



Oldham College

YEARS 2025
2026

ACCOUNTABILITY STATEMENT



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SECTION 1 // PURPOSE

The Oldham College Strategic Plan: Shaping the future

Oldham College has a key role in the skills landscape in the town of Oldham and the East Manchester region. This is something leaders at Oldham College do not take for granted, but instead, recognise that it is a great privilege to hold. We were mindful of the responsibility that comes with the privilege when we celebrated a new era of Oldham College with the launch of our 2024 to 2027 Strategic Plan.

The Oldham College strategic plan is underpinned by four key pillars that are deliberately selected to highlight the priorities over the next few years. The emphasis we place on improving the life chances and future opportunities of young people across the region the college serves is one we are driven to deliver on.



STUDENT



Inspire Learning: where we will foster a passion for knowledge and spark innovative thinking and practice. Our students and apprentices will have engaging, fulfilling experiences and a wide range of opportunities to develop deep knowledge and love for their subject.

Nurture potential: by recognising that a significant majority of our students and apprentices come to the college from economic and socially deprived backgrounds, but we are adamant that this should not define their future. Recognising and supporting them to overcoming the barriers to their future is a key part of our plans.

Unlock success: through providing students and apprentices with an environment where they can achieve their full potential.

PEOPLE

Empower wellbeing: looking after the wellbeing of our staff is a key priority for the college – but ensuring staff have the authority and ability to look after their own wellbeing is also something we will strive for.

Learning for Growth: the introduction of our Elevate Programme for all staff is how we are focusing on staff becoming true experts in their areas of responsibility and improving the quality of our provision.

Innovation and Ownership: our staff are problem solvers. We support them to spot and overcome any of the challenges that impact on their working life in the college and look for better ways to support students and apprentices.



PLACE

Cultivating a safe and thriving workplace: where staff can share their views, where students and apprentices can highlight what they want to be done differently, and where all staff make a difference through their rewarding work.

Ensure financial sustainability: whilst making improvements to the college remains one of our key drivers.

Entrust smarter working: through carefully selected systems and investments that ensure staff can achieve more at work.

Spark inspiration and learning: as all staff have access to an Excellence Programme that is aligned to their role and where the opportunities to learn from peers is readily available and encouraged.



PARTNERS



Co-create industry ready curricula: by using our Employer Advisory Boards which have created our 'Employer Designed; Expert Led' curriculum planning approach.

Support communities through collaborative growth: as a key anchor institution across Oldham, we intend to ensure every member of our community can thrive through economic, social, and personal growth.

Elevate student potential through partnership: by ensuring that all students work closely with partners to develop their ambition for their futures and explore opportunities.

SECTION 2

// CONTEXT & PLACE

Greater Manchester Context

Greater Manchester encompasses the ten boroughs of Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan. With more than 124,000 businesses, nearly three million residents and a further seven million people living within a one-hour drive, a prosperous and productive North of England requires a successful Greater Manchester.

Greater Manchester is building on a decade of strong investment in businesses, infrastructure, and new forms of government. The ten local authorities work closely together, and with the formation of the Combined Authority, election of a Mayor and seven devolution deals, the city-region now has a unique set of functions, powers, and levers across multiple policy areas; including the devolution of adult skills functions. Since 2019, Greater Manchester's labour market activity has been shaped by the comprehensive evidence base developed for Greater Manchester's Local Industrial Strategy, from which the Skills Observatory and industry insights have evolved.

The evidence identified many strengths in

Greater Manchester's education and skills system, including a history of partnership working at city regional level between employer organisations and learning providers, rapid improvements in college performance, plus a vibrant higher education sector. However, it also highlighted challenges and inequalities, not just around education and employment but concerning health and other aspects of life.

Too many people lack the functional and technical skills, especially digital skills, that employers need to thrive and increase productivity, and people without the necessary skills find their opportunities for fulfilling and financially rewarding work is limited. The links between disadvantage and low productivity are well documented. As the 2019 Index of Multiple Deprivation (IMD) data shows, more than a fifth of Greater Manchester neighbourhoods fall into the bottom 10% of the most deprived neighbourhoods nationally in terms of employment and income. In terms of skills deprivation, 13% of Greater Manchester neighbourhoods fall into the bottom 10%, although this masks significant variation between districts. This is particularly apparent locally where 30% of neighbourhoods in Oldham are amongst the most deprived of skills nationally.



Combined Authority is to deliver ambitious improvements in skills and employment for its near three million residents. Central to this is developing a responsive, integrated labour market system that enables all residents to achieve their full potential and tackle long-standing inequalities of opportunity, and which provides the talent that our businesses need to thrive and grow.

The Greater Manchester Labour Market Plan (Version 2: March 2022) and the Greater Manchester Labour Market and Skills Intelligence Pack (Winter 2023) provide details of the data and evidence base for ongoing policy and programme development, inform curriculum development, adaptation, refinement, and inform activity commissioned by Greater Manchester Combined Authority.



Oldham Context

The starting point of the Oldham Economic Review was that the borough must establish a clear and shared sense of its longer-term aims and ambitions as a place to drive public, private, and voluntary and/or community activity.

These aims and ambitions form the basis for productive engagement with neighbouring places and the Greater Manchester City region. Oldham faces many challenges – the origins of which are in structural changes to the economy, brought about by deindustrialisation and the shift to an economy dominated by services rather than manufacturing.

Oldham's Population

- As of mid-2020, Oldham's population was 237,628, making it the sixth biggest borough out of the ten in Greater Manchester.
- Oldham has a higher proportion (22%) of non-white Black and Minority Ethnic (BME) residents than Greater Manchester (16.3%) and the North West (9.3%). This proportion has increased from 13.5% in 2001.
- Oldham has a high proportion (22.4%) of residents aged under 16 and proportionately fewer (16.2%) aged 65 and over.
- Oldham's population has increased year on year since the start of the twenty-first century. Projections from the Office of National Statistics predict that Oldham's population will reach 261,018 by 2041 – a 10% increase from the population recorded in 2020.
- The median household income in Oldham is significantly lower than both the Greater Manchester and UK averages.



- Oldham has traditionally had a low skills base. There is a higher proportion of residents with no qualifications compared to Greater Manchester and the rest of England. Oldham also has a significant deficit in the proportion of the working age population with a Level 4 or above qualification compared to Greater Manchester and the rest of England.
- Levels of deprivation across the borough are ranked amongst the highest in the country and have maintained a steady downward trend. Oldham currently has four areas which are the top 1% of the nation's most deprived wards (IMD, 2019).
- Employment in Oldham by ethnicity varies significantly between the ethnic backgrounds of the population as of data recorded in 2020: 77% of the white working age population is employed, compared to 52% of the Pakistan/Bangladeshi population, and 55% of the BME population.
- The employment rate in Oldham fluctuates but is generally lower than in Greater Manchester and the rest of England. This is negatively impacted by a consistently high number of economically inactive residents that are not seeking employment due to health-related and caring responsibilities.



SECTION 3

// APPROACH TO DEVELOPING THE ANNUAL ACCOUNTABILITY STATEMENT



In developing the Annual Accountability Statement, leaders of Oldham College gave due regard to the findings of the Local Skills Improvement Plan, Local Skills Improvement Fund and Chamber of Commerce briefings on local skills priorities.

Leaders of Oldham College worked closely with a range of partners to ensure that the Accountability Statement was truly reflective of the approach the college has taken to meeting the local and regional skills needs.

Employers and key stakeholders have been engaged with through forums and discussions,

data from the Greater Manchester Combined Authority, Oldham Local Authority, and sector-based information has been reviewed to ensure that leaders have taken due regard to the trends and demands. Leaders have ensured that the work of the college is closely aligned to the intended outputs of the ambitious Oldham 2030 Strategic Plan.

Leaders of the college ensure the college is represented on key boards across the town, including the Oldham Post-16 Education Group and the Oldham Economic Board.

Employer designed, expert led curriculum – Creating Ambitious students and apprentices

Leaders of Oldham College have evolved the approach taken to curriculum planning. By ensuring there is a clear understanding and focus on Labour Market Intelligence by all members of the college leadership team, there is a clear appreciation of the local and regional skill needs, as well as a recognition of the local employment opportunities that are thriving for local residents.

Leaders have consistently driven the focus on ensuring that the right courses are made available to our students and apprentices – whilst ensuring staff are acutely aware of the potential implications of the Qualification Reforms. As a result, leaders at Oldham College are strong supporters of T Level qualifications and continue to develop provision in a range of available T Levels to ensure that our students have the opportunity to study the gold standard in technical and vocational qualifications.

Curriculum planning has followed a Collaborate, Innovate, Elevate model.

Collaborate

Collaborate has seen faculty leaders, supported by Curriculum Directors and wider leadership, leading discussions with employers and key stakeholders through their subject specific Employer Advisory Boards. These forums have generated insightful and actionable information that ensures that the curriculum being planned is responsive, future-proofed, and will enable students to fulfil their potential. It has created an Employer Designed; Expert Led curriculum planning model throughout the college.

Through OC Student Development Days, student and apprentice feedback has been gathered and has been integral to the curriculum planning process. By listening to students and apprentices, faculty leaders have been able to make changes to their curriculum offer and delivery plans that benefit students and apprentices.

Innovate

Innovate has seen staff think more creatively about the delivery of their subjects, begin to introduce new ways of teaching and ensuring students and apprentices benefit from the embedding of digital assessment strategies. All students have access to The Immersive Cave facility that will lead to interactive learning in this new environment. All faculty staff have spent time with our Innovator in Residence (funded as part of the FEIF project with Innovate UK, where Oldham College was the lead provider) enabling deeper discussion about the use of new technology and the positive impact on teaching and learning, ensuring that areas like Health and Social Care have truly industry ready students.

Elevate

Elevate has underpinned a drive to ensure that there is a Qualification Plus approach to curriculum planning which has highlighted a renewed emphasis on ambitious curriculum and high-quality teaching and learning. Support has been offered to teaching staff and faculty leaders in a way that really pushes their understanding of what is possible and ensures that there is a college-wide expectation that students and apprentices are supported to achieve their full potential through their time with Oldham College. This has resulted in a detailed review of teaching hours, as well as ensuring there are a wide range of enrichment and developmental activities planned throughout the year, for example an increased focus on Work Experience, Work Related Learning, Social Action Projects, and Trips/ Visits to support students and apprentices to learn.

SECTION 4

// CONTRIBUTION TO NATIONAL, REGIONAL AND LOCAL PRIORITIES

Greater Manchester Local Skills Improvement Plan Growth Corridors/Clusters

As part of the Greater Manchester Local Skills Improvement Plan, the Greater Manchester Chamber of Commerce have identified six growth corridors/clusters where there is a geographical specialism or priority.

Oldham College overlaps with two of the growth corridors/clusters and is a key partner in the Eastern Growth Cluster and the North East Growth Corridor.

The Eastern Growth Cluster is geographically centred around Tameside, the emphasis of this cluster is to take advantage of the growth and investment happening in advanced manufacturing and use of technology. Specific focus is on the use of coatings, plastics, and textiles. There has also been significant investment in the digital infrastructure in recent years across the sub-region, and it is expected that this would generate future interest in the sub-region.

In response to this, at Oldham College we have focused on



our role in digital technology and the history of Oldham as a mill town by introducing a T Level in Textiles and Fashion, a T Level in Media Content and Creation Production, as well as courses in Esports. We have also invested heavily in our facilities in media production (such as a state-of-the-art TV studio, a radio studio, and a podcast studio) which has improved the facilities that we have available to students and apprentices ensuring we have industry specific resources.

The North East Growth Corridor covers the area around Rochdale, Oldham, and Bury. The key development driver in this area come from the early-

stage development of the 'Atom Valley' where a collaborative partnership between the Greater Manchester Combined Authority, the local authorities, colleges and universities will see the development of advanced manufacturing, materials, and other produce development and research businesses. 'Atom Valley' has been made a Mayoral Development Zone, supporting the inward investment in the project from outside of Greater Manchester, as well as drawing upon Mayoral Investment Funding.

Oldham College is one of the key partners in the development of education provision at 'Atom Valley'. Along with other colleges and supportive universities, leaders will ensure that there is appropriate skills and training provided to residents across the region to meet the labour needs within the exciting project.

Priority Sectors	National Priorities	Manchester Priorities	Oldham Priorities	Our Offer
Construction	✓	✓	✓	✓
Manufacturing	✓	✓	✓	
Digital & Technology	✓	✓		✓
Health & Social Care	✓	✓	✓	✓
Haulage & Logistics	✓	✓	✓	
Engineering	✓		✓	
Science & Maths	✓			✓
Retail, Hospitality & Tourism		✓	✓	✓
Business & Professional			✓	✓

Greater Manchester Local Skills Improvement Key Sectors

The Local Skills Improvement Plan for Greater Manchester identifies a range of key sectors for the region:

- Manufacturing and Engineering
- Financial and Professional
- Digital and Technology
- Creative, Culture, and Sport
- Construction and Green Economy
- Education and Early Years
- Health and Social Care

In recent years, we have ensured that our curriculum offer has developed and evolved to ensure that we are able to provide students and apprentices with the opportunities to develop the knowledge and skills they need for

the opportunities that are available in Oldham and East Manchester, but also to give them the skills they need that enables them to seek opportunities to work in Greater Manchester so that they can access the higher paid, higher skilled roles that are available.

Our work with employer partners, particularly in Health and Social Care, Education and Early Years, and Construction and Green Economy ensures that we are meeting the local skills gaps and providing a talent pipeline of potential employees to provide a workforce for the growing sectors.



The Oldham College Education Offer

Young People (aged 16 to 19)

We continue to extend our T Level offer with the introduction of a further six qualifications for 2024/25 and have plans to introduce a further four T Levels in 2025/26. The remaining Level 3 offer is under review to ensure relevant progression routes for all learners wishing to progress from Level 2.

Our Level 2 pathways are being explored further, particularly in practical skills areas to ensure learners develop the skills to progress into work in appropriate job roles with formal training or progress to an apprenticeship.

The Level 1 offer remains focused on those that need support to prepare for life and work, whilst a full curriculum review in 2024/25 has ensured a more challenging and more ambitious offer is available to students in 2025/26, with specific and tailored vocational pathways being offered to enable students to pick their area of specialism before progressing to Level 2.

Leaders recognise their civic duty to those students who are at risk of being disengaged with the education system and becoming classified as Not in Education, Employment or Training (NEET). Leaders are working with local schools and the local authority to ensure that there are pathways back into learning for students who need them.



Provision for students who have high needs

Students with High Needs continue to thrive at Oldham College. We continually ensure all staff working with students who have high needs are well trained and supported so that they are confident when providing students with care, support, and education. Staff are strong at using assistive technology to enable learning, as well as Emotional Literacy Support Assistance, and adaptive technology.

High Needs learners are performing at a level equal to or exceeding that of their non-SEND peers, with both in-year and predicted achievement data reflecting strong outcomes across vocational courses.



Adult Learning Programmes

The main concentration of our Adult Learning Programmes is within ESOL and English and Mathematics. Our wider offer also includes Access to HE, free courses for jobs, and pre-employment training. Plans are in place for 2025/26 to further develop and grow our flexible technical vocational offer for both new entrants and career changer/progressors in response to local needs.

There has also been a considered focus on our discreet adult offer in response to feedback from employers. We work closely with a large number of employers to ensure that we provide them with a commercial workforce development programme focusing on their current and future needs or providing employers with a talent pipeline programme by training people who are keen to move into a new employment sector. Our links with Job Centre Plus ensure we can offer targeted support to those who have been absent from the labour market for an extended period of time.



Apprenticeships

The planned growth in all key sectors will respond to existing and emerging skills needs with a focus on strengthening progression from full time programmes. Specific new developments include:

- Health: Our partnership with Northern Care Alliance to validate a Higher/Degree apprenticeship in nursing/associate (also supported by our Talent Pipeline work with unemployed or retraining adults).
- Construction – Development of Higher Apprenticeships in Project Management and Quantity Surveying providing progression opportunities for T Levels.
- Horticulture – Continuing development of a regional specialism in this sector across the North West.



Higher Education

We continue to extend our higher education offer and have been building on the introduction of five new Higher Technical Qualifications in 2024/25. These are providing an alternative progression route for our T Level students.

We have worked extensively on reviewing the Initial Teacher Education provision offered within University Centre Oldham to ensure that staff who are engaged on Step into Teaching or Taking Teaching Further programmes are well supported, especially from their subject specific mentors. This is a vital piece of work if we are to ensure that we recruit highly skilled technical employees and want to support them to become highly skilled educators.



Key Development Sectors

Business, including Legal, Finance and Accounts



We continue to review and develop our offer to support the recruitment and progression needs within the occupations, including cross sector, and to provide the provision to support self-employed/business startup across sectors. Our new Qualification Plus approach to enrichment ensures that people who want to think like entrepreneurs have the support and encouragement to set up their own business, or in some cases, ensure they are aware of the challenges and opportunities presented by work in the everchanging 'gig economy' as self-employed or freelance workers.

Childcare and Education



Leaders have been heavily involved in developing a local response to the increase in demand for qualified educators to work in Early Years as a result in the increase to the number of free childcare hours. Working closely with the Early Years Strategic Partnership Group in Oldham, we have enhanced the student experience, ambition and progression

opportunities through our 'Elevate Your Employment' evening. We hosted this event alongside employers from the Early Years sector who engaged with our students to give interviews, advice and guidance around their next steps and a career in Early Years. In some cases, learners will become employed as a result.

Whilst this work continues, we are a key strategic partner in the solution to this challenge in Oldham.

Construction



We continue to review and tailor our provision in response to employer demand and support local industry to adapt to modern methods of construction and low carbon technologies. Demand for these programmes is underpinned by a drive from central government to support the development of passive homes through grant funding and the Greater Manchester Five Year Environment Plan (2025-2030). We are actively seeking to grow the T Level provision for young people, short course offers for adults, extend the apprenticeship offer, develop the HTQ offer including part time HNC/HND, and focus on the soft skills required to progress into and within the sector. We will develop our offer to meet the needs of both.

Digital and Technology



We have developed our offer to meet the needs of both the sector, and the increased demand for digital skills across all core employment sectors as identified in the Local Skills Improvement Plan. We will ensure our curriculum offer provides learners with the opportunity to achieve the higher technical skills required to enter and progress in the emerging skills areas within the sector. Our growing and exciting partnerships with Manchester City, Williams F1 Racing, and British Esports has seen us develop state-of-the-art digital facilities for this programme. We have successfully installed an Immersive Cave room. We have also recently been awarded the highly prestigious Cyber First Gold Award, as the first out of a very small number of colleges in the country to reach this standard.

Health and Social Care



We continue to develop provision in partnership with our local NHS Trust, along with other local employers and partners, to support the recruitment and re-training

needs within the sector at all levels. Working closely with employers in a sector with high staff turnover, our talent pipeline work is essential in ensuring that companies like Northern Care Alliance have well trained staff to support their in-demand services. We have also piloted a new T Level in Midwifery, one of the first colleges in the country to teach this programme.

Advanced Manufacturing/Engineering



We continue to review our current position in discussion with our local college partners and employers to identify new areas for development. We do not currently offer Advanced Manufacturing or Engineering provision, as a decision was made for this provision to be transferred to the local University Technical College (UTC) some years ago - the UTC is no longer in operation after becoming economically unviable due to low student numbers.

Given the importance of Advanced Manufacturing and Engineering for the area and the investment plan for 'Atom Valley', and the potential related growth, this is now an important area for review and discussion with stakeholders

SECTION 5

// SMART TARGETS

STUDENT

PRIORITY

Ensure all learners engage in outstanding teaching to achieve their full potential

GOALS

Inspire Learning: Foster a passion for knowledge through innovative teaching, engaging experiences, and assessments that challenge and motivate all students.

Nurture potential: Cultivate a supportive, inclusive, and vibrant learning environment where all students feel valued and empowered to reach their full potential.

Unlock Success: Equip students with the skills and knowledge to achieve exceptional progress, leading them towards fulfilling destinations.

MEASURE

90% of teaching staff meet expectations in Teaching and Learning observations with a minimum 20% are Elevate Practitioners (exceeding expectations).

100% of staff have an Elevate Your Practice Action Plan.

100% of learning environments meet the standard requirements.

90% of students would recommend the college with 100% of students feel telling us they feel safe.

90% of students have positive destinations.

100% of courses to demonstrate competency and progress against the curriculum specific Elevate Skills.

PEOPLE

PRIORITY

Invest in and reward our people, develop their skills and recognise their success

GOALS

Empowering Wellbeing: We prioritise staff wellbeing, fostering a collaborative environment where work-life balance empowers a thriving workforce.

Learning for Growth: We invest in our staff's continuous learning and development, supporting them to reach their full potential.

Innovation and Ownership: We foster a culture that encourages creative problem solving and empowers staff to find their own solutions.

MEASURE

Reduce staff turnover rate where it relates to resignations and maintain performance related turnover.

Reduce staff sickness levels by 4% and ensure that return to work meetings happen effectively across the college.

Ensure 90% of vacancies are filled first time.



PLACE

PRIORITY

Transform our estate, setting ambitions high for the resources, facilities and systems we provide to our staff, students and stakeholders

GOALS

Cultivate a safe and thriving workplace: Continuously improve and promote safe working practice, fostering a positive safety culture.

Ensure financial stability: Uphold our financial strength, ensuring long-term sustainability.

Ensure smarter working: Invest in systems and processes that optimise efficiency and effectiveness.

Spark inspiration and learning: Create and maintain high-quality learning and working environments that inspire and engage.

MEASURE

Implement automation for at least two core administrative processes within the next 12 months, aiming for a 20% reduction in manual effort for the further year

Increase digital collaboration with 3 support areas to actively engage in the use of a designated digital collaboration platforms (e.g., shared document systems, communication tools) across all departments within the next 12 months.

PARTNERS

PRIORITY

Enhance pride in our college and strengthen our reputation as a trusted and collaborative partner

GOALS

Co-create industry ready curricula: Partner with stakeholders to develop highly responsive curricula aligned with individual needs, local skills gaps, regional demands, and national economic priorities.

Support communities through collaborative growth: Drive inward investment, social mobility, and economic regeneration through strong partnerships that support our communities to flourish.

Elevate student potential through partnership: Work with partners to enrich our students' experiences and aspirations, helping them to reach their full potential.

MEASURE

Evidence of meaningful employer input in 100% of curriculum areas including curriculum design with references to Labour Market Intelligence.

Increase the number of employer activity engaged in Employer Advisory Boards from 64 to 80.



SECTION 6

// LOCAL DUTY NEEDS

In response to The Skills Act 2022, the Board of Governors, supported by college leaders, have conducted a review to ascertain how well the curriculum at Oldham College meets local skills needs. Leaders of the college have undertaken a comprehensive and thorough curriculum review underpinned by a renewed Curriculum Planning process which focuses on Collaborate, Innovate, and Elevate and is underpinned by the Employer Designed, Expert Led curriculum offer for 2025/26.

The Board has been appraised of developments via the Curriculum and Quality Committee who have in turn, reported to Full Board. Members of the Governing Body have also been involved in Governors' seminars to seek answers to some of the 'big questions' about our future strategic direction.

The Board has fully supported a period of capital investment into the Estate, most notably with the development of the FUSE building, Esports Arena, and T Level specialist equipment (including podcast, TV, and radio studios) to support growth in technical education and apprenticeships in national, regional priority sectors. The Board continue to support investment into facilities to ensure students and apprentices benefit from high-quality learning environments that will

enable them to develop the skills they need to be part of a growing local economy.

The Board of Governors are also fully supportive of the focus on ensuring students who are work-ready enter the labour market, either through employment at the right level based on their previous knowledge and skills or through an expanding, and successful, apprenticeship offer.

The Board remains committed to working with key local education partners to ensure provision is complementary across the region giving the best life-chances to our communities.

The Board will also play a central role with the college leadership team to deliver against the new Strategic Plan which clearly sets the vision of our organisation as central to the delivery of high-quality education and training, both locally and regionally.

This multifaceted approach enables the Corporation to ensure that Oldham College is a key contributor to technical education, boosting productivity and inclusive growth across the Greater Manchester region.



SECTION 7

// SUPPORTING DOCUMENTS



Oldham College
Strategic Plan 2024-2027



Levelling Up Oldham : Oldham Economic
Review Board Report 2022 (Executive
Summary)



Levelling Up Oldham : Oldham Economic
Review Board Report 2022 (Full Report)



Greater Manchester Local Skills
Improvement Plan



GM Labour Market Plan, Version 2, March
2022



GM Labour Market & Skills Intelligence
Pack (Summary)



GM Five Year Environment Plan
(2025-2030)



Oldham College Reports and Financial
Statement (Year ending 31 July, 2024)



Oldham Economic Plan (2030 Strategy)



ADDRESS

Oldham College
Rochdale Road
Oldham
OL9 6AA

CONTACT

-  General Enquiries: **0161 785 4000**
-  Student Recruitment Enquiries: **0161 785 4374**
-  Apprenticeship Enquiries: **0161 785 4330**
-  Email: **info@oldham.ac.uk**
-  **www.oldham.ac.uk**
-  **@oldhamcollege**
-  **@oldhamcollegeoc**
-  **@oldhamcollege**
-  **@OldhamCollege**