

Corporate

Peer Challenge

Action Plan

January 2024



Oldham
Council

Recommendations overview

The Corporate Peer Challenge report makes nine clear recommendations for the council, these are:

1. Embed resident focus across everything the council does.
2. Agree and deliver a budget for 24/25 and 25/26 that deals with the budget deficit without relying on the continuing use of reserves.
3. Develop a clearer line of sight between transformation and improvement programmes (Getting to Good) .
4. Build and communicate a new reputation, inside and outside the council.
5. Clarify how changes to senior officer arrangements will work in practice and review the effectiveness after six months.
6. Commission an external review of the governance and capacity needs of Creating a Better Place.
7. Refresh the Oldham Plan and harness power of partners.
8. Build on early progress to improve Overview and Scrutiny.
9. Further develop council as a member led authority.



1. Embed resident focus across everything the council does

- Launch communications and engagement campaign (internally and externally) to promote customer service access points and levels of service in line with Place Based Hubs launch and opening of new Access Point in Spindles (February/March 2024)
- Relaunch a clear narrative for the council, what we do, what we stand for and how we are changing including updated values and behaviours (March 2024)
- Include resident first action and improvement planning in all Business Plans and review corporate performance reporting to better measure delivery of improvements (March 2024)
- Launch Oldham Experience (induction type programme) for all council staff (May 2024)
- Review the council's Corporate Plan to align with the new agreed narrative (May 2024)

2. Agree and deliver a budget for 24/25 and 25/26 that deals with the budget deficit without relying on the continuing use of reserves.

- Plans are already well underway to deliver a budget for 2024/25 with Budget Scrutiny and Budget Council (February 2024) with implementation from March 2024
- Timescales for budget setting for 2025/26 onwards to be brought forward to Summer 2024
- Establishment of monthly officer and member Budget Delivery Board led by the Leader and Chief Executive to oversee effective delivery of savings programmes and oversight of budget management (ongoing from January 2024)

3. Develop a clearer line of sight between transformation and improvement programmes (Getting to Good)

- Transformation and Finance are working together to define new approach to better align transformational savings and management of budget savings (ongoing)
- Review opportunities to use success of Getting to Good approach in other areas of major improvement (ongoing)
- Membership and wider engagement around Getting to Good Programme in Children's to be reviewed to look at wider organisational and system involvement (March 2024)



4. Build and communicate a new reputation, inside and outside the council

Communications Strategy and action plan to be drafted and launched (March 2024) to include;

- Place Marketing strategy and action plan focused on investment, civic pride and visitor economy
- Internal Communications and Engagement Strategy launched to drive awareness of corporate messaging and better use of staff as core ambassadors
- Trade and sector communications and engagement plan to be developed to promote good practice and build relationships and partnerships regionally and nationally
- LGA Communications Peer Challenge commissioned to determine priorities, strengths and weaknesses and shape future structures and plans (February 2024)

5. Clarify how changes to senior officer arrangements will work in practice and review the effectiveness after six months

- Management arrangements to be reviewed regularly by Leader with the Chief Executive through existing appraisal and review processes (ongoing)
- Development Plans for all Senior Management Team in place and reviewed (ongoing)
- New approach to meetings and briefings at all levels now in place to support new way of working including weekly Management Board meetings, six-weekly Extended Management Team meetings and both annual directorate and council wide staff events (from January 2024)
- Staff Survey launched to test employee confidence and understanding on a range of issues including Senior Management (January/February 2024)

6. Commission an external review of the governance and capacity needs of Creating a Better Place

- A review of the governance, capacity and benefits of the Creating a Better Place programme and our strategic partnership with Muse is being commissioned and will be completed by Arcadis by May 2024
- A report on the findings and recommendations of this review will be provided during Summer 2024.

7. Refresh the Oldham Plan and harness power of partners

- Review the Oldham Plan engaging a wide range of public and private and third sector partners in its development (March – May 2024)
- Renew and relaunch Oldham Partnership and associated work plans (June 2024)
- District Reviews and Growth Plans are in development working with a range of partners (ongoing)



8. Build on early progress to improve Overview and Scrutiny

- Undertake review of capacity and structure of Constitutional Services to best support Overview and Scrutiny (March/April 2024)
- Review Overview and Scrutiny elements of member training programme (March 2024)
- Develop forward plan of Scrutiny items ahead of new municipal year (May 2024)

9 Further develop council as a member led authority

- Undertake a Governance Review including refreshing decision-making processes and templates (April 2024)
- Improve our use of decision-making and reporting systems (including modern.gov) to provide greater oversight and more advanced visibility (March/April 2024)
- Reviewing briefing and reporting processes for Combined Authority and AGMA meetings to best support attendees (ongoing)
- Review member training programme including timing and engagement approach to content (March/April 2024)
- Better and more proactively promote and encourage take-up of training and development opportunities (May 2024)
- Review how member case work is managed and supported across the authority (July 2024)



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