

Report to PVFM

Council Performance Report June 2018

Portfolio Holder:

Councillor Sean Fielding, Leader of the Council

Officer Contact: Dami Awobajo, Head of Business Intelligence

Report Author: Dami Awobajo, Head of Business Intelligence
Ext. 1559

Date: 4 October 2018

Reason for Decision

The purpose of this report is to allow:

- The review of Council Performance for June 2018
- The scrutiny of areas of underperformance as appropriate

Recommendations

- To note areas of good performance
- Agree improvement plans for any areas of under performance.

Oldham Profile in Numbers

POPULATION

Total Population (Mid 2016) **232,724** 

Male 49.3% 50.7% Female

Aged 0-15 25.3% Aged 16-64 58.9% Aged 65+ 15.8%

White 79.5% Pakistani 9.1% Bangladeshi 6.6% Other 4.9%

Census 2011/ONS MY Estimate 2016



INCOME & BENEFITS

Median Household Income **£24,652**

58.2% Employment Rate
11.7% Out of Work Benefits
2.9% Unemployment
7.5% ESA Benefits

CACI 2017/Census2011/DWP 2017



HOUSING

65.3% Owner Occupied

12.1% in Fuel Poverty
21.1% Social Rented
12.2% Private Rented
25.1% Claiming Council Tax Benefits/Housing Benefits

Census 2011/Dept for Business 2015/Council Tax 2017



HOUSEHOLD INFO

Number of Households **94,946**

30.3% Single Person Households
13.1% Lone Parent Households
7.5% Overcrowded Households
60.7% with No Children

OMBC Council Tax 2017/Census 2011



98% with at least 1 qualification at KS4

63.7% School-Ready Children with standard pass in GCSE English and Maths

96.4% young people aged 16 to 18 are in EET
92% staying in education or entering employment
29.6% Adults with No Qualifications

Positive Steps 2017/Census 2011/OMBC BIS 2017

HEALTH

16.3% Long Term Health Problems/Disabilities 

77.2 yrs Male Life Expectancy
80.9 yrs Female Life Expectancy
23.7% Currently Smoke

Obese Children

Reception: 10.2% Year 6: 21.4%

Census 2011/Public Health England 2016/Acorn 2015

CRIME

816.8 Crimes Recorded (per 10,000 of the Population) 

163.2 Theft Rate
62.0 Burglary (Dwellings) Rate
122.5 Criminal Damage Rate
81.2 Serious Violent Crime (ABH) Rate

GMP 2016

COMMUNITY

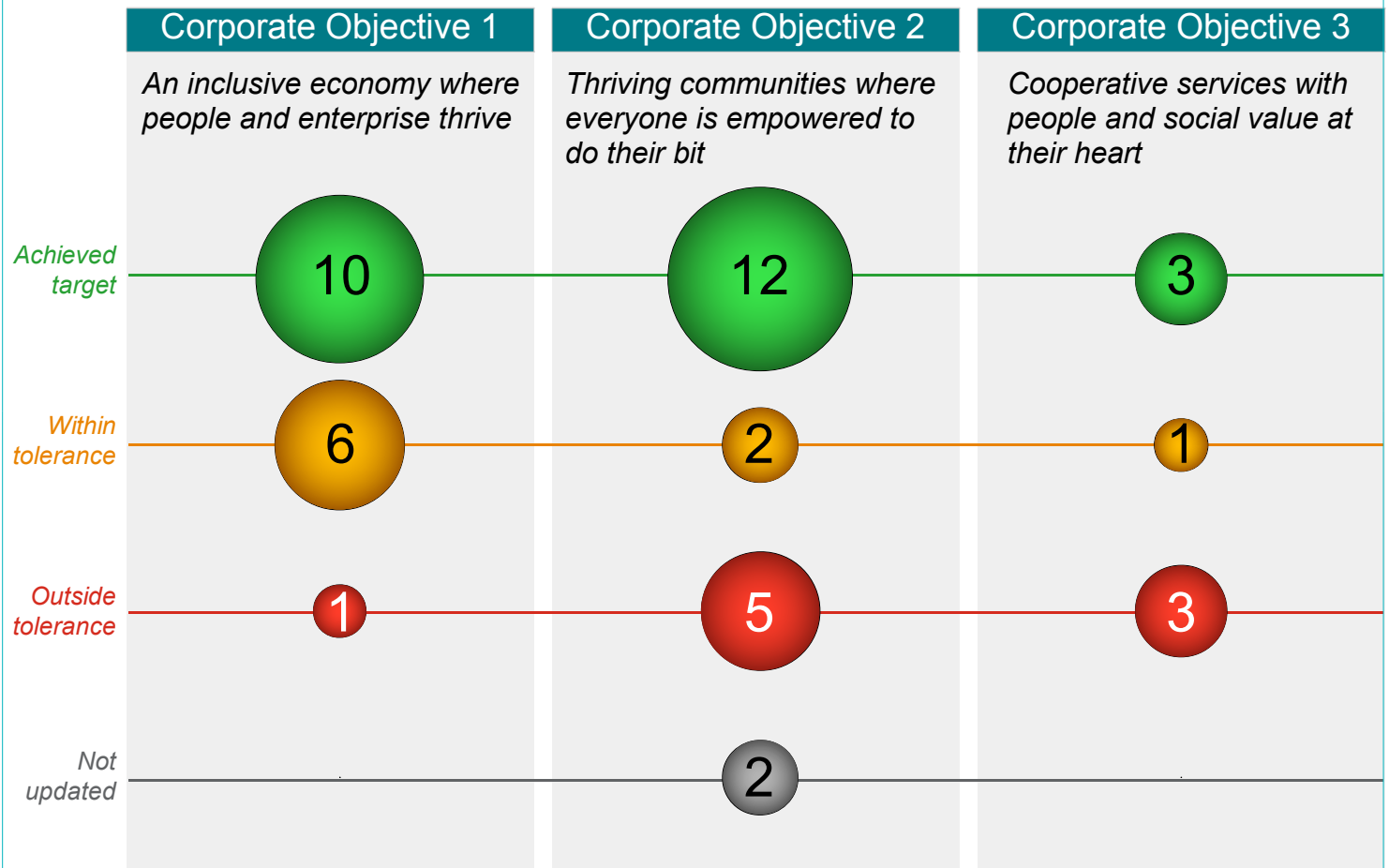
Satisfied with Local Area **71%** 

38% Volunteered in Last 12 Months
36% Local Election Turnout
26% Feel Involved in Community

YYC 2013 / OMBC Election team 2016

Performance Measures by Objective

Details in Appendices I and II



Action Summary

Details in Appendix III

	Total Actions	Updates commence 30 Jun 2018				
		Not Updated	Complete	On Track	Behind Schedule	Unlikely to Achieve
Chief Executive	4			3	1	
Economy, Skills and Neighbourhood	23			18	5	
Adult Services	7			7		
Childrens Services	12			10	2	
Corporate and Commercial Services	7			5	2	
Strategic Reform and Public Health	9			7	2	
Admin Priority only	25			20	5	

Details in Appendix IV

Risk Summary

Chief Executive

A	0	0	0	0
B	0	0	0	0
C	0	0	2	0
D	0	0	0	0
E	0	0	0	0

Corporate and Commercial Services

A	0	0	0	0
B	0	0	0	0
C	0	0	1	0
D	0	4	0	0
E	0	0	0	0

Economy, Skills and Neighbourhoods

A	0	0	0	0
B	0	0	1	0
C	0	1	4	0
D	0	8	1	0
E	0	0	0	0

Adult Services

A	0	0	0	0
B	0	0	2	0
C	0	3	2	0
D	0	0	0	0
E	0	0	0	0

Strategic Reform and Public Health

A	0	0	0	0
B	0	0	0	0
C	0	4	4	0
D	0	0	4	0
E	0	0	0	0

Childrens Services

A	0	0	1	0
B	0	0	5	0
C	0	0	3	1
D	0	0	4	0
E	0	0	0	0

IV III II I

IV III II I

IV III II I

Likelihood

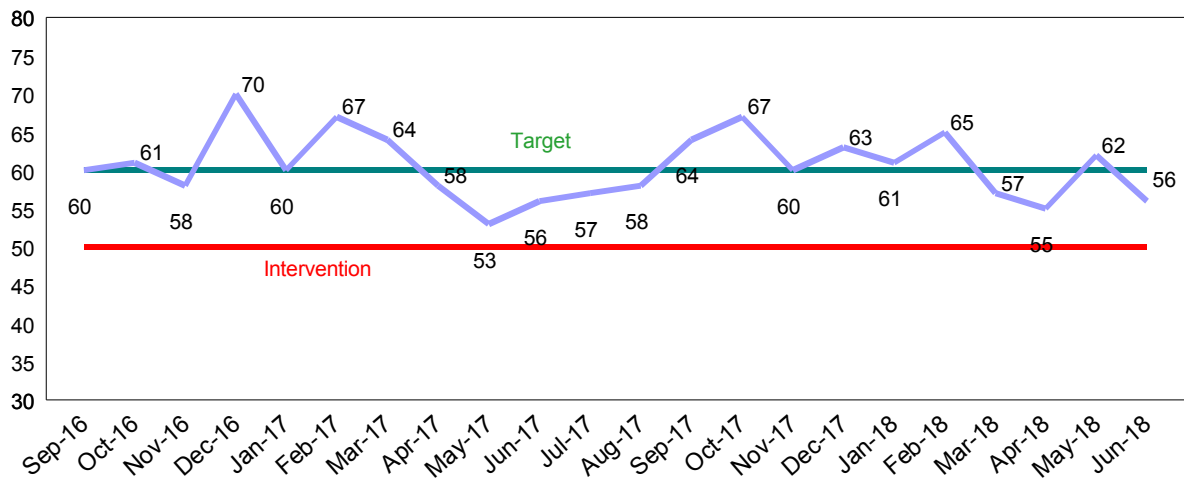
A Very High
B High
C Significant
D Low
E Very Low

Impact

I Catastrophic
II Critical
III Marginal
IV Negligible

RAG-rated Performance Measure Trend (June 2018)

Performance Measures that achieved their target as a percentage of all reported Performance Measures. The aim is for 60% or more of the Performance Measures to have met their target.



No Update

2

> 5% off Target

9

Off Target

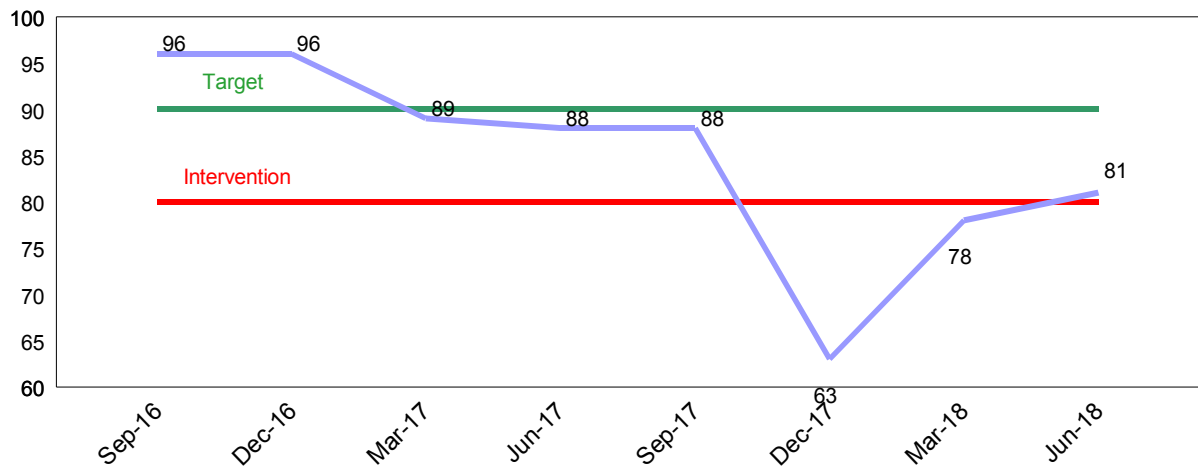
9

Achieved Target

25

Action Trend (June 2018)

Corporate Actions that are on track or completed as a percentage of all reported Corporate Actions. The aim is for 90% or more of the Corporate Actions to be on track or complete.



No Update

0

Unlikely to achieve

0

Behind schedule

12

On track

50

Complete

0

SICKNESS (year to date)

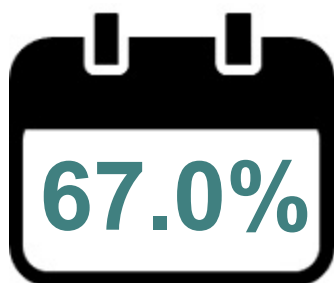


average days lost to sickness

top 3 reasons

From April 2018 to June 2018, the most common sickness reason is Musculo-skeletal, accounting for 29.92% of sickness, with Mental Health (including stress 26.46% and Stomach, Liver and Digestion 9.47%.

LONG TERM SICKNESS (year to date)



of days lost are due to long-term sickness

From April 2018 to June 2018 2756 FTE days were lost to long term sickness cases in comparison to 1330.54 FTE days for short term absence.

TOP 4 REASONS FOR LEAVING (year to date)



year end 2017/18

Resignation	186
End of Contract	13
TUPE Transfer	11
Other	13

SICKNESS TOP 3 DIVISIONS (year to date)

1	Economy and Skills	2.91 days per FTE
2	Children's Social Care	2.06 days per FTE
3	Environmental Services	1.90 days per FTE

Average days FTE per employee is calculated by total sick days in the service since the start of the year divided by total number of FTE. Smaller service's figures may be more disproportionately affected by individual instances of long terms absence

TURNOVER (year to date)

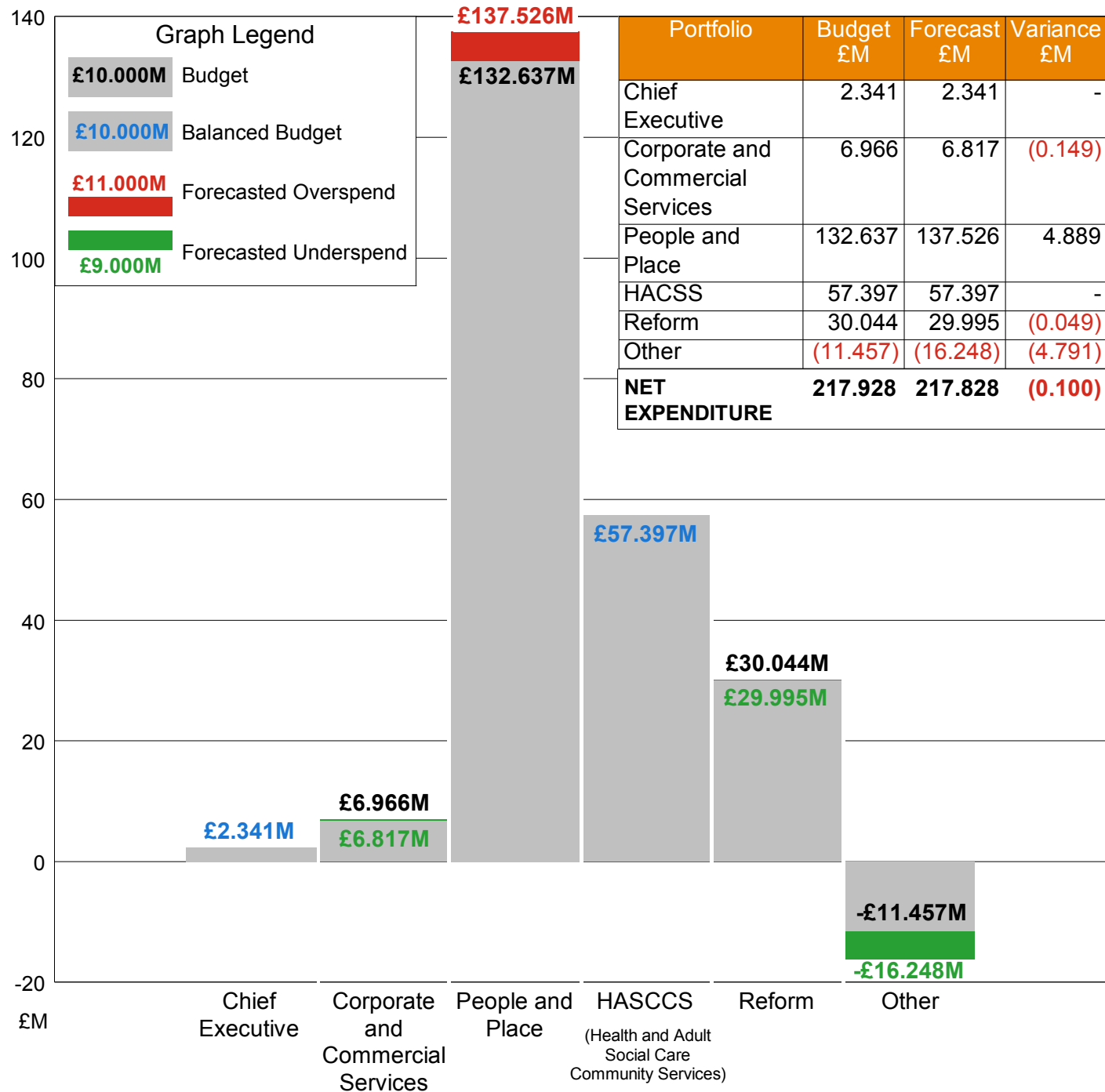


TURNOVER (rolling 12 months)



Budget Forecast

Month 3 2018/19 - Subject to Cabinet Approval

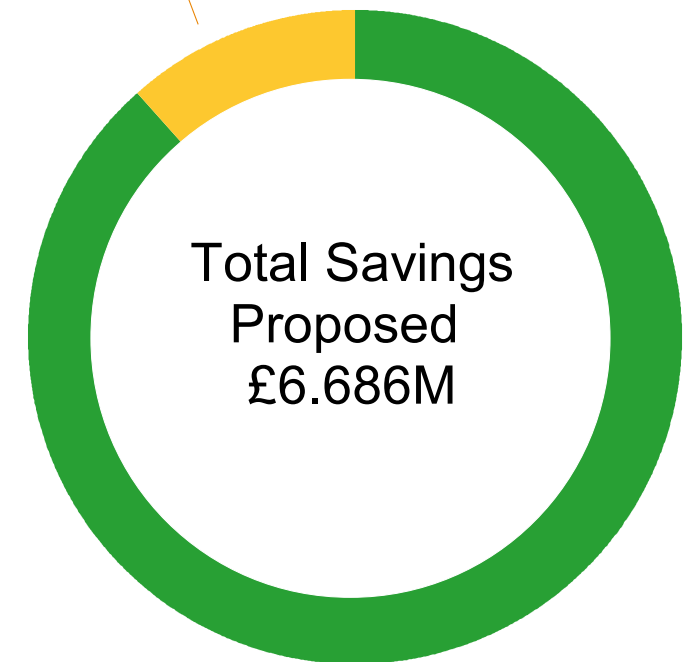


Approved 2018/19 Budget Reductions

Quarter 1 2018/19

Work in progress

£0.776M



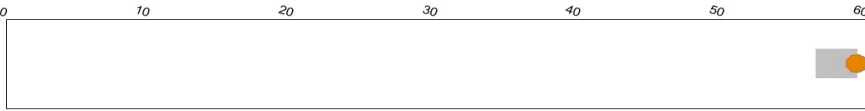
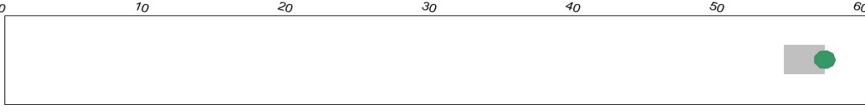
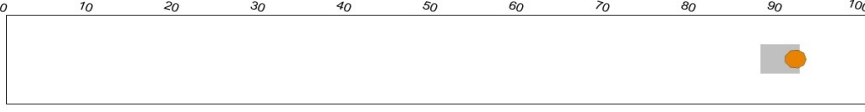
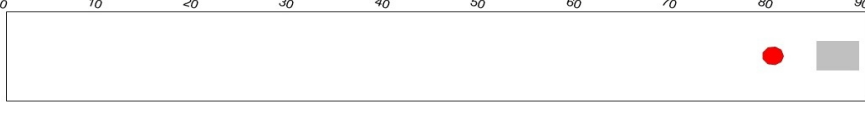

Total Savings Proposed
£6.686M

Delivered
£5.910M

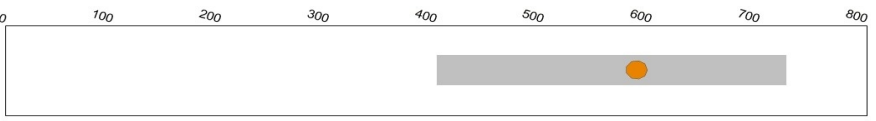
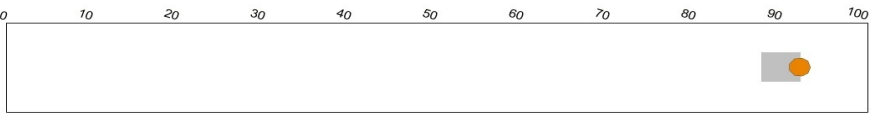
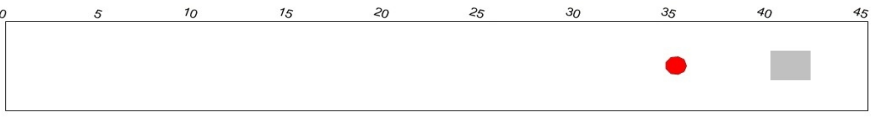
Appendices

- I Corporate Measure detail
- II Red Corporate Measure Follow-up Action(s)
- III Corporate Plan Actions detail
- IV High-level Directorate Red Risk(s)

Appendix I - Corporate Measure Detail

Admin Priority	Measure Name	Portfolio	Notes	GM Average	2017/18 Year End Outturn	2018/19 Year End Target	Current Month Target	Current Month Actual and Status											
								tolerance (+/- 5% of target)	LEGEND	● on or better than target ● within tolerance ● worse than tolerance									
START WELL : Children and Young people get the best start in life and make the most of their education																			
✓	M819(CP) KS4 Basics (% of children who achieve level 4+ in both English and Maths at Key Stage 4)	Cllr P Jacques	Annual	62.0%	59.2%	60.5%	59.3%	0	10	20	30	40	50	60					
✓	M730(CP) Percentage of pupils achieving the national standard in reading, writing and mathematics at the end of Key Stage 2	Cllr P Jacques	Annual	62.00%	57.00%	61.00%	57.00%	0	10	20	30	40	50	60					
✓	M729(CP) Percent of children receiving their 1-3 preference of school place for the September intake in Reception and Year 7	Cllr P Jacques	Annual		New Measure	92.0%	92.0%	0	10	20	30	40	50	60	70	80	90	100	
✓	M721(CP) Percent of Oldham schools that are judged as good or outstanding by Ofsted	Cllr P Jacques	Quarterly		84.0%	89.0%	89.0%	0	10	20	30	40	50	60	70	80	90		
✓	M716(CP) Timeliness of quality EHC plans: Percent completed within 20 weeks over 12 months	Cllr P Jacques	Monthly	63.5%	New Measure	60.0%	60.0%	0	10	20	30	40	50	60	70				

Admin Priority	Measure Name	Portfolio	Notes	GM Average	2017/18 Year End Outturn	2018/19 Year End Target	Current Month Target	Current Month Actual and Status
✓	M700(CP) Attendance rates in Oldham Primary and Secondary Schools	Cllr P Jacques	Quarterly		95.4%	96.0%	96.0%	
✓	M649(CP) Percentage take up of 2 year-old children benefitting from funded early education places	Cllr P Jacques	Quarterly		85.8%	85.0%	80.0%	
✓	M648(CP) % of children who have reached a Good Level of Development (GLD) at the end of the Early Years Foundation Stage.	Cllr P Jacques	Annual		63.7%	66.0%	65.0%	
	M639(CP) Achieve the expected standard for the childhood immunisation programme as indicated by uptake of MMR at age 5	Cllr A Chadderton	Quarterly		96.8%	95.0%	95.0%	
	M640(CP) 16 to 17 year olds who are not in education training or employment (NEET)	Cllr S Mushtaq	Monthly	3.5%	3.6%	3.5%	4.6%	
	M655(CP) Number of Band 2+ courses of child dental treatment per 100,000 population	Cllr A Chadderton	Quarterly		New Measure	15,308		<p>A NEW MEASURE TO SUCCEED THIS MEASURE IS IN THE PROCESS OF BEING AUTHORISED.</p>

Admin Priority	Measure Name	Portfolio	Notes	GM Average	2017/18 Year End Outturn	2018/19 Year End Target	Current Month Target	Current Month Actual and Status
	M668(CP) Number of children looked after by the authority - snapshot at end of month (measure now under review)	Cllr A Chadderton	Monthly		New Measure	400 - 725	400 - 725	
	M738(CP) Participation of 17 year olds in education or training (counted as Year 12 year group under CCIS)	Cllr P Jacques	Quarterly		94.00%	95.00%	92.20%	
	M860(CP) Percent of all infants due a 6-8 week check that are totally or partially breastfed	Cllr A Chadderton	Quarterly	38.7%	38.0%	42.0%	42.0%	

Admin Priority	Measure Name	Portfolio	Notes	GM Average	2017/18 Year End Outturn	2018/19 Year End Target	Current Month Target	Current Month Actual and Status
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LIVE WELL : Adults of working age benefit from inclusive growth, live well and are empowered to do their bit

✓	M659(CP) Percent of eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check	Cllr Z Chauhan	Quarterly		42.0%	50.0%	50.0%	
✓	M408(CP) Total new homes built	Cllr H Roberts	Quarterly	486	New Measure	289	72	
✓	M256(CP) Number of life long learning enrolments	Cllr S Mushtaq	Monthly		7,055	8,650	8,467	
	M63(CP) Number of visitors to Gallery Oldham	Cllr P Jacques	Quarterly		101,934	90,000	22,000	
	M69(CP) Number of library visits per 1000 population. To library service points - not including web visits	Cllr P Jacques	Monthly		5,755	5,774	5,774	
	M197(CP) Number of visits to OCL Leisure Centres per 1000 population	Cllr Z Chauhan	Quarterly		New Measure	5,156	1,289	

Admin Priority	Measure Name	Portfolio	Notes	GM Average	2017/18 Year End Outturn	2018/19 Year End Target	Current Month Target	Current Month Actual and Status
	M240(CP) Provision of high quality care: adult social care (CQC ratings for ASC providers)	Cllr Z Chauhan	Quarterly		New Measure	62	62	
	M409(CP) Percentage of completed homes that are affordable	Cllr H Roberts	Quarterly	22.0%	New Measure	26.6%	0.0%	
	M548(CP) Proportion of adults with learning disabilities in paid employment in England	Cllr Z Chauhan	Quarterly	5.6%	New Measure	4.0%	2.0%	
	M645(CP) Number who successfully quit smoking at 4 weeks	Cllr Z Chauhan	Quarterly		606	2,130	532	
	M646(CP) Early Help - Percentage of cases showing improvement	Cllr A Ur Rehman	Monthly		65.4%	65.0%	65.0%	

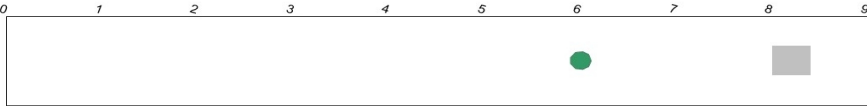
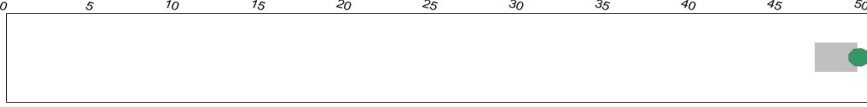
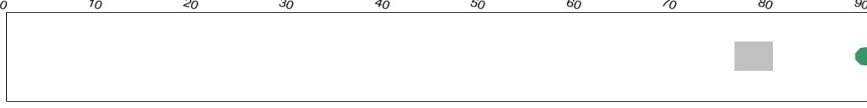
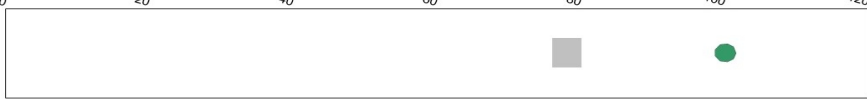
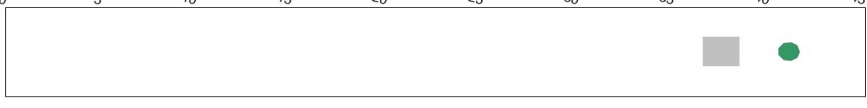
Admin Priority	Measure Name	Portfolio	Notes	GM Average	2017/18 Year End Outturn	2018/19 Year End Target	Current Month Target	Current Month Actual and Status
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AGE WELL : Older people live fulfilling lives and form part of an engaged and resilient community

✓	M565(CP) Delayed days (per 100,000 of the population) aged 18+ attributable to social care in England	Cllr Z Chauhan	Monthly	145 days	New Measure	926 days	171 days	
✓	M543(CP) Number of individuals (65+) in a permanent residential or nursing placement – per 10,000 population 65+	Cllr Z Chauhan	Monthly		New Measure	200	205	
✓	M141(CP) Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services	Cllr Z Chauhan	Monthly	82.4%	90.0%	93.0%	93.0%	
	M863(CP) Percent of eligible adults aged 65+ who have received the flu vaccine	Cllr Z Chauhan	Annual	72.2%	74.3%	75.0%	75.0%	

Admin Priority	Measure Name	Portfolio	Notes	GM Average	2017/18 Year End Outturn	2018/19 Year End Target	Current Month Target	Current Month Actual and Status
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PLACE : An organisation that works cooperatively with residents and partners to deliver for Oldham

✓	M890(CP) Highways: Classified Network Surface Condition (Percentage of principal roads requiring maintenance)	Cllr A Shah	Annual		New Measure	6.0%	8.0%	
✓	M501(CP) Percentage of Household waste sent for Reuse, Recycling or Composting	Cllr A Shah	Monthly	48.17%	39.85%	44.75%	49.35%	
✓	M275(CP) Percentage of minor planning applications determined in time	Cllr H Roberts	Quarterly		66.0%	80.0%	80.0%	
✓	M274(CP) Percentage of major planning applications determined in time	Cllr H Roberts	Quarterly		75.0%	80.0%	80.0%	
	M126(CP) Percentage CO2 reduction on 1990 baseline	Cllr A Jabbar	Annual 3yr in arrears		41.0%	40.0%	38.4%	
	M491(CP) Number of street cleanliness inspections	Cllr A Shah	Quarterly			300	75	<p>ALTHOUGH SURVEYS WERE UNDERTAKEN, THEY WERE NOT INPUT PRIOR TO DEADLINE. THIS WILL BE REFLECTED IN THE NEXT QUARTER REPORT</p>

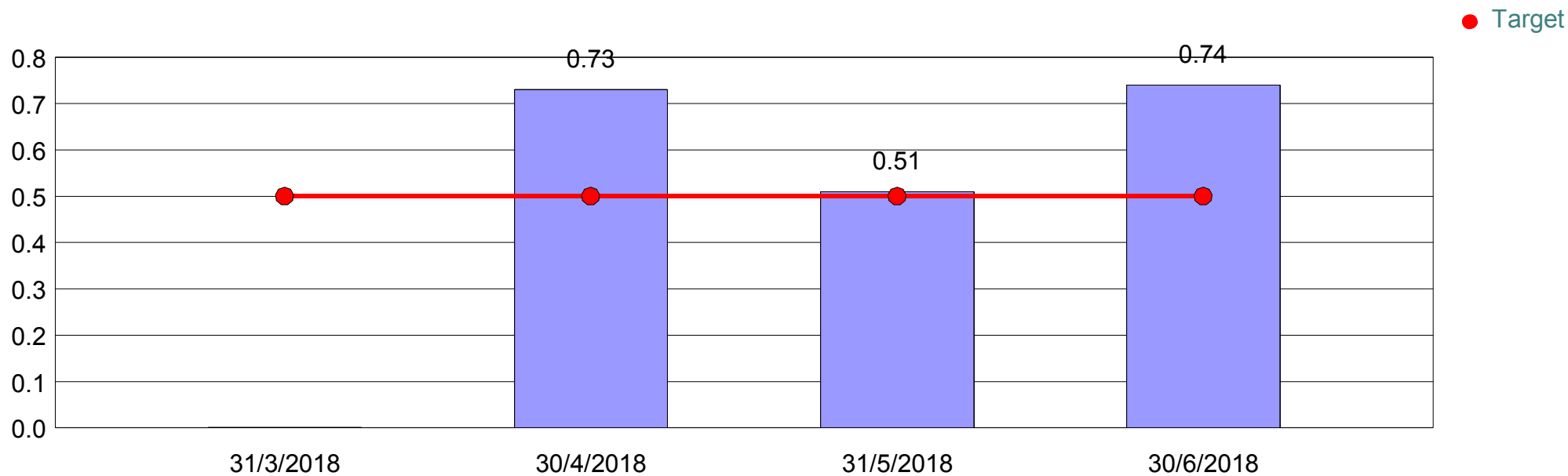
Admin Priority	Measure Name	Portfolio	Notes	GM Average	2017/18 Year End Outturn	2018/19 Year End Target	Current Month Target	Current Month Actual and Status
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WELL LED : Oldham has an inclusive economy, thriving communities and residents who are independent, resilient and engaged

✓	S368(CP) Percentage of national non domestic rates (NNDR) collected in year as a % of the total owed	Cllr A Jabbar	Monthly	96.37%	96.94%	96.94%	29.00%	<p>A horizontal progress bar with a scale from 0 to 30. A grey bar extends to 29, and a green dot is positioned at 29.</p>
✓	S357(CP) Percentage of council tax in year collected of the total owed (cumulative)	Cllr A Jabbar	Monthly	98.03%	94.53%	94.60%	28.96%	<p>A horizontal progress bar with a scale from 0 to 30. A grey bar extends to 28.96, and an orange dot is positioned at 28.96.</p>
✓	M683(CP) Children's Social Care – Percentage of ICPCs within 15 working days of section 47	Cllr A Chadderton	Monthly	77.0%	71.6%	80.0%	80.0%	<p>A horizontal progress bar with a scale from 0 to 90. A grey bar extends to 77, and a green dot is positioned at 77.</p>
✓	M682(CP) Children's Social Care – Percentage of completed assessments to timescale	Cllr A Chadderton	Monthly	81.6%	87.8%	85.0%	85.0%	<p>A horizontal progress bar with a scale from 0 to 100. A grey bar extends to 81.6, and a green dot is positioned at 81.6.</p>
✓	M664(CP) Percentage of referrals which are repeat referrals to Children's Social Care	Cllr A Chadderton	Monthly	20.5%	18.7%	17 - 22%	17 - 22%	<p>A horizontal progress bar with a scale from 0 to 25. A grey bar extends to 20.5, and a red dot is positioned at 20.5.</p>
✓	M333(CP) Percentage Council spend in Oldham	Cllr A Jabbar	Monthly		35.00%	38.00%	38.00%	<p>A horizontal progress bar with a scale from 0 to 40. A red dot is positioned at 35. A grey bar extends to 38, and the text '15 of 38' is displayed at the end of the bar.</p>

Admin Priority	Measure Name	Portfolio	Notes	GM Average	2017/18 Year End Outturn	2018/19 Year End Target	Current Month Target	Current Month Actual and Status
	M340(CP) Percent of Internal Audit Opinions resulting in Weak, Inadequate, Limited Assurance	Cllr A Jabbar	Quarterly		New Measure	15%	15%	
	M900(CP) Percent of transformational change projects sponsored by SMT progressing through the corporately agreed gateway review process.	Cllr A Jabbar	Quarterly		New Measure	100.0%	0.0%	
	M915(CP) Customer satisfaction (Contact Centre)	Cllr A Jabbar	Monthly		95.05%	94.00%	94.00%	
	S202(CP) Council Sickness Absence	Cllr A Jabbar	Monthly	9.8	8.4	6.0	0.5	

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Stewart Hindley

Accountable Lead Follow Up Action

The working days lost due to sickness per employee during the month of June equated to 0.74 days resulting in the Q1 total of 1.98 working days lost compared to the target figure of 1.5 days for the quarter.
It is evident that the long term sickness absence at 67% of all absences is having a major impact on the position and early intervention by managers is continuing to be monitored to reduce the length of these absences. Services, in particularly above the target figure are being reviewed with Head of Service to ensure that additional support and challenge is undertaken.

Director Assurance

Dianne Frost

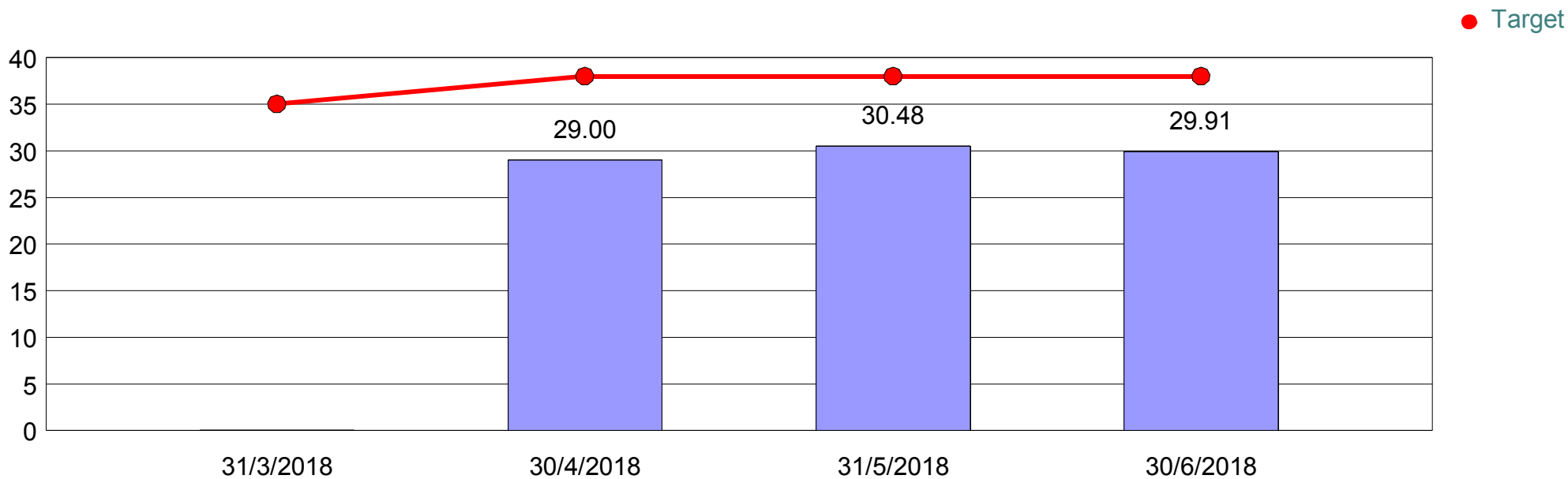
The target, 6 working days lost was established a number of years ago to align with our improving attendance policy. It is a stretch target and continues to remain our aspiration. Work continues to support services to reduce sickness running parallel with our preventative strategy - Fit for Oldham

Target Date

30 Sep 2018

No Benchmarking Available

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Steve Boyd

Accountable Lead Follow Up Action

Having identified that this month's calculation was lower than the predicted percentage, an exercise was undertaken to understand the reasons for this. This exercise determined that there is significant additional local spend which has been missed because of the methodology used.

Director Assurance

Joe Davies

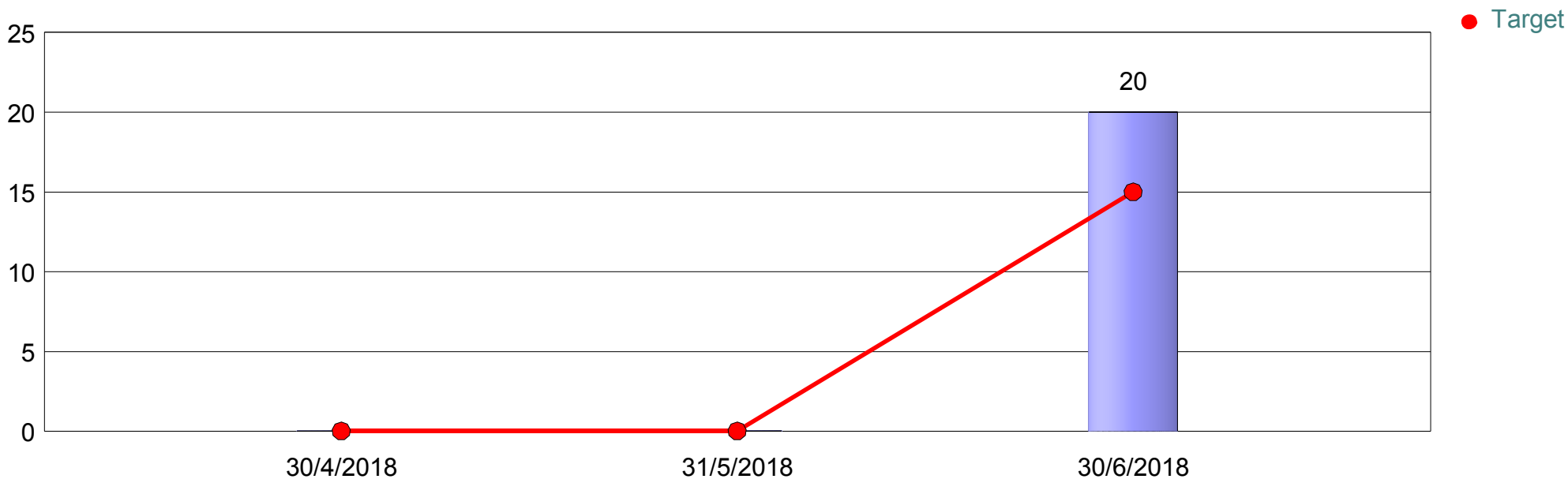
The methodology has been changed & agreed with Audit colleagues & will be used for future reporting purposes. In essence, the new methodology includes spend which is within the borough eg. a nursing home, although the company that owns the business has a registered address outside of the borough

Target Date

no date available

No Benchmarking Available

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Mark Stenson

Target Date

31 Mar 2019

No Benchmarking Available

Accountable Lead Follow Up Action

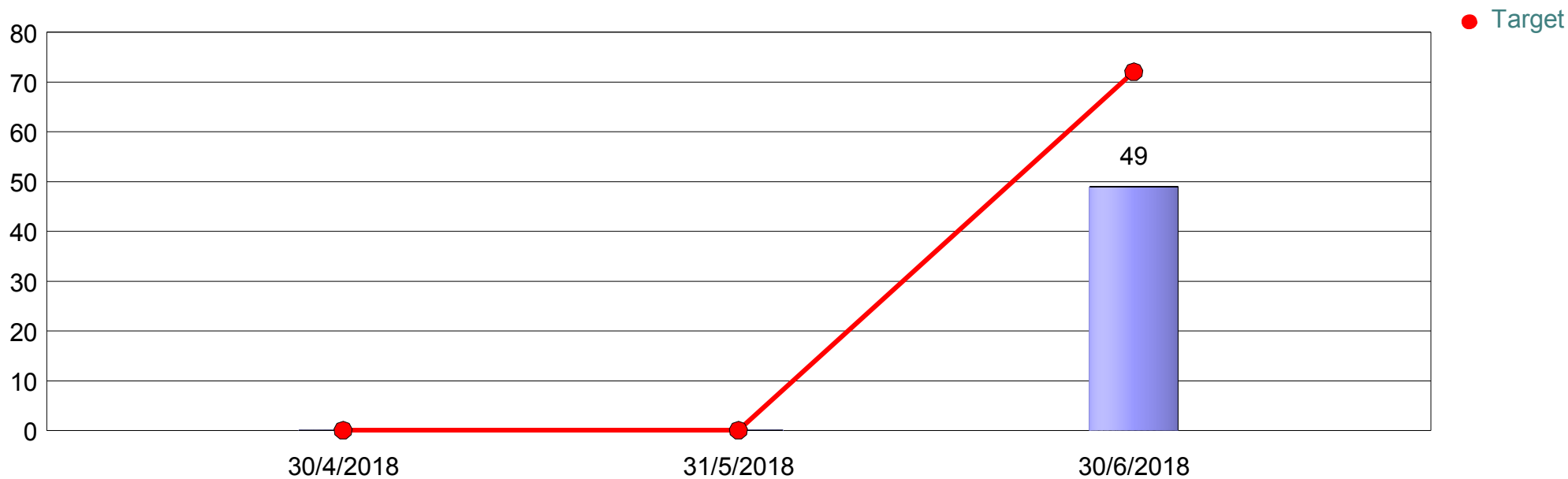
The result for Quarter 1 is skewed by a relatively small number of Audit Reports and Audit Opinions issued in the quarter, but it is anticipated that the target will be achieved at the end of the year. In line with agreed processes, Audit reviews continue to be supported by advice, training and guidance to colleagues, as required, to help to enable sound internal control. Audit follow up reviews provide further support for effective and timely implementation.

Director Assurance

Anne Ryans

Q1 is always a “low output” quarter due to initiating the programme for the year & dealing with issues highlighted at the end of 2017/18. Only 5 reports were issued so with 1 classed as inadequate, it gave a result outside the target (20%). At this stage of the year this is not a cause for concern

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Elizabeth Dryden-Stuart

Accountable Lead Follow Up Action

Target is for completions across the year within which the completions may fluctuate across the quarters. It is anticipated that the target will be met.

Director Assurance

Tom Stannard

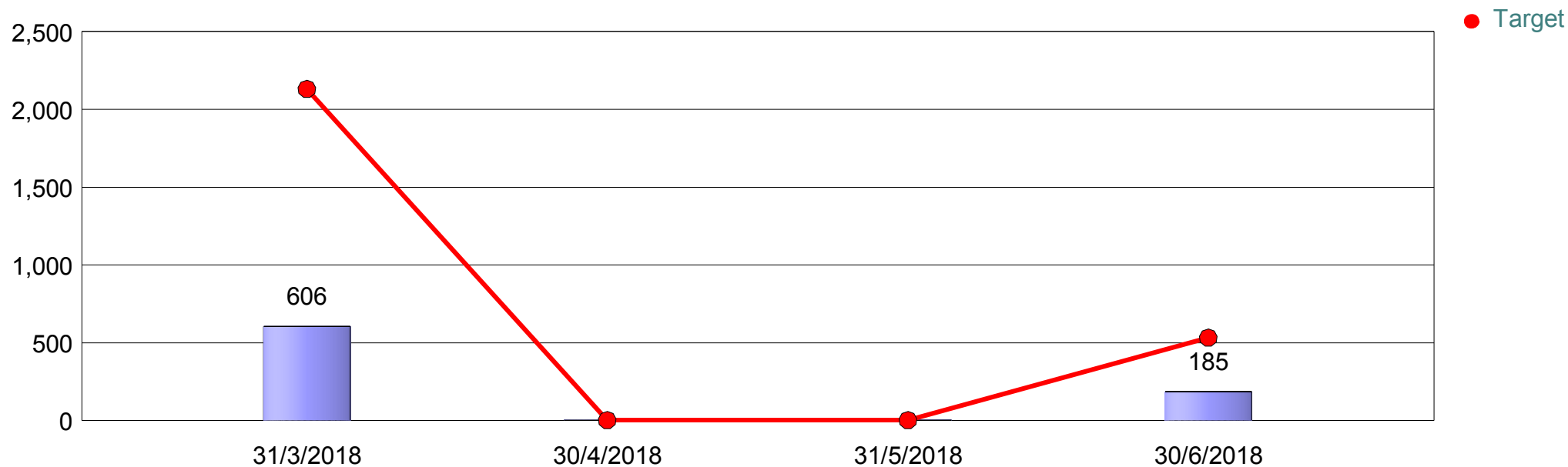
Target Date

no date available

Follow-up actions appropriate and agreed

No Benchmarking Available

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Lianne Davies

Accountable Lead Follow Up Action

Quarter 1 data is not available until September 2018.

Director Assurance

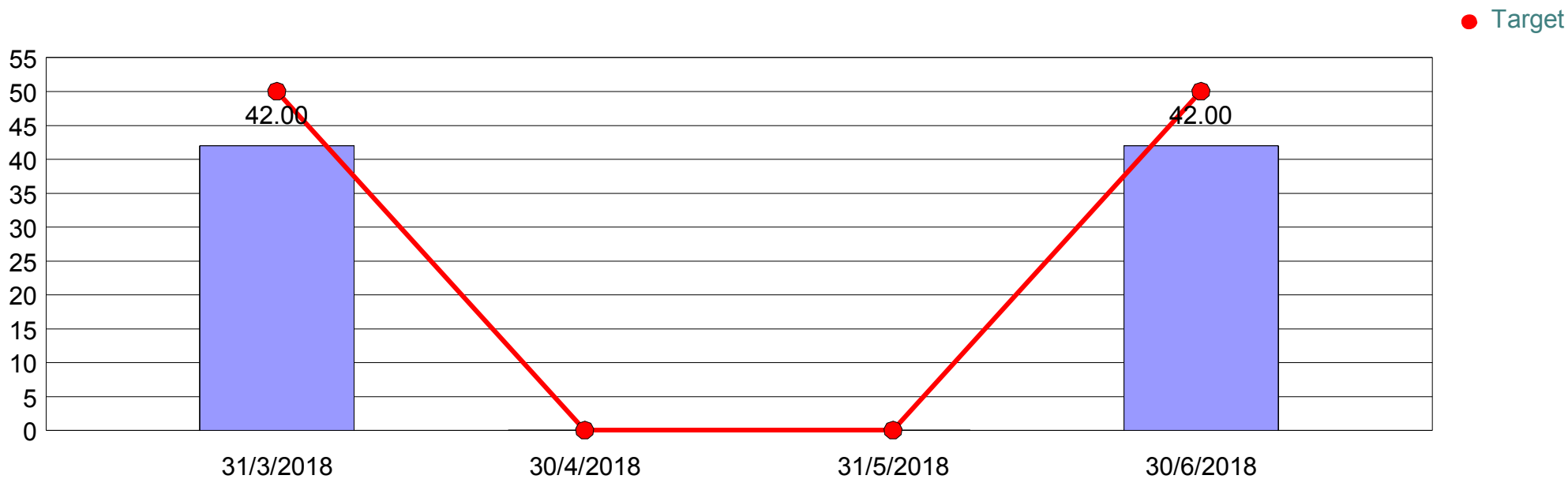
Rebekah Sutcliffe

Stop smoking data is submitted retrospectively due to stop smoking programmes running for 12 weeks, therefore full data for Q1 2018/19 is not available until early September.

Stop Smoking support is a universal offer, however, the service focuses on reducing inequalities and targets our most at risk groups with a view to achieving the greatest impact on the whole population quit rates. It has been recognised nationally that the number of people accessing Stop Smoking services has declined. Despite this Oldham's quit rate has remained consistent remaining at 46% for the last two years, although lower than England's average it is in line with the North West.

No Benchmarking Available

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Mike Bridges

Accountable Lead Follow Up Action

MSD informatics is no longer GDPR compliant and Public Health are unable to continue using any of the MSDi software across all GP practices. The software has now been uninstalled. A plan is in place to sub contract MSD informatics to work with the CCG EMIS Team to develop centrally written EMIS searches for NHS HC's. This will provide similar data to MSDi. Our aim is to have Q1 data return completed by the end of July (6 approximately 6 weeks late) and Q2 data completed on time.

Two individuals from BIU will require training on EMIS including writing searches. MSDI – are working with the EMIS to gain agreement from each practice so that pseudo-anonymised data can be submitted to Public Health similar to the previous agreement. Further details will be sent shortly, once the new contract has been signed by MSD informatics and EMIS.

The national PHE team have been informed that the Q1 data return will be approximately 6 weeks late. This issue effects a number of other LA's across the country. A new programme officer will be in post on the 16th July to take responsibility for the programme.

No Benchmarking Available

Director Assurance

Rebekah Sutcliffe

The Public Health Programme Manager post with responsibility for Health Checks has now been filled, who will monitor and progress the detailed improvement plan. There has been a recent IT system change which may have had an impact by delaying monthly performance monitoring, reducing the availability of data for targeted action.

Accountable Lead

Saul Ainsworth

Follow-up Action

The increase identified in the data reflects an increase in the frequency of work that has come through the Front door at Child MASH. Families that have been assessed and then stepped down to partner agencies have experienced delays of up to 2 weeks until allocation and in this period in some cases there have been further concerns reported and so this information has been sent through to Child MASH.

Another factor may be that the screening visits previously undertaken by MASH/CAT ended in March and some of the cases from this period have been re-referred for similar concerns when an assessment could have been undertaken prior to closure.

An audit is required to fully understand the nature of this cohort which will enable more effective planning and forecasting.

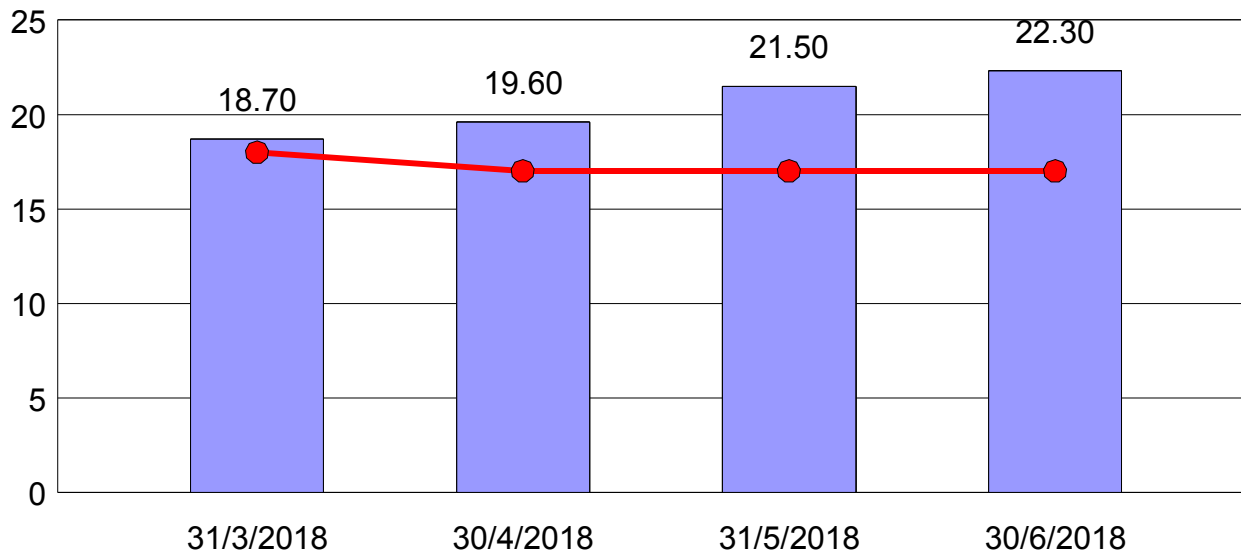
Director Assurance

Merlin Joseph

There has been a persistent rise in demand at the front door over the last 18 months, this has impacted on the consistency of the offer to some families, therefore some of the issues in the families have re-emerged. A review of recent repeat referrals has highlighted the need for better quality assessment and identified a gap in the provision for families at the cusp of statutory intervention. This is now being addressed by the getting to good improvement plan with a clear and focussed plan for short and medium term activity.

Current and Previous Performance

● Target



Referrals to children's social care within 12 months of earlier referral (%) (%)

Benchmarking Period

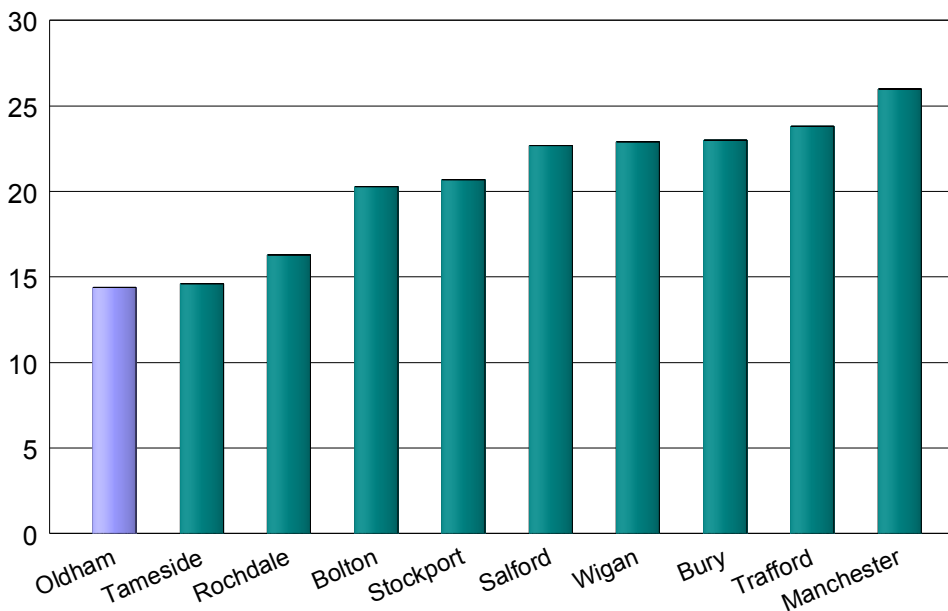
Financial year

01 Apr 16 to 31 Mar 17

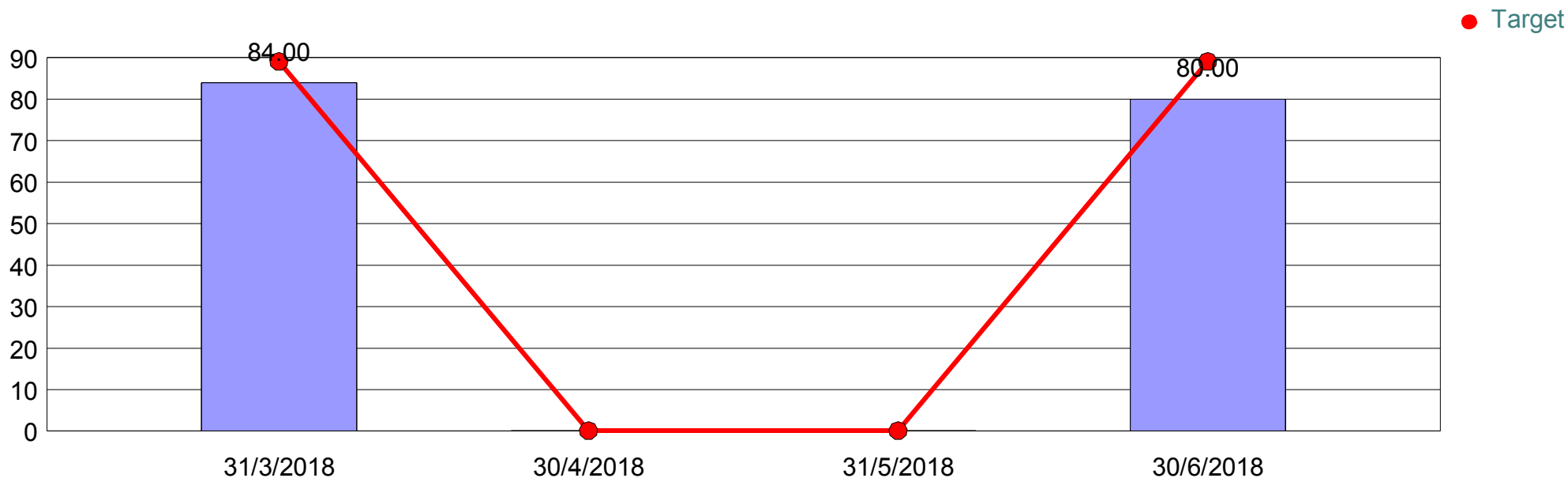
Updated Annually

Polarity

Low



Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Adrian Calvert

Accountable Lead Follow Up Action

Changes in national methodology has reduced the figure from 83.3% to 80.2% without individual school gratings changing. Under either methodology the target has not been met.

The Education and Early Years Service, OEP and OA have signed up to five key priorities for improvement with support being given to s:

1. Teaching, learning and assessment;
2. Effective leadership at all levels;
3. Literacy at all ages and stages, through a borough-wide initiative;
4. School readiness, child and family support;
5. Inclusion issues affecting the achievement of SEND, disadvantaged and International New Arrivals.

Work within all of these areas including School to School Support work in schools with the most need will support the improvement of this figure but this will need to run over the timescale of OFSTED frameworks.

Director Assurance

Andrew Sutherland

The service continues to prioritise the target and the core function of the restructured school improvement section of Education and Early Years Service, the Oldham Education Partnership and the Opportunity Area plan is to support and challenge all of our schools to be good or outstanding. Achievement of the target by 2020 however will be a significant challenge given the timescale of Ofsted inspections and the recent changes to methodology which retains the grading of academised schools in the benchmark. Notwithstanding these challenges the service will use all of its energy to be as close as possible to achieving the outcome.

Target Date

no date available

No Benchmarking Available

Accountable Lead

Julie Holt

Follow-up Action

Q1 2018 report from the Peer Supporters services shows the breastfeeding rate at 6-8 weeks has increased. It includes women of younger age being referred from the Health Visiting service. The % of women who are being supported from the targeted wards has increased to 27% of referrals. The number of local venues signed up to the Breastfeeding Welcome Scheme has increased by 2 premises each quarter. Home start has been successful in obtaining additional funding from the Red Cross to reduce loneliness. They will offer 2 events and follow up support in Oldham for new Mums under 25 years to be delivered this year.

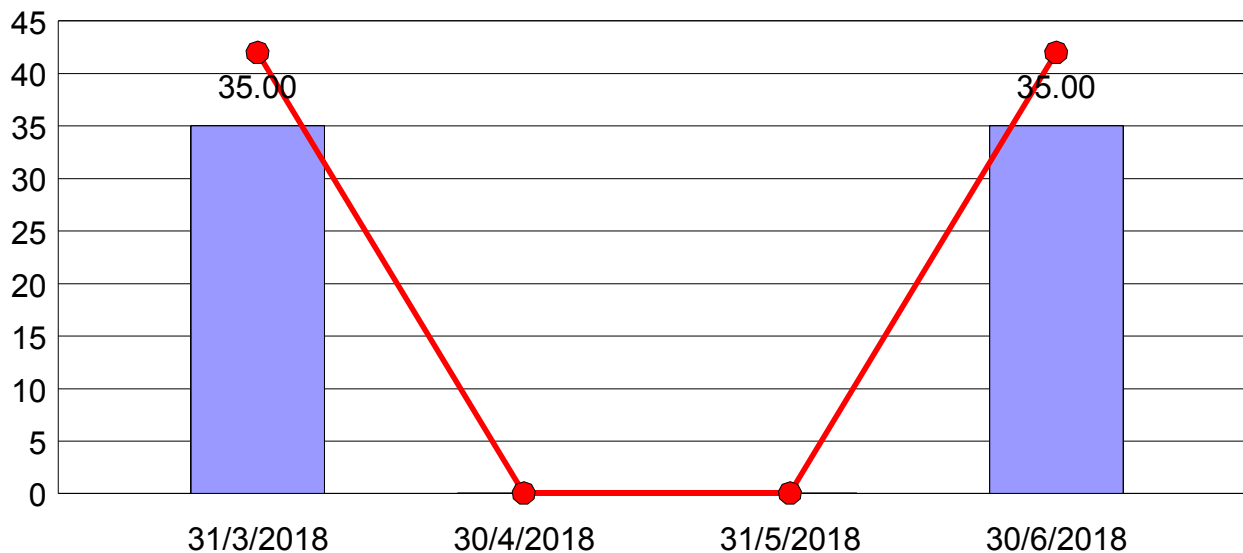
Director Assurance

Rebekah Sutcliffe

Detailed data analysis has been undertaken to review 6-8 week breastfeeding trends by ward, to ensure services are targeting support to areas with the greatest need. There has been marked improvement in breastfeeding rates over the last three years in the targeted wards, but the overall Oldham average has not changed. A comprehensive service offer and improvement plan is in place which is being monitored closely.

Current and Previous Performance

● Target



Prevalence of breastfeeding at 6-8 weeks (%)

Benchmarking Period

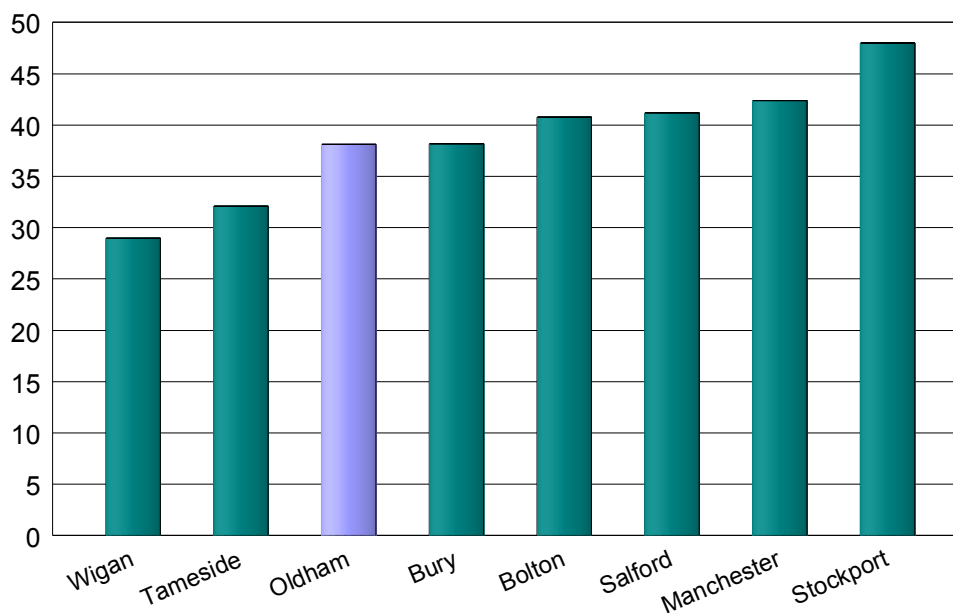
Financial year

01 Apr 16
to
31 Mar 17

Updated
Annually

Polarity

High



Appendix III - Corporate Plan Actions Detail

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
Corporate Objective 1 : An inclusive economy where people and enterprise thrive									
A01	✓	Fight for better transport links and connectivity to address economic imbalance across the region	Carol Brown	Cllr A Shah	11/7/2018	31/3/2019	31/3/2019	Ongoing work with TfGM & other organisations to ensure strategies/policies/future investment plans have positive impacts on the borough & fully reflect our priorities for a cleaner, greener & more prosperous Oldham-contributing to development of GMSF transport evidence base/delivery plan; submitting bids to GM Mayor's Cycling & Walking Infrastructure Fund.	16/7/2018
A02	✓	Extend free weekend car parking in town centre beyond 2016	Tom Stannard	Cllr S Fielding	6/7/2018	31/3/2019	31/3/2019	No change to the status of free weekend parking.	16/7/2018
A03	✓	Maintain 24-hour road repair promise for priority routes	Carol Brown	Cllr A Shah	11/7/2018	31/3/2019	31/3/2019	The 24 – hour repair promise network continues to have capital funding investment and interventions to the appropriate level as detailed within the current approved Transport Capital programme.	16/7/2018
A04	✓	Preparation for the delivery of Town Centre Masterplan	Tom Stannard	Cllr S Fielding	6/7/2018	31/3/2020	31/3/2020	Determine updated masterplan strategy with new Leadership and review delivery options. Proceed with market hall options.	16/7/2018
A05	✓	Deliver an exciting calendar of cultural events and attractions and enhance the tourism offer through Parliament Square and other locations and facilities	Tom Stannard	Cllr P Jacques	6/7/2018	31/3/2019	31/3/2019	Town Centre / Parliament Square: * (Easter was early events took place in March) * Arts event: Festival Oldham in May – 6000 attendees * Love Your Local Market campaign in May * Town Centre Business Awards in June – 64 participants * Appearance of Town Centre Mascots – 250 meet-and-greets	16/7/2018
A06	✓	Encourage investment in green and	Tom Stannard	Cllr S	6/7/2018	31/3/2019	31/3/2019	Exploring options for renewable technology	16/7/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
A06		renewable technology to produce clean power and create jobs		Fielding	6/7/2018	31/3/2019	31/3/2019	at Alexandra Park depot and refurbishment / new build of Tommyfield market.	16/7/2018
A07	✓	Support Oldham Education Partnership Board in prioritising all the recommendations of Education & Skills Commission	Andrew Sutherland	Cllr P Jacques	6/7/2018	31/3/2020	31/3/2020	The Education Partnership is now established with schools, academies and colleges signed up to MOUs at their Governing Body meetings. Strong links are in place with the Local Authority and Opportunity Area to ensure progress on the relevant (not all) recommendations and targets.	16/7/2018
A08	✓	Focus on raising standards in reading writing, maths and phonics to level up educational outcomes at the end of all key stages	Andrew Sutherland	Cllr P Jacques	6/7/2018	31/3/2019	31/3/2019	The focus is in place but continued work by all partners is needed to level up outcomes. In 2017 gaps narrowed. Work is taking place with coordination between the LA, OEP and OA. Included is system led support for key schools and CPD/strategic work in phonics, literacy, maths and SEND.	16/7/2018
A09	✓	Be a strong voice in Greater Manchester for Fair Growth - equality of opportunities and investment, fight poverty	Tom Stannard	Cllr S Fielding	6/7/2018	31/3/2019	31/3/2019	Inward investment progress has been made with DPD (Chadderton) and Euro Garages (Hollinwood) supporting 330 new jobs over the lifespan of the schemes.	16/7/2018
A10	✓	Identify key employment sites to secure new job opportunities and investment	Tom Stannard	Cllr S Mushtaq	6/7/2018	31/3/2019	31/3/2019	Broadway Green Phase 1 of the new link road is nearly complete and phase 2 is expected to start on site in July. Hollinwood Junction Euro Garages have started on site on the former Roxy Cinema site and are programmed to open to trade in late August. Phase 1 of the highway works will start on site in January 2019.	16/7/2018
A11	✓	Support existing and attract new business from high profile retailers to independent traders	Tom Stannard	Cllr S Fielding	6/7/2018	31/3/2019	31/3/2019	The Independent Quarter gained 2 more retailers this quarter when Fusion 21 restaurant moved into 21 Mumps and	16/7/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
A11					6/7/2018	31/3/2019	31/3/2019	Fishman Aquatics took a lease on 52 Yorkshire Street. The Council accepted offers on 24 Clegg Street and 18 Greaves Street from local independent businesses with both transactions being in legal and completion expected in the following quarter.	16/7/2018
A12	✓	Get Oldham Working to engage with 6,000 residents and fill 5,000 new employment-related opportunities by 2020	Tom Stannard	Cllr S Mushtaq	6/7/2018	31/3/2020	31/3/2020	2,468 residents have been engaged (906 above target) and 2,008 (446 over target) have filled new employment opportunities. This is due to the success ESF programmes Skills for Employment and RAISE.	16/7/2018
A13	✓	Encourage 'In work' progression to help at least 400 residents to move up the career ladder (Career Advancement Service)	Tom Stannard	Cllr S Mushtaq	6/7/2018	31/3/2019	31/3/2019	The service has engaged 316 residents. The project has recruited additional staff to achieve the target It is demonstrating a £5,500 uplift in pay for those completing the programme.	16/7/2018
A14	✓	Fight for a Fair Employment borough	Tom Stannard	Cllr S Mushtaq	6/7/2018	31/3/2019	31/3/2019	The Council is reviewing its position relating to the GM Mayoral Employment Charter and the Council Fair Employment Charter.	16/7/2018
A15	✓	Deliver Oldham's Cultural Quarter including new Oldham Coliseum Theatre, Arts & Heritage Centre	Tom Stannard	Cllr P Jacques	6/7/2018	31/3/2020	31/3/2020	Detailed design due to be complete July. Enabling work to realign Waterloo Street completed. Improvements to Waterloo Street and Rhodes Bank junction due to commence in Autumn.	16/7/2018
A16	✓	Invest in Tommyfield Market Hall	Tom Stannard	Cllr S Fielding	6/7/2018	31/3/2019	31/3/2019	Proceed with market hall work stream and review delivery options.	16/7/2018
A17	✓	Complete regeneration of Prince's Gate	Tom Stannard	Cllr S Fielding	6/7/2018	31/3/2020	31/3/2020	Complete agreements for land sale and hotel.	16/7/2018
A20	✓	Demolishing the gasholder and regenerating Hollinwood Junction; Attracting new independent traders in Shaw, Lees and Failsworth (A62 corridor); Delivering a	Tom Stannard	Cllr S Fielding	6/7/2018	31/3/2019	31/3/2019	Demolition of the gas holder is starting on site 9 July. This will kick-start the regeneration of the main Hollinwood Junction site. Grant on target in Shaw and Lees. Slow	16/7/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
A20		new Saddleworth School and promoting the area's tourism offer.			6/7/2018	31/3/2019	31/3/2019	uptake along A62. Development of Saddleworth School still awaiting planning determination. The application cannot be determined under further FRA information has been submitted by the EFA.	16/7/2018
A21		To support the GM Digital Strategy and the GMCA to secure a grant agreement for the GM Full Fibre Challenge Fund	Tom Stannard	Cllr S Fielding	6/7/2018	31/3/2021	31/3/2021	Site selection has been completed on time. A report seeking co-financing will be completed by Quarter 2.	16/7/2018
A22		Implementation of current Local Plan (including monitoring and providing policy advice / input into key development initiatives / masterplans).	Tom Stannard	Cllr H Roberts	6/7/2018	31/3/2019	31/3/2019	Policy advice provided as and when required. Monitoring report scheduled for approval December 2018 and on track at present.	16/7/2018
A23		Ensure the Council's corporate objectives and social value are driven through the effective and prioritised review of contract management.	Joe Davies	Cllr A Jabbar	6/7/2018	31/3/2019	31/3/2019	The procurement function is developing; a new approach to increasing the level of SME involvement in service delivery; measures to ensure that frameworks do not become over expensive	24/7/2018
A24		Implement the Oldham Heritage & Arts Centre (OHAC) transition plan	Charlotte Stevenson	Cllr P Jacques	5/7/2018	31/3/2019	31/3/2019	Transition project established with agreed workstreams and governance. On target.	12/7/2018
A25		Leading the development of the GM Energy company - feasibility, funding bids, partnership	Rebekah Sutcliffe	Cllr A Jabbar	5/7/2018	31/3/2019	31/3/2019	Anthesis consultants commissioned to review GMCA work done over past 3 yrs and current market state & opportunities. Summary options report going to GMCA WLT in July 18. Oldham accepted as partner on EU "RETEP" project bid – would focus on potential of community energy to tackle fuel poverty.	12/7/2018
A26		Feasibility for electrical spec of Market Hall, car park & Civic Hub, liaison with FCHO on heat network feasibility.	Rebekah Sutcliffe	Cllr S Fielding	5/7/2018	31/3/2019	31/3/2019	Specification for renewables on proposed new market hall and multi-storey car park completed by University of Manchester. On hold pending new direction of Town Centre redevelopment. Meetings with FCHO taking place, Council providing energy data on	12/7/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
A26					5/7/2018	31/3/2019	31/3/2019	existing Civic, Market Hall, for feasibility.	12/7/2018
A27		Leading delivery and analysis of CLES anchors work and implementing CLES evaluation framework	Rebekah Sutcliffe	Cllr S Fielding	5/7/2018	31/3/2019	31/3/2019	CLES outcomes and evaluation framework for PBI is due to be delivered by August 2018. CLES anchors/local wealth building work is progressing but not yet complete.	12/7/2018
A28		Commission tracking of number of young people attending higher education to provide a clearer picture of the sustained destination profile of each individual school to assist challenge on curriculum and pastoral support linked to supporting increased sustained positive destinations	Andrew Sutherland	Cllr P Jacques	6/7/2018	31/3/2019	31/3/2019	This exercise has not yet started as there is a need to scope out what could already be available to us from the Office for Students and via the Opportunity Area work. Once we have scoped this out we will be in a better position to identify how best we can deliver on this action. Planned discussion to take place during August.	16/7/2018
A29		Successful implementation of the Opportunity Area three priorities of improving Early Years outcomes, raising attainment for all and fastest for disadvantaged and improving skills for life, learning and work. Coordinating delivery with Oldham Education Partnership and LA education establishment improvement functions	Andrew Sutherland	Cllr P Jacques	6/7/2018	31/3/2020	31/3/2020	Year One commitments are all in delivery. Plans for Year 2 and 3 are developed and will be implemented from September. Shared targets are in place with the LA and OEP.	16/7/2018
A30		Successful implementation of the five recommendation in the written statement of action linked to the SEND strategy: (See WSOA paper)	Andrew Sutherland	Cllr P Jacques	6/7/2018	31/3/2020	31/3/2020	At monitoring visit 03/07/18 with DfE and NHSE the LA and partners were monitored against the 5 recommendations. Progress is on track to deliver all recommendations within the specific timescales identified, follow on actions from the recommendations are being identified to ensure that children and young people with SEND have continually improved outcomes.	16/7/2018
A31		Lead on developing an agreed approach for how the Council and	Rebekah Sutcliffe	Cllr S Fielding	5/7/2018	31/3/2019	31/3/2019	CLES anchors/local wealth building work is progressing but not yet complete.	12/7/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
A31		partners will maximise spend			5/7/2018	31/3/2019	31/3/2019		12/7/2018
A32	✓	Invest £37 million in new primary and secondary school facilities	Andrew Sutherland	Cllr P Jacques	6/7/2018	31/3/2022	31/3/2022	Significant activity in establishing school places in good/outstanding schools. Development/build of a new primary school in Greenfield being overseen & work underway to expand primary schools in East Oldham and Chadderton. Significant investment and planned expansion at 3 secondary schools, rebuild at Royton & Crompton and continuing upgrades/expansion.	16/7/2018

Corporate Objective 2 : Thriving communities where everyone is empowered to do their bit

T01	✓	Use the Private Landlord Licensing Scheme to improve the quality of private sector housing	Carol Brown	Cllr H Roberts	11/7/2018	31/3/2019	31/3/2019	2500 applications for licenses received across 8 neighbourhoods with 1371 licenses being granted & 367 unannounced audits carried out. The team have made sure 235 hazards identified in rented properties rectified, acted on 41 warrants obtained from the Courts & prosecuted 41 landlords for not applying for licenses. Educational materials sent to landlords.	16/7/2018
T02	✓	Ensure our children in care get our parental support until the age of 25	Jill Beaumont	Cllr A Chadderton	6/7/2018	31/3/2019	31/3/2019	PA' are in post although there are some staffing issues in Aftercare services.	
T03	✓	Deliver pipeline of 1,000 new homes across the borough – with a range of high quality affordable and aspirational housing	Tom Stannard	Cllr H Roberts	6/7/2018	31/3/2019	31/3/2019	Over 520 new homes are being delivered at Lancaster Club, Limehurst Village, St Augustine's, Rose Mill and Acre Lane. 156 homes are due to start at Foxdenton and Counthill.	16/7/2018
T04	✓	Extend the National Award winning Warm Homes Oldham Programme	Tom Stannard	Cllr H Roberts	6/7/2018	31/3/2019	31/3/2019	Reverted to using Engie to deliver the Warm Homes service. Income maximisation service has been commissioned out to Auriga Services for Q2 onwards. Target of getting 800 people out of fuel poverty (with	16/7/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
T04					6/7/2018	31/3/2019	31/3/2019	a stretch target of 1000). Warm Homes funding until Mar-20. In 2019 seeking further funding and procure for Apr-19 onwards as framework contract runs out.	16/7/2018
T05	✓	Continue to develop co-operative communities where people support each other	Rebekah Sutcliffe	Cllr S Fielding	6/7/2018	31/3/2019	31/3/2019	Thriving communities business case has been signed off and recruitment of community connectors and progress towards launch of social action fund is on target Engagement with and joint problem solving communities is integral to PBI in all sites.	12/7/2018
T06		Ensure all of our children get a healthy start in life to enable them to thrive	Charlotte Stevenson	Cllr A Chadderton	6/7/2018	31/3/2019	31/3/2019	The Right Start contract is in its third year of the new delivery model and is showing evidence of impact across key measures including child development and oral health	12/7/2018
T08		Implement the Continuous Improvement Plan for children's services	Jill Beaumont	Cllr A Chadderton	6/7/2018	31/3/2019	31/3/2019	Continuous improvement plan in place via Getting to Good and self assessment process	
T09		Develop a case weighting system to ensure that newly qualified and experienced staff can increase contact with children and their families on their caseload and deliver high quality assessments	Jill Beaumont	Cllr A Chadderton	6/7/2018	31/3/2019	31/3/2019	Caseloads have been addressed through a short term investment in social workers in the assessment and long term teams. When caseloads stabilise we will revisit the merits of a case weighting system.	3/9/2018
T10		Commit to preserving and enhancing the quality of our environment through: - Britain in Bloom - Green Dividend - Prosecuting fly tippers and people who drop litter	Carol Brown	Cllr A Shah	11/7/2018	31/3/2019	31/3/2019	2018 Britain in Bloom entry focuses on Failsworth/Hollinwood corridor, Alexandra Park & the Town Centre. Green dividend extended to 2018/19, bids submitted for funding up to £5k. Since Jan 2018: 35 Fly-tipping prosecutions and 167 FPNs served for littering. 26 individuals prosecuted for non-payment of FPNs. Legal notices served + 20 FPNs for non-compliance.	16/7/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
T11	✓	Review of prevention and early intervention to inform recommissioning of Early Help	Jill Beaumont	Cllr A Ur Rehman	16/8/2018	31/3/2019	31/3/2019	A review of prevention and early intervention is to be undertaken, led by Rebekah Sutcliffe, which will set a strategic direction to inform the recommissioning of Early Help.	23/8/2018
T12		Oldham Leadership Board: Supporting key projects defined and agreed with OLB. Working with Policy to ensure best approach and co-ordinate cross-organisational messaging on priority agendas such as tackling social isolation and homelessness.	Carl Marsden	Cllr S Fielding		31/3/2019	31/3/2019	Meeting with Partnership Communications personnel to agree priorities and co-ordination to be confirmed for August 2018.	
T13		Delivery impactful and consistent communications messages for the Oldham Cultural Quarter (Coliseum Theatre and Arts & Heritage Centre) in partnership with others	Carl Marsden	Cllr S Fielding		31/3/2019	31/3/2019	Initial discussions have been held with Oldham Coliseum Theatre, Gallery Oldham, Library and other partners. Key stakeholders for each organisation and project milestones, plus responsibilities, have all identified. Next phase is to define brand hierarchy and messaging to ensure clarity for residents, potential visitors and partners.	
T14		For OMBC to continue to take a lead GM role in the GM transformation agenda which includes working across the core features of the GMHSCP Care 2020 model (which includes supporting people to live independent lives for longer in their own homes)	Mark Warren	Cllr Z Chauhan	6/7/2018	31/3/2019	31/3/2019	The HoS for MH & LD chairs the monthly complex case forum where complex LD in long stay hospitals are discussed and plans for d/c progressed. This also identifies people at risk of admission and out of borough placement to expedite resources and support to prevent in line with Transforming Care.	
T15		To ensure that the Oldham safeguarding multi agency procedures are followed at a time of change. - undertake a peer safeguarding review with Stockport and MBC and respond to	Mark Warren	Cllr Z Chauhan	6/7/2018	31/3/2019	31/3/2019	The Safeguarding Peer Review with Stockport is underway, the Oldham self-assessment and site visit have been undertaken and full activity to conclude September 2018. A Safeguarding Board	

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
T15		all recommendations - configure the MASH (adults) team to dovetail with the new LCO arrangements			6/7/2018	31/3/2019	31/3/2019	quality audit focusing on procedures to commence July 2018. A Business Analyst is supporting ASC to review the MASH and scope options for delivery within the LCO.	
T16		Develop a service specification for a new wellness service and tender the opportunity through a full procurement exercise	Charlotte Stevenson	Cllr Z Chauhan	9/8/2018	31/3/2019	31/3/2019	A draft specification has been developed based on resident consultation and clinical engagement carried out in 2017. The proposed service has no funding confirmation at this time. To add, currently no funding is aligned to this & we are awaiting an outcome of a review which will help inform potential levels of investment. More progress details next quarter.	
T17		Lead, support and implement delivery of the Thriving Communities programme	Rebekah Sutcliffe	Cllr S Fielding	6/7/2018	31/3/2019	31/3/2019	Good progress made against all the Thriving Communities programme measures with TC Index in proof of concept stage, social action grants ready to be released and funding being drawn down.	12/7/2018
T18		Lead the development and delivery of Place Based Integration including clear evaluation and outcomes	Rebekah Sutcliffe	Cllr A Chadderton	5/7/2018	31/3/2019	31/3/2019	New site for PBI in Westwood and North Chadderton is up and running and delivering good outcomes/approach. Draft framework for PBI is being developed and on track.	12/7/2018
T19		Preventing and reducing Youth offending	Jill Beaumont	Cllr A Ur Rehman	13/7/2018	31/3/2021	31/3/2021	A multi-agency steering group established to prevent youth violence, which is a priority for the Community Safety and Cohesion Partnership, the Local Safeguarding Children Board and Greater Manchester. Resources identified to support short term interventions during the summer period whilst a longer term strategy is produced.	16/7/2018
T20		Reduce violent crime in Oldham Town Centre	Helen Lockwood	Cllr A Ur Rehman	16/8/2018	31/3/2019	31/3/2019	A working group is being established to co-ordinate Council and partner activity to	16/8/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
T20					16/8/2018	31/3/2019	31/3/2019	reduce violent crime in Oldham Town Centre, particularly associated with the night-time economy.	16/8/2018

Corporate Objective 3 : Cooperative services with people and social value at their heart

C01		Delivery of emerging ICT strategic roadmap to agreed time, cost and quality measures	Ray Ward	Cllr A Jabbar	6/7/2018	31/3/2019	31/3/2019	The Delivery of the IT strategic roadmap was re-profiled to complete FY'20-'21 at the November CIPB meeting. Current delivery of this program remains on target for completion during 2021, and significant progress has been made on several project streams including Mobile Data Management, Office365 and SharePoint technologies.	24/7/2018
C02		Effectively manage, support and deliver transformational change through a portfolio of transformation activity enabled by fit for purpose governance, methodology, and a transformation team.	Christopher Lewis	Cllr A Jabbar	6/7/2018	31/3/2019	31/3/2019	The PMO continues to support major change within the Council and working across organisational boundaries with partners. The corporate review of change is underway to build on the existing governance, methodology and to inform the future of the transformation team.	24/7/2018
C03		Improve digital inclusion, engagement, and skills for residents, members, and staff through a co-ordinated strategy and programme.	Ray Ward	Cllr A Jabbar	6/7/2018	31/3/2021	31/3/2021	The improvement of digital inclusion through the Residents First Programme remains on target & is being coordinated with the IT Strategy through the Strategic Roadmap programme. Improvements already delivered incl reporting of fly-tipping & pot holes & the next phase of the programme is looking to make improvements in the delivery of the pest control service	24/7/2018
C04		Through our Welfare Rights Service, support people adversely affected by Welfare Reform.	Anne Ryans	Cllr A Jabbar	2/7/2018	31/3/2019	31/3/2019	Good progress being made in order to ensure that the maximum number of people are assisted in, for example, gaining	24/7/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
C04					2/7/2018	31/3/2019	31/3/2019	additional Council Tax Reduction	24/7/2018
C05		Reshape and transform access channels and end to end customer journeys through the delivery of the Resident First Programme.	Ray Ward	Cllr A Jabbar	6/7/2018	31/3/2020	31/3/2020	Phase 1 of the programme has been delivered and a number of benefits have been realised across the projects Phase 2 is in delivery and is focused on developing re-usable cross-cutting functionality to be rolled out across services in phase 3 of the programme. Phase 3 is being shaped and is due to commence in late September 2018.	24/7/2018
C06		Corporate Narrative: Phase 2 Rollout of the #ourbit #yourbit #result narrative internally and externally across all communication channels	Carl Marsden	Cllr S Fielding		31/3/2019	31/3/2019	Second phase rollout ongoing. Update to go to future Strategic Communications meeting with Council Leader and Chief Executive.	
C07		Provide communications and digital support for the next phase of the Resident First project	Carl Marsden	Cllr A Jabbar		31/3/2019	31/3/2019	Ongoing. Pothole reporting self service form goes live w/c July 16. Self tracking form is also close to completion so that residents can see the live status of reports they make. New vehicle licensing application next to launch. Next phase is developing online appointment bookings using Pest Control as test case.	
C08		To ensure that all PCFT /ASC / Miocare staff have access to technology to assist them to practice including; smart phones (that sync with Windows 10), client database development and access, work rota systems	Mark Warren	Cllr Z Chauhan	6/7/2018	31/3/2019	31/3/2019	As part of the integration of community health and social care provision, work is underway to ensure that staff across ASC, MioCare and PCFT have appropriate technology to enable them to both carry out work and to ensure information sharing in a safe and secure environment.	
C09		To develop and implement a new Quality Assurance Framework and audit system to monitor practice at the	Mark Warren	Cllr Z Chauhan	6/7/2018	31/3/2019	31/3/2019	A Principal Social Worker(PSW) will be in post by 01/10/18. They will undertake an audit of front line practice & review of the	

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C09		front line which includes demand management, improving practice and encapsulates case law and evidence based learning			6/7/2018	31/3/2019	31/3/2019	council's adult social care practice standards. To include any legal judgements & implications for ongoing social work practice. This will ensure that the voice of the social worker is embedded within the integrated teams.	
C10		To develop, design and implement a new personalised approach to our customers health and social journey including a new electronic Resource Allocation System (RAS)which can integrate health assessments (CHC)	Mark Warren	Cllr Z Chauhan	6/7/2018	31/3/2019	31/3/2019	This piece of work is ongoing. The Council have procured a new system to generate a RAS amount. Currently we are in the process of testing the system to ensure the system fits the needs of Oldham residents.	
C11		To prepare revised policy and procedure documentation that includes outlining how statutory and regulatory requirements will be met across the new service provider and commissioner.	Mark Warren	Cllr Z Chauhan	17/7/2018	31/3/2019	31/3/2019	As with the work being carried out on IT (C08) work is also underway to ensure that existing policy and procedures across both community health and social care provision and commissioning are both sufficiently robust and meet the requirements of integrated working across the ICO.	
C12		Ensuring adequate business controls are developed which enable the service to achieve adequate and robust audit control mechanisms for the payment of services across the health and social care economy (supporting the Fundamental Financial Audit requirements)	Mark Warren	Cllr Z Chauhan	6/7/2018	31/3/2019	31/3/2019	Regular reviews and updates against our Fundamental Financial System improvement plan - put in place following the last FFA, are being undertaken as we progress and complete actions. The next FFA cycle is due to initiate in October 2019. Processes for supporting and facilitating this will be included in the scope of the QAF development.	
C13		Deliver the GIS improvement programme. Develop a singular approach to gathering, managing and analysing geographical data across the organisation	Dami Awobajo	Cllr S Fielding	5/7/2018	31/3/2020	31/3/2020	Delayed GIS delegated report was recently agreed. Recruitment of temporary resources now progressing. Anticipated that resources will be in place by next quarter to progress the programme. Service areas currently being engaged on requirements.	24/7/2018

Appendix IV - High Level Directorate Red Risks

Risk Group	Risk Owner	Portfolio	Risk	Project or Activity	Likelihood	Impact	Prev Qtr Trend	Mitigation	Review Date
Childrens Services	Merlin Joseph	Cllr P Jacques	RC06 Risk of not enough places therefore failing in statutory duty leading to increased parental complaints, increased CME and EHE and associated safeguarding issues.	Successful implementation of strategy for additional places, ensuring that this contributes towards sufficiency, quality and choice.	A Very High	II Critical	➡	We use basic need effectively, maintain close working relationships with RSC, MATs and Diocese; 5 year plan on education establishment capacities, secure suitable additional land for education establishment build where possible. Ensure members are fully briefed and supporting expansion and new build plans	03/09/18