

## **Report to COUNCIL**

# **Corporate Plan 2022-27 and Our Future Oldham: A Shared Vision for 2030**

### **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:**

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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.

The Corporate Plan also provides the core of the Council's contribution to delivering the new Oldham Plan – Our Future Oldham. Our Future Oldham will be formally adopted by the Oldham Partnership, and establishes how the major organisations in Oldham will work together to uplift every resident and create a thriving borough.

## **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

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(*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: Residents first; Place-based working; Digital; Working with communities to reduce need.

Our Future Oldham outlines the vision for the future of the borough shared by the Oldham Partnership and informed by the views and priorities of residents. The document establishes a set of aims – the core elements of a good life in Oldham, that we believe every resident should expect. These range from basics like a good education and a home that meets needs to things that contribute to creating a richer life and place, like opportunities to get together with neighbours and community pride.

Our Future Oldham also establishes the central governance model for the Oldham Partnership, including the functioning of the Partnership itself and its key delivery boards: the Economic Development Board, the Health and Wellbeing Board and the Communities Board.

## **Recommendations**

Council is 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 for adoption.
3. Note the contents of the draft *Our Future Oldham* document, the vision it sets for the borough in 2030 and the governance arrangements it commits the Council to participating in as part of the Oldham Partnership
4. Approve *Our Future Oldham* for consideration and adoption by the Oldham Partnership.

## **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 and Our Future Oldham**

- 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 Our Future Oldham document (see Appendix 2) 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 to inform the Corporate Plan. Sessions with senior teams at partners have supported the development of Our Future Oldham.
- 2.3 Our Future Oldham and the Council's Corporate Plan have been developed in parallel to ensure that the Council's priorities over the next five years align as well as possible with our residents' broader vision for the future. This ensures the most effective and efficient use of resources to supporting the improvement of our residents lives.
- 2.4 The Corporate Plan included as Appendix 1 is a final draft, subject to approval by Full Council. Our Future Oldham may be subject to minor revisions before adoption by the Oldham Partnership, as it goes through the process of approval by the Council and the other partner organisations.

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

#### 3.1 The plan establishes five policy priorities:

- 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.
- 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.
- 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.
- 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.
- 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 putting residents first. 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.

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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 Contents of Our Future Oldham**

4.1 Our Future Oldham provides an overview of the state of the borough today, our places and people. It identifies some of the things that make Oldham a great place to live, and some of the key challenges we know are coming in the years ahead. While recent years have demonstrated that the future is unpredictable, there are certain things that we know will happen, like our population ageing, the changes that are already in progress in our town centres and the transport improvements that local and national government have committed to delivering.

4.2 The document provides an overview of the responses to consultations and resident engagement to inform the vision, and then sets out eight aims to uplift every resident. These are:

- A well-rounded, enriching, life-long education
- The opportunity to get a decent job that pays well and offers security and flexibility
- Quick, cheap and easy transport to every part of the city region
- A home that is affordable, well-maintained and appropriate
- Timely access to vital services to keep people healthy and safe
- A clean, green and healthy environment
- Diverse opportunities to get together, with regular activities to boost physical and mental health and community spirit
- A local area that meets people's need and makes them proud

4.3 Our Future Oldham does not seek to present a single picture of what life will be like in every part of the borough, recognising that people do and want to live in different ways. Instead, it sets basic benchmarks for the minimum standards we want for everyone.

4.4 The Oldham Partnership will work together to establish specific targets and metrics to measure progress against these aims. These can then be used to identify areas of weakness at a borough level as well as in particular districts or neighbourhoods. Partners may in one area wish to focus on interventions on education, for example, where outcomes are particularly weak, while in another area the priority is improving transport links.

4.5 The Partnership will celebrate successes, monitor progress and set challenges for improvement. This improvement will be delivered through newly established Economic Development and Communities boards, and the already established

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Health and Wellbeing Board. These boards will in turn work with existing boards and groups to increase effective working across the system.

## **5 Options/Alternatives**

- 5.1 Option 1: Approve the Corporate Plan 2022-27 for adoption and allow Our Future Oldham to proceed to the Oldham Partnership for final approval.
- 5.2 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.
- 5.3 Option 2: Reject the Corporate Plan 2022-27 and Our Future Oldham as drafted, proceeding without a Corporate Plan or wider borough vision until amendments can be made.

## **6 Preferred Option**

- 6.1 Option 1: Approve the Corporate Plan 2022-27 for adoption and allow Our Future Oldham to proceed to the Oldham Partnership for final approval

## **7 Consultation**

- 7.1 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.
- 7.2 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.
- 7.3 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.

## **8 Financial Implications**

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- 8.1 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.
- 8.2 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)

## **9 Legal Services Comments**

- 9.1 None

## **10 Co-operative Agenda**

- 10.1 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.
- 10.2 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.
- 10.3 Our Future Oldham and the partnership governance it establishes strengthen the co-operative approach that is well embedded in Oldham. The document and partnership will enable every major organization in the borough to work more closely together with residents, aligning resources and effort where appropriate to improve residents' lives.

## **11 Human Resources Comments**

- 11.1 There are no direct HR implications in relation to the approval of the plans.
- 11.2 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)

## **12 Risk Assessment**

- 12.1 Without an up to-date Corporate Plan there is reputational risk for the Council that it may have difficulty demonstrating that its use of resources represent value for money because they are focused on appropriate priorities and actions. This risk is

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heightened if priorities and actions are not aligned to a wider borough vision (Mark Stenson)

### **13 Property Implications**

13.1 None

### **14 Procurement Implications**

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

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

15.1 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.

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

16.1 The Corporate 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. Our Future Oldham was driven by extensive consultation with children and young people, with the key aims reflecting the life ambitions of our younger residents.

### **17 Equality Impact Assessment Completed?**

17.1 No

### **18 Key Decision**

18.1 Yes

### **19 Key Decision Reference**

19.1 -CS-1-22

### **20 Background Papers**

20.1 N/A



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## **21 Appendices**

21.1 Appendix 1 – Oldham Council Corporate Plan 2022-27

21.2 Appendix 2 – Our Future Oldham: A Shared Vision for 2030 [DRAFT]