

**Report to COUNCIL**

# **Working towards a Co-operative Borough: Corporate Plan 2015-2020 and Oldham Plan 2017-2022**

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## **Reason for Decision**

- The current Corporate Plan was agreed in 2015 and covered the period up to 2020. With the breadth of changes made to the Oldham Plan and other significant changes in the Council's approach, the Corporate Plan has been reviewed.
- The Oldham Plan 2017-22 was approved by the Oldham Leadership Board on 3 May 2017 and provides context to the Corporate Plan.

## **Recommendations**

1. It is recommended that the reviewed Corporate Plan 2015-2020 is approved at Full Council.
2. It is recommended that the Oldham Plan 2017-22 is endorsed at Full Council

## **Corporate Plan (2017-2020)**

### **1 Background**

1.1 The current Corporate Plan was agreed in 2015 and covered the period up to 2020. With the breadth of changes made to the Oldham Plan (see below) and other significant changes in the Council's approach, the Corporate Plan has been reviewed.

The Plan has been refreshed in respect of a number of factors:

- In light of the new Oldham Plan priorities, the corporate objectives have been reviewed for fit and language.
- Ensuring the plan still reflects the current organisational priorities and reflects key changes such as the GM Devolution Agreements.
- Its suitability to inform business planning and provide continued direction to employees, to inform decision making and inform budget priorities, as the Council continues to navigate a period of transition and transformation.
- There has also been the opportunity to align the Corporate Plan to the emerging corporate messaging around articulating the co-operative deal: #ourbit #yourbit #result.

1.2 The Corporate Plan outlines both the Council's contribution to achieving the Vision and outcomes outlined in the Oldham Plan as well as the priority areas of focus and delivery for the organisation.

### **2 Current Position**

2.1 Whilst the corporate objectives and outcomes still felt like they had the correct focus, it was recognised that there was a need to update the language as well as tweak the focus of the third objective so that it reflected more accurately the Co-operative Services element of the Oldham Plan. Additionally we have taken the opportunity to align the Corporate Plan to the emerging corporate messaging aimed at articulating the co-operative deal: #ourbit #yourbit #result.

2.2 The table at Appendix 1 shows the reworked corporate objectives with the new '#ourbit, #yourbit' wording. The corporate outcomes have become the '#result'. At Appendix 3 the table outlines how the cabinet portfolio responsibilities and the administration priorities (agreed in March 2017) align to the revised Corporate Plan.

2.3 Both the Oldham Plan and the Corporate Plan are presented to Full Council on 12 July for endorsement and approval respectively. Consultation on the Corporate Plan took place with Overview and Scrutiny on 13 June and was recommended to Council via Cabinet on 19 June. Additionally, an Elected Member cross-party workshop to consult on both plans took place on 20 April.

### **3 Measuring the Corporate Plan**

- 3.1 Following approval of the revised Plan we will update the Outcomes Framework which sits under each corporate objective with the high-level programmes and activities supporting each one. These programmes and activities should not change significantly over the period of the Plan. For example, we will always be looking to secure inward investment to support regeneration, but how we do that may differ from year to year depending on what opportunities are available. The update will be done using the Council's directorate Business Plans 2017/18.
- 3.2 The priority projects and key indicators will help us to show progress against each objective and will be reported through the Corporate Performance report.
- 3.3 Some measures will also be tracked through other performance reporting channels such as the Oldham Plan dashboard and the Statement of Accounts. Other measures will be tracked through the strategies and policies that support delivery of the main activity and programmes within the Outcomes Framework.

### **Publishing the Corporate Plan**

- 3.4 The Corporate Plan has its own dedicated section on the Council's website and this will be updated once the revisions have been approved.
- 3.5 An updated mini-booklet will be produced which will act as a ready-reminder for Elected Members and employees of our corporate ambition, objectives, outcomes, values and behaviours.

## **Oldham Plan (2017-2022)**

### **4 Background**

- 4.1 The Oldham Plan is the Partnership plan for the borough. It is a collective statement of intent about the borough we all love and what we need to do to enable it to thrive. The primary audience of the Oldham Plan is partners (public, private, community and voluntary) both in Oldham and Greater Manchester. It is a high level plan that sits above all organisations and drives Partnership delivery. The Plan does not cover 'business as usual' but rather the areas we can work together to add the most value as a Partnership.
- 4.2 In September 2016 the Oldham Leadership Board agreed to refresh the Oldham Plan to reset the direction for both the borough and the Partnership for the next 5 years. The Board agreed that a refresh of the Oldham Plan, last published in January 2015, was required due to the fast changing policy context of devolution, austerity and Brexit. Moreover, they also agreed that the Partnership needed a smaller number of more ambitious collective commitments that they could rally behind as a Partnership.

### **Current position and themes**

- 4.3 The Oldham Plan (Appendix 2) was approved by Oldham Leadership Board on 3 May and is presented for endorsement to Council as part of this report. The new Oldham Plan 2017-22 is made up of the following themes:
  - Inclusive Economy – a fairer economic system that works for everyone
  - Co-operative services – a deeper and stronger collaboration between public services and Oldham's institutions
  - Thriving communities – a way of working that puts people and communities at the heart of everything we do.
- 4.4 These themes will be supported through a simultaneous focus and investment in two enablers – public service reform and empowering people and communities.

## **Consultation, engagement, easy read version and launch**

- 4.5 Before publishing the Plan we have engaged and consulted the community and voluntary sector, chairs of the commissioning clusters, key Partnership boards, youth council, elected members and some front-line staff and residents on the Oldham Plan. The reaction to the Plan has been overwhelmingly positive and partners feel that they can rally behind the themes in the Plan. However, there has also been some agreement that the full plan needs some translation in parts. We have been working alongside a group of front-line staff, community groups and elected members to co-produce an easy read version and a short video and this will be launched alongside the published version of the Plan in July 2017.

## **5 Options/Alternatives**

- 5.1 Option one – To endorse the Oldham Plan and approve the Council's Corporate Plan.
- 5.2 Option two – To not endorse the Oldham Plan and not approve the Council's Corporate Plan.
- 5.3 Option three – To endorse the Oldham Plan but not approve the Corporate Plan, or vice versa.

## **6 Preferred Option**

- 6.1 Option one is the preferred and recommended option.

## **7 Consultation**

- 7.1 Consultation has taken place with Cabinet Member Portfolio holders. An Elected Member cross-party workshop also took place on 20 April.
- 7.2 Consultation on the Corporate Plan took place with Overview and Scrutiny on 13 June and was recommended to Council via Cabinet on 19 June.

## **8 Financial Implications**

- 8.1 All the actions that are included within the Corporate Plan to be delivered against corporate objectives will be financed by approved resource. Ensuring that there is future sustainability will form a key part of the on-going budget setting process and medium term financial strategy.
- 8.2 It is anticipated that there will continue to be further downward pressure on Council budgets as a result of Government spending plans. This may require the revisiting of actions and the subsequent realignment of resources. The requirements can only be clarified once announcements have been made by Central Government. (Anne Ryans, Director of Finance)

## **9 Legal Services Comments**

- 9.1 The Corporate Plan requires to be approved by full Council. (Paul Entwistle, Director for Legal Services)

## **10 Co-operative Agenda**

10.1 The Oldham Plan outlines the Oldham Partnership's co-operative ambition and outlines for the next three years including specific outcomes about working towards a co-operative borough.

10.2 The Corporate Plan is the strategy which will help us to achieve our co-operative ambition over the next five years.

**11 Human Resources Comments**

11.1 N/A

**12 Risk Assessments**

12.1 N/A

**13 IT Implications**

13.1 N/A

**14 Property Implications**

14.1 N/A

**15 Procurement Implications**

15.1 N/A

**16 Environmental and Health & Safety Implications**

16.1 N/A

**17 Equality, community cohesion and crime implications**

16.1 N/A

**18 Equality Impact Assessment Completed?**

18.1 N/A

**19 Key Decision**

19.1 No

**20 Key Decision Reference**

20.1 N/A

**21 Background Papers**

21.1 N/A

**22 Appendices**

21.1 Appendix 1: Revised corporate objectives

21.2 Appendix 2: Cabinet and administration priorities cross-check



## Appendix 1 – Proposed Corporate Plan

<b>An Inclusive Economy</b> where people and enterprise thrive	<b>Thriving Communities</b> where everyone is empowered to do their bit	<b>Co-operative Services</b> with people and social value at their heart
<p><b>#ourbit:</b> Attracting investment and encouraging business and enterprise to thrive</p> <p><b>#yourbit:</b> Supporting and promoting local businesses and ventures</p> <p><b>#result: Oldham is open for business</b></p>	<p><b>#ourbit:</b> Increasing the sense of involvement and ownership of issues that affect people and they care about</p> <p><b>#yourbit:</b> Getting involved in your community: actively sharing ideas and experience with others about things you are passionate about</p> <p><b>#result: Engaging and resilient communities</b></p>	<p><b>#ourbit:</b> Building a sustainable co-operative workforce that innovates based on the principle of being equal partners and co-creators</p> <p><b>#yourbit:</b> Taking an active role by working with others in shaping better outcomes and making them happen</p> <p><b>#result: A Co-operative workforce</b></p>
<p><b>#ourbit:</b> Delivering key regeneration projects that are growing our business base, creating jobs and transforming opportunities</p> <p><b>#yourbit:</b> Visiting the attractions and promoting them as ambassadors</p> <p><b>#result: A regenerating and confident borough</b></p>	<p><b>#ourbit:</b> Working proactively with residents and partners in promoting healthy, independent lifestyles and providing the right level of care at the right time</p> <p><b>#yourbit:</b> Living well, eating healthily, inspiring others and getting the right support at the right time and place</p> <p><b>#result: Healthier communities</b></p>	<p><b>#ourbit:</b> Putting social value and transformational outcomes at the heart of all our services</p> <p><b>#yourbit:</b> Telling us where services are not delivering the right outcomes for you and your community</p> <p><b>#result: Outcome-driven services</b></p>
<p><b>#ourbit:</b> Working with partners to create quality work prospects - and ensuring all residents can access new skills and opportunities and be work-ready</p> <p><b>#yourbit:</b> Making the most of the education and skills offer and aiming to better yourself</p> <p><b>#result: An ambitious and socially mobile borough</b></p>	<p><b>#ourbit:</b> Nurturing and safeguarding strong neighbourhoods that work together to improve their lives and the communities around them</p> <p><b>#yourbit:</b> Working with other residents to build strong networks that are shaping the future where you live</p> <p><b>#result: Safer, stronger and striving communities</b></p>	<p><b>#ourbit:</b> Reforming public services and encouraging innovation, leading to better outcomes and delivery</p> <p><b>#yourbit:</b> Getting involved and having your say in designing future public services</p> <p><b>#result: Empowering the positive reform of public services</b></p>

## Appendix 2 – Cabinet and administration priorities cross-check

### An Inclusive Economy where people and enterprise thrive

Corporate Plan messaging	Cabinet portfolio area (Cabinet Member)	Priorities that fall within each objective
<p><b>#ourbit:</b> Attracting investment and encouraging business and enterprise to thrive</p> <p><b>#yourbit:</b> Supporting and promoting local businesses and ventures</p> <p><b>#result: Oldham is open for business</b></p>	<p>Enterprise and business support (JS)                      City region and devolution (JS)                      Capital projects and investment (JS)                      Oldham Town Centre and markets (JS)                      Tourism and events (JS)                      Culture and Arts (BB)                      Libraries, Heritage and Local Studies (BB)                      Transport (FH)</p>	<ul style="list-style-type: none"> <li>Invest in Tommyfield Market Hall</li> <li>Fight for better transport links at Greater Manchester level for Metrolink direct to Piccadilly</li> <li>Support existing and attract new businesses from high-profile retailers to independent traders</li> <li>Extend free weekend car parking in town centre beyond 2016</li> <li>Invest £37m in new primary and secondary school facilities</li> <li>Deliver an exciting calendar of cultural events and attractions and enhance the tourism offer through Parliament Square and other locations and facilities</li> <li>Deliver Oldham's Cultural Quarter including new Oldham Coliseum Theatre, Arts &amp; Heritage Centre</li> <li>Invest in Queen Elizabeth Hall to create a high quality venue for events and conferences</li> <li>Complete regeneration of Prince's Gate</li> <li>Build a range of high quality affordable and aspirational housing</li> </ul>
<p><b>#ourbit:</b> Delivering key regeneration projects that are growing our business base, creating jobs and transforming opportunities</p> <p><b>#yourbit:</b> Visiting the attractions and promoting them as ambassadors</p> <p><b>#result: A regenerating and confident borough</b></p>	<p>Regeneration and infrastructure (JS)                      Capital projects and investment (JS)                      Oldham Town Centre and markets (JS)                      Tourism and events (JS)                      Employment and employability (SA)                      Culture and Arts (BB)                      Libraries, Heritage and Local Studies (BB)                      Strategic Housing (BB)                      Planning and Building Control (BB)                      Transport (FH)                      Highways (FH)                      Low Carbon and Energy Saving (AJ)</p>	<ul style="list-style-type: none"> <li>Continue to invest in Royton Town Hall and town centre</li> <li>Maintain 24-hour road repair promise for Priority Routes</li> <li>Every school 'good or outstanding' by 2020</li> <li>Identify key employment sites to secure new job opportunities and investment.</li> <li>Get Oldham Working to engage with 6,000 residents and fill 5,000 new employment-related opportunities by 2020</li> </ul>
<p><b>#ourbit:</b> Working with partners to create quality work prospects - and ensuring all residents can access new skills and opportunities and be work-ready</p> <p><b>#yourbit:</b> Making the most of the education and skills offer and aiming to better yourself</p>	<p>Enterprise and business support (JS)                      City region and devolution (JS)                      Inclusive growth (JS)                      Education (AC)                      Early Years (AC)                      Education and Skills Commission (AC)                      School place planning (AC)                      Looked after Children - Educational Performance (AC)                      Get Oldham Working (SA)</p>	<ul style="list-style-type: none"> <li>Continue to invest in Royton Town Hall and town centre</li> <li>Maintain 24-hour road repair promise for Priority Routes</li> <li>Every school 'good or outstanding' by 2020</li> <li>Identify key employment sites to secure new job opportunities and investment.</li> <li>Get Oldham Working to engage with 6,000 residents and fill 5,000 new employment-related opportunities by 2020</li> </ul>



<p><b>#result: An ambitious and socially mobile borough</b></p>	<p>Employment and employability (SA) GM Area Review (SA) Work and Skills Strategy (SA) Skills and Lifelong Learning (SA) Apprenticeships (SA)</p>	<ul style="list-style-type: none"> <li>• Encourage 'In work' progression to help at least 400 residents to move up the career ladder (Career Advancement Service)</li> <li>• All performance indicators for education to be at national average or above by 2020</li> <li>• Fight for a Fair Employment borough</li> <li>• Support Oldham Education Partnership Board in delivering all the recommendations of Education and Skills Commission</li> <li>• Focus on raising standards in reading, writing and mathematics.</li> <li>• Be a strong voice in Greater Manchester for Fair Growth – equality of opportunities and investment; fight poverty</li> <li>• Encourage investment in green and renewable technology to produce clean power and create jobs</li> </ul>
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**Thriving communities where everyone is empowered to do their bit**

Corporate Plan messaging	Cabinet portfolio area (Cabinet Member)	Priorities that fall within each objective
<p><b>#ourbit:</b> Increasing the sense of involvement and ownership of issues that affect people and they care about</p> <p><b>#yourbit:</b> Getting involved in your community: actively sharing ideas and experience with others about things you are passionate about</p> <p><b>#result: Engaging and resilient communities</b></p>	<p>Corporate property and assets (Asset transfer and use of assets) (JS) Member development and support (Community Leadership) (JS) Skills and Lifelong Learning (SA) District executives (BB) Libraries, Heritage and Local Studies (BB) Culture and Arts (BB) WW1 and Armed Forces Covenant (BB) Community Engagement – inc. GOG and Changing Behaviours (BB) Early Help (BB)</p>	<ul style="list-style-type: none"> <li>• Through our Welfare Rights Service support people adversely affected by Welfare Reform</li> <li>• Ensure children and young people are school ready, work ready and life ready</li> <li>• Extend the National Award winning Warm Homes Oldham Programme</li> <li>• Support people to live independent lives for longer in their own homes</li> <li>• Develop an integrated health and care system which supports healthy choices and challenges inequalities</li> </ul>
<p><b>#ourbit:</b> Working proactively with residents and partners in promoting healthy, independent lifestyles and</p>	<p>City region and devolution (JS) Early Years (AC) GM Childrens Services Review (AC)</p>	<ul style="list-style-type: none"> <li>• Ensure our children in care get our parental support until the age of 25</li> <li>• Maintain an outstanding estate of leisure centres</li> </ul>

<p>providing the right level of care at the right time</p> <p><b>#yourbit:</b> Living well, eating healthily, inspiring others and getting the right support at the right time and place</p> <p><b>#result: Healthier communities</b></p>	<p>Adult Social Services (JH)  Disability Services (JH)  Adaptations (JH)  Oldham Locality Plan (EM)  Health Improvement (EM)  Public Health (EM)  Mental Health (EM)  Fit for Oldham (EM)  Leisure report (EM)  Early Help (BB)</p>	<p>and sporting opportunities for all</p> <ul style="list-style-type: none"> <li>• Challenge the stigma of mental health</li> <li>• Commit to preserving and enhancing the quality of our environment through: <ul style="list-style-type: none"> <li>○ Britain in Bloom</li> <li>○ Green Dividend</li> <li>○ Prosecuting fly tippers and people who drop litter</li> </ul> </li> <li>• Use the Private Landlord Licensing Scheme to improve the quality of private sector housing</li> <li>• Continue to develop cooperative communities where people support each other</li> </ul>
<p><b>#ourbit:</b> Nurturing and safeguarding strong neighbourhoods that work together to improve their lives and the communities around them</p> <p><b>#yourbit:</b> Working with other residents to build strong networks that are shaping the future where you live</p> <p><b>#result: Safer, stronger and striving communities</b></p>	<p>Corporate property and assets (Asset transfer and use of assets) (JS)  Member development and support (Community Leadership) (JS)  Adult safeguarding (JH)  Adoption and fostering (JH)  Children and Young People in care (JH)  Children and Young People Safeguarding (JH)  Family Support (JH)  District executives (BB)  Community Safety and policing (BB)  Community Cohesion (BB)  Community Engagement – inc. GOG and Changing Behaviours (BB)  Youth Service (BB)  First Response (BB)  Strategic Housing (BB)  Housing enforcement (BB)  Planning and Building Control (BB)  Early Help (BB)  Environmental Services and Enforcement (BB)  Licensing (FH)  Trading Standards (FH)  Registrars and cemeteries (FH)</p>	

	Gritting (FH) Car Parking enforcement (FH) Street Lighting (FH) Revenues and Benefits (AJ) Welfare, advice and guidance (AJ)	
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**Co-operative services with people and social value at their heart**

Corporate Plan messaging	Cabinet portfolio area (Cabinet Member)	Priorities that fall within each objective
<p><b>#ourbit:</b> Building a sustainable co-operative workforce that innovates based on the principle of being equal partners and co-creators</p> <p><b>#yourbit:</b> Taking an active role by working with others in shaping better outcomes and making them happen</p> <p><b>#result: A Co-operative workforce</b></p>	Member development and support (JS) District executives (BB) Community Engagement – inc. GOG and Changing Behaviours (BB) Provider Services (JH) Early Help (BB) HR and Organisational Development (AJ) Council Workforce – In Work progression (AJ)	<ul style="list-style-type: none"> <li>• Every school ‘good or outstanding’ by 2020</li> <li>• Fight for a Fair Employment borough</li> <li>• Ensure children and young people are school ready, work ready and life ready</li> <li>• Support Oldham Education Partnership Board in delivering all the recommendations of Education and Skills Commission</li> <li>• Be a strong voice in Greater Manchester for Fair Growth – equality of opportunities and investment; fight poverty</li> <li>• Encourage investment in green and renewable technology to produce clean power and create jobs</li> <li>• Develop an integrated health and care system which supports healthy choices and challenges inequalities</li> <li>• Continue to develop cooperative communities where people support each other</li> </ul>
<p><b>#ourbit:</b> Putting social value and transformational outcomes at the heart of all our services</p> <p><b>#yourbit:</b> Telling us where services are not delivering the right outcomes for you and your community</p> <p><b>#result: Outcome-driven services</b></p>	Adult Social Services (JH) Adult safeguarding (JH) Provider Services (JH) Disability Services (JH) Adaptations (JH) Adoption and fostering (JH) Finance (AJ) Low Carbon and Energy Saving (AJ) Customer Services (AJ) Commissioning and Procurement (AJ)	
<p><b>#ourbit:</b> Reforming public services and encouraging innovation, leading to better outcomes and delivery</p> <p><b>#yourbit:</b> Getting involved and having your say in designing future public</p>	City region and devolution (JS) Corporate property and assets (One Public Estate) (JS) External relations (JS) GM Childrens Services Review (AC) GM Area Review (SA)	

services	GM Adult Services review (JH) Health Devolution (EM) Oldham Locality Plan (EM) Finance (AJ) HR and Organisational Development (AJ) ICT and Transactional Services	
<b>#result: Empowering the positive reform of public services</b>		

Please note that the following Cabinet portfolio areas cross-cut the corporate objectives:

- Policy and Performance (JS)
- Inclusive Growth (JS)
- City Region and devolution (JS)
- Business Intelligence (JS)
- Communications and media (JS)
- Legal and democratic services (JS)
- Member development and support (JS)
- Internal Business Support (AJ)