

***GOVERNANCE, STRATEGY AND RESOURCES SCRUTINY
BOARD***

Supplementary Agenda

Date Thursday 5th October 2023

Time 6.00 pm

Venue Crompton Suite, Civic Centre, West Street, Oldham, OL1 1NL

Notes 1. DECLARATIONS OF INTEREST- If a Member requires advice on any item involving a possible declaration of interest which could affect his/her ability to speak and/or vote he/she is advised to contact Paul Entwistle or Constitutional Services at least 24 hours in advance of the meeting.

2. CONTACT details for this meeting are available from Constitutional Services, telephone - 0161 7705151 or via email constitutional.services@oldham.gov.uk

**MEMBERSHIP OF THE GOVERNANCE, STRATEGY AND RESOURCES
SCRUTINY BOARD**

Councillors Al-Hamdani, Hobin, A Hussain, J. Hussain, McLaren (Chair),
Moore, Surjan and Woodvine

Item No

7 Performance Management Framework and an update on Quarter 1 measures
(Pages 1 - 92)

A report that outlines the current position on Corporate Performance reporting, which is in a developmental phase due to the decommissioning of Corvu and the ongoing Business Insight Performance Strategy (BIPS) programme.

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Report to Governance, Strategy and Resources Scrutiny Board

Performance Management Framework and an update on Quarter 1 measures

Portfolio Holder:

Shelley Kipling [Assistant Chief Executive]

Officer Contact: Jonathan Downs [Corporate Policy Lead]

Report Authors: Lorna Urwin & Beth Capper [Performance Improvement Advisors]

5th October 2023

Summary

This report outlines the current position on Corporate Performance reporting, which is in a developmental phase due to the decommissioning of Corvu and the ongoing Business Insight Performance Strategy (BIPS) programme.

The report details the proposed interim format for corporate reporting and describes the work which has been carried out to produce a Quarter 1 summary of performance.

Additionally, the report looks at the wider process currently in place for corporate reporting and proposes that this be adhered to until further notice.

Performance Management Framework and an update on Quarter 1 measures

1 Background

- 1.1 This report outlines the current position and forward planning of the performance improvement team with regards to the Corporate Performance Reporting process, and with specific reference to actions taken for monitoring Quarter 1 performance because of the decommissioning of Corvu.
- 1.2 The performance reporting process is in a developmental stage due to the transition from Corvu reporting to a more iterative and insight-based methodology. A permanent alternative system for business plan performance reporting cannot be determined until the BIPS programme is completed. As a result of this the Performance Improvement Team have developed an interim format for corporate performance reporting which has been utilized for Quarter 1 performance monitoring and will be outlined in this report.

2 Current Position

- 2.1 The Performance Improvement Team is currently pulling together the Corporate Performance Reports for Quarter 1. These reports are being presented in PowerPoint due to previous comments regarding the Corvu reporting system being overly data focused and lacking the nuanced insight and context which underpins each services' performance.
- 2.2 The new format of the Quarterly CPR includes a 1-page infographic summary for the service, a 1-page summary of 'what's good' ('health of the service'), a 1-page summary of 'red' measures with Director's comments, and a 1-page summary of performance improvement approach / plan to move forwards.
- 2.3 This layout was chosen as it allows for the key data to be presented whilst also allowing space for discussion and context surrounding the quarter's performance, as a result each service has more opportunity to consider their performance holistically and take any necessary actions to improve or maintain performance levels.
- 2.4 For some of the more data driven services PowerBI dashboards have also been utilised to allow for further analysis of the KPIs (see Appendix 1). This is an option that few services have yet had the capacity to explore, however, if there is a strong desire for this method of reporting to be utilized, the Performance Improvement Team is able to assist with this. It should be noted however that this method is not necessary for every service and should be produced only in relation to its suitability. The roll-out of a corporate Power BI license will allow users across services to access data via Power BI securely and for reports to be automated effectively. There will need to be clearly defined roles of "creators" and "consumers" so that those who do not require in depth training (consumers) are simply given the skills to navigate and interact with the dashboards and reports.
- 2.5 Where possible LG Inform Data and OfLog data has been used to provide benchmarking figures for relevant data, and services have been assisted in accessing and utilizing these open data sets. As these data sets become more dependable, as it is expected they will be, corporate reporting could potentially rely on them more heavily.

2.6 Below is a series of deadlines which are currently being shared to complete Quarter 1 reporting in a timely manner. Please see Appendix 2 below for Quarter 2-4 deadlines.

Key Milestones	Deadline	September	October
Collate all CPRs	21 st		
Present CPRs to MB	27 th		
Present CPRs to LB	2 nd		
Present CPRs to Scrutiny	5 th		
Review Scrutiny Comments	Ongoing		

3 Corporate Reporting Process

3.1 In addition to proposing the new format for reporting, it is also proposed that a new process be established to ensure that quarterly reporting is being done as efficiently as possible.

3.2 Below is a process chart indicating the stages that are involved in producing the Corporate Performance Reports each quarter.

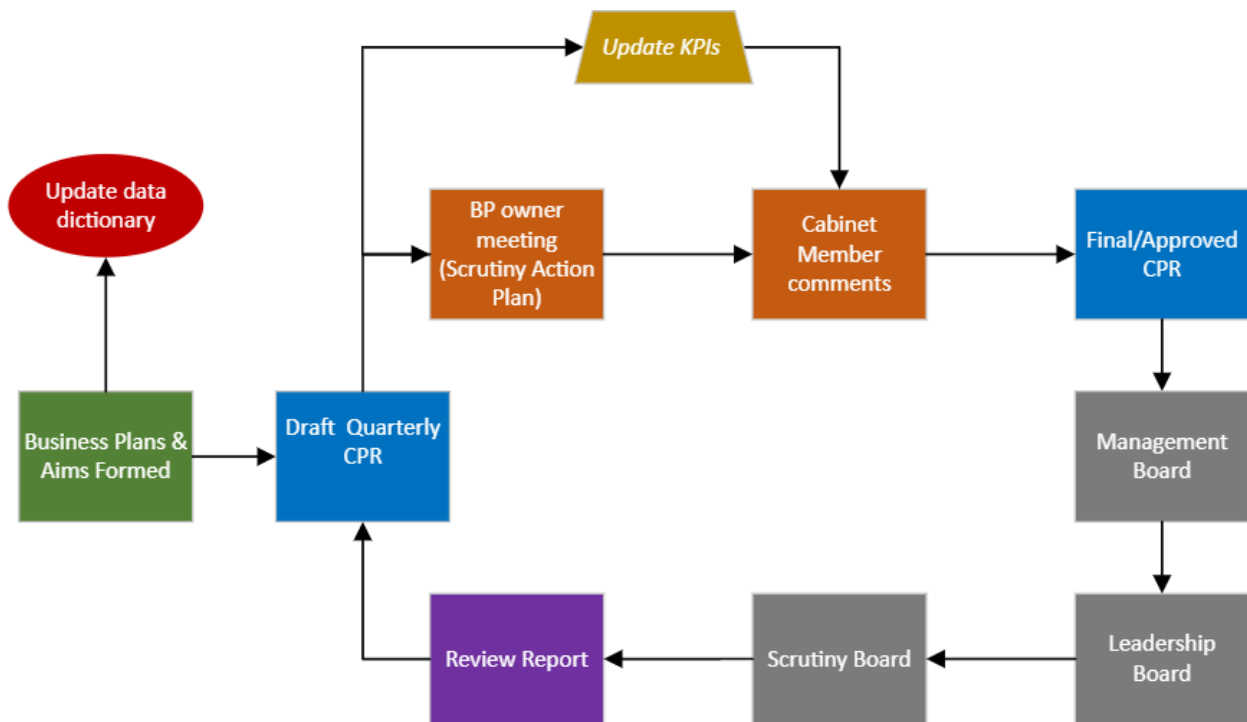


Figure 1. Corporate Performance Reporting- Process Map

3.3 At the beginning of the financial year each service is asked to produce a Business Plan detailing their objectives for the year and their Key Performance Indicators (KPIs). Once completed the performance improvement team can update each service's 'Data Dictionaries', which outline which measures the service wants to focus on, the person responsible for monitoring this measure, and any other details relating to reporting on the measure throughout the year.

3.4 At the end of the quarter, by focusing on the measures listed in the Business Plan, the Performance Improvement Team can begin to collate the CPR. It is the responsibility of the service to monitor their performance and therefore the measures should be readily available. Since the Business Plans were completed, the Performance Improvement Team

have been supporting services to collate their measures in a format suitable for the information they wish to report on.

- 3.5 Once the KPIs have been updated and service leads have had the opportunity to add their comments to the report, it can be sent to the relevant cabinet member for their comment also. It is encouraged that services themselves send the report to their cabinet member to enable any discussions surrounding the quarterly performance and promote ownership of performance.
- 3.6 The approved version of the CPR can then begin to make its way through the necessary decision procedures, after which time it will be presented at Scrutiny.
- 3.7 Following Scrutiny, any feedback or comments will be collated and built into the planning process for the next quarter of reporting.

Appendices

- Appendix 1: Screenshots from PowerBI Dashboard for Children's Services (which is linked to the CPR)

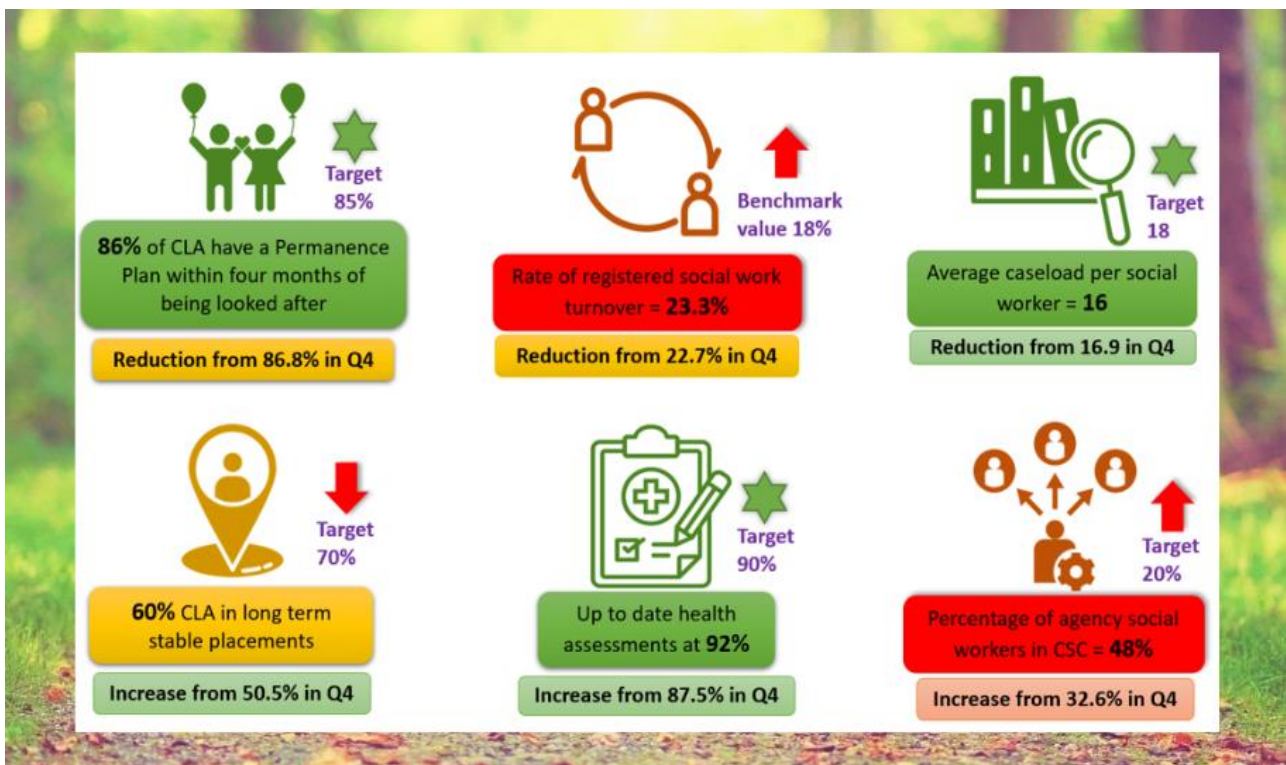


Figure 2. Infographics page including successes and areas for development (RAG rated).

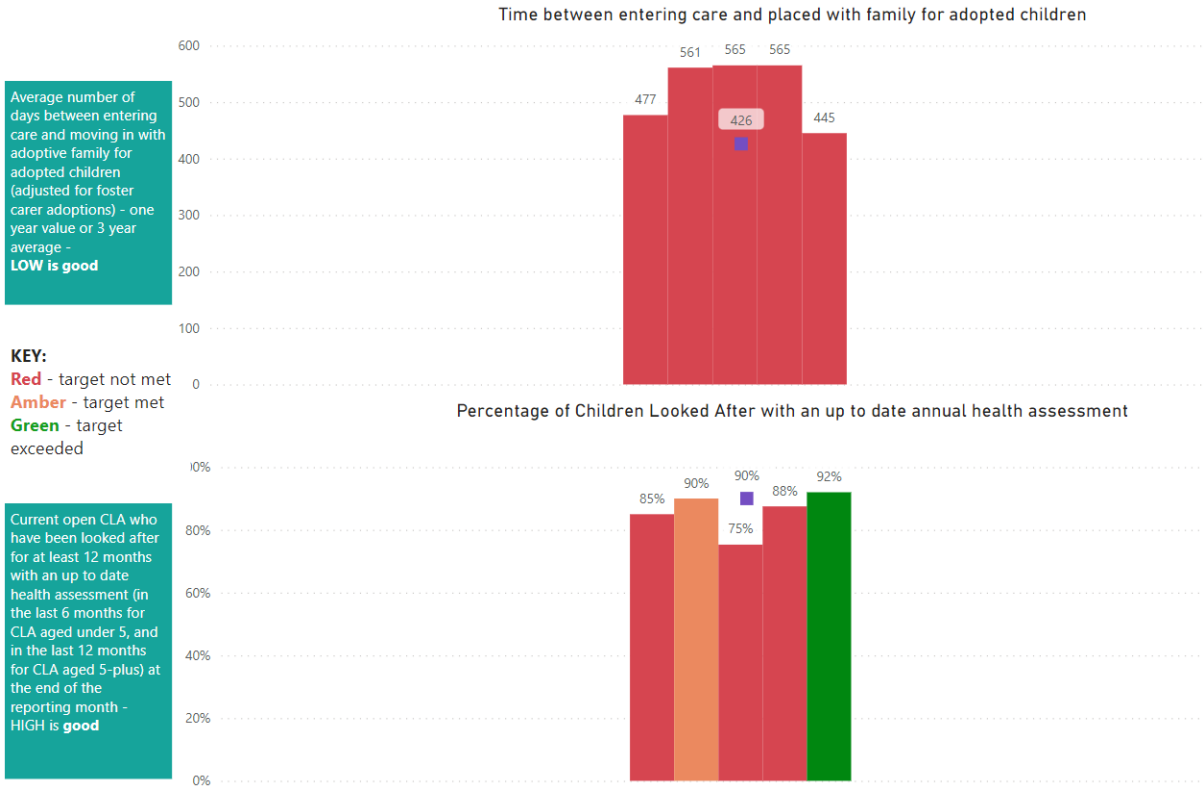


Figure 3. Page for successes, including descriptions and polarity



Figure 4. Areas for development, as above. Areas for development, as above. This Power BI report could be used instead of or alongside a PowerPoint presentation.

- Appendix 2: Deadline dates for future Corporate Performance Reports

Key Milestones	Deadline	September	October	
Collate all CPRs	21 st Sep			Q1
Present CPRs to MB	27 th Sep			
Present CPRs to LB	2 nd Oct			
Present CPRs to Scrutiny	5 th Oct			
Review Scrutiny Comments	Ongoing			

Key Milestones	Deadline	Oct-Nov	December	
Collate all CPRs	20 th Oct			Q2
Present CPRs to MB	22 nd Nov			
Present CPRs to LB	11 th Dec			
Present CPRs to Scrutiny	14 th Dec			
Review Scrutiny Comments	Ongoing			

Key Milestones	Deadline	February	March	
Collate all CPRs	2 nd Feb			Q3
Present CPRs to MB	28 th Feb			
Present CPRs to LB	18 th March			
Present CPRs to Scrutiny	21 st Mar			
Review Scrutiny Comments	Ongoing			
Creation of Business Plans	29 th March			

Key Milestones	Deadline	April	May	
Collate all CPRs				Q4
Present CPRs to MB				
Present CPRs to LB				
Present CPRs to Scrutiny				
Review Scrutiny Comments	Ongoing			



Oldham
Council

Performance Report Quarter 1

People Services

Red, Amber, Green Measures by service*

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Children's Social Care & Early Help			% Good
5		5	50%
Youth, Heritage, Libraries, Arts and Communities			
		4	100%
Public Health			
		1	100%
Education & Early Years			
	3	4	57%
Adult Social Care			
3	3	3	33.33%

* Where a target is set

Children's Social Care & Early Help Performance Measures & Business Plan Report

Portfolio Holder: Cllr Shaid Mushtaq

Officer Contact: Julie Daniels, Director Children's Social Care and Early Help

Children's Social Care & Early Help Vision:




In Oldham we want all children and young people to have a safe, happy, and healthy life and access to a great education giving them the best possible start in life. As a service we commit to:

- Putting children and young people first
- Helping families and supporting vulnerable children and young people
- Working as one team close to our community
- Providing great public value and confidence

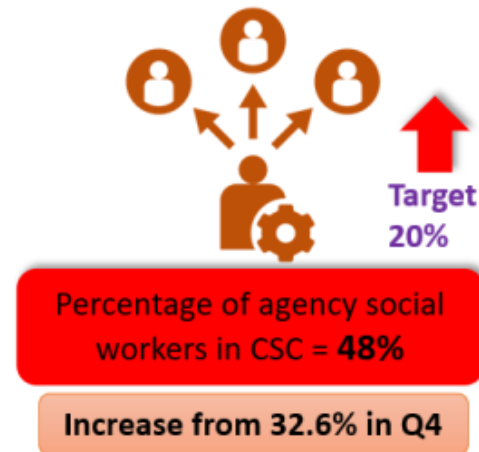
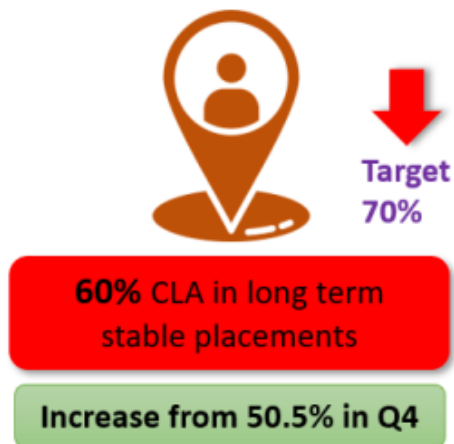
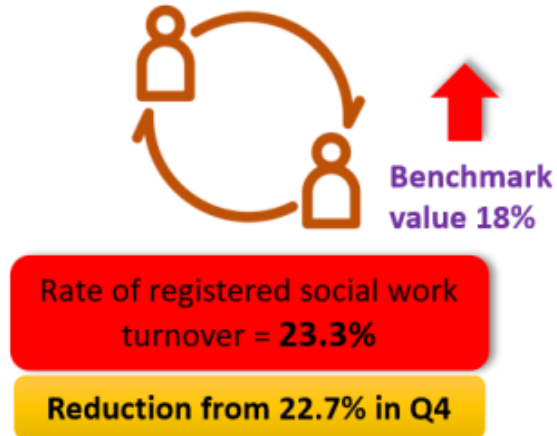
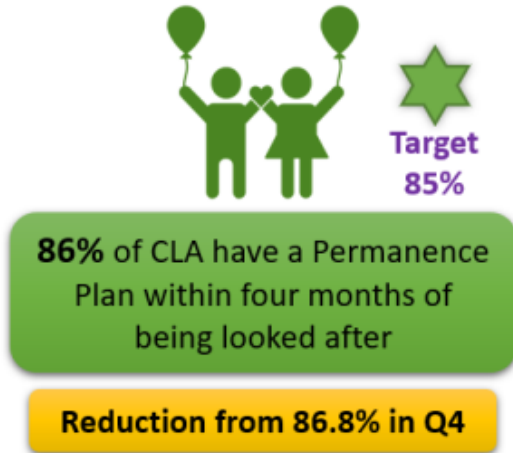
Our ambition is not just to be the best borough for children and young people but to be the best borough for the staff and services that work with them.

Infographics

Children's Social Care & Early Help

Key:  Target met
 Higher than target when low is good 
 Lower than target when high is good 

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Please see [Power BI Report](#) for descriptions and further breakdown of measures.

Children's Social Care & Early Help Successes

All Performance Measure Successes can be seen in following report: [Power BI](#)



KPIs	Comments
<p>M713 A10: Time between entering care and placed with family for adopted children</p> <p>Data:</p>	<p>This is a three-yearly number accumulated and it is positive to see this number improving. The service has worked well to conclude matters for 'legacy' children although there remains challenges with regards to matching complex children, siblings groups and delays in the jurisdiction process. (Nick Whitbread)</p> <p><i>Time between entering care and placed with family for adopted children</i> has shown a large reduction from 565 days in Q4 last year compared to 445 in Q1 23/25, which is nearing the target of 426.</p>
<p>M725 Percentage of Children Looked After with an up to date annual health assessment</p> <p>Data:</p>	<p>Following some concerted work with Health partners it is positive to see this figure improving for annual health assessments. There remains challenges with regards to initial health assessments for children becoming looked after. (Nick Whitbread)</p> <p><i>M725 Percentage of Children Looked After with an up to date annual health assessment</i> has reached its target of 90% (92% in Q1 23/24) and has increased from 87.5% in Q4.</p>

Children's Social Care & Early Help Areas for Development

All Performance Measure Areas for Development can be seen in following report: [Power BI](#)



KPIs	Comments
<p>M726 (M) Rate of registered social worker turnover</p> <p>Data:</p>	<p>Whilst our Principal Social Worker is receiving positive comments on the improvements we are making including increases to the establishment and reducing caseloads, our analysis of exit interviews indicates that career progression opportunities, seeking new experiences in other Local Authorities and moving on to agency roles, which brings a higher rate of pay, are the main reasons for social workers leaving the Council. In response, we have refreshed our career progression process, we are encouraging social workers who have the relevant experience to apply for promotion and offering opportunities for development and leadership to others. We expect this turnover rate to reduce over the next quarter. (Sharon Moore - Accountable Lead)</p> <p><i>M726 (M) Rate of registered social worker turnover</i> has risen over the 18% target to 23% in Q1.</p>
<p>M858 (C) Percentage of Agency Social Workers in Children's Social Care</p> <p>Data:</p>	<p>The reason for this increase is because of the Council's investment in the Children's Social Care and Early Help establishment included the creation of 50 more social work positions in order to reduce caseloads. Many of these additional positions are currently filled by agency staff whilst we deliver on our recruitment strategy including targets for increased numbers of newly qualified social workers, trainee and apprentice social workers which we are hitting. We have a contract with Community Care which provides national coverage on our advertisements for social workers and we have seen an increased number of applications as a result. We are matching new starters against agency staff so that we can release agency workers as quickly as possible. Our Principal Social Worker is focussing on raising Oldham's profile as an Employer of Choice in the region. We aim to see a reduction in the proportion of agency staff in the Service in the next quarter. (Sharon Moore)</p> <p><i>M858 (C) Percentage of Agency Social Workers in Children's Social Care</i> has increased to 48% in Q1 (28% above the desired target).</p>

Children's Social Care & Early Help Areas for Development

All Performance Measure Areas for Development can be seen in following report: [Power BI](#)

KPIs	Comments
<p>M929 (C) Percentage CLA in long term stable placements</p> <p>Data:</p>	<p>The figure of 60% of children who have been in care for more than 2.5 years and in the same placement for 2+ years has improved however remains below the target. Improvements have been made on the support services offered to foster carers including a team of therapeutic supervising social workers, the appointment of a clinical psychologist in CAMHS and a multi-agency support service offer for placement instability. In addition, the introduction of the Mockingbird programme will further enhance the support offer in place. Tracking the permanence of children in care for being long-term matched to their carer is continuing. (Nick Whitbread – Accountable Lead)</p> <p><i>Percentage CLA in long term stable placements</i> has risen from the previous year to 60% however is still not reaching the target of 70%.</p>
<p>M619b (C) Percentage of Care Leavers aged 19-21 in Education, Employment or Training</p>	<p>There remains a concern about the number of care leavers not in education, employment or training. The reasons are multi-faceted:</p> <ul style="list-style-type: none"> • Benefit dependency and expectation that care leavers sign on to Universal Credit in order to afford and get access to accommodation • As employers are 'reopening' their doors to vacancies the number of experienced candidates is making these more preferable employees than young care leavers • Employers use of 'zero hour' contracts has declined meaning opportunities less available • Increase in GP's signing young people off sick – the benefits this brings far outweighs what can be earned. Balanced against a cost of living crisis, young people do not want to disrupt this. There is much more awareness of claiming PIP allowances. • Learning and development issue for PA's in respect of their understanding of qualifications and doors this opens for them. <p>(... continued on slide 6)</p>

Children’s Social Care & Early Help Areas for Development

All Performance Measure Areas for Development can be seen in following report: [Power BI](#)



KPIs	Comments
<p>M619b (C) Percentage of Care Leavers aged 19-21 in Education, Employment or Training</p> <p>Page 14</p> <p>Data:</p>	<ul style="list-style-type: none"> • Emotional / wellbeing issues, behavioural development and resilience are features of young people preventing them accessing employment or training. • There remains success stories with young people being ambitious and encouraged to achieve. Key partners have met with the service and developed a plan of key actions that will be tracked for completion. There are detailed actions surrounding the following key areas: <ul style="list-style-type: none"> • Improving practitioners learning and understanding of EET / NEET options • The tracking and scrutiny of careers advice and guidance given during adolescence • Building internal opportunities within the Council • Working with partners and local businesses to share vacancies and build opportunities for care leavers • Focus upon post-18 destinations and demonstrate to young people the options and entitlements they have for higher education, apprenticeships, traineeships and further education courses • Reviewing the communications we have to practitioners and young people, and ensure they are meet the necessary expectations. (Nick Whitbread) <p><i>Percentage of Care Leavers aged 19-21 in Education, Employment or Training is still below the target of 60% at 48% in Q1.</i></p>

Children's Social Care & Early Help

Comments

Julie Daniels (Director Children's Social Care and Early Help)

We are successfully recruiting ASYEs through our 'grow our own' approach led by the Social Work Academy, however there is a recognised national pressure on recruiting experienced social workers to replace agency staff. We have enhanced pay and conditions through the children's transformation programme, and as part of a full review, will explore other innovative options to recruit to and retain our 'hard to fill' social work posts.

Long term stability of placements for children looked after is a nationally recognised pressure and the availability of placements has diminished. However, we aim to improve on our performance by creating more internal residential placements and recruiting more in house foster carers through the children's transformation programme.

To increase the number of care leavers in education, employment and training, there is a multi-agency programme being delivered, which has corporate steer.

Cllr Shaid Mushtaq (Portfolio Holder)

I have full oversight of the progress being made across the areas for development in the children and young people directorate through regular lines of reporting and deep dives into the challenges faced and plans for improvement.

Youth, Heritage, Libraries, Arts and Communities Performance Measures & Business Plan Report

Portfolio Holder: Cllr Peter Dean (Communities, Libraries, Heritage and Arts)
Cllr Chris Goodwin (Neighbourhoods, Community Safety, Stronger Communities),
Cllr Shaid Mushtaq (Youth)

Officer Contact: Neil Consterdine, Assistant Director Youth, Heritage, Libraries, Arts and Communities

Report Author: Beth Capper, Performance Improvement Advisor

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Youth, Heritage, Libraries, Arts and Communities Vision:

A Co-operative Borough- where everyone does their bit and everyone benefits

The Oldham Model – our vision for the borough

As we recover from the pandemic, the Oldham Model continues to provide our vision for the borough – a vision that Team Oldham shares with our wider partners across the borough.

Key:

- Target met 
- Increase since Q4 
- Decrease since Q4 when low is good 
- Decrease since Q4 

Infographics

Youth, Heritage, Libraries, Arts and Communities



411 youth work sessions delivered

Increase from 389 in Q4



89 individual attendees at Hate and How to Effectively Challenge sessions

Increase from 64 in Q4



1247 children and young people engaged with the youth service

Increase from 500 in Q4



2014 eligible children and young people accessing the HAF programme

Increase from 670 in Q4



110,985 loans (physical and digital, books, magazines, and newspapers)

Reduction from 114,113 in Q4



74 hate incidents reported in Oldham Schools to the local authority

Decrease from 124 in Q4

Youth, Heritage, Libraries, Arts and Communities

Successes

Comments

Q1 positives for **Gallery Oldham**

Tony Husband exhibition attracted large number of visitors and his one in-person talk was attended by 75 people. The exhibition also resulted in 70 sales of artworks earning us commission of over £1600
GO Play! exhibition was co-curated by our early years users. The launch event in May was attended by large number of pre-school children and their carers.

From a **Library** perspective, narrative has been provided around the slight drop in loans from Q4 (22/23) to Q1 (23/24) – loans do fluctuate throughout the year anyway but the amount of Bank Holidays in Q1 is often reflected by a small drop-off in loans as the number of operating days within the comparative reporting periods are not equal.

However, visitor figures in Q1 are often healthy due to the number of students using the library as a space to study, especially at Oldham, during this prime revision/exam period.

Data: 110,985 total loans in Q1 (physical and digital, books, magazines, and newspapers) reduction from 114,113. Target of 80,000 reached.

Youth, Heritage, Libraries, Arts and Communities

Areas for Development

KPIs	Comments
Number of visitors to Gallery Oldham	<p>There have been ongoing issues with the Gallery Oldham people counters. They have not been very reliable and had been notably undercounting. After a software tweak they are now notably overcounting. We have a service visit booked later this month to sort it out and hopefully extract some reliable figures.</p> <p><i>(No data for Q1)</i></p>

Youth, Heritage, Libraries, Arts and Communities

Comments

Neil Consterdine (Assistant Director)

This is a positive quarter demonstrating an increase in delivery across a number of areas and in particular a significant increase in youth activity. This is related to being able to recruit in District Youth Workers and an increase in the placed based youth work sessions.

Cllr Peter Dean (Communities, Libraries, Heritage and Arts)

This has been a positive quarter showing sound improvements.

Cllr Chris Goodwin (Neighbourhoods, Community Safety, Stronger Communities)

No comment provided.

Cllr Shaid Mushtaq (Youth)

No comments to add.

Public Health

Performance Measures & Business Plan Report


Portfolio Holder: Cllr Barbara Brownridge

Officer Contact: Rebecca Fletcher (*Director of Public Health*)

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Service Summary:

- The science and art of preventing disease, prolonging life, and promoting health and wellbeing, through the organised efforts of society (Faculty of Public Health)
- To protect and improve the health and wellbeing of people and their communities

Key:
Target met 

Infographics

Public Health

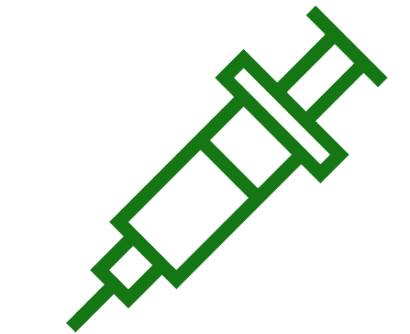
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58% people successfully quit smoking at 4 weeks after setting a quit date

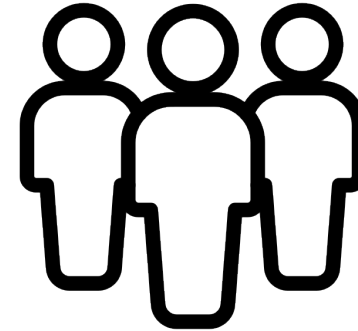
Target **50%**

Increase from 57.1% in Q4 22/23



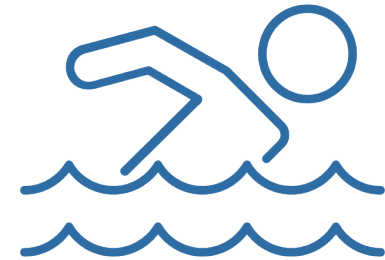
79% of eligible adults aged 65+ have received the flu vaccine

Remained same as Q4



811 referrals made to Social Prescribing

Reduction from 832 in Q4



503 visits to OCL Leisure Centre per 1000 population

Public Health

Successes

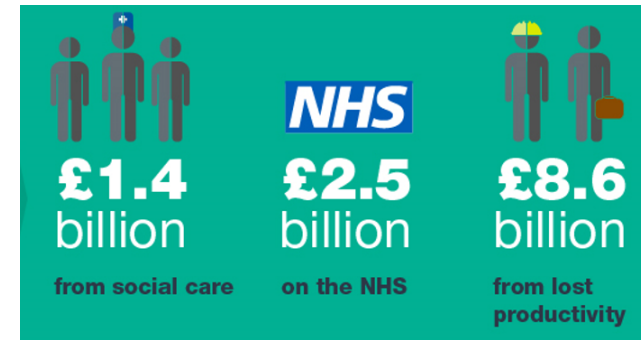
KPIs	Comments
<p>M639 Achieve the expected standard for the childhood immunisation programme as indicated by uptake MMR at age 5</p>	<p>In response to the national concerns regarding the risk of a measles outbreak, the Public Health team are working with partners on an MMR plan to increase uptake. Increasing MMR coverage will ensure that we can suppress any measles spread.</p> <p><i>Data reported annually from OHID (95%).</i></p>
<p>M636 (C) Percentage who quit smoking at 4 weeks</p> <p>Data:</p>	<p>Your Health Oldham provide our community smoking cessation services and work within our communities to ensure that the offer is appropriate and accessible. They are also focusing work on those with mental ill-health. Many of our smokers have complex lives and find quitting very tough and so this result is very positive.</p> <p><i>58% people successfully quit smoking at 4 weeks after setting quit date, showing an increase from 57.1% in Q4.</i></p>

Public Health

Successes

A Total of **260** people set a stop smoking quit date in Q1.
152 of these became successful quitters.

Smoking currently costing £12.6 billion a year



52% quitters were male

30% quitters over 60

Public Health

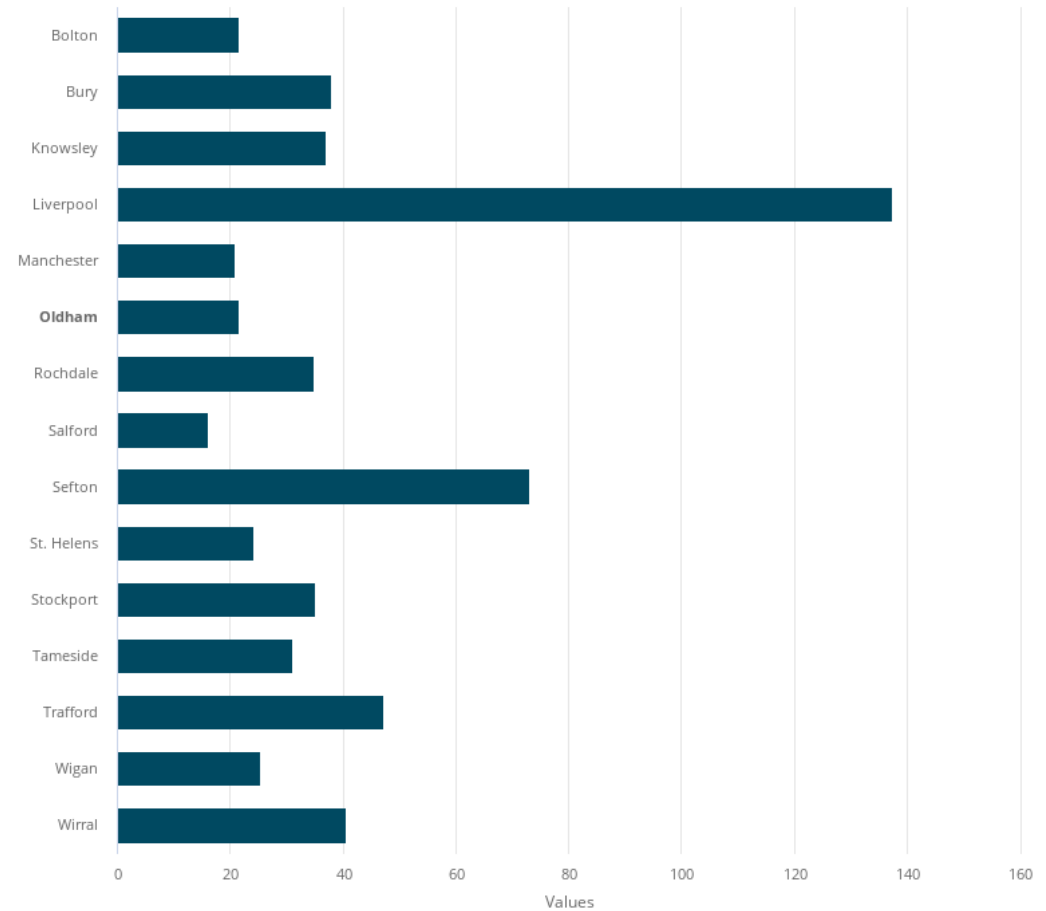
Areas for development

Issue with accessing the NHS Health Checks Data

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People who attend an NHS Health Check have much more detailed information in their GP patient records on the risk factors associated with CVD – cholesterol, blood pressure, obesity, physical activity, alcohol and smoking.

NHS Health Checks: % of people that received an NHS Health Check of those offered (annual) 2022/23 for Metropolitan Districts of North West (ADASS Region)



● NHS Health Checks: Percentage of people that received an NHS Health Check of those offered (annual)

Public Health

Areas for Development

KPIs	Comments
Percentage of NHS Health Checks offered which were taken up in the quarter	<p>Performance was hit during the pandemic when much fewer health checks were offered. We have been working with our primary care networks to improve performance but it remains below pre-pandemic levels.</p> <p><i>No data for Q1</i></p>

Public Health

Comments

Rebecca Fletcher (Director of Public Health)

There have been some significant achievements over the past quarter and the positive results on MMR coverage and smoking quits are particularly important in addressing poor health in the borough. The uptake of NHS Health Checks needs to be a priority as this is a key method of addressing cardiovascular disease which disproportionately impacts on Oldham residents.

Cllr Barbara Brownridge (Portfolio Holder)

Whilst we have seen some good progress our overall health outcomes are a serious cause for concern and are exacerbated by ongoing budget pressures.

Education & Early Years Performance Measures & Business Plan Report

Portfolio Holder: Cllr Mohon Ali

Officer Contact: Matt Bulmer Director of Education

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Education & Early Years Vision:




In Oldham we want all children and young people to have a safe, happy, and healthy life and access to a great education giving them the best possible start in life. As a service we commit to:

- Putting children and young people first
- Helping families and supporting vulnerable children and young people
- Working as one team close to our community
- Providing great public value and confidence

Our ambition is not just to be the best borough for children and young people but to be the best borough for the staff and services that work with them.

Infographics

Education & Early Years

Key:
 Target met 
 Higher than target when low is good 
 Lower than target when high is good 



99% pass rate of learners completing lifelong learning courses
 Remained at same % as Q4 22/23



97% of early years registered providers inspected rated good or outstanding
 Remained at same % as Q4 22/23



97% of children received their 1-3 preference of school place for the September intake in Reception
 Remained at same % as Q4 22/23



94% of children received their 1-3 preference of school place for the September intake in Year 7
 Remained at same % as Q4 22/23



93% take up of 3 and 4 year old children benefitting from funded early education places
 Remained at same % as Q4 22/23



85% take up of 2 year old children benefitting from funded early education places
 Remained at same % as Q4 22/23



94% attendance rates in Oldham Primary Schools
92% attendance rates in Oldham Secondary Schools
 Remained at same % as Q4 22/23



5% of 16 to 17 year olds are not in Education, Employment or Training (NEET)
 Remained at same % as Q4 22/23

Education & Early Years Successes

All Performance Measure Successes can be seen in following report: [Power BI](#)



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KPIs	Comments
<p>M731 Percentage of early years registered providers inspected rated good or outstanding</p> <p>Data:</p>	<p>96% of PVI early years providers are judged to be providing good or outstanding provision by Ofsted, resulting in the vast majority of children, including those with an EHCP or SEN support, accessing their early education in quality Early Years provision. We continue to deliver targeted support to PVI settings through our quality improvement programme. As of July 23, 65 childminders and 12 group childcare settings are accessing the programme.</p> <p>The Quality Improvement Programme is contributing to positive outcomes in practice. Of the 11 childminders inspected during the QIP programme 3 received a good at 1st inspection, and only 2 received a lower grade than their previous inspection outcome. Of the 8 group childcare settings inspected, 4 received a good judgement and 1 sustained an outstanding, 2 received a less than good judgement and 1 received an RI at 1st inspection.</p> <p>The EYs Better Communication Team have delivered a comprehensive programme of support to PVI settings and schools through a universal and targeted blended offer. This has contributed to an increase in outcomes for SLC from 72.9% in 2022 to 75.2% in 2023. Narrowing the gap to national by 2.1 percentage points. 90% (149/166) of EYs settings have a named Communication Champion in place.</p> <p><i>Data remained the same for Q1 as per Q4 at 97%.</i></p>
<p>M733 (C) Percentage of children receiving their 1-3 preference of school place for the September intake</p> <p>Data:</p>	<p>In 2022 95.2% of pupils gained a place at their first preference of primary school; there has been a drop this year to 91.2%. In 2022, 98.4% of pupils gained a place at one of their 3 top preferences for primary schools; this has dropped slightly to 96.6 % in 2023. National rates for primary places are first preferences 92.5% and top 3 preferences 98.3 %.</p> <p>In 2022, 76% of residents were offered their first choice of secondary school; this increased to 80.4% in 2023. In 2022, 91.2% of pupils gained a place at one of their top 3 preferences of secondary school; in 2023 this had increased to 94.1%. National rates for secondary are first preferences 82.6% and top 3 preferences 94.1%.</p> <p>The Brian Clarke Academy is now open at its permanent location on Bloom Street; the school has given a significant boost to the number of pupils gaining places in their school of choice. This is particularly noticeable in Alexandra ward, Chadderton South ward, Coldhurst ward and St Mary's ward.</p> <p><i>Data remained the same for Q1 as per Q4 at 96.6%, just below target of 97%.</i></p>

Education & Early Years Areas for Development

All Performance Measure Areas for Development can be seen in following report: [Power BI](#)

KPIs	Comments
<p>M746 Percentage take up of 3 and 4 year old children benefitting from funded early education places</p> <p>Data:</p>	<p>Take up of 3- and 4-year-old children benefitting from the early education offer (96%) is above the national average (94%) and above statistical neighbours (95%) (January 2023 census) Action: Close monitoring of the childcare market and continuing to support those settings at risk. Work with wider partners to establish a shared responsibility for increasing 2-3 and 4 year-old uptake. Establishing a new Early Education & Childcare Partnership Group to drive forward the delivery plan for sufficiency management and the childcare reforms.</p> <p><i>93% take up of 3 & 4 year old children benefitting from funded early education places, this has decreased from 93.4% in Q4 and below target of 96%.</i></p>
<p>M640 (C) Percent of 16 to 17 year olds who are not in education, employment or training (NEET)</p> <p>Data:</p>	<p>NEET rates are still exceeding our target. An action plan is in place to reduce our NEET rate and the Employment and Skills Partnership Board (chaired by Cllr M Ali) has a ‘young person’ priority strand which is specifically designed to address this issue with partners.</p> <p><i>4.91% of 16 to 17 year olds are NEET, showing an increase from 4.9% in Q4 and exceeding target of 3.5%.</i></p>
<p>M704 (CM) Percentage of Oldham secondary schools that are judged as good or outstanding by Ofsted</p> <p>Data:</p>	<p>M704 is below national averages, has a declining trend and is lower than the comparable primary outcome. The indicator has a lag of 2-4 years compared to GCSE pass rates, which are improving. Most secondaries are academies. Council engages with them through Oldham Learning partnership and has secured £1.3 million investment to further improve GCSE English and maths in 6 academies and 3 schools.</p> <p><i>Decrease in % of secondary schools judged as Good or Outstanding from 50% in Q4 to 46% in Q1.</i></p>

Education & Early Years

Comments

Matt Bulmer (Director of Education)

The main risks to the service are around the lack of good or better secondary school places and the 'Not in Education, Employment or Training' (NEET) rate.

Regarding Secondary School Places- the provision of new support from the Department for Education (DfE) to improve our secondary schools provides a real opportunity to drive up KS4 outcomes. DfE support around attendance will help further improve inclusivity in schools.

Additionally, discussions around academy performance should clarify where DfE can provide even further help.

Regarding the NEET rate- the new Employment and Skills Partnership has brought together an ambitious action plan around young people (including looked after children and care leavers.) New funding from central government around NEET should help support these plans.

Cllr Mohon Ali (Portfolio Holder)

In the secondary sector there is notable improvement on the percentage of children receiving their 1-3 preference of school place for the September intake compared to 2022, however, slight drops in the primary sector. NEET is high and ongoing discussions will take place with partners. Oldham Schools judged to be good or outstanding across the board is close to national averages. We are working closely with all schools in the secondary sector, and with the DfE, to broker into schools the required improvement support.

Adult Social Care

Performance Measures & Business Plan Report



Portfolio Holder: Cllr Barbara Brownridge

Officer Contact: Jayne Ratcliffe (Director of ASC)

Service Summary:

Page 33

Adult Social Care in Oldham – Supporting you to be independent, healthy, safe and well

Adult Social Care, working with the rest of the Council, the voluntary sector, local communities and NHS partners will encourage and enable you, your family and community to stay healthy, safe and well. The aim will be to enable you to live as independently as possible. Where you need support, we will help you to identify the best solutions. If you need more help but are not able to arrange your own care, the support we agree with you will help you to live the best life you can with the help you have around you.

Infographics

Adult Social Care

Key:

Target met
Higher than previous quarter
Lower than target



Target
65%

Percentage of completed
annual (planned) reviews =
85%

Reduction from 86.7% in Q4



Target
89%

84.6% of older people were still at
home 91 days after discharge from
hospital into reablement /
rehabilitation services (effectiveness
of the service)

Reduction from 88% in Q4



Target
96%

95.7% Learning disability
service users in settled
accommodation

Increase from 93.5% in Q4



Target
90%

85.3% of community-based
providers rated as 'good' or
'outstanding'

Reduction from 90.9% in Q4



Target
75%

81.4% of care home beds
rated as 'good' or
'outstanding'

Increase from 75% in Q4

Adult Social Care

Successes

KPIs	Comments
<p>M555 (CM) Percentage of concluded section 42 enquiries with risk identified where risk reduced is the outcome</p> <p>Data:</p>	<p>In Q4 we have seen 54% of enquiries where the risk has been identified and risk reduced. Examples of where the risk has been reduced and not removed ; domestic violence . A safety plan may be in place, but the individual has capacity & is choosing to stay in the relationship. This would reduce the risk, but not remove it.</p> <p>In Q4 we have seen risk identified & risk removed.</p> <p><i>Increase from 46.4% in Q4 to 55.9% in Q1.</i></p>
<p>M552 (C) Percentage of completed annual (planned) reviews</p> <p>Data:</p>	<p>Since the Covid 19 pandemic the service have had a backlog of reviews. There are now measures in place to address this with regular reports being received to the DASS.</p> <p>Increase from 86.7% in Q4 to 85% in Q1, above target of 65%.</p>

Adult Social Care

Areas for Development

Page 36

KPIs	Comments
<p>M567(C) Percentage of community-based providers rated as ‘good’ or ‘outstanding’</p> <p>Data:</p>	<p>The service has seen a reduction in the number of providers rated as good or outstanding. This issue aligns with the workforce challenges providers are experiencing and is recognised nationally. Commissioning and quality team are working directly with providers to support them to address the issues.</p> <p><i>Decrease from 90.9% in Q4 to 85.3% in Q1, below target of 90%.</i></p>
<p>M557 (C) Percentage of older people who were still at home 91 days after discharge from hospital into reablement / rehabilitation services (effectiveness of the service)</p> <p>Data:</p>	<p>The service is continuing to see patients discharged from hospital with complex care and support needs. The service has a new operating model, which will support the further development of enablement and rehabilitation services.</p> <p><i>Decrease from 88% in Q4 to 84.6% in Q1, below target of 89%.</i></p>

Adult Social Care

Comments

Jayne Ratcliffe (Director of ASC)

Adult Social Care has plans in place to address and improve areas of performance. The service has recently launched a new vision, operating model and is about to implement a Adult Social Care strategy. This will compliment the existing transformation work and will support the service to improve outcomes for residents.

Cllr Barbara Brownridge (Portfolio Holder)

Adult social care has taken significant steps to change the way the service operates in order to improve outcomes for residents whilst securing best possible value for money but the severe pressures the service faces with an aging population with significant health problems cannot be forgotten.

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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

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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



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

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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.

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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*)

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.

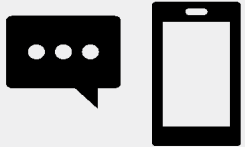
Customer Services

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%

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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

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% 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%)

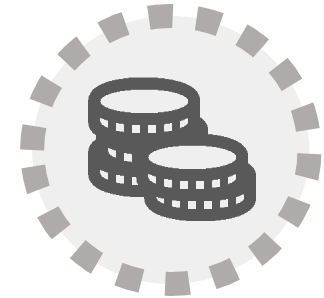
% Polite & Professional



89.95%

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

Total income gained for Welfare Rights



£394,780.78

Customer Services

Areas for Development

Page 50

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.

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Signed Off: 01/09/23

Transformation

Corporate Performance Report

Service Summary:

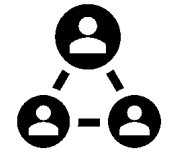
The Transformation team currently sits within the Customer, Digital, Technology and Transformation (CDTT) Directorate. Our customers are the internal workforce and primarily the senior leadership team. The team use project management disciplines to provide a controlled and systematic approach to the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

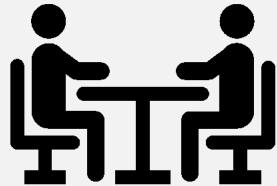


Transformation

Areas for Development

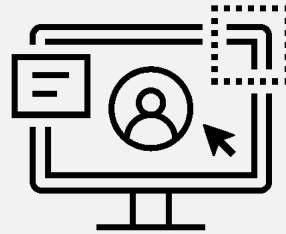
Page 54

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



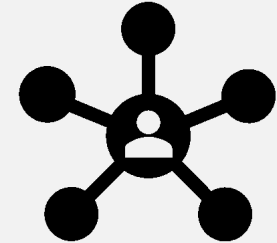
Soft Market Testing
brief agreed

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



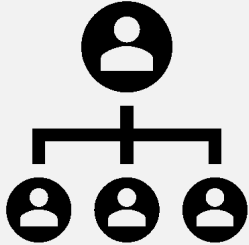
Prioritised comms planning underway to support Adults and PBI programme and public team SharePoint site ready for populating

Transformation

Areas for Development

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Establishment of a new PMO



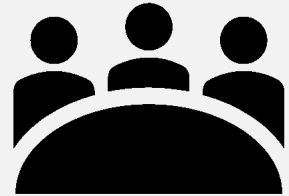
Head of PMO and Junior PM appointed. Pausing dependency manager as recruitment failed to produce any suitable candidates

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*)

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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

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.

IT

Successes

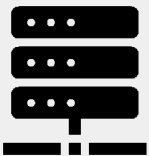
KPIs for each month in Q1 not only exceeded the minimum targets but exceeded aspirational targets as well.

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

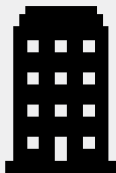
100%



Min target: 97%

LAN Availability – Civic Centre

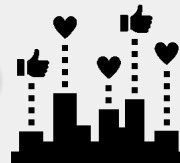
100%



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.

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)



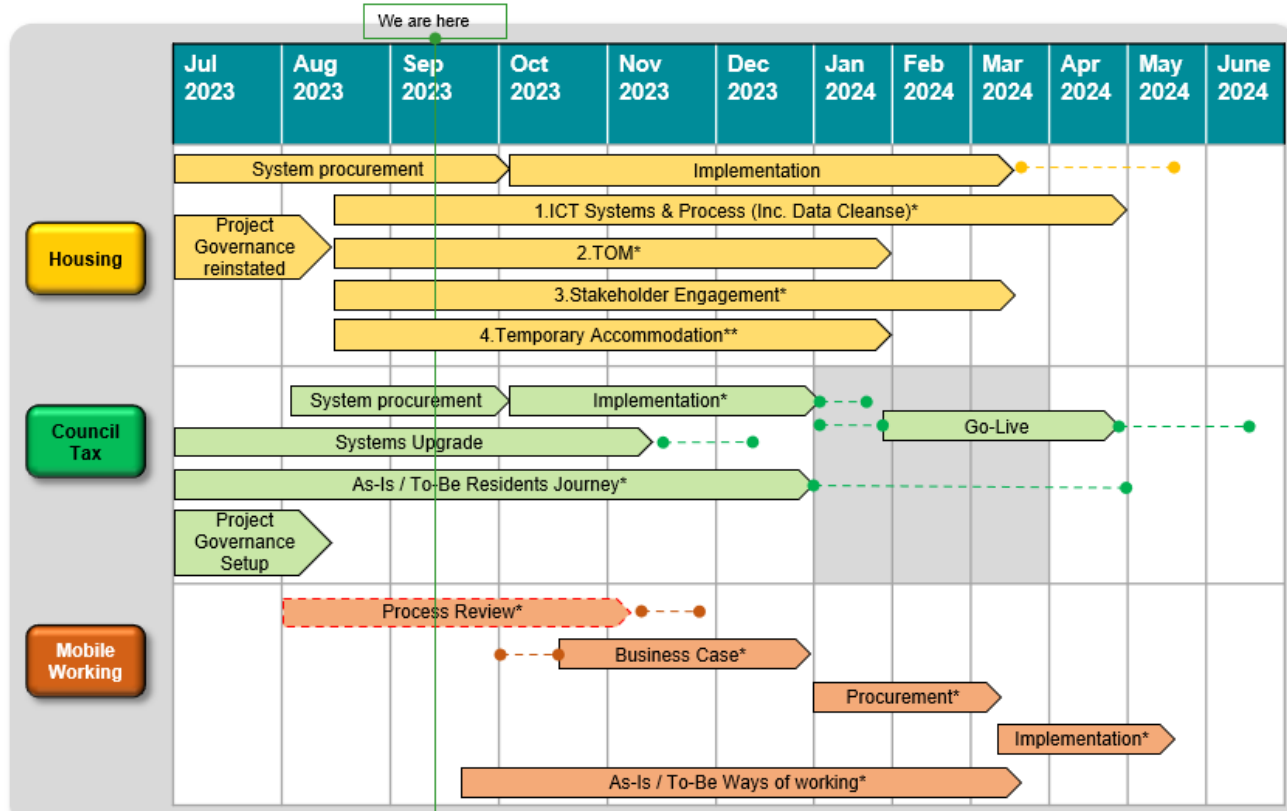
Improvements to the customer journey delivered at the 1st PBI site, Failsworth Town Hall including refreshed signage and initial services supporting residents



Customer and Digital Experience

Digital Programme Priority Projects: Twelve Month View

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

** Additional Workstream

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:

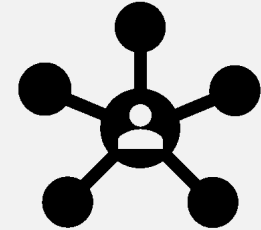
Key milestones to be established for initial projects



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.

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



Page 70

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

Census



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.

Deprivation & Income Analysis



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

Business Planning



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

Decommissioning Corvu



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

Strategy & Performance

Successes

Performance	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

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Performance	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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.

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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.

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.

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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.

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 Anrooj Shah said

By Charlotte Green Local Democracy Reporter
19th July 2022



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.

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

TeamBrief



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

Communications & Research

Key Metrics

29,616



↑ 0.8%

Facebook followers

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30,123



↑ 0.3%

Twitter followers

7616



↑ 69%

Residents' Newsletter
Subscribers

7745



↑ 1.5%

LinkedIn followers


4655



↑ 0.4%

Instagram followers

Top 5 most viewed web pages



Bin collection dates

229,230

Page views



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.

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Signed Off: 15/09/23

Governance & Resources

Councillor Comments

Cllr Abdul Jabbar (Portfolio Holder)

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Signed Off: DD/MM/YY

Governance & Resources

Corporate Performance Report

Summary:

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

These services include:

- Economy
- Environment

Governance & Resources

Performance Measures

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Economy

Corporate Performance Report

Portfolio Holder: Cllr Arooj Shah, Cllr Abdul Jabbar, Cllr Elaine Taylor, Cllr Peter Dean, Cllr Fida Hussain

Officer Contact: Paul Clifford, Director of Economy

Service Summary:

Economy consists of 5 functions; Economic Growth, Housing, Planning, Property & Projects and Creating A Better Place. Each area has their own vision and 2023 – 2027 Business Plan.

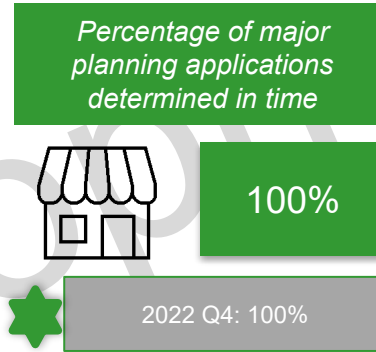
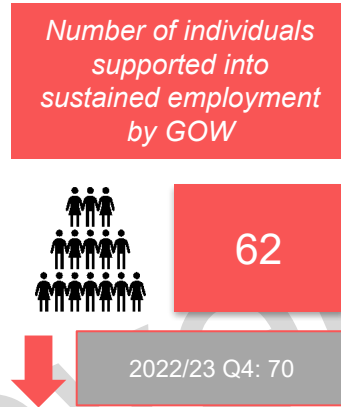
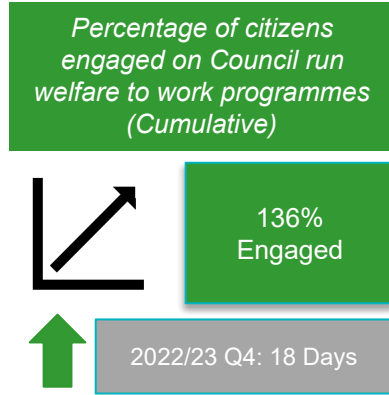
Economy Successes

Success	Comments
<u>Planning</u> Percentage of non-major planning applications determined in time	A benchmark target is set at 60% but the team is currently achieving a 100% success rate.

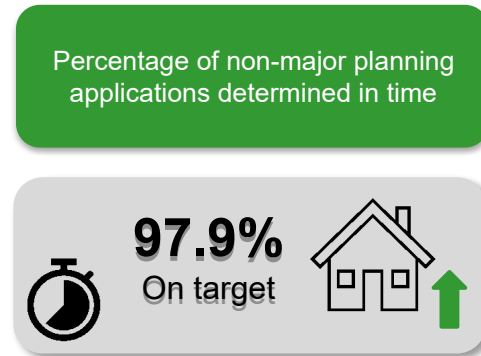
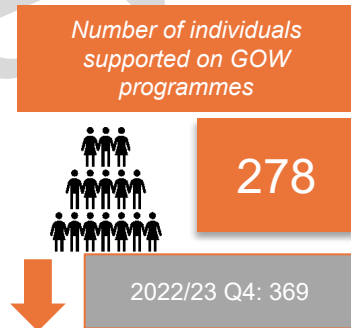
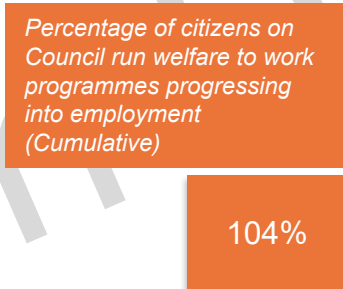
Economy

Key Metrics

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Colour	Key
Red	Area for Concern
Amber	Risk to Deliverable
Green	On Target



Economy

Areas for Development

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Number of individuals supported into sustained employment by GOW



Percentage of citizens on Council run welfare to work programmes progressing into employment (Cumulative)



We are over achieving on all our contracts except Restart for job starts / outcomes. We have an improvement plan in place in the form we are working to and sharing with prime contractor. Confidence remains high that as the improvement plan is implemented performance targets will be achieved for both measures.

Economy

Comments

Paul Clifford, Director of Economy

Planning performance in respect of application determination is at an all time high. There has been a recent decrease in application numbers received during this time but the overall positive position and hard work of the team should certainly be acknowledged.

Similarly, performance within Get Oldham Working remains strong across a number of contracts which the team is required to deliver against. This is with the exception of the two measures highlighted in this report relating to the Restart Contract. The team have proactively established and are implementing an improvement plan and confidence remains high that significant improvement will be seen against these measures. In the meantime, GOW continues to remain a trusted delivery partner acknowledged through securing additional external funding and winning additional contracts in respect of service delivery within the sector.

Environment

Corporate Performance Report

Portfolio Holder: Cllr Arooj Shah, Cllr Mohon Ali, Cllr Chris Goodwin, Cllr Elaine Taylor

Officer Contact: Paul Clifford

Service Summary:

Environment consists of 5 Directorates; Environmental Services, Operational Services, Public Protection, Highways & Engineering and Street Lighting. Each area has their own vision and 2023 – 2027 Business Plan.

Environment

Successes

Success	Comments
<u>Street Lighting</u> Annual investment programme is on track to replace all in-scope lighting	100% of all eligible lights converted to new requirements in the Quarterly report.
<u>Public Protection</u> Increase in taxi driver applications made to Council	Revisions made to the Licensing Policy at the start of June 2023. Consultations with trade to better understand the issues facing them, being able to adapt and modernise our approach as a result of technology changes and working practices in the industry. These changes have resulted in over 900 new taxi driver applications to date bringing in additional revenue of around £220,000. This has resulted in team expansion creating new job opportunities and means of progression for existing team members.
<u>Kerbside Collections</u> 21 Tonnes collected – on track to match 2021 &2022	The team continue to deliver stable tonnage collections in line with 2021 and 2022 figures.

Environment

Areas for Development

Number of food hygiene inspections and revisits

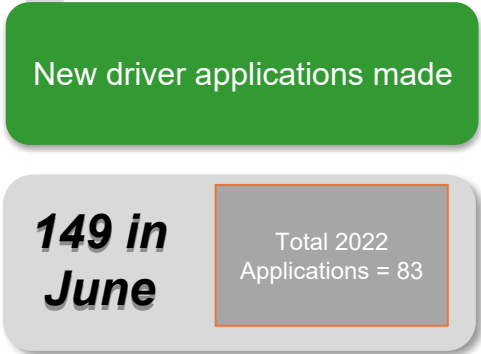
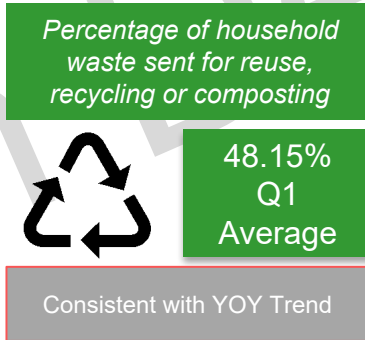
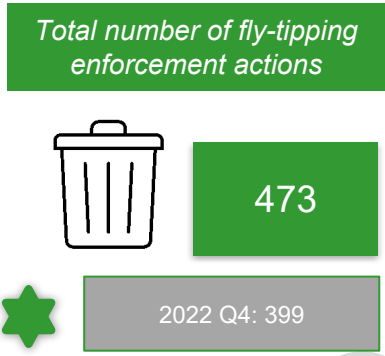


A push in quarter 4 was evident (419) to ensure Food Standards Agency targets were delivered for 22/23. We currently need to focus officer delivery to catch up with programme as we are currently behind schedule.

Environment

Key Metrics

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Colour	Key
Red	Area for Concern
Amber	Risk to Deliverable
Green	On Target

Environment Comments

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(Head of Service)

