Governance & Resources
Corporate Performance Report

Summary:

This is the Q1 Corporate Performance Report for Services under the Governance & Resources Scrutiny Board.

These services include:
- Finance
- Customer, Digital Technology & Transformation
- Corporate Resources
  - Including HR & Organisational Development, Executive Support, Communications & Research, and Strategy & Performance.

Governance & Resources
Performance Measures

Finance			
1	2	5	62.5%

IT			
0	0	11	100%

Customer Services			
1	1	4	66.7%

Communication			
0	0	5	100%

Measures are shown for those services which have quantitative KPIs only (many of which do not have targets and so are measured against previous quarter performance where possible)

Finance
Corporate Performance Report

Portfolio Holder: Cllr Abdul Jabbar

Officer Contact: Julie Smethurst *(Assistant Director Revenues & Benefits)*

Service Summary:
The Finance Service provides a wide range of functions primarily focussed on the delivery of financial management information, advice and support to Council officers and Members, but also members of the public, Central Government and other partner organisations.

Finance
Key Metrics

Time taken to process Council Tax Reduction new claims and COC

12 *days*
On target

2022/23 Q4: 18 Days

Complaints responded within timescales

62.5%

2022/23 Q4: 70%

Percentage of in-year national non-domestic rates collected

47.01%
Current position
(cumulative)

0.37% increase from Q1 2022/23

Time taken to process Housing Benefit/Council Tax reduction claims and COC

12 *days*
On target

Percentage of in-year Council Tax collected

45.93%
Current position
(cumulative)

0.07% increase from Q1 2022/23

FOI & EIR completed In time

87%

2022/23 Q4: 88%

Valid invoices paid within 30 days

90.98%

2022/23 Q4: 93.83%

Time taken to process Housing Benefits new claims and COC

8 *days*
On target

COC: Change of Circumstance

Finance
Successes

| Percentage of in-year national non-domestic rates collected | Good performance on non-domestic rate collection throughout 23/24 so far. |

| Percentage of in-year Council Tax collected | This is a good performance considering the continuing impact of the cost of living on household budgets. |

We have recently introduced some automation on Universal Credit files which is now starting to impact, enabling us to speed up on processing claims overall.

Finance
Areas for Development

Complaints responded within timescales

A creditable performance for the Complaints Team as they were two staff members down in the first quarter and dealt an increase in telephone calls for service requests. The team is working closely with those Departments with the most outstanding complaints to expedite resolutions as swiftly as possible.

Valid invoices paid within 30 days

There was an increase in the number of overdue invoices being passed from departments in August, and a number of invoices held in dispute delaying payments. There is a new staff member being trained by experienced colleagues on the Accounts Payable team which is temporarily slowing down processing.

Finance
Comments

Julie Smethurst *(Assistant Director Revenues & Benefits)*
Performance is mostly on target across the board – where performance has dipped in certain areas this has been mainly due to vacancies; long term sickness and the summer holiday period.

Signed Off: _20/09/23_

Customer, Digital Technology & Transformation
Corporate Performance Report

Portfolio Holder: Cllr Abdul Jabbar

Officer Contact:

- Pam Siddall *(Head of Customer Service)*
- Nicola Strapps (*Assistant Director of Transformation)*
- Mark Edgar *(Head of IT Operations and Cyber Security)*
- Fran Lautman *(Head of Customer and Digital Experience)*

Oldham Council

Customer Services
Corporate Performance Report

Service Summary:

Customer Services provides the following services:

- Customer Support Centre
- Access Oldham & Helpline
- Support & Inclusion
- Welfare Rights
- Blue Badge
- Local Welfare Provision
- Service Development, Systems & Quality.

Oldham
Council

Customer Services
Successes

KPIs	Q1
Q1 - Average wait time across all CSC call queues (KPI Target 0:12:00)	00:10:50
Q1 - LWP: % Applications processed within 3 working days (KPI Target 90%)	92.77%

Telesolutions
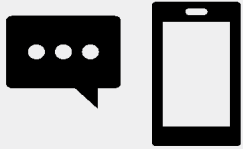
Using the telesolutions system for multiple services (Council Tax, Waste & Recycling, Housing Options, Elections & Highways) Customers can send us a text with one of the key words they hear on our phone advisory messages and we will text a reply with the relevant links they need to be able self-serve online for that that particular request/service.

| CSC SharePoint site & knowledge base set up | Internal Service Directory created to be used by all internal colleagues | Waste emails: Successfully filtered to be able to prioritise missed bins | Calls into the LWP Service: IVR & messaging created to correctly redirect calls not related to the service |

Customer Services
Key Metrics

% Overall Satisfaction

75.07%

*(No target as this is **not a CSC KPI.** It represents satisfaction of delivery of council services in general, rather than customer service received)*
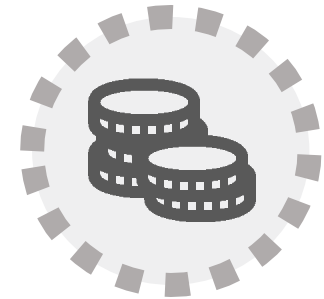
% Calls Answered

78.85%

(annual target 89%)

% Polite & Professional

89.95%

(interim annual target 90% - new method of collection)

Total income gained for Welfare Rights

£394,780.78

Customer Services
Areas for Development

78.85%
(annual target 89%)

KPI: % Calls Answered

Resources are below the required levels and recruitment is currently underway. There are significant areas of development currently underway to also reduce demand.

Blue Badge

Blue Badge turnaround times are still affected significantly by delays for IMAs carried out by Occupational Therapists who are commissioned to do this work; we are working with colleagues in Adults' Social Care to determine what can be done about clearing the backlog and reducing the time waiting.

Customer Services
Comments

Pam Siddall *(Head of Customer Service)*

Demand has changed since the pandemic with longer calls in council tax and housing options (a new service for the CSC taken on in Apr 21). The team have also started maximising the new telephony platform capabilities to now carry out in depth quality performance management and introducing call backs on the busiest lines to reduce wait times and improve customer experience. Once we have completed current recruitment and training, we expect to see improvements in performance.

Signed Off: *01/09/23*

Transformation
Corporate Performance Report

Service Summary:

The Transformation team currently sits within the Customer, Digital, Technology and Transformation (CDTT) Directorate. Our customers are the internal workforce and primarily the senior leadership team. The team use project management disciplines to provide a controlled and systematic approach to the management of change. This is to ensure that the objectives of the change are achieved.

Transformation
Successes

Transitioned from an ineffective project management software to an industry standard Office 365 supported product

Initiated a new approach to the supply of Transformation and Change resourcing to help address the recruitment challenges being experienced

Developed a new Transformation Programme in partnership with the Senior Leadership Team

Introduced new Change governance to support the delivery of the Transformation Programme

Introduced a prioritisation framework to assess current and future project work
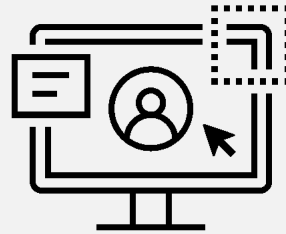
Transformation
Areas for Development

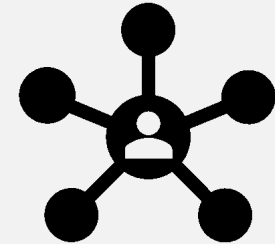**Securing a strategic partner(s) to supply change resource/capacity**

Soft Market Testing brief agreed

Working collaboratively with IT and Digital

Transformation team represented and contributing to ICT weekly Triage and working through IT project prioritisation approach

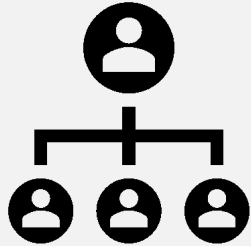Managing the internal **communication of the transformation programme**

Prioritised comms planning underway to support Adults and PBI programme and public team SharePoint site ready for populating

Transformation
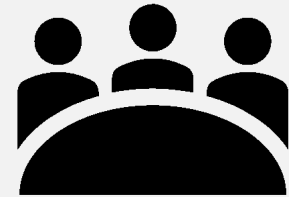## Areas for Development

Establishment of a new PMO

Head of PMO and Junior PM appointed. Pausing dependency manager as recruitment failed to produce any suitable candidates

Developing a Team Standard

Initial standard discussed with team

Delivering a small **team restructure to strengthen the permanent capability**

Initial meeting held with HR and Finance. Research underway to benchmark pay and alternative models

Transformation
Comments

Nicola Strapps *(Assistant Director of Transformation)*

Q1 has seen the change programmes settle into a delivery rhythm whilst recognising some programmes must keep priority transformation activity under review. The team are still struggling with recruiting to Project Manager and Business Analyst roles with some success in the temporary Programme Manager space. The progress in quarter to secure a preferred resource partner is expected to help ease pressure but will not impact until Q3. Q2 will see a focused effort on a prioritised children's programme, working with IT to help prioritise their demand and continue the implementation of MS Project for highlight reporting purposes at change board.

Signed Off: *05/09/23*
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IT
Corporate Performance Report

Service Summary:

The role of the IT team is to deliver seamless and reliable IT services and projects that drive the success of Oldham Council. IT are committed to enhancing operational efficiency, supporting all departments, and embracing innovation to meet the evolving needs of our organisation.

In Development

Oldham
Council

IT
Successes

KPIs for each month in Q1 not only exceeded the minimum targets but exceeded aspirational targets as well.

KPI	Aspirational Target	Minimum Target	April	May	June
Business Critical Applications Available	99.00%	97.00%	100	100	100
Business Critical Infrastructure	99.00%	97.00%	100	100	100
Local Area Network Availability – Civic Centre	99.00%	97.00%	100	100	100
Wide Area Network Availability – Council Sites	98.00%	95.00%	100	100	100
Remote Connection Availability	99.00%	97.00%	100	100	100
Contact Centre Telephone Availability	99.00%	97.00%	100	100	100
Service Level Agreement Compliance	95.00%	90.00%	97.17	95.18	95.29
First Contact Resolution Rate (60 min)	70.00%	60.00%	98.72	99.73	100
Customer Satisfaction	90.00%	80.00%	98.57	100	97.56
Change Request Effectiveness	90.00%	85.00%	*TBC*	*TBC*	*TBC*
Breached Tickets	<25	>75	24	56	38

IT
Key Metrics

Business Critical Applications Available

100%

Min target: 97%
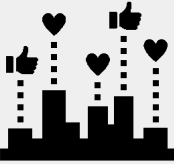
LAN Availability – Civic Centre

100%

Min target: 97%

WAN Availability – Council Sites

100%

Min target: 95%

Remote Connection Availability

100%

Min target: 97%

Customer Satisfaction

98.7%

Min target: 80%

Contact Centre Telephone Availability

100%

Min target: 97%

Business Critical Infrastructure

100%

Min target: 97%

Breached Tickets

39

Min target: <75

IT
Areas for Development

No of breached tickets peaked at 56 in May	*In May, the ICT service transitioned from its current IT Service Management Toolset to an upgraded one. Regrettably, this necessitated the manual migration of tickets, resulting in some being wrongly assigned or given an incorrect priority, causing a surge in breached tickets. Additionally, the Network team encountered a higher-than-usual influx of tickets due to the change of Web Filters, exacerbating the problem further.*
Service Level Agreement Compliance dropped to 95.18% in May	*As above – the impacts of the ITSM migration and changeover to a new Web Filter impacted the teams overall effectiveness.*
Customer Satisfaction dropped by 2.44% between May and June	*This can be ascribed to the reasons mentioned above, as we will consistently observe a correlation between breached tickets and customer satisfaction. However, with a rate of 97.56% compared to a target of 80%, I am not excessively concerned about the presence of an issue. Nonetheless, the Service Desk Manager will keep a close watch on the feedback to identify any recurring patterns or concerns.*

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IT
Comments

Mark Edgar *(Service Assurance and Compliance Manager, Head of IT Operations and Cyber Security)*

I am extremely pleased with the performance of the IT service, particularly considering some of the events and changes that occurred in Q1. I am aware that in the upcoming months, our capacity to meet the KPIs will face challenges as our limited resources are focused on delivering crucial transformational projects, such as the migration from our on-premise Data Centre to the Cloud. Nevertheless, we will consistently make every effort to prioritise our customers and ensure the Council continues to operate.

I must also state the excellent work that the IT team delivered in identifying, containing and removing the Cyber Threat back in May, which was done without disruption to any critical services.

Signed Off: *05/09/23*

Customer and Digital Experience
Corporate Performance Report

Service Summary:

Customer and Digital Experience sits within the Customer, Digital, Technology and Transformation (CDTT) Directorate. The purpose of the role is to champion the customer experience across the council supporting the delivery of our resident first ambition to deliver good services and good experiences. This involves working closely with other council services and colleagues from support services including IT, Transformation, Communications and HR OD to prioritise and drive transformation and change.

Priority areas in Q1 included Residents First: Customer Experience, Digital Programme and the Customer Experience elements of the Place Based Integration (PBI) Programme.

Customer and Digital Experience
Successes

Delivery of Residents First: Customer Experience training led by a member of the Executive Team to the Extended Leadership Team Cohort

Launch of Residents First: Customer Experience Guidelines to set out expectations and support for everyone

Digital Programme Governance re-established and Interim Programme Manager recruited and on-boarded

Digital Programme priority projects scoped (based on top 10 demand analysis)
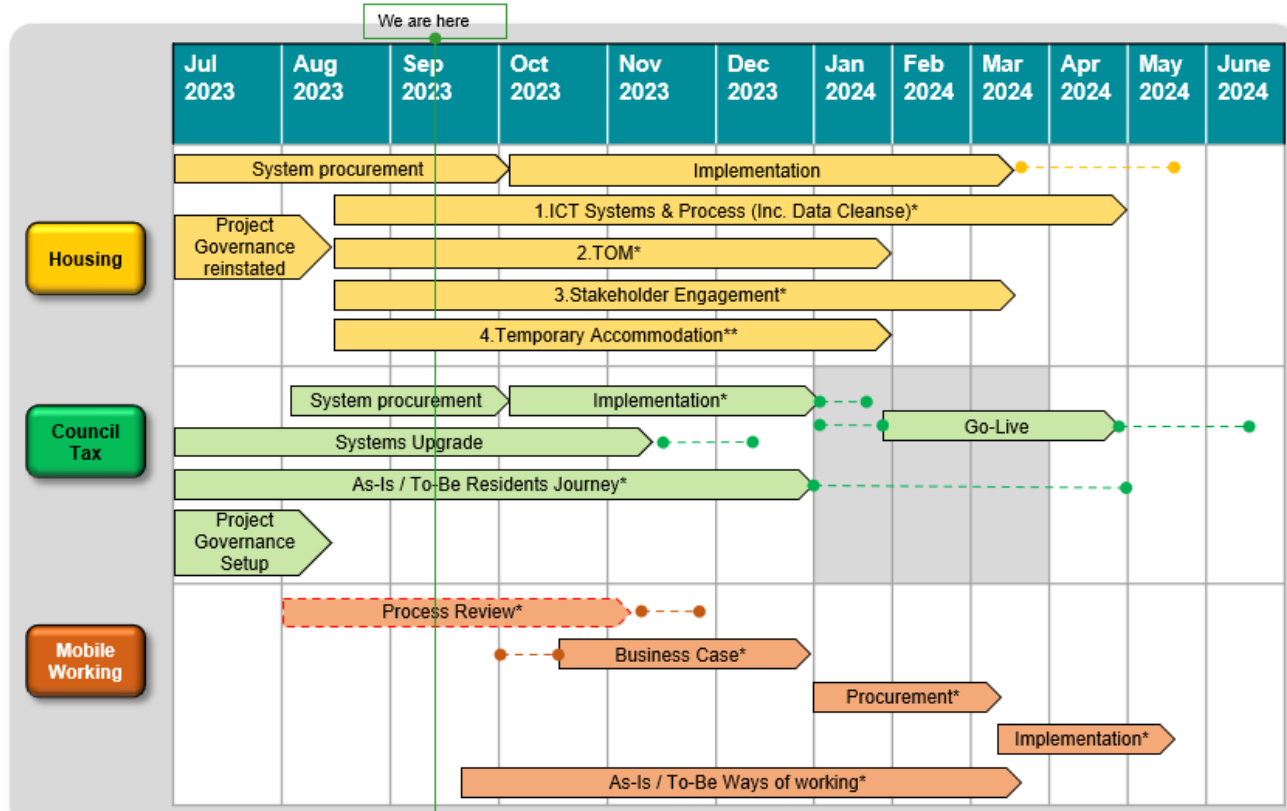
Improvements to the customer journey delivered at the 1st PBI site, Failsworth Town Hall including refreshed signage and initial services supporting residents

Customer and Digital Experience
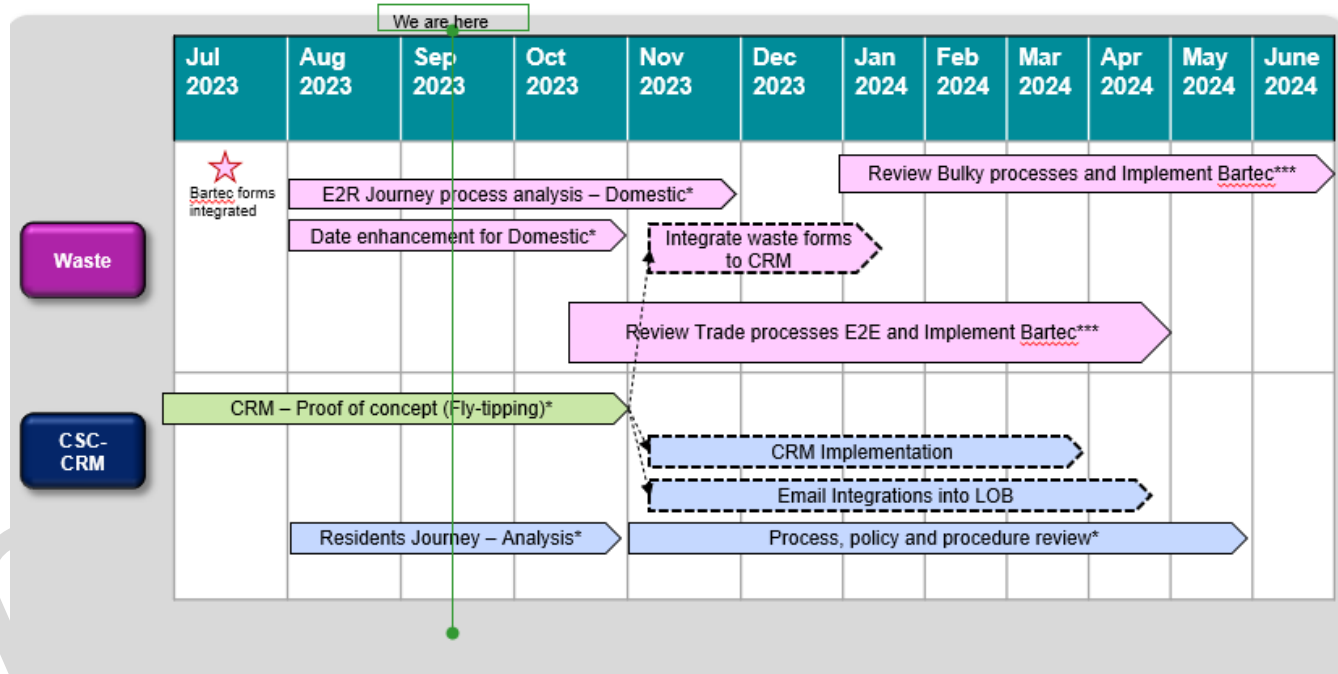## Digital Programme Priority Projects: Twelve Month View

* Subject to full review and sign-off of detailed plan by individual Service
** Additional Workstream

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Customer and Digital Experience
Digital Programme Priority Projects: Twelve Month View

	Jul 2023	Aug 2023	Sep 2023	Oct 2023	Nov 2023	Dec 2023	Jan 2024	Feb 2024	Mar 2024	Apr 2024	May 2024	June 2024

We are here

Waste
- Bartec forms integrated
- E2R Journey process analysis – Domestic*
- Date enhancement for Domestic*
- Integrate waste forms to CRM
- Review Trade processes E2E and Implement Bartec***
- Review Bulky processes and Implement Bartec***

CSC-CRM
- CRM – Proof of concept (Fly-tipping)*
- CRM Implementation
- Email Integrations into LOB
- Residents Journey – Analysis*
- Process, policy and procedure review*

* Subject to full review and sign-off of detailed plan by individual Service
*** Start date dependant on 3rd party

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Customer and Digital Experience
Areas for Development

Residents First, Customer Experience:
Establishing priority actions with each Director

A Customer Experience Template has been established to identify strengths and development areas. Each will be reviewed and priority actions put in place
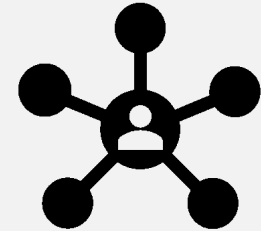
Digital Programme:
Key milestones to be established for initial projects

This will identify key deliverables and ensure visibility and transparency of progress

PBI Programme, Customer Experience:
Planning for next sites

Engagement with services and partners to establish support and services to be offered at the next two main sites

Customer and Digital Experience
Comments

Fran Lautman *(Head of Customer and Digital Experience)*

Q1 has seen the launch of the Resident Focus, Customer Experience Guidelines for ELT to roll out to their teams. This includes putting clear response times in place to support residents to understand what will happen next and when – this was a clear expectation from residents from our engagement activity earlier this year. The recruitment of an interim Digital Programme Manager has supported us to move forward into planning the delivery of our priority service projects based on the learning from the Top 10 demand analysis conducted earlier this year. PBI Customer Experience is building momentum at Failsworth Town Hall.

Q2 will see a focus on developing our approach to quality monitoring to support the customer experience. We will also focus on establishing key milestones for the initial digital service projects and moving each at pace into delivery. Initial support and services for two more PBI sites will be up and running as part of our soft launch by the end of Q2.

Signed Off: *14/09/23*

Corporate Resources
Corporate Performance Report

Portfolio Holder: **Cllr Abdul Jabbar**

Officer Contact: **Jonathan Downs** (*Corporate Policy, Strategy & Performance, Executive Support Lead*), **Jeni Harvey** *(Head of Communications and Research)*, **Vikki Morris** *(Assistant Director of HR and Organisational Development)*

Service Summary:
Corporate Resources is comprised of HR & OD, Communications & Research, Executive Support and Strategy & Performance. These services support the corporate functions of the organisation.

Oldham Council

Strategy & Performance
Corporate Performance Report

Service Summary:

The Data, Insight & Intelligence team's main focus is to lead the council's data, intelligence and insight function ensuring it contributes to evidence-based decision making that meets the needs of the organisation.

The Performance Improvement team's ambition is to embed a performance culture at Oldham Council and support the organisation to strengthen its use of data and insight and sustain effective service planning at all levels.

Strategy & Performance
Key Metrics

District Profiles	Census	Deprivation & Income Analysis	Business Planning	Decommissioning Corvu

The 2023 District Profiles have now been completed and have been shared and presented at each individual district community council meeting.

Since the release of the 2021 Census data, the Data Insight and Intelligence team have produced a range of reports highlighting the key findings and impacts to Oldham.

There are a multitude of reports and pieces of intelligence around deprivation and income.

- Business Plans mostly completed with support from PIT
- Summary Report to go to ACE DMT
- Q1 CPR in Progress

- On schedule to decommission Corvu at the end of October 2023
- Dashboard(s) creation in progress

Strategy & Performance
Successes

Performance	• Business Plans have been successfully collated • Reports regarding new BP process and Residents' Survey to be taken to DMT (20/09) • New PIA staff forming service connections and providing support • Corvu dashboards being replicated in other formats in time for decommissioning
Business Intelligence	• Feedback for the District profiles has been really positive and the plan is to continue to refresh these each year. • The team has presented the 2021 Census Data at Management Board, all of the PAM's and at Oldham Partnership board. • The latest report we have completed around Deprivation & Income is the Local Economic Assessment which provides a health check on Oldham's economy. There is also a recent census report on deprivation.
Policy & Exec. Support	• First full meeting of the Oldham Partnership held, updating on the work of the Economy Board, Health and Wellbeing Board, and Communities Board. • Over 200 EIAs have been completed using the new Impact Assessment wheel. • Oldham's report on Growing a Co-operative Economy has been submitted to the Co-operative Councils' Innovation Network for sign-off.

Strategy & Performance
Areas for Development

Performance	• BIPS still in progress • Business Plans still outstanding for some service areas • Missing risk registers and business continuity plans for a number of services
Policy & Exec. Support	• Capacity challenges exist across the service, though we are currently recruiting to vacant posts.

Strategy & Performance
Comments

Jonathan Downs *(Corporate Policy Lead)*

The Strategy and Performance service continues to support and enable other services, providing data and insight, supporting with performance improvement, and developing our policy approach to key issues, including the ongoing cost-of-living crisis. The service continues to strengthen our relationship with GMCA and the Oldham Partnership, ensuring we achieve the priorities set out in the Oldham Plan and Corporate Plan.

Signed Off: *08/09/23*

Communications & Research
Corporate Performance Report

Service Summary:

The Communications and Research team strategically plans, manages and delivers all communications and research activity for Oldham Council, focused on achieving agreed corporate priorities. Communications and engagement activity is delivered across a range of digital and traditional channels, including through the press, social media, web content, face to face engagement, out of home collateral and more; all tailored to our diverse external and internal audiences and adapted for the channels they use.

Communications & Research Strategic priorities

We have four agreed strategic priorities for 2023/24.

These will be fully evaluated as new metrics are available in 24/25.

Interim activity against each of the measurables is detailed on the following slides, followed by a quarterly snapshot of metrics on our key digital channels.

Increase pride in the borough from the Resident Survey of 22/23. In that survey, 74% of respondents said they were satisfied with their local area but only 35% said they would recommend it as a tourist destination. We'll increase these to at least 79% (LGA average) and 40% by the next Resident Survey.

Increase resident satisfaction with Council communications - We'll measure this by aiming to reduce the number of people who say they don't receive any information from the Council (21% in the 2022/23 Resident Survey) to less than 20%.

Improve two-way engagement with our workforce. In our most recent Staff Survey only 41% of staff said senior management "communicate effectively with me". We aim to improve that to at least 50% by the next Staff Survey via the implementation of a strategic Internal Communications Strategy. The strategy will also act as our 'golden thread' of engagement touchpoints we have with staff in 23/24.

Manage key reputational issues in an honest, transparent and people-focused way. We will ensure our residents have access to factual and timely information, and enable media to produce fair and balanced reports.

Communications & Research
Progress Against Key Annual Priorities

Increase pride in the borough

- Place Marketing strategy in delivery
- Inward Investment marketing well underway, including stand and partner work at UKREiiF in May 23
- Outdoor Economy campaign being delivered across national and trade media, focusing on walking and the Oldham Way
- Key events delivered across town centre including the Coronation and Festival Oldham
- Key milestones on regeneration projects promoted to Oldham residents – including new public space in the Cultural Quarter, Spindles and Town Centre Partnership

Increase resident satisfaction with Council

- Council newspaper circulated to 95,000 homes across the borough in July 2023 and winter edition to follow in October – follows feedback that residents wanted more traditional print materials rather than a solely digital approach
- Improved residents' newsletter launched on new email marketing platform
- New Family Hubs online service launched in July
- Full review of website underway, to become more resident-focused and make it easier to undertake key tasks

Communications & Research
Progress Against Key Annual Priorities

Council steps in to save care home looking after a hundred vulnerable residents from closure

"Acquiring the home is not a decision we've taken lightly but the alternative was cruel," leader Arooj Shah said

By Charlotte Green Local democracy reporter

Manage key reputational issues

- Partnership approach to address key issues head-on, such as working in partnership with KOGS (Keeping Our Girls Safe) on CSE; with the NHS on making our saving of a residential care home a good news story and with the new Coliseum board on the creation of our new theatre.
- Proactive rather than reactive communications approach taken, putting our residents first and providing the information they want and need.

TeamBrief

Now we have your attention – a Civic clear-out update

Improve Workforce Engagement

- New approach to Team Brief and Manager's Brief, including new email system, more engaging tone, and increased focus on insight from workforce, embedding a 'you said, we did' approach wherever possible
- Project underway to implement new corporate intranet
- Recommending a new SLT engagement programme so staff feel more connected and valued by senior leaders
- A review is underway of all comms touchpoints we currently have with staff and looking at what can use to work harder for us and what opportunities we have in the move over to Spindles

Communications & Research
Key Metrics

Top 5 most viewed web pages

29,616
Facebook followers
0.8%

7616
Residents' Newsletter Subscribers
69%

30,123
Twitter followers
0.3%

4655
Instagram followers
0.4%

7745
LinkedIn followers
1.5%

Bin collection dates
229,230
Page views

My Account
My Account
117,537
Page views

Find a home
84,930
Page views

Housing
74,463
Page views

Rubbish & Recycling
60, 224
Page views

Communications & Research
Comments

Jeni Harvey *(Head of Communications and Research*)

Good progress is being made towards our agreed strategic priorities for the year, with some significant successes in Q1. This is aligned with a rise in engagement and reach across our digital channels, demonstrating a clear and measurable rise in the number of people the Council communicates with.

Signed Off: *15/09/23*
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Governance & Resources
Councillor Comments

Cllr Abdul Jabbar (Portfolio Holder)

Signed Off: *DD/MM/YY*
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