



Candidate pack  
**EXECUTIVE  
DIRECTOR  
RESOURCES**  
of Oldham Council



**Oldham**  
Council



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## Welcome from the Leader of the Council Cllr Arooj Shah

### Leading this borough is personal to me.

Oldham is and always will be my home and my life. That's why I'm committed to ensuring that the services our residents rely on must be the best, because my family and I experience them every day.

Oldham Council is on a transformative path to become more resident-focused and ready for the future. Our children's services are the fastest improving in the country and are now graded "Good" by Ofsted. We have a new corporate plan with three missions to build a better Oldham: Happier Healthier Lives, Great Place to Live and Green and Growing. This plan won't just sit on the shelf - we'll make sure it acts as our roadmap to a better future.

Our relationships with government and the Greater Manchester Combined Authority mean we can be bold and ambitious for our borough and our residents. For too long Councils have been forced to salami slice budgets year-on-year to meet growing demand for services, but we are committed to making sure Oldham is not left behind.

Oldham is a wonderful place.

We're right in the middle of the most ambitious town centre regeneration where We've entered into a 15-year partnership with award-winning placemakers MUSE to deliver a brand new neighbourhood with 2,000 homes and a six-acre park running through the town centre.

All this work is because we know that our residents deserve better. We're committed to investing in our people and places to create jobs and opportunities and drive forward our vision for a fairer local economy.

Under the fantastic leadership of our Chief Executive, Shelley Kipling, we are now looking for several senior leaders to join our management team to help us shape the future of the borough.

**Thank you for your interest in this crucial role.**





# About Oldham

On the edge of stunning Pennine landscapes, yet only a short tram journey from Manchester city centre, Oldham is a fantastic place to live, work and enjoy.

Ours is a borough of contrasts. A quarter of Oldham lies within the spectacular Peak District National Park, with picturesque Saddleworth villages offering the best of rural life. Meanwhile, our town centre's dramatic transformation will create new homes, new shops, new jobs, new culture and a new sense of optimism and hope in what is Greater Manchester's most ambitious town centre transformation programme.

The Industrial Revolution saw Oldham transform from a small Pennine settlement into one of the leading industrial bases in the country, and that strong manufacturing heritage continues to this day – though industries such as engineering and food production have taken over where the cotton trade once thrived.

We're proud to have one of the most diverse populations in the country, with around 150 different languages spoken by our community. Our growing Pakistani and Bangladeshi communities make up more than a fifth of our residents, while our fastest-growing demographic is in the 'white other' category, a group primarily made up of those of Polish and Romanian heritage. This is a place where people from all cultures play, learn and work together.

We know our borough is not without its challenges, but we're working hard to overcome them. Unemployment levels are high, and deprivation and inequality has increased. That's why we have a vision and a plan for our people and our place that matches the ambition we have for Oldham. Now we need to secure several transformational leaders across the organisation to help shape Oldham into a fairer and more equitable place for all our people. Together, we will continue to shape Oldham into a fairer and more equitable place for all our people. Oldham's time is now - **we'd love you to join us.**





# Living and working in Oldham

Oldham offers a mixture of urban and rural life unlike almost anywhere else in the UK.

Perfectly positioned on the edge of Manchester, with easy access to Manchester city centre and surrounding attractions, we're also just a short journey from fantastic walking, climbing and biking opportunities in the Peak District national park, as well as popular tourist hotspots on both sides of the Pennines.

Our borough is teeming with affordable properties, excellent schools (80% are rated Good or Outstanding by Ofsted) and super-connected transport links.

Direct road links from the M60 and M62 make driving to work an easy option for many. However, public transport links are also fast and easy; with a direct Metrolink line into Manchester city centre, and bus routes across Greater Manchester and beyond. Meanwhile, Manchester Airport is easily accessible for international travel.

Oldham's Town Centre Investment Plan and wider regeneration plans are turning our vision of Creating a Better Place into a reality with a new shopping, leisure and entertainment complex.

Spindles redevelopment – the town square shopping centre is being redeveloped to create modern, vibrant workspaces and civic offices, as well as bringing our historic Tommyfield Market into the building in a new purpose-built area. This redevelopment will transform the town centre and complement the recent developments in Parliament Square which is home to the ODEON Cinema and several popular places to eat and drink.



# Why work for us?

It's an exciting time to join us here in Oldham as we build a fairer, more inclusive borough that works for everyone.

We've got an ambitious strategy which will create new jobs, new homes, and top-quality new public spaces for all our communities to enjoy. At the centre of those proposals is our new-look town centre. We've recently moved our Civic Centre teams into brand new offices in the Spindles shopping centre – freeing the space up for development and brand new homes. We have also, together with social enterprise Upturn opened The Hive, a coworking space to support new business in Oldham - creating opportunities for economic growth and innovation.

But while we've got big plans to continue building on our achievements, we're dedicated to delivering the very best public services Oldhamers need and deserve. That means getting the basics right – cleaning the streets, collecting waste and looking after our environment – while also ensuring that people get all the help and support they need, particularly the most vulnerable.

By working in partnership with our communities, listening to what they have to say, and taking action, we will keep improving our services to be the very best they can be. We're committed to reducing inequalities, tackling poverty, and ensuring everyone can fulfil their potential – whichever of our wards they're born in.

We also know we won't succeed in isolation. We work closely with the other nine local authorities in Greater Manchester as part of the Greater Manchester Combined Authority, driving forward joint ambitions for health, wellbeing, work and jobs, housing, transport, skills, training and economic growth for almost three million residents across our region.



# Our priorities, values and behaviours.

## Our four pillars of change

These pillars represent our four main focus areas to deliver the plan. They will be essential for us to transform words on a page into a reality which will bring about real change for Oldhamers, and ensure that Oldham is an exemplar for local government - despite the financial challenges.

### Efficiency and value for money

We're committed to making the best use of our resources throughout the Council.

### Capacity building

We will build strong infrastructure to meet our needs now and in the future.

### Digital

We will use digital tools to improve services and make our organisation more efficient.

### Prevention & early help

We will actively work to reduce the need for our services by focusing on prevention and early support.

## Our priorities

The corporate plan shows how we'll build a future where Oldham is recognised for its ambition, inclusiveness, and strength by focusing on three key missions:

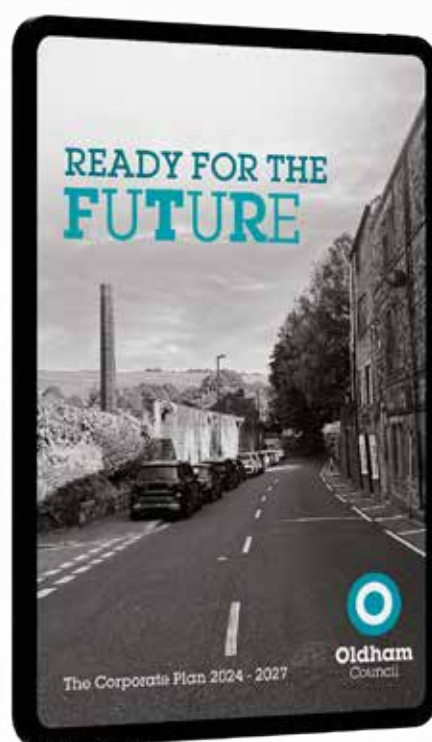
**Healthier Happier Lives**

**Great Place to Live**

**Green and Growing**

By fostering innovation, investing in people, and supporting our communities, we'll ensure Oldham remains a place where everyone can thrive. With strong leadership, commitment to our values, and ongoing improvement, we're ready to adapt to the changes in local government.

↓ [DOWNLOAD HERE](#)





# Our values and behaviours

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.



## 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 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.



Working together to achieve the best for our people and place, we demonstrate these five key behaviours at all times.

- 1 Working with a resident focus
- 2 Supporting local leaders
- 3 Committed to the borough – we're very proud to work for Oldham and we want you to be too
- 4 Taking ownership and driving change – we need to anticipate the needs of residents, look for improvements in the way we support them and think about how we could do so more effectively.
- 5 Delivering high performance – we set clear targets and look to be efficient in everything we do. We want team members to challenge, look to improve existing ways of working and take responsibility for their personal development.





# Our next Executive Director of Resources

Salary (£144,160)

The Executive Director of Resources is a senior role that shapes the council's future strategy by uniting all corporate services under one leader. This includes Finance, HR and Organisational Development, Legal services, Digital/IT, Democratic services, Internal Audit, Risk and Insurance, Governance, Strategy, Partnerships, Policy and Performance, Customer Experience, Revenues and Benefits and Procurement to deliver efficient, responsive services that meet the evolving needs of our communities. You will drive performance, improvement, and a high performing culture across the organisation.

Working closely with the Chief Executive and executive directors, you will help set corporate policy and ensure effective council management. This is a visible, demanding role suited to a resilient, strategic leader with strong professional credibility and the ability to influence across partners, residents, and politicians.

## Benefits and rewards

- A variety of flexible working options
- Access to the workforce wellbeing offer to support mental health, physical health and lifestyle behaviours
- Staff discount scheme
- Salary sacrifice schemes including Cycle to Work
- Reward and Recognition schemes including the Annual Staff Awards and Long Service Awards
- A variety of learning and development opportunities to help you develop in your current or future roles
- Opportunity to take volunteering days to support voluntary, community and charitable groups in Oldham

## Principal accountabilities:

### Strategic leadership

To lead, with the Chief Executive and the wider executive management team, the development of the corporate strategic plan, setting the agenda through strong leadership, forward planning, management and delivery against available and financial and people resources.

With vision and focus, lead the development and delivery of robust, long-term strategies and priorities, which support the co-operative agenda and wider corporate objectives and ambitions to ensure the development of an efficient and effective organisation.

To provide the strategic lead, in liaison with portfolio elected members, for a portfolio of services, cross cutting corporate programmes, projects and initiatives that benefit communities and which focus resources on preventative measures, adopting a more demand rather than supply approach to services which maximises the spend of public money.

Leading by example, the post holder will role model the council's co-operative values and leadership behaviours to drive behavioural change in others, championing new ways of working that include leading virtual teams and matrix management, adapting to thematic priorities when appropriate.

### Political engagement

Lead on the political engagement and democratic governance in relation to the post holders directorate services. Develop strong working relationships with elected members, providing high level advice and support to them that will contribute to the council's performance.

To provide effective support to elected members in their role as Local Leaders.

To work closely and effectively with elected members to translate visions and priorities into achievable strategies and policies in consultation with key partners and stakeholders.

### Collaboration

To actively seek opportunities for establishing, building and maintaining successful relationships with partners, stakeholders and agencies in the public, third sector and as appropriate, the private sector in order to identify opportunities to deliver services in an innovative way that secures a real improvement to public services and deliver efficiencies.

To communicate the vision and values of the organisation to a broad range of stakeholders, in order to champion better ways of joint working and establish the council as a leader across many disciplines and an innovator of service delivery.

To act as an ambassador for the council and promote excellent external relations by representing the authority at national, regional and local levels; promoting the organisation and influencing others to share the vision of Oldham.





## Performance

To focus on the delivery of priority outcomes for the borough and its communities through the performance of a portfolio of services and projects by establishing clear performance plans and targets in line with the council's performance management requirements; monitoring and increasing productivity and reporting on achievement, ensuring services are delivered effectively and efficiently to the highest standards, including financial, risk, people and change management.

Ensure through strong leadership, those cross cutting corporate programmes, projects and initiatives are delivered on time to a high standard, driving efficiencies to achieve more with less, maximising budget availability and achieving high levels of performance from individuals and teams.

Working with fellow colleagues and across the organisation to identify new opportunities to maximise performance and deliver corporate priorities ensuring services that are delivered or commissioned, meet the highest possible standards.

Motivate and encourage others to strive for improvement to develop a culture of high performance, with a customer / community focus that delivers excellent service provision both within the post holders own directorate and organisation wide.

## Role specific accountabilities

- ✓ **Executive Director of Resources will lead** a portfolio of all corporate services including Legal services, Finance, Digital/IT, HR and Organisational Development, Democratic Services, Internal Audit, Risk and Assurance. Governance, Strategy, Partnerships, Policy and Performance, Customer Experience, Procurement and Revenues and Benefits.
- ✓ **To ensure the delivery of the new model of public services** and to deliver the supporting mechanisms required to broaden and deepen the co-operative approach across the whole council through redesign of council systems and processes.
- ✓ **To embed the new co-operative model for public service** with its changed relationship with residents and communities within the council's operating and delivery systems.
- ✓ **To ensure effective, efficient and adaptive corporate systems**, processes and procedures.
- ✓ **To ensure the council continues to be focused** on developing its commercial capacity and competency.
- ✓ **To line manage the Section 151 Officer and Monitoring Officer** to ensure that the council operates in a financially and legally compliant manner.

## General

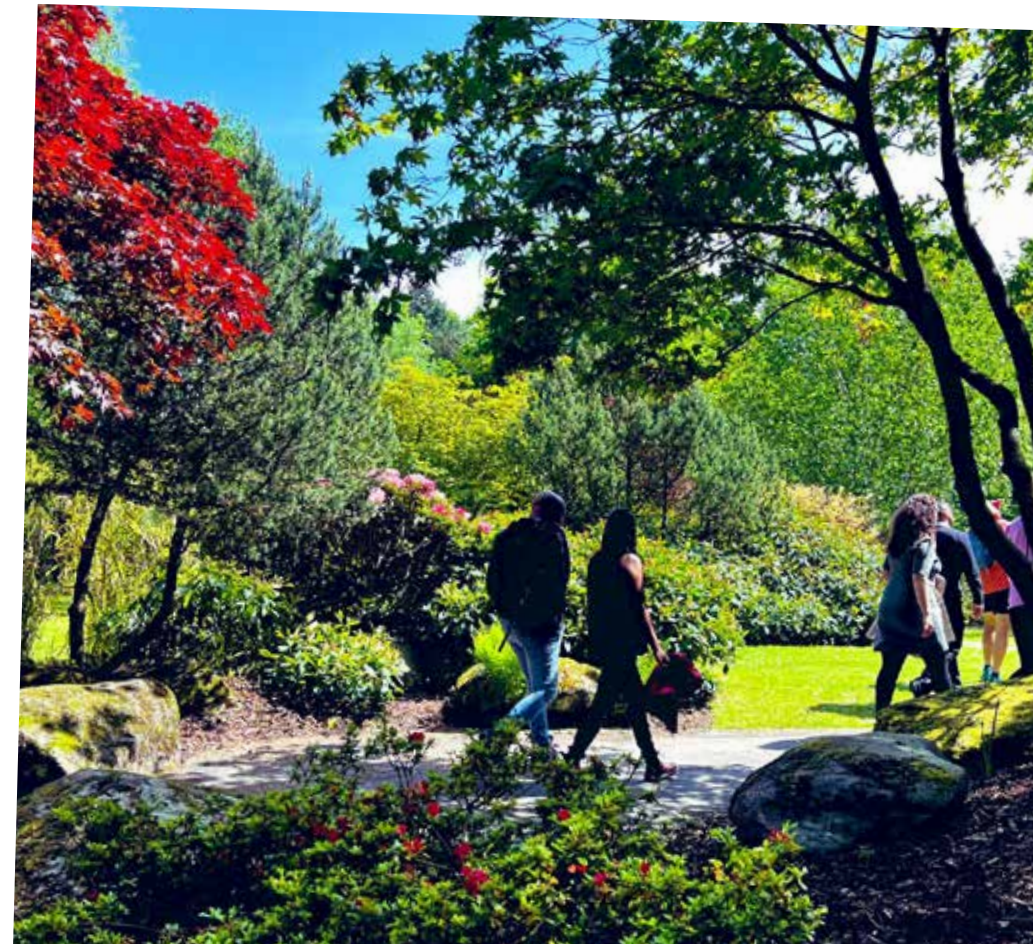
- ✓ **Undertake any duties commensurate with the level of the post as required by the Chief Executive** and/or in relation to the portfolio of business units/services as agreed with the postholder from time to time.





## Standard Duties

- ✓ **To determine the strategic direction** of all services within the division, and anticipate the influencing changes, both internal and external, to evaluate the risks and opportunities, and put appropriate strategies/plans into action.
- ✓ **To lead the management, development and continuous improvement** of the services under your remit to develop and embed a high-performance culture, maximise efficiencies and deliver innovative and sustainable service improvements as well as establishing and maintaining a culture of continuous improvement.
- ✓ **To be accountable for service budgets and directly influence the budget-setting** and long-term financial planning of the division/group and demonstrating value for money in the delivery of its services.
- ✓ **To work collaboratively across the council to contribute to the strategic management** of the council, ensuring the delivery of agreed outcomes, targets and objectives as agreed by elected members.
- ✓ **Nurturing team development and embedding a performance culture** by being responsible for clear performance management and service standards to deliver better outcomes through personal accountability, timely decision making, and dedicated team collaboration.
- ✓ **To drive and manage continuous service improvement, innovation, culture change**, staff motivation and celebration of team successes.
- ✓ **To ensure that the directorate has commercial acumen** and is focused on exploring new ways to reduce costs while improving efficiency and productivity through a range of approaches, including: the strategic re-design of services and their costs; the use of business and operational process improvements; the smarter use of technologies and the enhanced performance management.
- ✓ **To determine the year-on-year business plans and work programmes** within the division, alongside the Corporate Plan and council priorities and ambitions, including regular monitoring and evaluation of progress and agreeing appropriate follow up action.
- ✓ **To undertake such responsibilities as assigned from time to time by the Chief Executive**, including the performance of duties outside office hours, co-operating with the council's emergency planning arrangements, supporting the officer duties required for the election count, and assisting in the maintenance and development of business continuity plans / risk management.
- ✓ **Promote and support the council and its partners in bidding for external funds** and to ensure that any opportunities to secure external grant funding are maximised in conjunction with the submission of professional business cases (including appraisals, outputs, designs, plans and financial / sustainability assessments etc) in a timely manner.
- ✓ **To maintain awareness of external influences that may impact on service strategy and delivery** and to plan accordingly. To identify, review and bring forward strategic options for the management and delivery of the service.
- ✓ **To develop new and enhance established partnerships** to promote and secure agreed objectives for the borough to re-position the service and enhance its reputation with local communities and developers, but also with local, regional and national strategic policy, investment and partnership frameworks.
- ✓ **To promote a learning and development culture within the service** and ensure that learning is embedded, captured, shared and applied within the directorate and council as appropriate. To act as an ambassador and to lead by example to staff, stakeholders and partners on the values, attitudes and behaviours expected to demonstrate the high performance standards and excellent levels of service expected.
- ✓ **To understand and respect the roles of elected members, portfolio holders and MPs** as decision makers and scrutineers, to develop, maintain and enhance effective relationships.
- ✓ **To actively promote the inclusivity, equality and diversity agendas** in all aspects of service delivery.
- ✓ **To take every opportunity to raise awareness of the council's ambitions and achievements**, both internally and externally.
- ✓ **To actively promote the corporate social responsibility agenda** in the workplace and in service delivery.
- ✓ **To promote the customer care charter** of the council/ directorate.
- ✓ **To ensure compliance** with all statutory & legislative requirements e.g. health & safety, equality etc.
- ✓ **To participate in self-improvement** in performance through workplace development.





# Selection criteria

## Education and Qualifications

Educated to degree level  
Post graduate level qualification (desirable)  
Appropriate management qualification (desirable)  
Qualification relevant to post (desirable)

## Knowledge

A broad knowledge of public sector service delivery; both directly and through commissioning Experience of service delivery within a commercially focused organisation.

## Experience relevant to the role

A demonstrable record of senior strategic leadership achievement and experience relevant to the role. Significant experience of working effectively and impartially with elected members and in supporting the democratic decision making process. Expertise in leading successful large scale organisation change programmes and experience of delivering change in complex operating environments. A track record of significant achievement and service improvements that have improved organisation performance. Experience of leading a range of services and delivering agreed performance standards. Success in developing working relationships and partnerships, working collaboratively to deliver excellent services. Significant experience of resource management; people, financial and physical. A successful track record of forging and maintaining working partnerships with communities to ensure the development, design and delivery of services that reflect their needs. Able to demonstrate examples of major efficiency programmes coupled with service improvements.

## Skills and Abilities

Ability to develop strategies and translate them into effective operational plans. Able to work flexibly across a broad range of services and disciplines. Ability to communicate a compelling vision to key stakeholders internally and externally to achieve operational and place-based outcomes. Business acumen from creating a commercial environment where the management of cost/budgets and customer satisfaction is paramount and productivity is high. Ability to engage and work with a wide range of different stakeholders.

## How to apply

To apply, simply visit our job site and submit your application.

 [VISIT OUR JOB SITE](#)

### Your CV should include:

- ☒ Full contact details
- ☒ Names, positions, organisations and contact details for two referees (*we will ask your permission before contacting referees*)
- ☒ Details of your notice period

**Closing date:**  
**10am Mon 16 June 2025**





**"I can't promise you  
it will be easy, but  
I can promise you  
it will be incredibly  
rewarding."**

Cllr. Arooj Shah, Leader of Oldham Council