

## ***CABINET Agenda***

Date Monday 22 August 2022

Time 5.00 pm

Venue Council Chamber, Civic Centre, Oldham, West Street, Oldham, OL1 1NL

Notes

1. DECLARATIONS OF INTEREST- If a Member requires any 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 Liz Drogan in advance of the meeting.
2. CONTACT OFFICER for this Agenda is Liz Drogan Tel. 0161 770 5151 or email [elizabeth.drogan@oldham.gov.uk](mailto:elizabeth.drogan@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 Wednesday, 17 August 2022.

### MEMBERSHIP OF THE CABINET IS AS FOLLOWS:

Councillors Akhtar, Ali, Brownridge, Chadderton, Jabbar, Moores, Mushtaq, Stretton and Taylor

Item No

6 Corporate Plan 2022-2027 (Pages 1 - 24)

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## Report to CABINET

## Corporate Plan 2022-27

### Portfolio Holder:

Councillor Amanda Chadderton, Leader of the Council and Cabinet Member for Regeneration and Housing

### Senior Officer:

Shelley Kipling, Assistant Chief Executive

### Report Author:

Guy Parker, Policy Manager

**22 August 2022**

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### Reason for Decision

Oldham Council's last Corporate Plan expired in 2020, being replaced by a Covid Recovery Strategy to focus the Council's resources as the borough responded to the pandemic. As the Council now looks to the future, a new Corporate Plan enables the strategic use of resources to support the policy and operational priorities of the administration. The new Corporate Plan 2022-27 sets out these priorities for the next five years, with specific deliverables for the next three years.

### Executive Summary

Oldham Council's Corporate Plan 2022-27 describes how the Council will maximise the impact of our efforts and resource to improve the lives of residents in the borough over the next five years. The plan, which aligns with the Oldham Partnership's vision document (*Our Future Oldham*), focuses specifically on the impact of our work on children and young people. It acknowledges the present and future challenges created by the cost of living crisis, and describes how services across the Council will be improved for residents.

The plan sets out five policy priorities: 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. The Council's four operational priorities are: Resident focus; Place-based working; Digital; Working with communities to reduce need.

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## **Recommendation for Cabinet**

Cabinet members are asked to:

1. Note the contents of the Corporate Plan 2022-27 and the outcomes it commits the Council to delivering over the next three years
2. Approve the Corporate Plan 2022-27 and allow it to proceed to Full Council for consideration.

## **1 Background**

- 1.1 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.
- 1.2 Alongside the development of this new Corporate Plan, the Council has been working with partners to develop a new Oldham Plan. The last Oldham Plan ran from 2017 to 2022, providing an action statement for the Oldham Partnership, setting the borough's overarching goals and activities, enablers, and short- and medium-term outcomes. The new Corporate Plan has been produced to represent the Council's contribution to this wider vision for the future of the borough.

## **2 Development of the Corporate Plan**

- 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, and also informs the Corporate Plan.
- 2.2 In addition to resident engagement, sessions have been held with councillors and with Council staff through departmental team meetings, 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 five years align as well as possible with the Partnership's broader vision for the future.
- 2.4 The Corporate Plan draft included as Appendix 1 represents a near final draft, subject to approval by Cabinet. It will however undergo some final revisions will be subject to some minor revision

## **3 Contents of the Corporate Plan**

- 3.1 The plan establishes five policy priorities:
  - 3.1.1 Healthy, safe and well supported residents. Activities under this priority include improvements to our health and social care model, safeguarding, community safety and the Council's response to the cost of living crisis.

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- 3.1.2 A great start and skills for life. Activities under this priority include improving education outcomes, increasing youth activities, and developing a new model for early years services.
  - 3.1.3 Better Jobs and dynamic businesses. Activities under this priority include delivering the town centre regeneration plans, improving business support, and developing a new employment and skills strategy.
  - 3.1.4 Quality homes for everyone. Activities under this priority include finalising Places for Everyone, reducing homelessness through improvements to temporary accommodation and home building, and rolling out the tenants charter and landlord licensing schemes.
  - 3.1.5 A clean and green future. Activities under this priority include new green spaces and opportunities through Northern Roots and a town centre park, Don't Trash Oldham, and greater enforcement of littering and fly-tipping.
  - 3.2 Oldham Council is continuously aiming to improve. The Corporate Plan commits the Council to focusing on resident experience, ensure that every interaction with the Council and our services is as good as possible, and that everything we do has residents at the heart.
  - 3.3 The other operational priorities in the Plan (Place-based working, digital, and working with communities to reduce need) are linked to that commitment to resident focus. Through consultation residents have been clear that they want services as much as possible delivered closer to home, so the Plan includes a commitment to bringing more services together in neighbourhoods. This enables more effective partnership working, and a better, more convenient service for residents. By digitising services where possible and appropriate, we can again make the experience smoother and more straight forward for residents, while recognising that some will need support or access to technology. By delivering preventative interventions with communities, we are again responding to resident demands that we take a long term perspective, as well as catching issues before they become too serious.
  - 3.4 *Our Future Oldham* sets a vision for the borough in 2030. By establishing deliverables to be completed in the next three years, and priorities for the Council for the next five years, the Corporate Plan provides steps on the borough's journey. When the deliverables included in the plan have been completed the priorities will be reviewed and new deliverables established for the next stage.
  - 3.5 The plan will be used to inform the budget setting process for the coming municipal year. By aligning spend as closely as possible to our residents' priorities efficiency and impact for residents can be maximised.

## **4 Options/Alternatives**

- 4.1 Option 1: Approve the Corporate Plan 2022-27 and allow it to proceed to Full Council for consideration.

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4.2 This option is recommended as it will allow the Council to proceed most efficiently and effectively, delivering on the Administration's priorities and focusing on the needs of residents, while contributing to the overall vision for Oldham set out in *Our Future Oldham*.

4.2 Option 2: Reject the Corporate Plan 2022-27 as drafted, proceeding without a Corporate Plan until amendments can be made.

## **5 Preferred Option**

5.1 Option 1: Approve the Corporate Plan 2022-27 and allow it to proceed to Full Council for consideration.

## **6 Consultation**

6.1 Extensive consultation has taken place over the last two years to establish resident priorities for the Council and borough. Prior to the pandemic, "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, with top priorities to make Oldham a better place to live focusing on housing, transport, the maintenance of roads and pavements, and our town centres.

6.2 Last year 616 residents responded to a survey focused on recovery from the pandemic, with responses emphasizing 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 highlighted.

6.3 Consultation in 2022 has focused on face to face, detailed engagement with residents. This started with focus groups and surveys with young people, with more than 300 participating. Priorities from young people included making Oldham cleaner, greener and safer, with better public transport, and more activities. Focus groups with residents and representatives from voluntary and community groups emphasized the need for localized, place-based services, easy access, and a stronger relationship between the Council and residents.

## **7 Financial Implications**

7.1 All the actions that are included within the Corporate Plan that are to be delivered to achieve corporate objectives will be financed within approved budgetary resources. Ensuring that the Council remains financially resilient and sustainable in the future will form a key part of the on-going budget setting process and medium term financial strategy.

7.2 The availability and the alignment of resources to deliver the actions will depend to a significant extent on the allocation of resources by Central Government, and may need to be revisited in light of shifting national policy and budgetary priorities.  
(Anne Ryans)

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## **8 Legal Services Comments**

8.1 The Corporate Plan requires to be approved by full Council. (Colin Brittain)

## **9 Co-operative Agenda**

9.1 The Corporate Plan 2022-27 is designed to support the Co-operative agenda. This is achieved in through its alignment with *Our Future Oldham*, enabling the Council to work with partners and residents to deliver a long-term vision.

9.2 The operational priorities of resident focus, place-based working and preventative interventions delivered with communities reflect co-operative principles. The plan is intended to further strengthen the Council's collaborative approach with residents, partners, and the VCFSE sector.

## **10 Human Resources Comments**

10.1 There are no direct HR implications in relation to the approval of the plan.

10.2 The HR/OD Service will work closely with services to support workforce priorities, embedding core behaviours and shaping resources to assist the delivery of the corporate plan.

(Catherine Pearson, Strategic HR Lead)

## **11 Risk Assessment**

11.1 Without an up to-date Corporate Plan the Council is at risk of not demonstrating its Priorities and Actions are appropriate resulting in reputational risk that it has challenges that how it uses its resources represents value for money (Mark Stenson)

## **12 Property Implications**

12.1 None

## **13 Procurement Implications**

13.1 No procurement implications (Dan Cheetham, Interim Procurement Lead)

## **14 Equality, community cohesion and crime implications**

14.1 The Corporate Plan 2022-27, delivered in conjunction with *Our Future Oldham*, will have positive implications for equality, community cohesion and our work to reduce crime. The focus of the plans are on ensuring all residents have access to high quality education, housing, and work amongst a range of other measures. The plan includes activities to create healthier, safer and better supported communities, including the development of a community safety and cohesion plan.

## **15 Implications for Children and Young People**



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15.1 The plan is centred on children and young people, with every element designed to positively impact what Oldham is like as a place to grow up.

**16 Equality Impact Assessment Completed?**

16.1 No

**17 Key Decision**

17.1 Yes

**18 Key Decision Reference**

18.1 -CS-1-22

**19 Background Papers**

19.1 N/A

**20 Appendices**

7.1 Appendix 1 – Oldham Council Corporate Plan 2022-27 [DRAFT]

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# Oldham Council Corporate Plan

2022-27

DRAFT

# Foreword

It has been my privilege to represent Royton South 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 five 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. With energy bills going through the roof and wages being stretched by inflation, even relatively well-off people are having to cut back, and more and more people are going to be forced to make really hard choices. Like with Covid, we'll need to work together to get through it. Having brought people together for a Cost of Living Summit this summer, I'm determined that we'll have a range of support services in place before the costs really start to bite when people's boilers start to come back on in the autumn.

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. We've made "Resident Focus" a key operational priority, so every member of staff is thinking first and foremost about how best we can serve our communities. I'm committed to ensuring that 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**

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# 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 three 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.

<b>GM Strategy</b>	<b>Our Future Oldham</b>	<b>Corporate Plan 2022-27</b>
A Greener Greater Manchester	A clean, green and healthy environment	A clean and green future
A Fairer Greater Manchester	Timely access to vital services to keep people healthy and safe	Healthy, safe and well supported residents
	Diverse opportunities to get together, with regular activities to boost physical and mental health and community spirit	
	A home that is affordable, well maintained, and appropriate	Quality homes for everyone
A More Prosperous Greater Manchester	The opportunity to get a decent job that pays well and offers security and flexibility	Better jobs and dynamic businesses
	A local area that meets people's needs and makes them proud	
	Quick, cheap and easy transport to every part of the city region	
	A well-rounded, enriching, life-long education	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. Where people suffer abuse, our victim strategy is in place to ensure they get the best support possible.

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 2022-25 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
- Achieve a good Ofsted rating for our children's social care services, so residents can be confident that Oldham is a place where our children and young people are 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, the brand new Brian Clarke Academy, 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 2022-25 we will...**

- Improve outcomes and 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 that equips residents to access great jobs
- Develop 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 2022-25 we will...**

- Deliver on our plans for a renewed purpose for Oldham Town Centre as a creative place with a vibrant night time and cultural economy, more jobs and homes, 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
- Improve the 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.

The “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 Places for Everyone (a spatial plan for Oldham and eight other Greater Manchester boroughs), 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 2022-25 we will...**

- Deliver new, high-quality homes across the borough to meet a wide range of local need from affordable to aspirational
- Finalise Places for Everyone to identify the land we need to meet our local housing need and to support business growth whilst continuing the review of our own Local Plan, focusing on using brownfield land 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, and ensure more of our homes are well insulated
- 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 2022-25 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 five 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 working; 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 Working

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. Establishing community hubs in each district means every resident can access services and support without having to travel far.

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.

*Our Future Oldham* sets out the place we want the borough to be, somewhere that uplifts every resident. But residents have told us that the challenges and opportunities that matter most to them are often those closest to home. So we'll be tailoring *Our Future Oldham* with local residents and partners to meet the needs of individual districts, putting emphasis and priority on what's most important in each neighbourhood.

## Digital

Not everyone is equipped or comfortable with accessing services digitally, so it's important that the support is always there for those who need it. 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.

We're 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. We'll be focusing website improvements on those things residents need the most, and making accessing Council services easier than ever.

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. This will be achieved in part through the GM One Network project, bringing high speed networks to the city region.

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

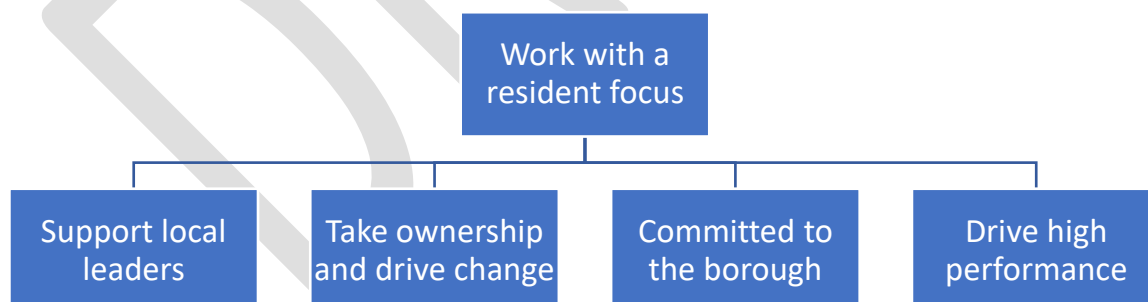
Taking a community-centred, preventative approach to public services is better for everyone. For the public purse, it's better to help people stop smoking than treat lung cancer, and it's far better for the person too.

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.

## 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.

DRAFT

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