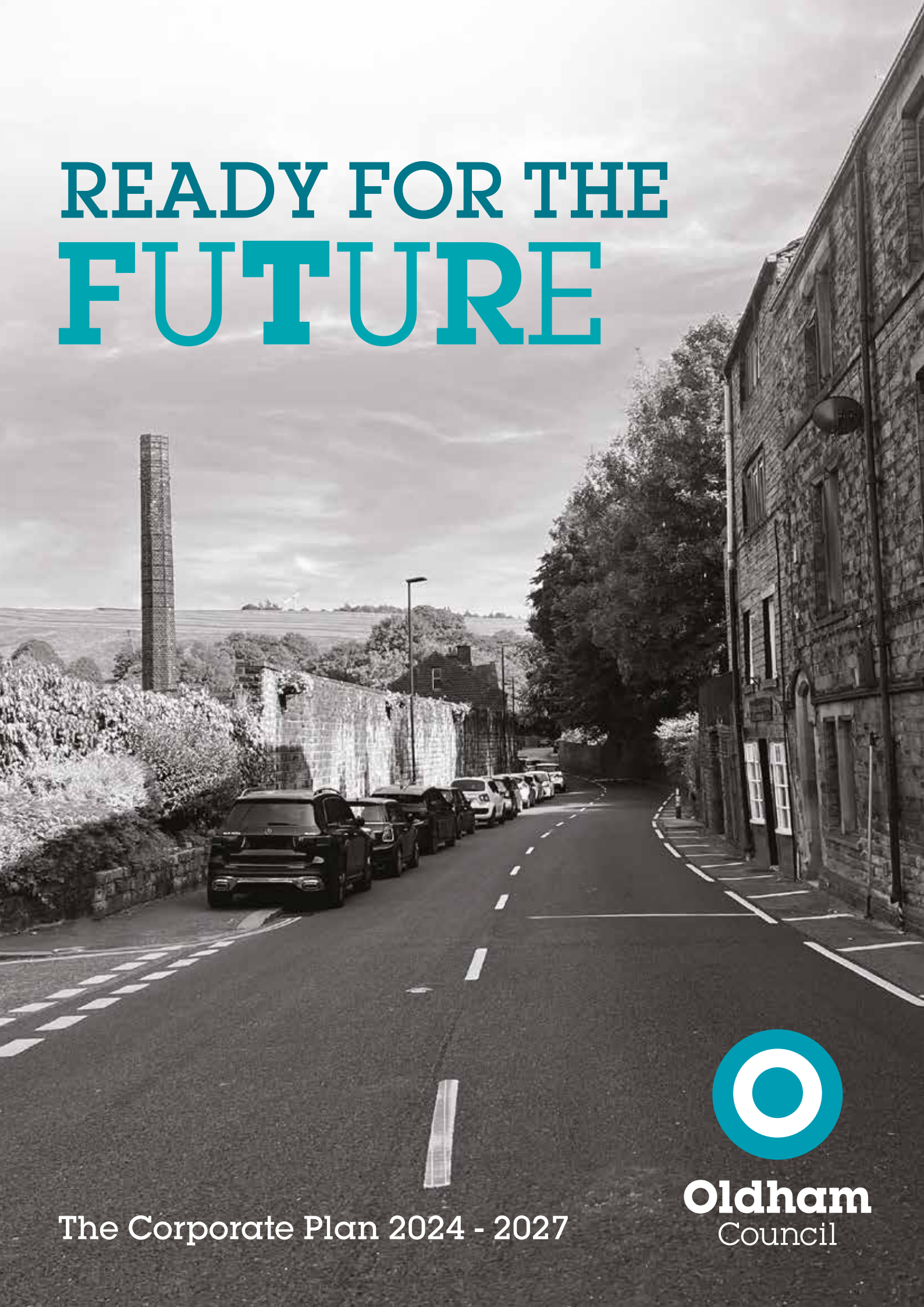


READY FOR THE FUTURE



Oldham
Council

The Corporate Plan 2024 - 2027



Foreword from **Cllr. Arooj Shah,** Leader of Oldham Council

Oldham Council's job is simple: to deliver the services local people rely on, to stand up for our residents, and to ensure Oldham gets the investment, support and recognition it deserves.

Each of us at the council has our part to play to make that happen. It's a privilege to serve our communities, and something we should all take pride in. It also means we can be bold and ambitious, working together to make Oldham the best it can possibly be.

This plan is our roadmap to a better future, built on a firm belief that Oldham's potential can only be realised when we put the needs of our communities at the heart of everything we do.

For too long, councils have been forced to make difficult decisions in the face of huge cuts and soaring demand. But we will not allow Oldham to be left behind.

We are committed to investing in our people and places, creating new opportunities, and driving forward our vision for a growing, fairer economy. Our ambition is to build an Oldham that works for everyone – where our children can grow up safe and supported, where our businesses can thrive, and where no one is left to struggle.

We will not shy away from the challenges ahead. This means fighting for the resources we need, and holding to account those who make decisions that impact our residents' lives. We want Oldham to be a leader in local government, a place that grows in a way that reflect local people, and where every resident feels they have a stake in our future.

This plan outlines how we will work to turn our shared ambitions into reality. Together, we will make Oldham a place that is not just surviving, but thriving, with opportunities for all.

Thank you for standing with us on this journey. Together, we will make Oldham stronger, fairer, and ready for the future.



Foreword from **Shelley Kipling,** Acting Chief Executive

I am proud to introduce Ready for the Future - our new corporate plan. This is our roadmap for driving the change that will turn the ambitions of Oldham into reality.

Over the next three years, this plan will guide how we transform our services, lead by example, and put residents at the heart of everything we do. It reflects our commitment to delivering meaningful change across Oldham, ensuring that Oldham continues to thrive and grow.

Oldham is a place with enormous potential, and we are determined to unlock it. Through innovation, bold thinking, and cooperation, we are transforming the way we operate. We have already achieved so much, but this is just the beginning. The Corporate Plan will keep us focused on our core missions – Healthier, Happier Lives, Great Place to Live, and Green and Growing – helping us drive forward the ambitions set out in the Oldham Plan.

Our residents are at the heart of this journey. Every decision we make is about making life better for them – whether it's creating jobs, building affordable homes, or supporting healthier lifestyles. We know that real progress starts with listening to our communities, working alongside them, and empowering them to shape their own future. This resident-focused approach is embedded deeply across our organisation, and it will continue to be the driving force behind everything we do.

That means we all have to take responsibility to make Oldham Council the best it can possibly be. Whether that is individually, collectively or corporately, we should live and breathe our values and behaviours.

We should be proud of how far we've come. We must be ambitious for the future. And we will only achieve more if we work together. To deliver that high performance and commitment to Oldham we must support our local leaders, have a razor-sharp focus on the needs of our residents, and take ownership and responsibility to drive change.

This plan is about making that happen.

Thank you to our dedicated staff, partners, and residents who have been instrumental in shaping this vision. Together, we are building a brighter, fairer future for Oldham, where opportunity is open to everyone, and no one is left behind.

I am excited for the journey ahead, and I am confident that by working together, we will make Oldham a place that we can all be proud of.



Introduction

Oldham is a borough with a rich heritage, resilient communities, and a diverse population. However, like many areas across the UK, we face complex challenges that require bold, innovative solutions. Our communities look to us to lead the way to create a brighter future for our borough and address issues such as economic pressures, social inequalities, and the impacts of climate change.

The local government landscape is evolving, with councils being asked to do more with less. Budget constraints, rising demand for services, and national policy changes mean that councils must be brave, resourceful, and forward-thinking. At Oldham Council, we are embracing these challenges, using them as a catalyst for transformation and innovation. We are committed to working cooperatively, listening to our residents, and placing their needs at the heart of everything we do.

Building on our successes

Over recent years, Oldham Council has made strong progress in delivering better outcomes for our residents and shaping a brighter future for the borough. Some of our many key achievements include:

Achieving the fastest improvement in Children's Services nationwide, now rated "Good" by Ofsted.

Securing the future of theatre in Oldham with a new co-operative vision for the historic Oldham Coliseum Theatre.

Restoring the historic Royton Town Hall to its former glory and providing a new library and community hub for local people.

Bringing together social and private landlords, partners, and developers to tackle the housing crisis affecting Oldham residents.

Setting up seven new Family Hubs, providing a range of support and advice in our communities.

Moving the Council into new, modern offices at Spindles, right in the heart of Oldham town centre, providing a welcome boost to local businesses.

Opening The Hive, a co-working and incubator space to support new businesses in Oldham.

Providing people in need valuable, community-based health and social support through social prescribing in partnership with the voluntary, community, faith and social enterprise sector, and Oldham GPs.

Delivering "Places for Everyone" - our plan for new homes and businesses for Oldham.

Working with partners and communities to respond to and prevent disorder in the wake of riots that took place elsewhere in the country.

Raising educational standards, with more schools rated "Good" or "Outstanding" than ever before.

Increasing staff engagement and satisfaction across the Council.

Transforming the look of our town centre, improving our public spaces and completing the first part of a new park and public space at the heart of Oldham town centre.

Celebrating 175 years of Oldham with events that honour our rich heritage.



Looking ahead

As we look to the future, the challenges may be significant, but so are the opportunities. This plan sets out how we will continue to build on these achievements, focusing on three missions:

Healthier, Happier Lives

Great Place to Live

Green and Growing

By driving innovation, investing in our people, and championing our communities, we will ensure that Oldham continues to be a place where everyone can live their best life.

Through strong leadership, a commitment to our values, and a focus on continuous improvement, we are ready to navigate the changing landscape of local government. Together, we will create a future where Oldham is known for its ambition, inclusivity, and strength.

Pride, Progress, **PARTNERSHIP.**

Being a mission-driven council

Our missions set a clear and bold direction for Oldham Council. They reflect our commitment to creating a better future for all who live, work, and invest in Oldham. They have partnership at their heart as we share them with **Pride, Progress, Partnership – the Oldham 2030 Plan**. They will guide our shorter-term actions, ensuring that every step we take drives meaningful change. At the same time, they provide us with a long-term vision and a clear definition of what success looks like for Oldham.



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 wellbeing, providing high-quality social care, and promoting lifelong education.

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.

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.

Our missions lie at the heart of this plan, directing our actions and decisions over the next three years. Setting ambitious, long-term goals, ensures that our efforts remain focused and impactful, paving the way for a brighter future for Oldham.

Our values and behaviours: The foundation of our success

In an ever-changing environment, where strategies must remain flexible and responsive, our cooperative ambition drives us forward, guided by a core set of values and behaviours. These principles form the foundation of Oldham Council's approach, ensuring that we stay true to our core purpose and direction.

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.

Our values



Proud

We take pride not only in what we deliver for the residents of Oldham but also in how we deliver it.



Ambitious

We recognise the challenges we face and are committed to setting high aspirations to overcome them, with determination and focus.



Together

We believe in shared solutions, working across sectors and with our communities to achieve common goals and deliver the quality services Oldham deserves.



Our behaviours



Work with a resident focus

Our residents are at the centre of everything we do. We strive to listen, engage, and collaborate with our communities, ensuring that their needs and aspirations are reflected in our services. This resident-focused approach drives us to deliver effective, relevant, and accessible services.



Support local leaders

We believe in empowering our leaders at every level to inspire, motivate, and drive change. By supporting and investing in local leadership, we ensure that our leaders are equipped to make decisions that benefit our communities, encouraging a culture of shared responsibility and growth.



Committed to the borough

We are committed to the success and wellbeing of our borough, its residents, and its businesses. Every decision we make and action we take is with the best interests of Oldham at heart, ensuring inclusive growth and development for years to come.



Deliver high performance

Excellence is our standard. We are committed to delivering high-quality services and achieving the best possible outcomes for our residents. Through continuous improvement, clear targets, and a commitment to results, we ensure that we consistently perform at the highest level.



Take ownership and drive change

We are proactive in our approach, taking ownership of challenges and leading the way in finding solutions. We have a culture of innovation and accountability and encourage our teams to seek out opportunities for improvement, driving meaningful change across the council.

These values and behaviours are more than just words...

... they are the foundation of our organisation. As we navigate the challenges and opportunities of the future, they will continue to guide our actions, to ensure we remain true to our cooperative ambition and our mission to make Oldham a better place for everyone.

“Oldham is a place with enormous potential, and we are determined to unlock it. Through innovation, bold thinking, and cooperation, we are transforming the way we operate.”

Shelley Kipling,
Acting Chief Executive





Ready for the future: Our four pillars of change

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 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.

These pillars are crucial to the successful delivery of our Corporate Plan, helping us turn our ambitions into reality so that we can adapt, innovate, and lead the way in local government, despite the fiscal challenges

Efficiency and value for money

We're committed to ensuring the best use of our resources across the organisation. Through centralising our support functions, improving service delivery, and maximising our income, we aim to drive efficiency while maintaining good quality. Our workforce strategy promotes the development of our people, skills and a culture to deliver sustainability and value for money.

Capacity building

We will create resilient infrastructure that help to meets our current and future needs. By making sure we have enough residential placements and developing a range of accommodation solutions, we will provide fit-for-purpose and essential support for our communities. Our housing developments are designed to promote sustainability, foster growth, and ensure long-term stability throughout the borough.

Prevention and early help

We are proactive in reducing demand and need for our services with a focus on prevention and early help. Through place-based integration, collaborative working, and early intervention, we will provide support before crises develop. This helps manage demand effectively, with better outcomes for our residents and a more sustainable future for Oldham.

Digital

We will drive digital transformation to improve and enhance service delivery and organisational efficiency. By reviewing our systems, maximising use of our IT solutions, and adopting a data-led insights approach, we will make our services agile, responsive and effective. Greater use of automation, AI, and a focus on customer channel shift enables us to better meet the demand and evolving needs of our communities in a fast-changing digital landscape.

Delivering our missions

To achieve our ambitious vision for Oldham Council, our business planning process is strategically aligned with our missions: **Healthier, Happier Lives, Great Place to Live**, and **Green and Growing**. Each service area and programme within the council is structured to contribute directly to these missions, so that our resources, actions, and initiatives drive meaningful and sustainable change across the borough.

We'll produce an annual delivery plan and summary of performance over the previous year, highlighting the progress we're making towards our missions, aligned with our budget planning process.

By 2027, success will look like...



Healthier Happier Lives

Communities and families will feel more supported and empowered with services available in their communities through family hubs.

We will roll out more district working, bringing together support for our communities, in the community.

More Children and Young People will have a stable and safe home life where they can reach their full potential.

Oldham will have a world-class learning environment where all our schools, colleges and other learning centres provide good opportunities for Oldhamers to reach their full potential.

More Oldham people will actively engage in sports and physical activity.

More Oldhamers will be cared for in their homes and in their local neighbourhood, when they need it.



Great Place to Live

Green and Growing

The re-opened Oldham Coliseum at Fairbottom Street theatre will be an anchor for the arts, creating a new, more sustainable model for culture and theatre in Oldham.



A new events space, and new market as part of the Spindles redevelopment.

We will be on our way to delivering a new neighbourhood of 2,000 homes at the heart of Oldham town centre

We will invest in our green spaces by completing our brand-new town centre park.

There will be more homes of a great standard, that are affordable for all local people.


We will open Oldham's new Eco Centre, a state-of-the-art hub for sustainability and innovation.

There will be better housing across Oldham, with increased social and private rented sector housing standards for all Oldhamers.

We will attract new businesses and support existing ones to grow, creating more and better-quality jobs for local people.

We will build on our reputation as a sector leader to maximise opportunities for green investment and jobs in the green economy.


Our neighbourhoods will be places where residents are proud to live, and work with us to keep them clean and green.



We will be on our way to making Oldham a carbon-neutral borough by 2030.

We will improve our parks and green spaces so they are accessible and vibrant outdoor environments for everyone to enjoy.

A revitalised and vibrant night-time economy that caters for residents and visitors alike.



**“Together, we will
create a borough
where everyone
can thrive, and
no one is left
behind.”**

Councillor Arooj Shah,
Leader, Oldham Council