Oldham Council
Corporate Plan 2012 – 2015
2014 Update

Delivering a Co-operative Oldham
Contents

Section 1
Welcome

Section 2
Introduction to the borough

Section 3
Delivering a co-operative borough

Section 4
Our objectives

Section 5
Action plans

www.oldham.gov.uk
Welcome to Oldham Council’s Corporate Plan: Delivering a Co-operative Oldham.

It sets out our ambition and objectives over the next three years – and, whilst the environment in which we are working is challenging, not least of all financially, I know that we are ready, willing and able to meet this challenge.

More than that, our ambition for Oldham and urgency to deliver economic development and create jobs means there is no room to slow down or reduce effort. Balancing basic service delivery, “Getting the basics right”, with the need to invest in infrastructure in the midst of significant financial challenges requires focus and an alignment of budgets to resource the borough’s priorities.

Our response to the challenges we face is co-operation. By building a co-operative borough – where we work alongside residents, partners and local businesses to improve the place – we can create a sustainable and positive future for public services.

Our ambition is to deliver a co-operative future where everyone does their bit to create a confident and ambitious borough.

This ambition is underpinned by three objectives:

- A productive place to invest where business and enterprise thrive
- Confident communities where everyone does their bit
- A co-operative council creating responsive and high quality services

Our model focuses on people and place rather than services and organisations. Transforming our relationships with residents, partners and businesses is going to take time and if we are to achieve this it’s vital that the Council does its bit – that we change the way we deliver services and that we invest in our town and our people.

Our fight for fairness through campaigns, and change programmes such as Love Where You Live provide the foundations to fundamentally change the relationship between citizens and public services.

Put simply by “everybody doing their bit”, we can use that collective effort to deliver the Oldham we aspire to be.

The Corporate Plan provides us with a framework around which to focus our efforts and measure our progress. It is a showcase for our flourishing spirit of co-operation, our determination to regenerate the borough, and our commitment to deliver high quality services to the people of Oldham.

Councillor Jim McMahon
Leader of the Council
Welcome to our Corporate Plan

I am very pleased to introduce Oldham Council’s Corporate Plan.

We’re working hard to build a better future for Oldham but we’re also working to build a sustainable and more positive future for local government.

Our co-operative approach aims to transform the relationship between residents, partners, local businesses and public services. This is vital if we are to meet the financial challenges we face.

We’re redesigning the way we deliver services – making sure everything we do delivers a co-operative difference. From our social value procurement and our staff volunteering scheme to our new adult trading model, every service is being encouraged to do their bit.

Our relationships with partners are strong and we have a shared vision for the future of the borough. Our Fuel Poverty Investment Agreement which brought together partners from health, housing and the Council to bring 1,000 households out of fuel poverty is a prime example.

Equally the commitment of partners to Get Oldham Working has been invaluable with hundreds of local jobs, apprenticeships, training and work placements delivered through local organisations. We’re also working hand-in-hand with local business people – our £1m Enterprise Trust, created with money donated by Oldham born entrepreneur Norman Stoller is managed by our local business leaders.

Our innovative place-based approach to managing complex dependencies and tackling troubled families is increasingly being seen as leading the field nationally.

There are many other areas where our work in Oldham is recognised regionally as leading and cutting edge and recognised even more widely as good practice.

We also lead the Co-operative Councils Innovation Network which brings together 22 authorities from across the UK to share best practice in co-operation.

The plan sets out the Council’s ambition for Oldham as a place and builds on the work undertaken over the last couple of years to further meet our co-operative ambitions for Oldham – the place and its people.

Carolyn Wilkins
Chief Executive
Introduction to the borough

The borough of Oldham is situated in the north west of England and is the largest borough in the north east of the Greater Manchester City Region. We are proud of our unique location, local heritage and diverse communities.

Oldham is a connected borough. Our location on the M62, between Manchester and Leeds, means we are in a pivotal position between the Greater Manchester and Leeds sub-regions, making us the key gateway to the north west region and Yorkshire, by road, rail, motorway and, more recently, the Metrolink tram system with direct connections to Rochdale and Manchester City Centre.

Whilst being only five miles from Manchester City Centre we are also fortunate to be close to superb countryside, with almost a quarter of the borough in the Peak District National Park. This means that no residential location in the borough is more than two miles from open countryside.

With a population of nearly 225,000 Oldham comprises the towns of Chadderton, Failsworth, Lees, Oldham, Royton, Shaw, the township of Crompton, and the villages of Saddleworth. Whilst there is a strong One Oldham ethos in place, we are also proud to maintain the identities and heritage of each town; from the dense urban areas close to Manchester to the rural, farming communities in the north and east of the borough. The profile of the borough’s population means that we have diverse communities within Oldham, made up of people from a range of ages, backgrounds and cultures. We want our communities to be confident enough to strive, and demand more for themselves and the places they live. But we also want our residents to take more responsibility for and be more actively involved in improving their neighbourhoods.

Oldham also has its challenges. It is among the 10% most deprived boroughs in the country and, like many other deprived areas, faces significant challenges of health inequality, unemployment and low wages.

Oldham Council

Oldham Council serves around 225,000 residents, provides employment for approximately 7,888 people and provides more than 700 services.

Our 60 elected members represent twenty wards. The Labour group controls the Council with 45 seats, the Liberal Democrat group has ten seats, the Conservative group has two seats, the UK Independence Party have two seats and one seat is held by an Independent. The Council operates a Strong Leader and Cabinet model of governance.

The importance of local identity, and shaping decisions on what matters locally is reflected in our commitment to district working.

We believe that a co-operative borough means we must work closely with communities at a local level, aligned to communities they themselves identify with - this means rightly that not every District Executive is the same. There are six districts that make up the Borough of Oldham, as shown on the map below. Each District is led by a District Executive, made up of local elected Councillors, who work as local leaders to champion the priorities of local people. The District Executives are supported by dedicated teams who work with Members to ensure local priorities are delivered. We achieve our successes by everyone in the District working together towards shared goals; not just council services but other partners and importantly local community, voluntary and faith groups.
For district working to be a success we recognise the importance of involving local people in decisions about their area. As part of our commitment to this we will have a range of events throughout the year to allow you to have your say and do your bit. You can also get involved on the web with each District having its own dedicated Facebook page where you can find out what is happening in your area, discuss local issues and share photos and experiences.

For more information visit the Neighbourhoods pages of our website at www.oldham.gov.uk/neighbourhoods.

In addition to the six Districts, we have a Town Centre Business Partnership. This is an association of businesses who work with the Council to ensure decision-making is well-informed and to provide additional and enhanced activities in the Town Centre. It is complemented by the Town Centre Business Forum, where a wider number of businesses regularly meet to provide their own feedback about what makes a successful town centre.
Place Leadership:
Working together for a co-operative borough

Oldham is committed to developing a co-operative future; one where citizens, partners and staff work together to improve the borough and create a confident and ambitious place.

We want all members of the community to be able to play an active part in building our co-operative borough.

Put simply, becoming a co-operative borough is about everybody doing their bit and everybody benefitting.

Oldham Leadership Board:
Leaders of the co-operative borough

Moving towards a co-operative borough is not only central to the work of the Council but the work of our partners.

Our joint commitment to securing Oldham’s co-operative future was recently reaffirmed through the launch of the Oldham Leadership Board.

The new board, comprising of Chief Executives from across the public, private, voluntary and community sector, is committed to leading Oldham as a place and ensuring that residents get the best possible deal not only from the borough but also from their community, the city region and nationally.

The role of the Oldham Leadership Board in leading is therefore to:-

Lead, champion, influence and challenge
• We will provide clear and focused place leadership and ensure that Oldham residents get the best deal from their community, the borough, the city region and beyond.
• We will champion Oldham as a place and campaign and deliver on the issues that matter the most to local residents.
• We will bring organisations together and create the climate to address joint challenges, develop new opportunities and deliver shared outcomes.
• We will challenge and be open to challenge. We will ensure that each partner is the best that they can be.

Drive action and change
• We will focus on action and delivering real change for the people of Oldham.
• We will focus on the issues that matter most to residents and where the greatest impact can be made.

Commission, collaborate and co-produce
• We will think radically about what services are delivered and jointly commission services across organisations and sectors that deliver better outcomes and value for money.
• We will look to pool and align our resources and develop investment models that support better outcomes, avoid duplication and reduce costs.
• We will ensure the maximum possible value for Oldham from every contract.
• We will share our skills, knowledge, resources and learning to develop a ‘One Oldham’ approach.
• We will work to co-produce services in partnership with residents and develop a co-operative culture where people can help themselves and which will ultimately lead to a reduction in demand for services.
Co-operative Leadership in action

The Oldham Partnership recognise, however, that they not only need to commission and collaborate across organisations to achieve better outcomes they also need to fundamentally change the way they work with residents to maximise their impact and reduce demand.

To this end the Innovations Oldham Network (iON) has been developed and exists as an agent of change. Its principal mission is to realise Oldham as a co-operative borough, creating an open and independent space for partners, communities, groups and individuals through which to collaborate, share learning, data, information and best practice, develop new projects and partnerships and generate new ideas.

The Oldham Partnership’s commitment to securing a co-operative future is also affirmed through the work of the Co-operative Commission – a cross partnership body that is responsible for driving the co-operative difference out of the Oldham Partnership. The work programme of the Co-operative Commission includes an ambitious programme of co-operative campaigns and lobbying activity, and progressing key co-operative activity such as Social Value and Poverty Action.

Commissioning Clusters: A co-operative model for place leadership

Given that an essential part of the Partnership’s role is to commission, collaborate and produce, we are therefore pioneering a new place leadership model, termed ‘commissioning clusters’, to enable this shift.

The three commissioning clusters: Economy and Skills; Co-operatives and Neighbourhoods; and Health and Wellbeing, will focus on progressing those issues that could make the biggest impact for residents and that require cross partnership delivery.

Oldham Leadership Board is currently working to define the outcomes and deliverables for each of the clusters, and these will be reflected in the refreshed Oldham Plan later this year.
Commissioning Clusters Diagram
Place Leadership:  
Working with Greater Manchester

As well as having a critical role in place leadership on a local scale, we also play a critical role in place leadership for Greater Manchester and the wider region.

Oldham is one of the ten authorities that make up the Association of Greater Manchester Authorities (AGMA). Building on this voluntary association and commitment to joint working between the authorities, the Greater Manchester Combined Authority (GMCA) was established. Unlike AGMA, the GMCA is a statutory body and has a set of functions set out in legislation, including transport (through Transport for Greater Manchester) and also some economic development and regeneration functions.

The vision for Greater Manchester is that by 2020, the city region will “have pioneered a new model for sustainable economic growth based around a more connected, talented and greener city region, where all our residents are able to contribute to and benefit from sustained prosperity and a good quality of life.”

Oldham Council plays a major part in achieving the City Region vision, leading on a number of key initiatives including Public Service Reform, the GM Behaviour Change Commission and we continue to take a lead in a number of areas related to the environment such as Green Deal for Communities and Community Energy.
Delivering a Co-operative Council

As a Co-operative Council, we are determined to lead by example.

Working with communities at a neighbourhood level, we’re enabling residents to take greater control over their own lives and over the services and amenities that matter most to them. We’re devolving power and responsibility and we’re supporting people to do more to help themselves and each other, helping to build greater resilience and self-reliance that enables individuals and communities to make positive choices to change their neighbourhoods for the better – whether that means small choices that make a big difference, like putting litter in the bin instead of dropping it on the street, or making a big change, like taking control of local services.

Alongside our positive aspiration for a co-operative future for our borough, we – like many other parts of the public sector – have experienced continued growth in demand for services as well as unprecedented budget pressures which have seen us take over £100 million out of our net budget since 2008/09. A co-operative approach is our response to these significant challenges; far from simply managing decline, we’re ambitious to build a positive future for our borough in partnership with local people.

Our corporate objectives underpin our co-operative approach and outline how we will achieve our ambition to deliver a co-operative future where everyone does their bit to create a confident and ambitious borough.

Just a few of our recent co-operative achievements include:

- Adopting an ethical care standard for home care providers that is focused on the customer’s needs and guarantees a good quality of care, whilst at the same time requiring fair employment conditions for care workers, including receiving the living wage and eradicating zero hours contracts.

- Introducing a ‘Working Xtra’ scheme which gives those in employment, volunteering or with caring responsibilities a wider choice of housing options.

- In Summer 2013, we launched the £1m Co-operative Oldham Fund with our partners Voluntary Action Oldham. Made up of money from dormant accounts, and supported by fundraising activities, the fund gives support to local voluntary, community and faith groups who then give something back in return. So far, as a Council we have raised over £5,500, and we expect this to grow further as the Fund was nominated as one of the Mayor’s charities for the municipal year 2014/15.

- Council employees across the borough have been donating food and unwanted goods to help the vulnerable in Oldham. This year we exceeded the amount of food previously given to Oldham Food Bank at Christmas and together donated a massive 646kg, which is about the same weight as seven baby elephants! This brings the total amount of food donated by staff since December 2012 to more than 1.5 tonnes. In addition, a monetary appeal for the Food Bank raised £927.
What a co-operative approach means for Oldham

In Oldham, working co-operatively can mean many different things. It’s not just about delivering services through co-operatives or mutuals.

A co-operative approach is about working in a way which helps to empower residents to take greater control of their own lives and which gets the maximum benefit from the resources that are available to the community and public sector.

Although this could mean working with a co-operative or mutual to deliver council services, as we do with our local leisure services, it also encompasses a much broader range of approaches that reflect the values and ethos of co-operative working. It is about making a co-operative difference that is focused around our co-operative values, strong relationships with communities as well as our partners, and getting the basics right in core service delivery.

Our co-operative values are shown in our charter below.

A co-operative borough is one where everyone does their bit and everyone benefits

Our ambition
Oldham is committed to developing a co-operative future; one where citizens, partners and staff work together to improve the borough. We want all members of the community to play an active part in building our co-operative borough. This means everybody doing their bit.

Our values
To help make this ambition a reality we have developed co-operative values.
We will encourage our staff, citizens and partners to adopt these values in everything they do:

Fairness
We will champion fairness and equality of opportunity, and ensure working together brings mutual benefits and the greatest possible added value. We will enable everyone to be involved.

Openness
We will be open and honest in our actions and communications. We will take decisions in a transparent way and at the most local level possible.

Responsibility
We take responsibility for, and answer to our actions. We will encourage people to take responsibility for themselves and their actions. Mutual benefits go hand-in-hand with mutual obligations.

Working together
We will work together and support each other in achieving common goals, making sure the environment is in place for self-help.

Accountability
We recognise and act upon the impact of our actions on others, and hold ourselves accountable to our stakeholders.

Respect
We recognise and welcome different views and treat each other with dignity and respect.

Democracy
We believe and act within the principles of democracy, and promote these across the borough.
Our next steps will be to build on our achievements to date and open up even more opportunities for residents to do their bit for Oldham.

Just some of our plans for the coming year include:

- Launch of Oldham Essentials – a shop to take on high interest loan stores such as Bright House, giving Oldham residents a fairer deal.
- Launch of the Fair Employment Charter to secure better employment conditions for Oldham residents.
- Developing the blueprint for further embedding co-operative working across all services, identifying how we can make a co-operative difference in all that we do.
- Launch of the Co-operative Customer Service Standards which will start to shift customer expectation and priorities, emphasising resilience and self-help.
- Introduction of a Green Dividend which will fund new allotments and tree planting projects.

For more information about Co-operative Oldham, contact policy@oldham.gov.uk
To deliver a cooperative future where everyone does their bit to create a confident and ambitious borough.

Objective 1:
A productive place to invest where business and enterprise thrive.

Objective 2:
Confident communities where everybody does their bit.

Objective 3:
A cooperative council creating responsive and high quality services.
Oldham is a place with the ability and capacity to change. An industrial revolution boom town, Oldham is now on the threshold of recovering its former prominence. The heart of Oldham is the town centre which offers exceptional retail and commercial opportunities and has the greatest capacity for growth. Metrolink, ultrafast next generation broadband and a vastly improved public realm will create the setting for new development and investment opportunities.

It is also paramount that we support local businesses and local people across the borough by creating the right conditions for growth. This means enabling thriving local economies and increasing the number of employment opportunities across the borough. In order to support local people to make the most of these opportunities, we also need to ensure that they are equipped with the right skills. Through providing outstanding education, our schools, academies and colleges have a crucial part to play in equipping children and young people with the skills and knowledge needed for employment.

**Priorities**

- Create 2,015 jobs-related opportunities by the end of 2015 through Get Oldham Working
- Strengthen and grow the economic base of the borough
- Regenerate Oldham town centre and grow the visitor economy
- Strengthen and grow the tax base of the borough by diversifying and improving the housing offer
- Support educational attainment and achievement, ensuring that all students gain skills for employment
- Create ambitious learning pathways for all students
Create 2,015 jobs or training for better employment opportunities by 2015

Introduce a Fair Employment Charter to secure better employment conditions for all Oldham residents and introduce the National Living Wage for all Council workers in 2015

Invest in new primary and secondary school facilities and set up an Enterprise Hub in every secondary school

Introduce the Youth Guarantee for every school leaver and the Oldham Scholarship to help young people go to university

Expand the Primary Engineer and Junior University schemes

Deliver regeneration of the town centre including the Old Town Hall Cinema and restaurants

Redevelop Royton town centre and Town Hall and support businesses on the high streets in Shaw and Lees

Support independent traders on Yorkshire Street through a £1m investment fund

Encourage economic growth and improve our shopping offer by attracting major retailers to invest in Oldham and create more jobs

Develop key employment sites to secure new jobs

Improve our tourism and visitor offer

Extend Metrolink to Manchester Airport
Confident communities where everyone does their bit

We want to fundamentally reshape the relationship between the council and its residents. To do this the council will strengthen its civic leadership role, leading by example and encouraging residents and communities to become more self-reliant.

We will work in ways which give residents the opportunity to shape how services are run and how decisions are made. We will empower local people to take greater control over their own lives by making positive decisions for their families and their neighbourhoods.

As well as engaging local people in the co-production of service design and delivery, we are working in collaboration with residents and service users to move interventions and services ‘upstream’, to a less reactive, more preventative level, helping people to live healthy, productive, independent lives and reducing dependency on the public sector.

Priorities

As a priority, we will:

- Support individuals and communities to be healthy, safe, strong and resilient
- Safeguard people who are vulnerable
- Continue devolution to neighbourhoods
- Further strengthen our relationship with the voluntary, community and faith sector and increase the number of volunteering opportunities
- Identify campaigning issues that will make the biggest difference
- Develop local decision making channels to support residents to get involved
- Increase pride in the borough through celebrating our shared heritage
- Strengthen Oldham’s cultural offer
- Support elected members to be effective local leaders
## Priority actions and commissioning clusters

The table below shows how our priority actions contribute to the Oldham Partnership Commissioning Clusters.

<table>
<thead>
<tr>
<th>Action</th>
<th>Economy and Skills</th>
<th>Neighbourhoods and Co-operatives</th>
<th>Health and Wellbeing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Through the Working Xtra scheme give housing priority to those who are in work, volunteering or caring</td>
<td>⬜️</td>
<td>⬜️</td>
<td></td>
</tr>
<tr>
<td>Expand the number of self-build and community build housing schemes and introduce Private Landlord Licensing</td>
<td>⬜️</td>
<td>⬜️</td>
<td></td>
</tr>
<tr>
<td>Invest in new ‘Extra Care’ housing and home adaptations to help older people and those with limited mobility to remain independent for longer</td>
<td>⬜️</td>
<td>⬜️</td>
<td>⬜️</td>
</tr>
<tr>
<td>Co-locate police and fire service staff into the District Town Halls and invest in new Neighbourhood Patrol vehicles together with the Police</td>
<td>⬜️</td>
<td>⬜️</td>
<td>⬜️</td>
</tr>
<tr>
<td>Introduce a Green Dividend to fund improvements to the environment such as new allotments and tree planting projects</td>
<td>⬜️</td>
<td>⬜️</td>
<td>⬜️</td>
</tr>
<tr>
<td>Continue to invest in Oldham Youth Council facilities and support</td>
<td>⬜️</td>
<td>⬜️</td>
<td>⬜️</td>
</tr>
<tr>
<td>Open a high street shop to bring a fair alternative to high interest weekly payment shops</td>
<td>⬜️</td>
<td>⬜️</td>
<td>⬜️</td>
</tr>
</tbody>
</table>
A co-operative Council creating responsive and high quality services

We’ve transformed our organisation over the last four years. As we reposition to be a co-operative council we will develop a broader range of service delivery models, working closely with local people to deliver services, mutualising in some cases or using a traded service model in others.

Our focus will remain on delivering high quality services which meet the need of service users whilst promoting individual need. We will enable this through service redesign, promotion of self help and transforming the culture, both within our organisation and across the borough.

Creating social value is about looking again at our business practices – procurement, commissioning and performance, for example – to make sure that we run our business in a way which reflects the ethical and fair principles of co-operative working and which achieves the best possible social, economic and environmental outcomes.

Priorities

As a priority, we will:

- Improve the Council’s reputation and levels of customer satisfaction with the Council and its services
- Deliver sustainable public services through new delivery and investment approaches and models, underpinned by co-operative values
- Develop integrated approaches to commissioning, demand management and place-based service delivery with partner agencies
- Continue to deliver robust financial planning and manage our assets and resources to deliver better value for money
- Increase environmental sustainability across our assets, operations and services
## Priority actions and commissioning clusters

The table below shows how our priority actions contribute to the Oldham Partnership Commissioning Clusters.

<table>
<thead>
<tr>
<th>Priority Actions</th>
<th>Economy and skills</th>
<th>Neighbourhoods and Co-operatives</th>
<th>Health and Wellbeing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reward high quality care homes and tackle poor performance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve the cleanliness of our streets through investment in street cleaning and enforcement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Invest £2m in road repairs and pledge a 24-hour repair promise on main roads</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Invest in brand new leisure centres in Oldham and Royton</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Developing the blueprint for further embedding co-operative working across all services, identifying how we can make a co-operative difference in all that we do.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Launch of the Co-operative Customer Service Standards which will start to shift customer expectation and priorities, emphasising resilience and self-help.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintain ISO14001 accreditation for our Environmental Management System and lead on the Green Deal for Communities on behalf of GM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Extend free Town Centre parking beyond 2014</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>