report

This report contains draft versions of a new Oldham Plan and a new Corporate Plan to be brought before Full Council later this year. The report seeks the views and insights of the Committee to inform further development and ensure the reports are as widely representative of councillors' views as possible.

Recommendation

The Committee are requested to consider draft versions of a new Oldham Plan and Corporate Plan and to provide feedback.

1 Background

- 1.1 The current Oldham Plan ran from 2017 to 2022. The plan provides an action statement for the Oldham Partnership, setting the borough's overarching goals and activities, enablers, and short- and medium-term outcomes. As the plan is due to expire this year a new long term vision is being developed to give the Oldham Partnership a shared sense of direction for the years ahead.
- 1.2 Oldham Council's last Corporate Plan ran from 2017 to 2020, establishing the Council's values (FORWARD) and behaviours, and the co-operative approach to working with residents. This plan expired when the borough was experiencing the start of the Covid-19 pandemic. It was decided that rather than produce a new Corporate Plan at that point, it would be more appropriate to produce a Covid Recovery Strategy as a roadmap to supporting residents in response to the pandemic. This Covid Recovery Strategy is due to expire this year.

2 Development of the Plans

- 2.1 The Council has consulted extensively over the last couple of years with residents to understand their priorities and ambitions for the borough. This consultation included 10,000 interactions online and 1,000 direct conversations across 17 events in 2020, a survey of over 600 residents in 2021, Big Oldham Conversation events in every part of Oldham in 2021/22, over 300 young people engaged in focus groups and surveys in 2022 and resident focus groups across the borough. The feedback from this engagement is summarized in the "What Residents Want" section of the draft Oldham Plan.
- 2.2 In addition to resident engagement, sessions have been held with councillors, with senior teams at a range of Oldham partners, and with Council staff through specific sessions and at the staff conference.
- 2.3 The new Oldham Plan and Corporate Plan are being developed in parallel to ensure that the Council's priorities over the next two years align as well as possible with the Partnership's broader vision for the future.
- 2.4 The plans, attached as appendices to this report, are in draft format and subject to substantial amendment before final approval. The draft Oldham Plan will return to the partners for further consideration and revision. The Corporate Plan has been considered at a departmental level but will be scrutinized again by the Cabinet before it is approved by Full Council. It was felt, however, that bringing the plans to Overview and Scrutiny now maximizes the potential for the Committee to contribute effectively to their development.

3 Key Issues for Overview and Scrutiny to Discuss

- 3.1 The Oldham Plan (currently entitled "Our Future Oldham") aims to provide a shared approach to the future of the borough. Clear feedback from residents and partners has been that the most significant issue facing Oldham in the coming years is the

amount of poverty and inequality in the borough. The plan centres, therefore, around a set of aspirational statements about what we expect for each of our residents (entitled “Uplifting Every Resident”). The intention is that these statements will act as goals for each partner, and as the basis for future decision making: does a decision positively contribute to uplifting every resident to this minimum standard? The Committee’s views would be welcome on whether the ambition to Uplift Every Resident is an appropriate focal point for the Plan, and whether the statements included properly capture that ambition.

- 3.2 Governance arrangements are to be determined in conjunction with partners to ensure everyone in Oldham is working together to deliver on our priorities, and that we hold each other to account. This includes an important role for residents and for the Council’s Scrutiny Committees. The Committee’s views would be welcome on the appropriate structure for Governance over the Oldham Plan, and the role that Policy Overview and Scrutiny Committee may play.
- 3.3 The Corporate Plan sets out the Council’s contribution to delivering the Oldham Plan, with specific actions for the next two years. The Committee’s views would be welcome on whether the Corporate Plan priorities are the right ones, and whether the actions detailed will contribute to uplifting every resident.
- 3.4 Under “How We Work,” the Corporate Plan also sets out some key priorities for the Council’s approach: resident focus; place-based integration; digitisation and a preventative, collaborative approach with communities. The Committee’s views would be welcome on whether these are the right priorities.

4 Links to Corporate Outcomes

- 4.1 The Oldham Plan and Corporate Plan link to every Council activity, setting the agenda for future action. They also link to the Greater Manchester Strategy.

5 Additional Supporting Information

- 5.1 N/a

6 Consultation

- 6.1 Details of the consultation are included in the Oldham Plan.

7 Appendices

- 7.1 Appendix 1 – Our Future Oldham: A Shared Vision for 2030 [DRAFT]
- 7.2 Appendix 2 – Oldham Council Corporate Plan 2022-24 [DRAFT]

This page is intentionally left blank

Our Future Oldham

A Shared Vision for 2030

DRAFT

Foreword

In Oldham we've got a proud history of punching above our weight. There's the mills that remind us where we came from, and the bright young businesses that show us where we're going. The population of our borough may only account for 0.3% of the UK, but we've produced leaders in business (like Sir Jim Ratcliffe, one of the world's richest men), sport (like David Platt and Mike Atherton, who were England football and cricket captains at the same time in the 90s) and culture (like Suranne Jones, Sarah Lancashire and Nick Grimshaw).

Our population is young, diverse and optimistic. Set between an energetic 21st century city and the timeless beauty of the Peak District, Oldham is a great place to call home. If we're to achieve our potential, though, we need a clear, shared plan for the future.

That's what we've produced here. After extensive conversations with residents, businesses, community groups and organisations around the borough, we've agreed this vision. Ambitious, but achievable. Reflective of the world in which we find ourselves, but with an unmistakable Oldham accent.

Now we've got a shared target, it's up to us all to work together to achieve it. We're aiming for 2030 – far enough away that real change is possible, but near enough to drive action today.

Every Oldham resident deserves a rich, fulfilling life. This is how we make that possible. This is Our Future Oldham.

Our Oldham

Who We Are

Oldham is a diverse place in many senses. We're more than the stereotype of a tough, simple, Northern mill town. We're a radical place: we sent people to Peterloo and the Spanish Civil War, and were the birthplace of suffragettes and some of the founders of the cooperative movement. We're an innovative place: from the cotton industry to the tubular bandage and the world's first test tube baby. We're a bold place: Many of our parents came here from far away with a determination to build a good life for themselves. We're a proud place, and yes, a tough place: being on high ground next to the Peaks, you won't last long if you can't handle the wind and a bit of rain.

The borough is divided into five districts, with many services coordinated at a district level to address local needs. Our population is focused around Oldham town centre and the towns of Failsworth, Chadderton, Royton and Shaw, with the eastern half of the borough more rural, comprising Saddleworth and its villages. Our communities benefit from fantastic local parks, like Alexandra Park and Tandle Hill. Transport links take people easily into Manchester (via the tram and bus network) and elsewhere (via the M60 and M62).

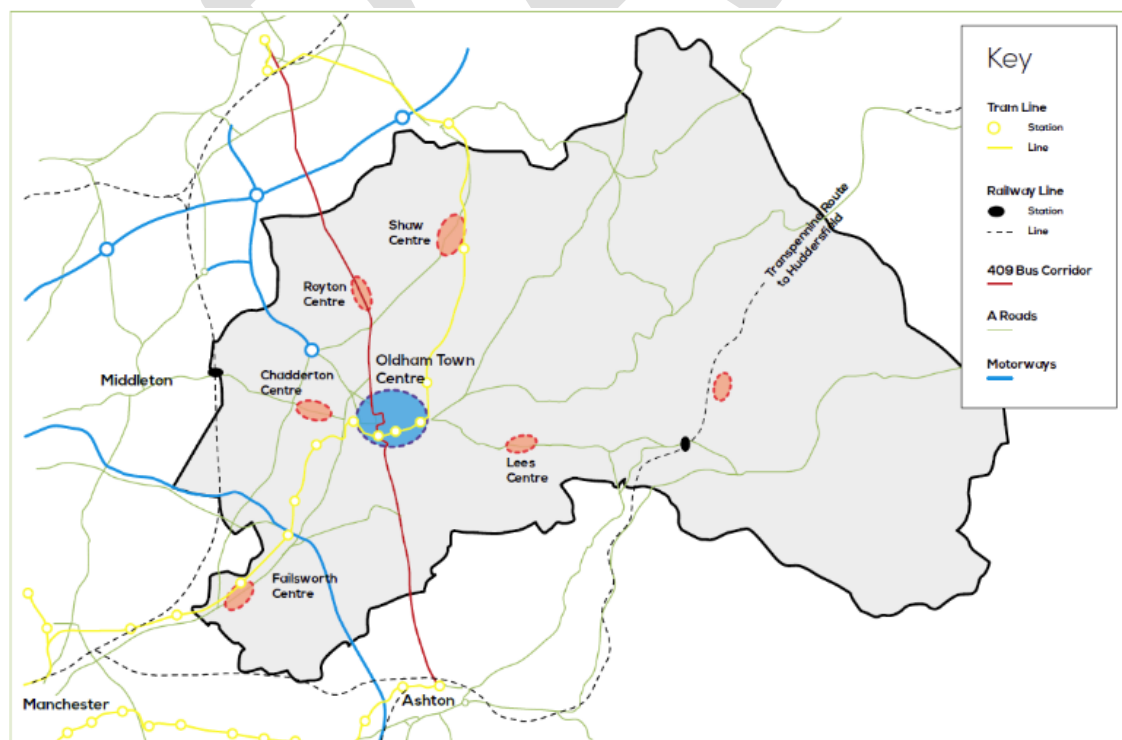



Figure 1.9: Oldham's Key Transport Infrastructure (Oldham Council, 2019) ¹⁷

Oldham today is younger than the national average. We're diverse, with significant numbers of residents of Pakistani and Bangladeshi heritage, and other emerging communities.



Population

Our population is **237,628** with **117,387** males (49.4%) and **120,241** females (50.6%) making us the sixth largest borough in Greater Manchester.

Between 2001 and 2020 our population increased **9%**. This is a smaller increase than that seen across Greater Manchester (13%) and England (14%).

Age	0 - 18	18 - 65	65+
Oldham	25%	58.8%	16.2%

According to the ONS, our population is projected to reach **261,018 by 2041** a **10%** increase from the **2020** population.

It is expected that the number of older people in Oldham's population will grow by **30%** in the next 20 years.

Age Band	% increase 2021 to 2041
0-14	0.02%
15-64	6%
65+	30%
Overall	9%

This will bring major challenges for adult social care and health provision.

Unemployment

Unemployment in Oldham is 7.3%. The highest in Greater Manchester and higher than the England rate.

	March 22	March 21
Oldham	7.3%	9.9%
GM	5.6%	8.0%
England	4.3%	6.6%

Alexandra has the highest rate at **13.6%**

Saddleworth North has the lowest at **1.8%**

Youth unemployment in Oldham is 9.8%

The highest in GM, and significantly higher than the national rate.

	March 22	March 21
Oldham	9.8%	16.4%
GM	6.5%	10.8%
England	5.0%	9.2%

Hollinwood has the highest rate at **16.5%**

Saddleworth South has the lowest at **2.7%**

Oldham is a place of contrasts, with areas of very high levels of deprivation, some of the most aspirational places to live, and everything in between. Every part of the borough has things to celebrate and be proud of, but all have their own unique challenges too.

Annual Pay

The median annual gross pay for residents of Oldham is below that of GM and England.



Oldham	£27,594
Greater Manchester (Met County)	£28,980
England	£31,490


Deprivation

Oldham currently has four areas within the borough which are among the top 1% of the nation's most deprived areas.

However, **26.2%** of areas in Oldham are among the **10%** most deprived areas in England


Life expectancy 2018 - 2020

	Oldham	England
Male	77.2	79.4
Female	80.5	83.1

Oldham's life expectancy is significantly lower than England 

Healthy life expectancy 2017 - 2019

	Oldham	England
Male	58.3	63.2
Female	58.3	63.5

Oldham's healthy life expectancy is significantly lower than England 

Life expectancy in Oldham

The difference for males between the ward with the highest life expectancy and the lowest life expectancy is **11.8** years.

Saddleworth South ranks highest at **82.3 years**

Alexandra the lowest at **70.5 years**

The ward with the highest female life expectancy at birth

Saddleworth South ranks highest at **86.6 years**

Alexandra the lowest at **73.8 years**

The inequalities between wards are higher for females than for males at **12.8** years.

Overall levels of income, health and education are somewhat below regional and national averages. These averages mask the significant inequalities that exist within the borough, however. People in Alexandra are expected to live on average 12 years less than those in Saddleworth South. Youth unemployment across the borough is the highest in Greater Manchester at 9.8%, but in Hollinwood it reaches 16.5%. Oldham as a whole is the second happiest borough in Greater Manchester, reflecting the fact that for many it's a great place to live. But we can't hide from the reality that many of our friends and neighbours are struggling.

Secure, well paid and fulfilling work makes a big difference to people's life chances. The Oldham Independent Economic Review identified a strong "entrepreneurial culture" in the borough, with large numbers of business start-ups and small and micro businesses. Wholesale and retail, construction, and professional services contribute significant numbers of jobs, with manufacturing the largest single sector in terms of Gross Value Added (although this has declined).

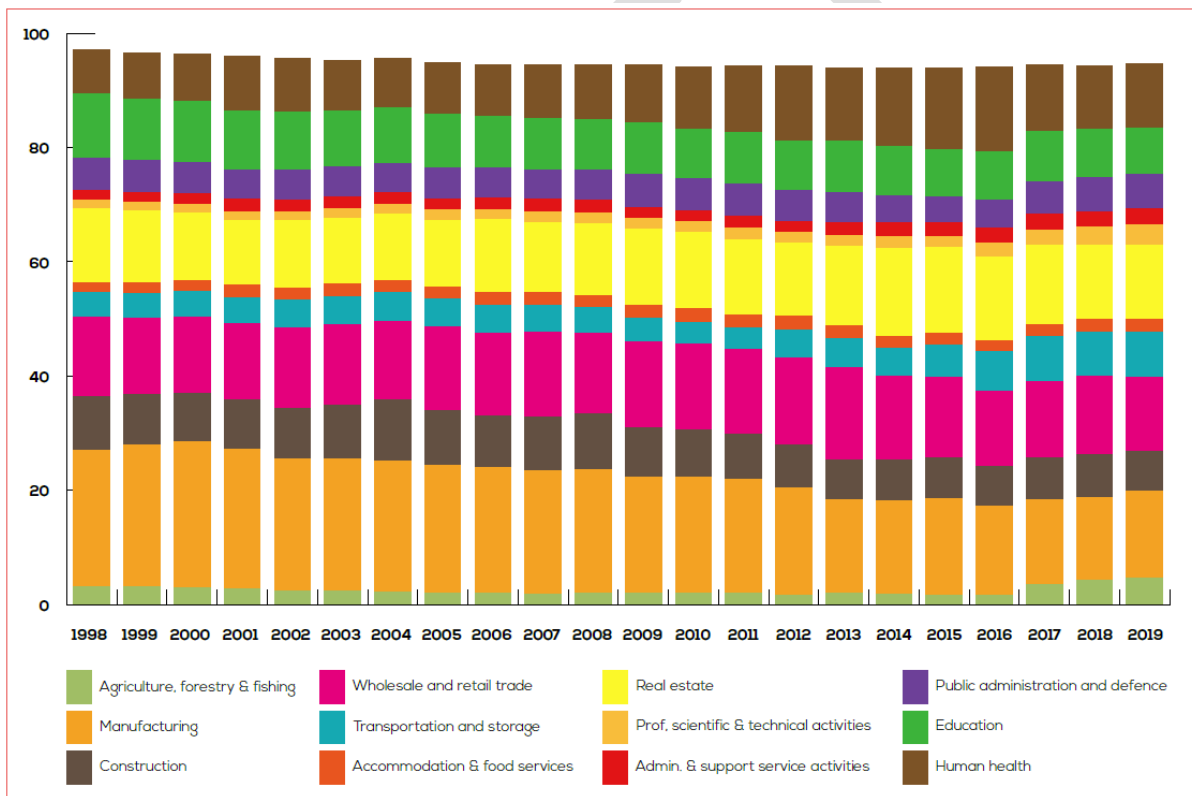


Figure 3.3: Oldham Gross Value Added by Industry, 1998-2019 (ONS, GVA (balanced) by industry, 2021) ⁴³

But unemployment is relatively high, and the Review noted an over-reliance on the "foundational" economy – the kind of jobs that are found everywhere like retail and the public sector that, while vitally important to the functioning of the borough, don't generate significant additional wealth.

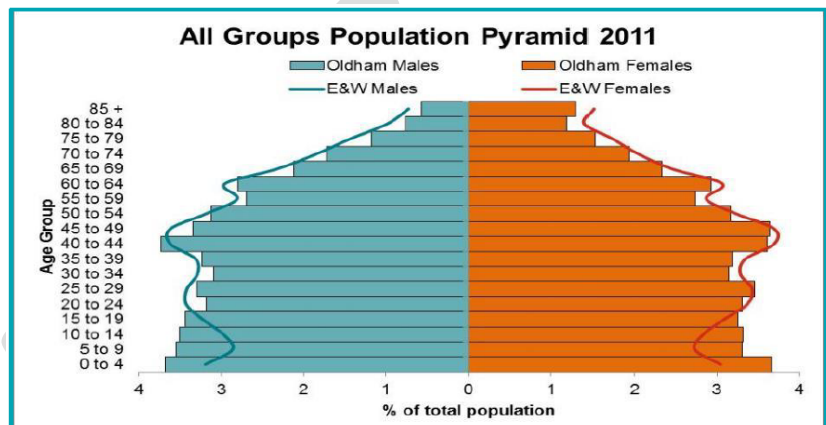
What We Know About The Future

The Covid pandemic reminded everyone that the future is unpredictable, and inevitably any strategic vision will have to adapt to changing circumstances. But there are some things we know will happen in the years ahead that will affect our borough.

Our Population is Ageing

While Oldham today has a younger than average population, over the next decade the number of people reaching retirement age is expected to increase significantly. This will create greater pressures on our health and social care system, and on public and personal budgets. This demographic shift makes it

more important than ever that we take a preventative approach to public health, supporting people to live healthy and active lives for longer.



Source: ONS Census 2011

Our Town Centres are Changing

Around the country high streets are changing as online and out-of-town retail puts pressure on local shops. Towns that succeed will do so because of the experience they create for people, attracting people with the mix of shops, leisure, employment and housing.

Places like Royton and Uppermill are already doing well, drawing locals and visitors with their independent shops and options for food and drinks. There are a clear set of commitments in place to improve Oldham town centre, with work already underway. We know that by 2030 Oldham will have more places to eat and drink in the town centre, there will be thousands more people living in town, and the infrastructure will be in place for a thriving cultural scene.

Transport Improvements

Improving public transport makes a huge difference to people's life chances, particularly if you live in more remote parts of places like Saddleworth and don't have access to a car.

The Greater Manchester Transport Strategy sets out a range of improvements that will be taking place to our network over the next two decades. For Oldham this includes increased capacity on our existing tram network, improved bus transit between Rochdale, Oldham and Ashton, and accessibility improvements that will make active travel in and around our towns easier.¹

Greater Manchester will also soon be implementing a franchised bus network, enabling democratic control over fares, routes and timetables. Historic data on the performance of franchised and non-franchised bus systems means we can expect significant growth in bus journeys in the coming years.

Changing Land Use

The Places for Everyone plan, a spatial plan for nine Greater Manchester boroughs including Oldham, is currently being undergoing independent examination ahead of approval by the Government and implementation from 2024.² This plan indicates the parts of the borough that will be available for development as housing or employment space, if the developments also meet the requirements set out in Oldham's Local Plan.

A commitment to meeting the Government's requirements for house building while retaining the maximum amount of green space means Oldham has relatively little employment space in the Places for Everyone plan. This reduces the scope for new jobs within the borough in industries that require a substantial footprint, such as logistics. Instead, economic growth can be expected in sectors that can better make use of existing infrastructure and brownfield sites, including manufacturing, digital and professional services.

Levelling Up Oldham

Nationally the mission to "Level Up" the UK presents opportunities for Oldham. The Government's agenda, echoing previous initiative like the Northern Powerhouse, suggests that there will be funding opportunities for capital investment, particularly for projects that promote civic pride and encourage economic growth.

While the specific focus of the political agenda may shift, there is a broad consensus around the importance of regional devolution, and on this Greater Manchester is a trailblazer in the UK. Oldham's relationship with the rest of the city region will strengthen in the coming years, and we can expect progress in the three areas at the heart of the GM Strategy: economic growth, greater equality, and climate change.

¹ GMCA: Our Five Year Transport Deliver Plan 2021-2026 (https://downloads.ctfassets.net/nv7y93idf4jq/5Y95swfmf42WVZozNA4fE/84092928376473c507ec00098b18c35/Delivery_Plan_2021-2026_Jan_2021_Final.pdf)

² GMCA: Places for Everyone (<https://www.greatermanchester-ca.gov.uk/what-we-do/planning-and-housing/places-for-everyone/>)

What Residents Want

We've been talking about the future a lot over the last couple of years, through two mass consultations on resident priorities, an ongoing sequence of "Big Oldham Conversation" events, focus groups and surveys with young people, and numerous sessions with community groups and businesses.

Just before the pandemic struck in 2020, "Let's Talk Oldham" generated 10,000 responses on social media and 1,000 direct conversations across 17 events. Residents called for cleaner streets, and a focus on job creation, and said these were the top priorities to make Oldham a better place to live:

1. Homes that fit different needs and budgets
2. Better public transport
3. Well maintained roads and pavements
4. Town centres that are well used

As we started thinking about recovery from the pandemic in 2021, 616 residents responded to a survey and once again highlighted the need for safe and decent homes for everyone and more employment opportunities. The top priority, however, was ensuring those most in need were given the support they need. The value of parks and open spaces was also emphasised.

Building on these insights, this year over 300 Oldham young people took part in focus groups and surveys where they were challenged to make hard choices about the future they wanted in the borough. Their contributions again emphasised a desire for Oldham to be a clean, green and safe place where public transport allowed them to access opportunities, where they felt part of the city region, and where there were activities for young people and communities.

Focus group sessions with voluntary and community groups demonstrated the strength of our local third sector. People who work everyday to create a supportive and colourful environment in our neighbourhoods made clear that our future Oldham must be local (with services and opportunities close to home), accessible (with provision cheap or free wherever possible), and tailored to the needs of the residents nearby. Oldham people are proud, and they are leaders. Oldham in the future should be a place where residents are trusted and empowered to get on with doing what's needed for their neighbourhood. Where support from public services is necessary, the driving considerations should be: Long-term over short-term; Focused on providing for the most vulnerable; In and for local areas, rather than universal.

Uplifting Every Resident

If there's something that binds every Oldham resident together it's a pride in community and an instinct to help people up when they're struggling. What people need looks different in different parts of the borough, and there's no desire to make every part of Oldham look and feel the same. But there are some things that everyone should be able to expect. These include:

1. The chance to attend a good school, and to gain the skills and experience for a fulfilling life
2. The opportunity to get a good job that pays well and offers security and flexibility
3. A healthy environment and green space that is open to enjoy within 15 minutes
4. Opportunities and support to maintain good health, and access to help when it's needed
5. Easy and affordable access to every part of the city region
6. Homes that are affordable, well maintained, and appropriate
7. Neighbourhoods where people feel safe and at home
8. Opportunities to get together with neighbours across communities

These expectations are the central element of Oldham's vision for the future. Of course, as individuals our lives and expectations will go far beyond this. For some a good job might mean catching the tram across to Media City every day, while for others it will be close to home and fit around family life. For some green space means somewhere on the corner to kick a ball, for others it's climbing the hills round Dovestones. A neighbourhood where you can feel at home might be vibrant and full of life, or somewhere quiet and peaceful.

This is what we're aiming to achieve: to uplift every resident. When "anchor" organisations like the council, police, college or hospital are making strategic choices or day to day decisions, these expectations will be in mind. When businesses are setting up in Oldham, they'll know that this is what we're trying to achieve. When someone decides they want to help their neighbourhood, this can guide their thinking about what will make the most difference.

How We'll Make It Happen

The Oldham Partnership

Our Future Oldham will only become reality if every major organisation in Oldham is focused on it. That means placing it at the heart of strategies and decision making. With the same goals in mind, we can more easily work together, and hold each other to account.

Central to that work is a refreshed and empowered Oldham Partnership. The Partnership consists of representatives from Oldham Council, Oldham Clinical Commissioning Group, the NHS, Oldham College, Regenda Homes, the Interfaith Forum, Action Together, First Choice Homes, Oldham Sixth Form College, Greater Manchester Police, Oldham Community Leisure, the Coliseum, Greater Manchester Fire and Rescue, the Department of Work and Pensions, the Citizen's Advice Bureau, the private sector and the voluntary sector. The group will meet annually to monitor progress against the Uplifting Every Resident ambitions, to celebrate successes and to agree interventions and actions for the coming year.

These interventions and actions and the responsibility for delivering on Oldham's ambitions will sit with two sub-groups: The Economy Board, and the Health and Wellbeing Board.

[Details of governance arrangements to be expanded following consultation with Oldham Partnership]

How We'll Know We're Making Progress

The future is unpredictable, and there will be bumps in the road as we work to make Oldham the place we want it to be.

The best measure of Oldham's success is how we as residents feel about our lives and the place we live. There are, however, other ways to track the borough's progress. These metrics, which will be utilised by the Oldham Partnership and its sub-groups to assess our efforts and flag up the need for further interventions, include:

[Metrics to be determined once statements in Uplifting Every Resident section have been confirmed]

DRAFT

This page is intentionally left blank

Oldham Council Corporate Plan

2022-24

DRAFT

Foreword

It has been my privilege to represent Royton North as a councillor since 2012, and now to serve the borough as Council Leader. In the last decade I've learned some important lessons.

Our residents are proud of the place they live but want it to be the best it can be. They understand that things take time, and that after years of austerity there are limits on what the Council can do. They want to see us investing for the future and being ambitious, but are often sceptical about whether that investment will deliver results. They know that Oldham's best chance is our young people. They want to be involved, to play their part, and to have their views respected.

I'll be holding these lessons close as leader. This Corporate Plan is the Council's contribution over the next two years to creating *Our Future Oldham*. When you take a long-term approach it's obvious that you have to start by getting things right for children and young people. That's why making sure Oldham is the best possible place to grow up is a central element of this plan.

However, we can't ignore the immediate challenge that the cost of living crisis presents to many of our communities. Whatever your situation, but particularly when you're struggling, being able to rely on excellent service from your local council makes a big difference. That's why, as well as developing specific support for people feeling the impact of rising prices, this Corporate Plan is a declaration of intent: every council service will be a good service, every experience for residents will be a good experience. Residents will see improvements in their interactions with the Council, and we'll also be building on the Big Oldham Conversation to bring residents much more into the decision-making process. Oldham Council will be an organisation that works *with* residents, not one that does things *to* them.

A frustration I often hear from residents is that they feel like we're always looking to the next project or plan, before the previous ones have been completed. This Corporate Plan is about making sure we deliver on those vital regeneration projects that are finally making a difference in Oldham. Projects like Spindles, Northern Roots and the new performance and theatre space will be transformational and we have to see them through to give us a base from which to grow.

There's huge amounts to do. This plan represents only a fraction of what the Council and our fantastic staff do every day. Alongside our residents, and with a clear focus on our aims, I know we can achieve great things for Oldham.

Cllr Amanda Chadderton

Delivering Our Future Oldham

The single best thing we can do to create the future we want for our borough is investing in our children and young people. Every young person in Oldham has the potential to do great things, to live great lives and to improve the lives of those around them, if we support them to do so.

Over 300 young people participated in focus groups and surveys prior to the development of this plan, and they shone a light on the many diverse things that make Oldham a great place to grow up. Amongst other things they highlighted the parks, the take-aways, the netball and their friends and neighbours. We can't shy away, though, from the reality that currently Oldham's young people face many challenges.

On average, a child in Oldham gets lower grades than their equivalents across Greater Manchester and nationally. Mental health issues for young people are a prominent and growing concern, particularly in the aftermath of the pandemic. Young people report worries about personal security and safety. When they leave education, they find it harder than peers elsewhere to find that crucial first job.

Of course, many of the challenges faced by young people are also experienced by the older residents of Oldham. Focusing on the next generation, then, also means making life better for the current one.

After more than a decade of annual budget cuts, we can only achieve results by focusing on what is most important and where the Council can have most impact.

In Oldham this means:

- Healthy, safe and well supported residents
- A great start and skills for life
- Better jobs and dynamic businesses
- Quality homes for everyone
- A clean and green future

Delivering against these priorities means the Council can help residents and make Oldham the best place it can be. Our experience during the pandemic showed what a difference we can make. It also showed the power and leadership of our residents. A key learning for the future is that by empowering residents to take the lead, amazing things can happen.

This plan sets out the Council's priorities, with specific actions for the next two years. It works in parallel with the *Our Future Oldham* vision – a blueprint for the next decade.

Residents tell us that they feel more and more a part of Greater Manchester, and as the Combined Authority acquires more powers through devolution it is vital that we take advantage of our place in the city region. Earlier this year the GMCA published

a GM Strategy which prioritises growth, equality and the climate. We will do best for our residents by aligning our efforts to these priorities.

Our Future Oldham: A Shared Vision for 2030 sets the direction for our borough as a whole, based on extensive consultation with residents and partners. It shows what we're trying to achieve overall, and specifically the minimum expectations every resident should have by 2030. This Corporate Plan is the Council's contribution.

[TO BE REDRAWN]

GM Strategy	Our Future Oldham	Corporate Plan 2022-24
A Greener Greater Manchester	A healthy environment and green space that is open to enjoy within 15 minutes	A clean and green future
A Fairer Greater Manchester	Neighbourhoods where people feel safe and at home	Healthy, safe and well supported residents
	Opportunities to get together with neighbours across communities	
	Opportunities and support to maintain good health, and access to help when it's needed	
	Homes that are affordable, well maintained, and appropriate	Quality homes for everyone
A More Prosperous Greater Manchester	Access to a job that pays at least the real living wage, with security and flexibility	Better jobs and dynamic businesses
	Easy and affordable access to every part of the city region	
	The chance to attend a good school, and to gain the skills and experience for a fulfilling life	A great start and skills for life

Priorities

Healthy, Safe and Well Supported Residents

The Council's biggest responsibility is the effective safeguarding of our most vulnerable residents, and this continues to be a top priority.

Our approach to safeguarding and supporting residents has become increasingly embedded in communities, so that we're close at hand when people need us. This "place-based" approach has allowed us to act faster, and to work more closely with partners to provide more wrap-around support. Utilising procedures and processes that are regularly tested and reviewed internally and by external bodies, and through continuous improvement, we will continue to do everything possible to keep people safe. This includes actions to intervene as early as possible before risk develops.

The pandemic showed our health services at their best, working closely with residents to keep people safe and respond to outbreaks. Recent innovations such as advanced health checks to include mental health support and the announcement of a new specialist diagnostic centre show that we're moving in the right direction. However, health inequalities remain a huge challenge in Oldham. We work closely with NHS colleagues to ensure residents can access services when they're unwell and are investing in better support to help people live healthy, active lives. This reduces the need for more costly and impactful interventions later down the line. Health and social care in Greater Manchester is changing, and we have the opportunity to make it more responsive to the needs of our local communities rather than a one-size-fits-all approach.

The next couple of years are likely to see households under particular financial stress through the cost of living crisis. This creates tensions and stresses, and increases the risk of people falling into substantial difficulty. Therefore it is more important than ever that the Council and our partners are working closely with residents to provide support as quickly and efficiently as possible to keep people healthy, safe and supported.

Why this matters for children and young people...

A young person born in Oldham today has a shorter life expectancy than elsewhere in the country, and even within Oldham the difference in areas is stark. Mental health and safety are two of the biggest concerns for Oldham young people. Addressing this is crucial if we're to give young people the best start possible.

In 2022-24 we will...

- Deliver health and social care services that are more joined-up through the delivery of the new integrated care model

- Deliver significant changes to Adult Social Care services to ensure the support we provide to local people is good quality and meets national guidelines
- Deliver good quality children's social care services to keep our children and young people safe and supported
- Develop and deliver a health inequalities plan for Oldham
- Increase the uptake of local and national health checks, screenings and immunisations
- Increase levels of physical activity and usage of leisure facilities
- Develop and deliver a new three-year community safety and cohesion plan, tackling crime and ensuring people feel safe across the borough
- Develop a thorough response to the cost of living crisis to ensure every Oldham resident has the support they need, building on the outcomes of the Cost of Living Summit.

A Great Start and Skills for Life

In the pandemic our amazing teachers and schools responded in the most trying circumstances, continuing to support our children and giving them the best chance to succeed against all odds.

Recent years have seen improvements in outcomes, with progress in early years, primary and A-level results before the pandemic. We've also seen the creation of new places at our best schools, including a whole new site for Saddleworth School and the announcement of a new sixth form supported by Eton College. Clearly, however, there is more to do to give all our young people the education they deserve.

Outside of schools, young people need opportunities to gain new skills and experiences, and to socialise. Mental health remains a pressing priority for young people in the face of mounting pressures.

Why this matters for children and young people...

There is no more effective way to improve someone's life chances than supporting their development in their early years. Giving every child a great education is a moral responsibility, and it's also vital if we're to boost wealth and productivity in the local economy and make Oldham an attractive place for families.

In 2022-24 we will...

- Increase the number of quality school and college places by:

- Working with partners in the education sector to drive improvement, led by teachers and schools
- Creating new, quality school and college places where there is need
- Develop and deliver a strategy for SEND provision and services to identify and meet the needs of local children and young people
- Increase opportunities for young people to engage with our youth activities and support
- Develop and deliver a strategy for post-16 education and training
- Developing a new, improved model for early years services and support including health visiting, family nursing and children's centres

Better Jobs and Dynamic Businesses

The link between decent work and better life chances is clear. As an employer, the Council reflects this by ensuring all our staff and suppliers are paid at least the real living wage. We also promote the GM Good Employment Charter to businesses across the borough.

We are investing in Oldham's future, with £306m regeneration strategy to create town centres that are great places to live, work and spend time. This programme is moving forward at pace, in part thanks to our success bidding for funding from the Towns Deal Fund and Future High Streets Fund.

The Council supports businesses and jobs through our employment programmes, schemes for business start-ups and growth, creating space for building and service provision. We work with employers and training providers to ensure local residents can access the skills they need to progress into well paid employment. The Council is committed to a more inclusive approach to employment, with a focus on supporting those who face barriers to work.

Our Future Oldham is a place where every resident can get a job that supports a lifestyle that works for them. As the Independent Economic Review demonstrated, there is an entrepreneurial drive in Oldham, but there is more to do to ensure that Oldham is seen as a great place to start, grow or locate a dynamic business.

Why this matters for children and young people...

Our consultation with young people showed that most want to build their future careers in Oldham if they can, but they are split on whether the jobs they want will be available to them. By making Oldham a more attractive place for business, we create opportunities for people today and make it more likely that the next generation will stay here to help our borough thrive.

In 2022-24 we will...

- Deliver on our plans for a renewed purpose for Oldham Town Centre, including:
 - Redevelopment of the Spindles to include a new market, retail space, office and events space
 - A new performance and theatre space for Oldham
 - A new Town Centre Park
 - A new community purpose for the Old Library
- Deliver an improved approach to supporting and engaging local businesses
- Increase the amount the council spends with local companies and suppliers
- Deliver a more ambitious and proactive approach to place marketing
- Support residents into work through our range of Get Oldham Working initiatives
- Deliver a transport strategy to open up a wide range of jobs and other opportunities for Oldham people across the city region and beyond
- Develop a new employment and skills strategy and Oldham Skills Plan for the borough

Quality Homes for Everyone

Oldham's Housing Strategy, published in 2019, sets out a clear approach to deliver the homes we need, including those for young people and first-time buyers, homes suitable for older residents and those with additional needs, and social and affordable housing. The selective licensing scheme introduced to improve the quality of private-rented housing had a significant impact in the worst-affected areas. The recently published Mills Strategy shows how we'll use Oldham's heritage assets to provide more brownfield housing and protect the borough's green spaces. Creating A Better Place includes the provision of 2,000 homes in the town centre, revitalising our high streets, addressing shortages and removing the need to build on green belt.

While the plans are in place, there is still work to do. The lack of affordable, accessible and appropriate housing is a top issue raised by residents in consultations. While lower than the national average, house prices remain unaffordable for many, and others struggle to find a home that fits their needs. For renters, standards in the private rented sector are often not high enough.

A Bed Every Night programme has significantly reduced the amount of people sleeping rough in the city region, but many still find themselves reliant on temporary

accommodation. The future of housing delivery in Oldham will partly be established by the introduction of Greater Manchester's spatial plan, Places for Everyone, and our own local plan, but housing must continue to be a key area of focus.

Why this matters for children and young people...

The sense that home ownership is out of reach is particularly acute for young people, who face the prospect of living longer with their parents, using a large chunk of their salary on insecure rent, or moving elsewhere. Building more home, including town centre apartments, increases the chances of our young people staying in Oldham as they get older.

The need for appropriate accommodation was particularly felt by young people during the pandemic, where many were forced to try to study in overcrowded spaces at home.

In 2022-24 we will...

- Deliver **xxx** new, high-quality homes across the borough to meet a wide range of local need from affordable to aspirational
- Finalise our Places for Everyone plan to identify the land we need to meet local housing need and to support business growth – focusing on using brownfield wherever we can
- Roll out our tenants charter and landlord licensing schemes to improve the quality of rented homes across the borough
- Deliver our Warm Homes Oldham scheme to protect those most vulnerable from rising energy prices
- Work to reduce homelessness by reviewing and improving our temporary accommodation and building on the successful A Bed Every night project

A Clean and Green Future

Oldham has committed to Green New Deal targets to make the Council carbon-neutral by 2025 and the borough carbon-neutral by 2030. This is important for the borough as a way of making Oldham a more pleasant and healthier place to live in the short term, while protecting the borough and planet from the worst effects of climate change in the long term. There are also commercial opportunities for the borough from the green agenda, with a growing green technology industry, and potential for green tourism. Oldham is already seen as a leading green borough, and Northern Roots has the potential to put Oldham on the map as a key visitor destination in Greater Manchester.

People should be proud of their local area and feel good when they're walking around it. Nothing makes that harder than when there's rubbish all over the place. Through "Don't Trash Oldham" we've been cleaning up our streets, removing more than 150 tonnes of litter. We'll be going further with that, prosecuting more fly-tippers and redesigning streets to make them easier and more pleasant to spend time in.

Why this matters for children and young people...

Young people around the world have been the driving force behind the climate agenda in recent years. In our consultation, young residents indicated a very strong preference for a shift towards greater reliance on public transport over private vehicles to protect the climate. They are also, like older residents, very conscious of the impact of litter and how it makes them feel about their neighbourhood. Don't Trash Oldham remains an important programme if we are to help residents young and old to feel prouder of where they live.

In 2022-24 we will...

- Support Oldham's growing green industry, creating more green jobs and opportunities
- Boost our position as the greenest borough in Greater Manchester by improving and better promoting our amazing green spaces
- Create new green spaces and opportunities through Northern Roots and our new Town Centre Park
- Support the development of Greater Manchester's plan to deliver cleaner air
- Deliver cleaner neighbourhoods and street through the roll out and further development of Don't Trash Oldham
- Increase enforcements for those who litter and flytip
- Support increased recycling for homes and businesses

How We Work

The Council is constantly looking at how we can work more effectively and efficiently in the interests of residents. As a Cooperative Council, we work in partnership with residents, businesses and other major organisations across the borough. Further detail of this approach is set out in Our Future Oldham.

Over the next two years, we will look to embed some core values and behaviours to ensure every interaction with the Council is a good experience for residents. We will also take forward four transformational changes to our service delivery: resident focus; place-based integration; digitisation and a preventative, collaborative approach with communities.

Resident Focus

The commitment to making every service a good service and every experience a good experience means constantly working with residents to improve our performance. This will be achieved in part through new measures and metrics that allow us to monitor the resident experience of our services more effectively.

Alongside improvements to how we measure our performance, we will build on the work already underway to ensure the resident voice is at the heart of our decision making. This takes traditional forms, such as consultation on key projects and decisions and the Big Oldham Conversation meetings that took place across the borough throughout 2021-22, and more innovative forms. One example of this is the Oldham Poverty Truth Commission, where residents with experience of poverty come together with decision makers from the Council and other public bodies to explore how we can better serve people in poverty. Another example is the Oldham Independent Economic Review, where leaders from business, the skills sector, the voluntary sector and Greater Manchester received expert evidence before producing a series of recommendations on the future of the Oldham economy.

Place-based Integration

Feedback from residents has been clear: as much as possible, people want services close to home and tailored to the specific needs of their community. While some services will always need to be delivered centrally, we aim to deliver more and more locally, across the five-district footprints agreed with our partners.

Services delivered by the Council in districts include early help for residents who are struggling, violence prevention and financial inclusion. Each district also has a

dedicated local team focused on the needs of the community, reaching out to residents and coordinating actions.

As well as bringing more Council services to local areas, we aim to more deeply integrate with other public bodies like the NHS, schools, housing associations and the police. By strengthening the ties between us we can provide more holistic support to residents.

We will also be building our relationship with the voluntary, community, faith and social enterprise sector, as set out in the Greater Manchester VCFSE Accord. The sector provided so much to Oldham during the pandemic, demonstrating its deep understanding of and links into our communities. Working more closely with the sector will be vital, particularly as residents are affected by the cost-of-living crisis.

Digital

Not everyone is equipped or comfortable with accessing services digitally, so it's important that the support is always there. More and more, however, residents want and expect the convenience of being able to apply for services or solve problems through their computer or phone.

In the next two years we will be implementing a digital strategy so that, where it is possible and there is resident demand, end-to-end digital services are available. Whether paying council tax, reporting fly-tipping or applying for a school place, services should be available at the click of a button, without having to wait in a queue or leaving the house. This is more convenient for residents and more efficient, enabling more resource to be focused on resident priorities.

For the digital strategy to be a success, though, we need to strengthen Oldham's digital fibre infrastructure, so that homes and workplaces can access digital connections that reflect current and future demand.

Digital skills development opportunities will be available to residents, to equip them with skills that are increasingly vital for work and life. We will also be providing greater support for those who lack the equipment and connectivity for the digital world.

Working with Communities to Reduce Need

Taking a community-centred, preventative approach to public services is better for everyone. For the public purse, it's better to help people stop smoking than treat lung cancer, and it's far better for the person too.

We are happier and healthier when we exercise regularly, eat well, have an active social life and support network, with enough money coming in and a home that

meets our needs. That means that, for the Council, by focusing resources on early help to support people it's better for everyone.

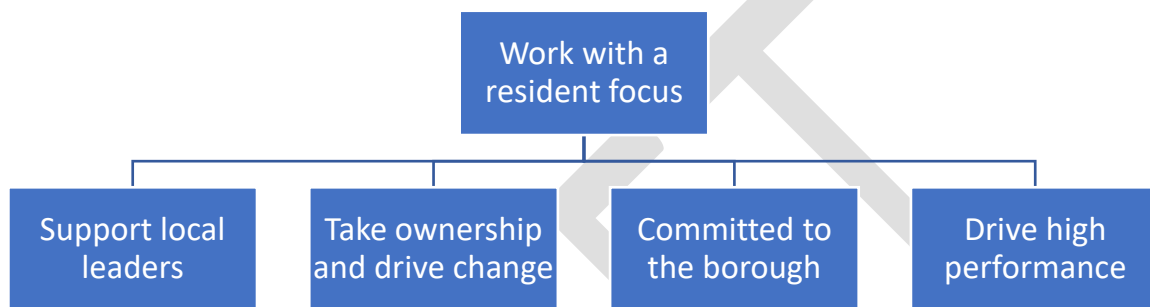
What early help looks like will be different in different places, as to be effective it requires genuine partnership between services and residents. For some areas it may be more community events to help get people out of the house, for others extra support for families under stress.

DRAFT

Who We Are

Core Behaviours

Every day we interact with thousands of Oldham residents. Our councillors and staff bring their skills, experience and personality to work every day to make Oldham a great place to live. We're all different, and this diversity is a real asset, but there are some core behaviours that we expect throughout the organisation.



As described above, everything the Council does, and every action our staff take should have a focus on residents. This is the central behaviour that will ensure every experience residents have of the Council is a good one, and ultimately what will mean every service we provide is a good one in the eyes of the people we work for.

We have a commitment to working closely and collaboratively with partners and residents. We **support local leaders** because in many cases the Council is not best placed to act. Oldham is full of talent and passionate people, so it's important that wherever possible we look to empower residents to take the lead.

Where the Council is best placed though, it's vital that we **take ownership and drive change**. Our staff are constantly looking for ways that we can improve services or solve problems, and are supported to take responsibility, acting boldly and with courage in the understanding that they will be supported to succeed.

In everything we do, we consistently demonstrate that we are **committed to the borough**. The Council is full of born and raised Oldham people, and everyone who works for us knows that their responsibility is first and foremost to Oldham and its residents. We will always do what's best for Oldham, and fight for more for Oldham regionally and nationally.

Finally, we are determined to **drive high performance**. Our staff are supported to do excellent work, and we conduct rigorous and continuous performance analysis to ensure we squeeze everything out of our budget, and are constantly improving.

How We're Organised

[New Senior Management structure and Cabinet portfolios to be inserted here]

DRAFT

This page is intentionally left blank