



Oldham
Council

Report to COUNCIL

Corporate Plan 2024-27: Ready for the Future

Portfolio Holder:

Councillor Arooj Shah, Leader of Oldham Council and Cabinet Member for Building a Better Oldham

Senior Officer:

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Reason for Decision

Oldham Council's last Corporate Plan was adopted in 2022. However, since that time the environment that Oldham Council is operating in has changed significantly. As the Council now looks to the future, a new Corporate Plan is required, ensuring alignment to the new Oldham Plan missions, while supporting the policy and operational priorities of the administration. The new Corporate Plan 2024-27 'Ready for the Future' sets out these missions for the next three years, putting the needs of our communities at the heart of everything we do.

The Corporate Plan 'Ready for the Future' also provides the core of the Council's contribution to delivering the new Oldham Plan: *Pride, Progress, Partnership*.

Executive Summary

Oldham Council's Corporate Plan 2024-27 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 three years. The plan, which aligns with the Oldham Partnership's vision document (Pride, Progress, Partnership), focuses specifically on responding to the needs and aspirations of our communities. The plan outlines how we will contribute to the Oldham Plan missions, our organisational values and behaviours, and how we will create the right conditions for success.

The plan sets out three key missions: Happier, Healthier Lives; Great Place to Live; and Green and Growing.

Recommendations

Council is asked to:

1. Note the contents of the Corporate Plan 2024-27 and the outcomes it commits the Council to delivering over the next three years.
2. Approve the Corporate Plan 2024-27 for adoption.

1 Background

- 1.1 Oldham Council's last Corporate Plan was adopted in 2022. However, since this time the environment that Oldham Council is operating in has changed significantly. As the Council now looks to the future, a new Corporate Plan is required, ensuring alignment to the new Oldham Plan missions, while supporting the policy and operational priorities of the administration. The new Corporate Plan 2024-27 'Ready for the Future' sets out these priorities for the next three years, putting the needs of our communities at the heart of everything we do.
- 1.2 Alongside the development of this new Corporate Plan, the Council has been working with partners to develop a new Oldham Plan. 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 Over the past few years, the Council has actively engaged with residents to uncover their top priorities and ambitions for Oldham. We have engaged widely in developing the Corporate Plan to ensure it truly reflects the needs and aspirations of our residents. Through a range of consultations, workshops, and surveys, we've gathered diverse perspectives, allowing us to co-create a plan that not only tackles the borough's challenges but also harnesses its strengths.
- 2.2 Beyond resident input, the Council has held sessions with councillors and staff, gathering insights through Cabinet, Overview and Scrutiny, Management Board, and the staff conference to inform the Corporate Plan.
- 2.3 The Oldham Plan and the Council's Corporate Plan have been developed hand in hand, ensuring that the Council's priorities for the next three years mirror our broader vision for the borough. By aligning our priorities, we maximize our impact across the council and wider Oldham Partnership, ensuring we deliver on our ambition to improve the lives of all our residents.
- 2.4 The Corporate Plan included as Appendix 1 is a final draft, subject to approval by Full Council.

3 Contents of the Corporate Plan

- 3.1 The plan includes three priorities, aligned to the missions in the Oldham Plan:
 1. **Healthier, Happier Lives:** In Oldham, every individual matters. We aim to build a community where everyone has access to the care, support, and opportunities they need to live a good life. We are committed to tackling poverty, improving health and well-being, providing high-quality social care, and promoting lifelong education.
 2. **Great Place to Live:** We know Oldham is a place where people love to live, and we're committed to building on that pride by providing more affordable,

quality homes, improving public spaces, and creating a strong local economy with vibrant communities that get on well.

3. Green and Growing: We will make Oldham a place where economic growth benefits all residents, creating opportunities for businesses to succeed while ensuring our community and environment thrive. By attracting new investment, supporting local businesses, and leading in green technologies, we will generate quality job opportunities and equip people with the skills they need to succeed.

3.2 To achieve our missions and deliver the best outcomes for the people of Oldham, we must create the right conditions for success. Our four pillars of change are what will support the implementation of our strategy, driving our change and improvement programme forward. These tools and approaches ensure that we remain dynamic and responsive, even as we navigate the complex and evolving landscape of local government in the UK. The four pillars of change are:

1. **Efficiency and Value for Money**
2. **Capacity Building**
3. **Prevention and Early**
4. **Digital**

3.3 These pillars are crucial to the successful delivery of our Corporate Plan, helping us turn our ambitions into reality. By focusing on these we are building a strong foundation that allows Oldham Council to adapt, innovate, and lead the way in local government.

3.4 The Corporate Plan also sets out our organisational values and behaviours. Our values – Proud, Ambitious, Together – define who we are and how we operate. They shape our culture, inform our decisions, and inspire us to deliver on our commitments to the people of Oldham. They are the standards we hold ourselves to, day in and day out. Alongside these values, a set of key behaviours guides how we work, ensuring consistency and focus across all areas of the council.

3.5 The Corporate Plan will be underpinned by an Annual Delivery Plan, developed through our business planning process, to ensure clear, actionable steps align with our strategic goals each year. From April, we will also introduce an Annual Performance Report, providing transparency and accountability by measuring our progress against the three missions. This approach allows us to adapt to emerging challenges and opportunities while maintaining a strong focus on delivering meaningful outcomes for our residents.

4 Options/Alternatives

4.1 Option 1: Approve the Corporate Plan 2024-27 for adoption.

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 the new Oldham Plan: Pride, Progress, Partnership.

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- 4.3 Option 2: Reject the Corporate Plan 2024-27 as drafted, proceeding without a Corporate Plan until amendments can be made.

5 Preferred Option

- 5.1 Option 1: Approve the Corporate Plan 2024-27 for adoption.

6 Consultation

- 7.1 We have engaged widely in developing the Corporate Plan to ensure it truly reflects the needs and aspirations of our residents. Through a range of consultations, workshops, and surveys, we've gathered diverse perspectives, allowing us to co-create a plan that not only tackles the borough's challenges but also harnesses its strengths.

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.

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

8 Legal Services Comments

- 8.1 The corporate plan should be read in conjunction with the Oldham Plan. While both plans are aspirational documents, it is important that they are up to date, fit for purpose and align with each other. The Corporate plan has been created with the input of not only members and staff but also after engagement with partners and residents. The plan therefore helps give a voice to those residents in setting the strategic direction of the Council, which is an important function of a co-operative Council. *(Alex Bougatef – Interim Borough Solicitor)*

9 Co-operative Agenda

- 9.1 The Corporate Plan 2024-27 is designed to support the Co-operative agenda. This is achieved in through its alignment with the Oldham Plan: *Pride, Progress, Partnership*, enabling the Council to work with partners and residents to deliver a long-term vision.

11 Equality Impact – including implications for Children and Young People

- 11.1 N/A – The Corporate Plan aims to meet the needs of all Oldham's residents.

12 Key Decision

12.1 No

13 Key Decision Reference

13.1 None

14 Background Papers

14.1 N/A

15 Appendices

15.1 Appendix 1 – Corporate Plan 2024-2027