

***OVERVIEW AND SCRUTINY PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE***  
***Overview & Scrutiny Committee***  
***Agenda***

Date Tuesday 4 February 2020

Time 6.00 pm

Venue Crompton Suite, Civic Centre, Oldham, 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 OFFICER for this agenda is Constitutional Services Tel. 0161 770 5151 or email [Constitutional.Services@oldham.gov.uk](mailto:Constitutional.Services@oldham.gov.uk)
  3. PUBLIC QUESTIONS - Any Member of the public wishing to ask a question at the above meeting can do so only if a written copy of the question is submitted to the contact officer by 12 noon on Thursday, 30 January 2020.
  4. FILMING - The Council, members of the public and the press may record / film / photograph or broadcast this meeting when the public and the press are not lawfully excluded. Any member of the public who attends a meeting and objects to being filmed should advise the Constitutional Services Officer who will instruct that they are not included in the filming.

Please note that anyone using recording equipment both audio and visual will not be permitted to leave the equipment in the room where a private meeting is held.

Recording and reporting the Council's meetings is subject to the law including the law of defamation, the Human Rights Act, the Data Protection Act and the law on public order offences.

MEMBERSHIP OF THE OVERVIEW AND SCRUTINY PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE  
Councillors Ahmad (Chair), Phythian, Stretton, Williamson, Byrne, Haque, Hulme and J Larkin

Item No

1 Apologies For Absence

2 Urgent Business

Urgent business, if any, introduced by the Chair

3 Declarations of Interest

To Receive Declarations of Interest in any Contract or matter to be discussed at the meeting.

4 Public Question Time

To receive Questions from the Public, in accordance with the Council's Constitution.

5 Minutes of the last meeting (Pages 1 - 10)

The Minutes of the meeting of the Overview and Scrutiny Performance and Value For Money Select Committee held on 9<sup>th</sup> January 2020 are attached for approval.

6 Minutes of the Overview and Scrutiny Board (Pages 11 - 16)

The Minutes of the meeting of the Overview and Scrutiny Board held on 26<sup>th</sup> November 2019 are attached for noting.

7 Minutes of Greater Manchester Combined Authority Corporate Issues and Reform Overview and Scrutiny Committee (Pages 17 - 26)

The Minutes of the meeting of the Greater Manchester Combined Authority Corporate Issues and Reform Overview and Scrutiny Committee held on 19<sup>th</sup> November 2019 are attached for noting.

8 Liberal Democrats Budget Amendment Proposals 2020/21

To consider the Liberal Democrats Budget Amendment Proposals for the 2020/21 Budget.

9 Council Performance Report September 2019 (Pages 27 - 76)

10 Work Programme (Pages 77 - 84)

11 Date and Time of Next Meeting

The date and time of the next Performance and Value Select Committee will be Thursday, 12<sup>th</sup> March 2020 at 6.00 p.m.



**Present:** Councillor Ahmad (Chair)  
Councillors Stretton, Williamson, Byrne and Hulme

Also in Attendance:

Mark Stenson	Head of Corporate Governance
Mark Hardman	Constitutional Services
Craig Dale (item 8)	Head of Operational services and Transportation
Anne Ryans (items 9 and 10)	Director of Finance
Andy Cooper (items 9 and 10)	Senior Finance Manager
Peter Wood (item 11)	Head of Strategic Estates and Facilities Management
Bryn Cooke (item 12)	Head of Strategic Housing and Property Partnerships

#### 1 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Haque and Phythian.

#### 2 **URGENT BUSINESS**

There were no items of urgent business received.

#### 3 **DECLARATIONS OF INTEREST**

There were no declarations of interest received.

#### 4 **PUBLIC QUESTION TIME**

There had been no public questions received for consideration at this meeting.

#### 5 **MINUTES OF THE LAST MEETING**

**RESOLVED** – that the minutes of the meeting of the Overview and Scrutiny Performance and Value for Money Overview and Scrutiny Committee held on 7<sup>th</sup> November 2019 be approved as a correct record.

#### 6 **MINUTES OF THE OVERVIEW AND SCRUTINY BOARD**

**RESOLVED** – that the minutes of the meeting of the Overview and Scrutiny Board held on 22<sup>nd</sup> October 2019 be noted.

7 **GREATER MANCHESTER COMBINED AUTHORITY  
HOUSING, PLANNING AND ENVIRONMENT OVERVIEW  
AND SCRUTINY COMMITTEE**

**RESOLVED** – that the minutes of the meeting of the Greater Manchester Combined Authority Housing, Planning and Environment Overview and Scrutiny Committee held on 14<sup>th</sup> November 2019 be noted.

8 **WASTE MANAGEMENT POSITION STATEMENT,  
INCLUDING RECYCLING**

Further to considerations relating to recycling and to the waste levy at meetings of the Select Committee held on 5<sup>th</sup> February and 7<sup>th</sup> November 2019 respectively, the Select Committee received a position statement with regard to waste management issues. The position statement built on the content of the Waste Management Strategy 2013/14 and considered the importance of balancing performance (recycling rates) and cost avoidance (revenue and disposal budgets) moving forward.

Three basic indicators, all of which were linked, could be used to judge Waste Management Service (WMS) performance:-

- operational performance – WMS had made significant operational efficiency savings by changing to a 2-weekly and then a 3-weekly collection system, with a weekly collection of food and garden waste, across Oldham. This provided the optimal way (in terms of recycling performance and operational efficiency) to collect waste;
- disposal performance – changes to waste collection systems had also produced significant cost saving in the disposal budget as residents managed their waste more efficiently and made better use of recycling services. The household recycling rate (HRR) had improved from 38.88% to 44.65% over four years to 2018/19, a performance considered good when comparing Oldham's socio-economic position to other authorities; and
- environmental performance – efficiency savings had been made, with collection rounds at full capacity and the fleet including the cleanest and most fuel efficient vehicles available and, across Greater Manchester, a target of 96% of Greater Manchester's waste being diverted from landfill through a variety of means.

The position statement also made a SWOT – strengths, weaknesses, opportunities, threats – assessment of the WMS. It was concluded that while WMS had successfully implemented a number of major service changes which achieved a HRR of 44.65%, careful assessment needed to be made as to the actual benefits to the service and the Council as a whole before improving performance further. Without an obvious driver for improvement in domestic tonnage figures, the Service must maintain its current performance level through Officer work and effective communications. Continued improvement in the trade waste service was considered vital for the WMS as budgets

remained under continued pressure and concerted effort to maximise waste reduction techniques should be made wherever possible.

The priorities for 2019/20 were therefore to increase the number of contracts and income generated by the trade waste service; to focus on all activities and communications aimed at removing recyclable waste from the waste stream before it is required to be disposed of; and ensuring that contamination levels within recycling waste streams do not exceed the maximum limits for load rejection.

Noting that low grade plastics went into the grey bin, a Member queried whether there was any benefit in separating out this material for collection. It was noted that this material had a high calorific value which was of benefit for the energy recovery incinerator facility and that there was no real alternate market for such waste.

With regard to efforts to redirect more food waste, Members were advised that there was a general reluctance to recycle food because of perceived 'smell' issues, rather than any lack of provision of bin liners. This had been backed up by a residents' survey. Members commented on their own feelings and experiences of food recycling, and it was asked whether, with local Members' support, the Service could produce and/or support distribution of leaflets. It was indicated that this could be considered alongside existing activities.

An apparent disparity between reported refuse disposal figures at paragraph 2.2 to the submitted report and the figures shown in connection with the Levy Allocation Methodology Agreement (LAMA) at paragraph 2.2.2 to the submitted report was noted, and it was asked that clarification be forwarded to the Chair.

**RESOLVED** that the submitted Waste Management Position Statement be noted.

9

## **REVIEW OF FINANCIAL PERFORMANCE - QUARTER 2: REVENUE MONITOR AND CAPITAL INVESTMENT PROGRAMME 2019/20**

The Select Committee were provided with an update on the Council's 2019/20 forecast revenue position and the financial position of the capital programme as at 30 September 2019 (Quarter 2), together with the revised capital programme 2019/23.

The revenue position forecast was for a deficit variance of £1.625m, compared with £3.805m at Quarter 1, after allowing for approved and pending transfers to and from reserves. The most significant areas of concern were People and Place, Children's Services and Community Services and Adult Social Care and an overview on the major issues driving the projections were provided. Action would continue to be taken for the remainder of the financial year to address variances and

to take the mitigating action. The overall position was to a limited extent being managed by offsetting some favourable variances.

The financial position could be regarded as an early warning of the potential year end position if no corrective action was taken. However, management were reviewing and challenging planned expenditure across all service areas and were looking to maximise income. Further work needed to be done if the outturn was to be closer to a balanced position at year end.

Information on the Quarter 2 position for the Dedicated Schools Grant (DSG), Housing Revenue Account (HRA) and Collection Fund was outlined in the report. While there were no significant issues of concern in relation to the HRA, the Collection Fund was forecasting an in-year deficit of £195k. The DSG continued to be a financial challenge with a projected deficit increase in 2019/20. Action was being taken with the aim of reducing the cumulative deficit and bringing the DSG towards a balanced position.

The report also outlined the most up-to-date capital spending positions for 2019/23 for approved schemes, noting that the revised capital programme budget was £65.052m at the close of Quarter 2, a decrease from the original budget of £84.332m. Actual expenditure to 30 September 2019 was £25.590m, or 39.34% of the forecast outturn. It was probable that the forecast position would continue to change before the year end, with additional re-profiling into future years.

In response to comments of the Chair that the report appeared to suggest drift and a lack of control over budgets, it was noted that regular budget updates were provided to the respective Management Teams; that while issues in demand-led services such as Children's and Adults' Social Care were complex, activity including cost recovery groups addressing issues such as out of Borough placements, reviewing the local estate etc were in place; and the work undertaken by Finance Service staff in discussing options, progressing transformation plans etc with Services were advised. With regard to budget pressures on adults' and children's social care and the impact on people, the investment being put into such services was noted, for example looking to manage people better and bring services and individual's back into the Borough.

A Member noted increasing reliance on Business Rates and queried the implication of any government decision to increase the exemptions from Business Rates. It was noted that the government 100% funded any exemption which was of benefit to the Council as it did not need to pursue payment. Overall, the calculation of business rate income was dependent upon the number of business and rateable values meaning that this was a complex and volatile calculation.

**RESOLVED** that -

1. the Revenue Budget Monitoring Report 2019/20 Quarter 2 – September 2019 and associated appendices be noted;
2. the Capital Investment Programme Report 2019/20 Quarter 2 – September 2019 and associated appendices be noted.

10

**OLDHAM CARES SECTION 75 POOLED BUDGET -  
MONTH 6 POSITION**

The Select Committee received a report providing an update on the Section 75 Pooled Budget agreement between Oldham Council and Oldham Clinical Commissioning Group (the CCG) and the forecast position as at month 6, 2019/20.

The Council and the CCG had entered into a Section 75 Pooled Budget to facilitate a whole system approach to deliver care to the citizens of Oldham. A revised agreement was being drafted to incorporate a wider range of service areas from both the Council and the CCG. Until that revised agreement was signed, only the items included as part of the 2018/19 signed agreement remained in scope and which, updated for 2019/20 values, were the subject of the submitted report.

The 2019/20 Oldham Cares Section 75 pooled budget was £148.92m and the monitoring position as at month 6 projected a year-end forecast of £152.18m, or an adverse variance of £3.26m. Most of this variance related to Oldham Council services, some of which was offset by favourable variances outside the Section 75 budget areas whilst the rest was expected to be brought back into balance by the year end after the application of management action. Further to queries, the Select Committee was advised that legislation dictated which items could or could not be included in a Section 75 agreement. As a result, some income items sat outside the agreement but were used to offset deficit in the budget.

Further to a query, it was reported that the Transformation Fund was held by Oldham CCG who reported to the Commissioning Partnership Board. Accountability on the Fund ultimately was back to the Greater Manchester Health and Social Care Partnership who allocated the funding. Members queried arrangements for and services provided through the Troubled Families programme and further information would be provided for Members.

**RESOLVED** that the month 6 position on the 2019/20 Oldham Cares Section 75 pooled budget be noted.

11

**MEDIUM TERM PROPERTY STRATEGY**

The Select Committee received an update in respect of the Council's Medium Term Property Strategy (MTPS) which outlined the plans, actions and approach that the Council's

Property Services were undertaking to meet the objectives set out in the Strategy.



**Oldham**  
Council

The Council's approach to the Property Strategy was to divide the corporate estate into six categories –

- Service Delivery: Direct – assets occupied by the Council to deliver a Council service;
- Service Delivery: Indirect – assets occupied by third parties delivering a Council service which if not occupied by that party would need to be occupied by the Council; or property used to support the delivery of a Council objective;
- Regeneration – assets held to deliver/support Council and/or third party promoted current or future regeneration/development where the primary outcome to the Council is not financial, with the asset be reallocated to a different category on completion
- Co-operative Property – assets occupied by a 'community organisation' to deliver community-based services. including all Community Asset Transfers (CATs);
- Surplus / Vacant - non-income generating assets that are surplus to the Council's requirements and to be disposed of; and
- Income Generation - assets occupied by third party organisations and held to provide a financial return to the Council (income and/or capital).

The submitted report advised of the proposed first stage of the required £0.5m property efficiency savings that would be developed further into programmes of work for 2020 to 2023, once the work associated with the review of the Town Centre Master Plan, the Accommodation Strategy, the Local Asset Review and the Cluster Review approach was completed. The MTPS was intended to provide new facilities and working methodologies that would deliver wider property efficiency saving sand new income required to meet MTPS objectives. A number of premises that the first stage of the property rationalisation review had deemed surplus to the Council's Service Delivery category and which, subject to required approvals, would be disposed of or transferred to other user groups to generate the £0.5m 2019/20 revenue reduction saving required, were highlighted in the submitted report.

The Select Committee was advised that, since preparation of the submitted report, further work had commenced efficiency targets linked to alignment of Council and CCG structures and options related to the potential for joint use of CCG premises within the Borough. This represented a further challenge and the MTPS would be refreshed accordingly in the coming months.

Members sought clarification around the numbers and progress of CATs. It was acknowledged that this was a small number, it being suggested that around six premises may ultimately go through the process. The principal issue that inhibited



progression of CAT related to the development of sustainable Business Cases, particularly around issues of high repair and maintenance costs generally associated with the facilities linked to the CAT approach.

Members queried and sought further detail on premises listed within the submitted report, emphasising the need for consultation with local Members as considerations, including relocation and disposal proposals, developed. Properties considered were -

- Limeside Youth Centre which was vacant and had not been used for some time and for which re-purposing and/or relocating the facility was being considered;
- Walkers Road Tenants Hall where local Members would be consulted on options, though the Committee was asked to note the current position of low rent but significant repair and maintenance issues;
- Brownhill Visitors Centre where the background and issues that had led to a delay in progressing the now completed disposal were considered; and
- Werneth Music Rooms where actions being taken to consider options and funding for this building were reported.

**RESOLVED** that –

1. the report and the progress made to date in progressing the Medium Term Property Strategy be noted;
2. a further report on progression of the Medium Term Property Strategy be submitted to this Committee in January 2021.

12

## **HOUSING STRATEGY - UPDATE**

The Select Committee received the Oldham Housing Strategy 2019 Delivery Plan that had been developed in order to meet the objectives of the Housing Strategy that had been adopted by the Council at a meeting held on 10<sup>th</sup> July 2019 (Minute 14 refers).

There were four themes within the Housing Strategy –

- An attractive ‘Housing Offer’ to support an inclusive economy;
- Delivering the Housing Offer;
- Place offer to support the Oldham Plan; and
- Better Housing and support to improve people’s lives and health,

and the Delivery Plan broke these down into a series of Actions, each with a series of goals covering the short term (the period 2019-2021), the medium term (2021-26), and the long term (2026 onwards). The submitted paper considered these objectives and actions, together with the specific outcome each action was intended to contribute to the achievement of the Strategy’s objectives.

The Select Committee was asked to note that some initiatives would take time. For example, developing better accommodation for an aging population, including supported accommodation, took time to identify sites, partners, funding etc. The Delivery Plan would be updated over time to track delivery of programmes and actions. Further work being undertaken in conjunction with the Strategy, which included working with partners and stakeholders to develop the Strategy and necessary governance arrangements; stronger links between housing and health via the Oldham Cares Alliance; and developing a flexible housing fund that would enable development of a package of funds intended to help bring other parties to the table, was advised.

The Chair noted the very ambitious programme of works highlighted to address the identified problems in the housing market and queried the capacity of the Service to deliver this programme. The Select Committee was advised that there had been a recognition that internal capacity would need to increase, but there was also a need to see what other partners might be able to contribute to the process.

Actions to address empty homes were noted, and the extent to which such properties addressed housing need was queried. It was noted that demand existed across the board, including for both larger and smaller starter homes. The Service had identified a number of long term empty properties and had developed what was considered to be a good offer for them.

**RESOLVED** that –

1. the progress made in delivering the Housing Strategy be noted;
2. a further update report on delivery of the Housing Strategy be submitted to this Committee in January 2021.

13

#### **KEY DECISION NOTICE**

**RESOLVED** – that the Key Decision Document covering decisions to be taken from 1<sup>st</sup> January 2020 be noted.

14

#### **WORK PROGRAMME**

The Overview and Scrutiny Performance and Value for Money Select Committee Work Programme was considered.

The Committee was asked to note that, further to the schedule as shown for this meeting, the item related to Value for Money on Health Transition was now scheduled for the March meeting. Members further were advised that the Work Programme for that meeting should be regarded as 'indicative' pending review of the Work Programmes across all three Overview and Scrutiny Committees.

**RESOLVED** that -

1. the Overview and Scrutiny Performance and Value for Money Select Committee Work Programme be noted;
2. the date and time of the next meeting to be held on Tuesday, 23<sup>rd</sup> January 2020 at 6.00pm be noted.

The meeting started at 6.00 pm and ended at 7.47 pm

This page is intentionally left blank



**OVERVIEW AND SCRUTINY BOARD**  
**26/11/2019 at 6.00 pm**

**Present:** Councillor McLaren (Chair)  
Councillors Taylor, Toor, Jacques, Curley, Hamblett (Substitute)  
and Price

Also in Attendance:

Mark Hardman	Constitutional Services
Fiona Carr (item 9)	Principal Homelessness Strategy Officer
Victoria Wood (item 9)	Housing Strategy Team Leader
Andy Hunt (item 10)	Green Oldham Lead

1 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Harkness and Surjan.

2 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

3 **URGENT BUSINESS**

There were no items of urgent business received.

4 **PUBLIC QUESTION TIME**

There were no public questions received.

5 **MINUTES OF PREVIOUS MEETING**

**RESOLVED** that the minutes of the meeting of the Overview and Scrutiny Board held on 22<sup>nd</sup> October 2019 be approved as a correct record.

6 **MINUTES OF THE PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE**

**RESOLVED** that the minutes of the Performance and Value for Money Select Committee meeting held on 3<sup>rd</sup> October 2019 be noted.

7 **ADVERTISING A-BOARDS AND SIGN POLICY REVIEW**

The Board received a report noting that the Advertising 'A' Board and Signage Policy had been approved by the Council on 12<sup>th</sup> December 2018 after consideration by the Board. The report further responded to a request for an update in respect of the Policy and action taken.

It was noted that this is a relatively low level issue as evidenced by the few occasions on which matters are reported to the Council. Since December 2018, the Environmental Health Team had dealt with five service requests relating to the

positioning of 'A' boards on either the public footway, pavement or street. On each occasion the Council Officer has been able to discuss the positioning with the business owner and resolve the situation without the need for formal action.

**RESOLVED** that the report be noted and no further reports on this issue be required.

8 **YOUTH JUSTICE STRATEGIC PLAN - ANNUAL REPORT**

**RESOLVED** that consideration of this item be deferred.

9 **CARE LEAVERS HOUSING COMMITMENT**

The Board received a report advising of proposals to ensure that Oldham care leavers who become homeless receive the support of full rehousing duties up to the age of 25 years. The proposal had arisen following review of the Council's Corporate Parenting Strategy which, among other matters, included a strengthening of the role that housing played as part of the Corporate Parenting offer. Work being undertaken within the Council and Greater Manchester around care leavers was also considered, including how homelessness legislation is applied and how this positive action sets Oldham apart from many other local authorities. The Board was asked to consider giving their support to the proposals and to the new approach to enhancing the support available for care leavers through the homeless service provision in Oldham.

Young people aged 18-20 years who were formerly in care are, under homelessness legislation, automatically in 'priority need' and are owed a duty to be provided temporary and potentially permanent accommodation if they become homeless. Care leavers aged 21 years and over do not have automatic priority need, the housing authority having to take account of the effect that being in care may have had on them in assessing whether they should be deemed as vulnerable. If found to be vulnerable, they are owed the same duties as 18-20 year olds for the provision of temporary and potentially permanent accommodation, unless they are found to have become intentionally homeless.

The Children and Social Work Act 2017 introduced a new duty on local authorities to provide Personal Adviser support to all care leavers up to the age of 25 years, if they wanted to access this facility. This is different from the homelessness legislation which the proposals now sought to address. In addition, the Greater Manchester (GM) Care Leavers Trust was working to develop a 'core offer' across GM for all care leavers across several areas including free travel, homelessness prevention, education, employment, training and health offers. While the Council was not obliged to adopt this core offer, it was suggested as good practice in terms of supporting young people as a Corporate Parent.

Looking to prevent homelessness in the first instance, a Member queried whether there was a policy for or any provision of assisted living for those who felt unable to live on their own when leaving care or who may lack a support network. It was confirmed that there was a programme of supported lodgings, supported accommodation with a 24 hour staffing support and dispersed properties with floating support. It was acknowledged that more promotion of the lodging provision was required, including the seeking of more lodging hosts. In response to a further query it was advised that a 'staying put' arrangement was offered that would enable fostered young people to remain with foster carers beyond the age of 18 years. However, it was noted by a further Member that there was a push back against 'staying put' as it resulted in foster carers losing income.

The Chair noted the reported financial implications of the proposal and queried whether there had been any indication of young people coming into the Borough specifically to take up the local offer. A very limited number of such cases were acknowledged, possibly as a result of young people who had been placed into the Borough having become settled in the area and wishing to remain once reaching the age of 18 years. In such cases the young people were referred back, or 'reconnected', to the local authority with which they had a previous connection.

**RESOLVED** that -

1. the report be endorsed and the proposals which would ensure that care leavers receive the support of full rehousing duties up to the age of 25 years be commended to the Cabinet;
2. Officers report back to this body further when there are significant developments in respect of the rehousing duties owed or made available to care leavers up to the age of 25 years that the Overview and Scrutiny Board may need to consider.

10

**CLIMATE CHANGE - STRATEGY**

The Board received a report summarising the work undertaken on the forthcoming Oldham Green New Deal Strategy that followed from the resolution of the Council at the meeting held on 10<sup>th</sup> July 2019 for Oldham to become the first Council in the UK to become a "Green New Deal Council" and which included a target for the Council and the Borough to be carbon neutral by 2025 and 2030 respectively. The Council had committed to develop a new "Oldham Green New Deal" strategy and delivery plan setting out how these carbon neutrality targets will be met, as well as initiatives aimed at maximising the economic benefit for Oldham residents and businesses.

The Council had further declared a 'Climate Emergency' at the meeting held on 11<sup>th</sup> September 2019, pledging to engage staff, residents, partners and elected members in the creation of a new strategy to replace the Council's current Climate Change Strategy which ends in 2020. As a climate change strategy

should sit alongside a wider ‘green new deal’ approach, it had been proposed to develop a single strategy encompassing a range of green issues and developments under the umbrella of the Oldham Green New Deal Strategy.



The submitted report presented a headline vision of “Making Oldham a greener, smarter, more enterprising place to be” and several objectives and pledges that could form the basis for the scope and content of the Green New Deal Strategy. It was noted that while the Council could lead, a co-operative effort between the Council, strategic partners, residents, schools and businesses was needed if maximum benefit for Oldham was to be achieved. The Council was therefore committed to hold a Citizens’ Assembly and develop a strategic programme of communications to ensure the maximum engagement with all stakeholders across the Borough.

The Board further received a presentation in support of the report which considered the implications of rising energy costs for the Council, households and the Borough as a whole, the value of the Low Carbon and Environmental Goods and Services sector in Oldham and Greater Manchester, and a number of projects and programmes including building a Local Energy Market, building solar farms, supporting community energy and utilising coal mine heat. The presentation concluded that “taking back control” of energy supply and environmental quality meant the developing of strong, confident and prosperous communities in charge of their own destiny and, mindful of the budget challenge, that investment in the green economy could reduce costs and pay dividends.

Members noted that while housing policies would be an important issue, for example keeping green spaces and having high eco-standards for buildings, there was no specific reference to housing development in the pledges. In response it was acknowledged that housing was subject to basic standards in building regulations but noted that work was being undertaken on projects such as developing new heating systems and that the Greater Manchester Spatial Framework was proposing all new developments should be carbon neutral by 2028. It would be difficult to enforce requirements on private developers, but the Council could be clear as to what it would welcome and lead by example by setting conditions on developments on Council owned land.

The Board was advised that a Citizens’ Panel had taken place in summer 2019, with several theme groups being supported by specialist advisers to support residents in developing a local action plan thereby enabling citizens to create and develop their own solutions. Responding to a query as to extending the use of Citizens’ Panels, the Board was advised that Engagement Officers were writing to residents inviting their involvement in a generic Citizens’ Panel.

A Member queried the deliverability of what were big pledges, noting that some of the identified problems appeared to be



insurmountable. Acknowledging these issues needed to be addressed, it was important to manage expectations, for example what might be achieved for people who were renting their homes. The Chair noted the breadth of the pledges, suggesting that some might be considered in further detail, noting for example that an item related to air quality was to be considered at the following meeting which might be connected to a related pledge. Further pledges would be considered at workshop sessions and be incorporated into future Board Work Programmes.

**RESOLVED** that the breadth and ambition of the Oldham Green New Deal approach, and the commitment of the Council to this ground-breaking approach be noted.

11

## **COUNCIL MOTIONS**

The Board gave consideration to a Motion which had been referred from the meeting of the Council held on 6<sup>th</sup> November 2019.

“Clean Air Outside Our Schools”

“This Council notes that:

- Our residents, staff and children are exposed to unsafe levels of pollutants outside of schools at peak times in the morning and afternoon.
- Road transport is one of the biggest contributors to particulate matter and pollution in Oldham Borough.
- Epidemiological studies show that symptoms of bronchitis in asthmatic children increase in association with long-term exposure to pollutants, as well as stunting lung growth.
- Only a handful of schools across the country are trialling ‘No Vehicle Idling zones’ yet they bring many health benefits.
- Air pollution poses a serious threat to the health and development of young people. While many of the policy interventions to rectify this problem would have to come from central Government or the Greater Manchester Clean Air Plan, this Council can do more and needs to be proactive on this issue.
- That there should be No-Vehicle-Idling zones around schools across the Borough.

This Council resolves to:

- Review the work done by No-Vehicle-Idling nationally in other local authorities and work this into Oldham’s action plan for No-Vehicle-Idling Zones.
- Implement No-Vehicle-Idling Zones, around as many primary schools in the Borough as possible, by the end of 2022.
- Work closely with schools that are part of the scheme to inform parents and carers of the No-Vehicle-Idling Zones.

- Encourage local businesses to sponsor green walls on school buildings and tree planting near schools and the appropriate cabinet member include this in their action plan.”

The Chair noted that an item on air quality was expected for the following meeting of the Board and some of the issues in the Motion might be considered in further detail at that point or in workshop sessions.

**RESOLVED** that issues raised within the Motion be addressed in an item on air quality to be considered at the next meeting and in connection with the Greater Manchester Clean Air Plan when that Plan is received by the Board.

12      **KEY DECISION DOCUMENT**

The Board gave consideration to the latest published Key Decision Document.

**RESOLVED** that the Key Decision Document be noted.

13      **OVERVIEW AND SCRUTINY BOARD WORK PROGRAMME**

The Board gave consideration to the latest Overview and Scrutiny Board Work Programme.

Further to the submitted Work Programme, Members were asked to note that

- (a) further work was being undertaken on the Oldham Town Centre Masterplan and a request had been made to defer this item from the January 2020 meeting;
- (b) it had been confirmed that the Safeguarding Adults Annual Report 2018/19 would be available for consideration at the meeting in January 2020; and
- (c) the Work Programme for the March 2020 meeting would require further consideration in order to best manage the business listed across the Work Programmes of all three Overview and Scrutiny Committees.

**RESOLVED** that the Overview and Scrutiny Board Work Programme and further reported matters be noted.

14      **DATE AND TIME OF NEXT MEETING**

**RESOLVED** that the date and time of the next meeting to be held on Tuesday, 21<sup>st</sup> January 2020 at 6.00 p.m. be noted.

The meeting started at 6.00 pm and ended at 7.15 pm

# Agenda Item 7

**GREATER MANCHESTER COMBINED AUTHORITY (GMCA)  
CORPORATE ISSUES AND REFORM OVERVIEW AND SCRUTINY COMMITTEE  
19 NOVEMBER 2019 AT 6.00PM AT GMCA OFFICES**

Present: Councillor Tim Pickstone (Bury) (in the Chair)  
Bury: Councillor Stella Smith  
Manchester: Councillor Ben Clay  
Manchester: Councillor Greg Stanton (Substitute)  
Oldham: Councillor Colin McLaren  
Salford: Councillor David Jolley  
Salford: Councillor Tanya Burch  
Stockport: Councillor John McGahan  
Tameside: Councillor Teresa Smith  
Trafford: Councillor Anne Duffield  
Trafford: Councillor Dave Morgan  
Wigan: Councillor Joanne Marshall

## **In attendance**

GMFRS  
Jim Wallace, Chief Fire Officer  
Tony Hunter, Assistant Chief Fire Officer  
Jenny Seex, Head of Protection

GMCA  
Andrew Lightfoot, Deputy Chief Executive  
Richard Paver, Treasurer  
Steve Wilson, Treasurer  
Paul Morgan, Commercial Manager  
Jane Forrest, Assistant Director, Reform  
Miriam Loxham, School Readiness Project Manager  
Joanne Heron, Statutory Scrutiny Officer  
Jamie Fallon, Governance and Scrutiny Officer

NORTHWARDS  
HOUSING  
Robin Lawler, Chief Executive

SALFORD CC  
City Mayor Paul Dennett

## **CI31/19 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Robert Allen (Bolton), Chris Goodwin (Oldham), Kallum Nolan (Rochdale), Dena Ryness (Stockport).

## **CI32/19 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS**

The Chair extended thanks to substitute member Councillor Greg Stanton, for his attendance at the meeting.

It was agreed that the December 2019 Committee meeting would be cancelled, given its proximity to the election, and no essential business which couldn't be deferred to the January 2020 meeting.

The Committee were advised that future meetings would include an informal Members discussion, which would be held at 5.30pm, in preparation for the formal Committee meeting at 6pm. The Chair welcomed Members attendance where possible.

Members were informed that Officers would seek to identify a further date, for a GMFRS briefing Session, to be held in early February 2020. The session would focus on the challenges faced by the fire service, so that Members were better prepared to scrutinise, and support the identification of potential deep dive themes.

**RESOLVED:**

1. That the meeting due to be held on 10 December 2019 be cancelled, and the business deferred until January 2020.
2. That Officers consult with Members and Officers on developing a GMFRS briefing session in early February 2020.

**CI33/19                      DECLARATIONS OF INTEREST**

There were no declarations of interest received.

**CI34/19                      MINUTES OF THE MEETING HELD ON 17 SEPTEMBER 2019**

The minutes of the meeting held on 17 September 2019 were submitted for approval.

**RESOLVED:**

That the minutes of the meeting held on 17 September 2019 be agreed.

**CI35/19                      HIGH RISE TASK FORCE**

City Mayor Paul Dennett, Portfolio Leader for Housing, Homelessness and Infrastructure, introduced a report, which outlined the progress of the Greater Manchester High Rise Task Force (GMHRTF), and the Greater Manchester Fire and Rescue Service High Rise Team (GMFRSHRT), in regard to high rise residential buildings in Greater Manchester (GM), and its contribution nationally in this area.

Also in attendance was Jim Wallace, Chief Fire Officer, Tony Hunter, Director of Protection and SPPCI, Jenni Seex, Head of Protection, and Robin Lawler, Chief Executive of Northwards Housing, and Chair of the GM Fire Safety Technical Group.

The following key points were highlighted:

- The GMHRTF had been set up following the Mayoral Summit on the 25 June 2017, with the purpose of overseeing the GM response to the fire at Grenfell Tower.
- The ultimate priority for the GMHRTF, was to provide reassurance on GM fire safety, and to ensure buildings were safe, and that GM could respond effectively to a major high rise incident.
- A survey of residents living in high rise buildings was undertaken over the summer, and utilised as part of the GMHRTF response, to the Governments consultation on 'Building a Safer Future'. The survey was subsequently extended until the start of September 2019 and a final report was being prepared.
- Following the publication of the Hackitt Report, MHCLG working with NFCC and Local Authority Building Control (LABC) had created a series of working groups to consider what work was necessary to develop and deliver a Joint Competent Authority (JCA) arrangement.
- The significantly positive work undertaken by the GMHRTF and the GMFRS High Rise Team in GM, and on the national stage, had been recognised nationally, with GMFRS invited to be a member of the new Protection Board.
- The Grenfell Inquiry Phase 1 report has been published, and included a number of recommendations, which were carefully being considered by the GMHRTF, GMFRS, and partners.
- The GMHRTF currently meet every six weeks, and is attended by GMFRS, representatives of local authorities, housing providers, universities, utility companies, and representatives of managing agents for privately owned blocks of flats.
- The GMHRTF had developed a number of task groups/cells to carry out focused work, and the majority of these were led by GMFRS.
- The current number of blocks where interim measures are required was currently 79. The definition of high rise, was currently buildings which were more than 18 metres in height.
- A major element of the work to ensure operational readiness, was the development of guidance, for the role of operational crews in supporting and ensuring the evacuation of residents at an incident, in buildings, where an evacuation strategy has been implemented. The fire incident at the Cube, in Bolton, on Friday, had tested this response.
- The Operational Assurance team had implemented smoke curtains on all appliances, supported by operational guidance, to support the effective escape of residents, in the event of a fire.
- The main concern was the number of buildings, which still had unsafe cladding on the outside of them, and the associated costs (some in the range of £40,000), which had fallen upon many residents to make their homes safe, as the developers, building owners, and free holders were refusing to take responsibility. This issue continues to be raised with Government on behalf of residents.

Members raised the following questions and comments:

- A Member from Salford, highlighted the challenges they had faced in identifying an appropriate solution to the cladding issues, and the difficulties in accessing funding to remediate buildings owned by Private Finance Investments (PFI). How were the GMHRTF supporting localities to implement cladding solutions, which were future proofed?

The City Mayor advised that the Government had produced advice note 14, which clearly articulated what solutions were permissible. The Committee were informed that in December 2018, the Government, made an amendment to Building Regulations, to prohibit the use of 'combustible cladding' on buildings over 18 metres, making it simpler to work

through the technical solutions available. The complexities in identifying the right cladding for individual buildings were noted, given that a number of factors were at play, which included, weight and wind load.

- A Member asked whether the same requirements to remove and replace cladding applied to buildings, which had cladding on one wall, or on the top floor.

Jenni Seex, advised that there were complexities to consider, but all buildings with category 2/3 Aluminum Composite Material (ACM) on, should be remediated. Cladding which was on the top floors did however, present as lower risk, as the highest risk was regards to a fire spreading horizontally. It was confirmed that elements such as the type and position of cladding, contributed to whether interim measures were adopted in terms of building the evacuation strategy. Robin Lawler, added that housing providers were dealing with buildings on a portfolio basis, with category 2/3 ACM affected, being remediated on a risk based approach. It was noted that Private Finance Initiative (PFI) owned buildings were particularly complex, as Government did not class them as public or private, so funding could not be accessed.

- Had GMHRTF submitted recommendations to Government, which could feed into future regulations? Clarification was requested in relation to whether the aim was to move away from the use of cladding entirely.

It was confirmed that MHCLG attended regular meetings with the HRTF, so were fully sighted on the frustrations and challenges, such as, the requirement to pay VAT, on the removal and replacement of cladding.

The City Mayor confirmed that GM were also lobbying for an emergency fund which went beyond ACM, and felt that it was clear from the phase 1 report, and the Government's Independent Review of Building Regulations, and Fire Safety, that the current regulatory system was not fit for purpose.

It was envisaged that the publication of the Phase 2 report, could prompt Government to implement the fundamental changes required to building regulations, which were required.

Tony Hunter, noted that the tragic incident, at the Cube in Bolton on Friday, involved cladding with high-pressure laminate (HPL), which only emphasised the need for a complete system overhaul. A risk stratified approach to building safety was needed, that was person centric, and prioritised vulnerable groups, such as the elderly, and students.

The Committee were informed that the National Fire Chief's Council (NFCC) had recommended to Government that sprinklers become a requirement in all high rise residential structures above 30 metres in height.

Members were advised that following the amendment to building regulations in December 2018, there were now tighter controls in place, regarding the types of products which can be used. It was noted that glazing systems were currently popular, noting that all buildings over 30 metres were required to have sprinklers, notwithstanding, GMHRTF was lobbying for a lower height threshold.

- The City Mayor referred to the austerity faced by GMFRS, and the requirement to reduce their budget by £12.8m over the next three years. Post Grenfell, Government must acknowledge that further cuts were not acceptable, as resources are needed to focus on protecting public safety.
- Clarity was sought in relation to the number of buildings in special measures. It was confirmed that 80 buildings over 18 metres were in special measures currently, albeit, buildings below 18 metres were potentially affected. The Northern Quarter was highlighted, as an example of where there were a number of multi floor buildings in close proximity, and explored what level of risk these posed.

The complexities were discussed, noting that the aim was to manage those risks by implementing effective evacuation strategies, such as implementing a 'waking watch' or improving the quality of fire alarms, which were installed. Members were informed that an awareness event was held in October 2019, attended by 53 people from across the 1200 blocks in GM. Universities had also been engaged to review their fire safety arrangements.

- A Member referred to media reports regarding the use of cladding in other parts of the buildings, such as internal insulation fillers. Had these wider issues been addressed?

The HRTF were engaging with developers, and consistently reiterating that the focus on ACM was too narrow. Following the initial inspections, it was quickly identified that the issues were complex, and a dedicated team was needed, in order to identify and assess the risks posed, on an ongoing basis. There was an increasing need for blocks to change their evacuations strategy as more information was becoming available. It was noted that converted buildings (from commercial to residential), were being asked to have compartmentation surveys conducted.

The Committee were informed that four buildings had been deemed prohibited, noting the challenges this posed, and impact on peoples lives. A block in Salford, which was affected by internal compartmentation, was quoted costs of more than half its value to correct the issue.

Robin Lawler, added that in the social housing sector, level 3 & 4 risk assessments had been commissioned to check compartmentation. The outcomes of these assessments were generally shared with GMFRS, so that remediation factors could be agreed. It was acknowledged that the costs had impacted on a providers ability to address legacy issues, and make further investments.

- A Member referred to GMFRS's decision to change their policy on Automatic Fire Alarms (AFA's) and explored whether this was still deemed appropriate.

Tony Hunter, reported that they were six months into a 12 month pilot. Within quarter 1, 2000 AFA's had been received, noting that eight incidents attended, requiring only the use of a fan, to blow the smoke out of the buildings. It was noted that crews had taken these opportunities to familiarise themselves with the buildings, and update their records. Members were informed that AFA's were not factored into how GMFRS determine resource requirements.

- Were residents able to access the assessments conducted by property owners/landlords?

The GMHRTF had recommended that this information should be made accessible, and summaries should be produced. The potential impacts on GMFRS in terms of Freedom of Information (FOI's) were noted.

- A Member explored whether newly approved developments were using materials which were future proofed, and would not be affected by future regulations (i.e. deemed unsafe at a later date).

Full assurance could not be given at this stage, however, the Building Research Establishment, were testing cladding systems, and making those outcomes public; to support the Government to provide clarification as to what was permissible.

The City Mayor emphasised the importance that clarification was received, if GM was to meet the local housing needs over the next 20 years, which was to provide 201,000 homes. Localities also had to demonstrate a 5 year land supply, so that valuable green space was protected. GM was continuing to engage with Government within the timescales set.

Members were informed that following the Hackett Review, an Industry Safety Steering Group had been developed, which included 12 working groups, tasked with looking at the competences requirements of different trade associations. In addition, insurers were taking a much more rigid approach, with a number of inspectors unable to renew their insurance, due to the tighter scrutiny, driven by the risks of litigation. This was the biggest driver in terms of improving standards, and ensuring that builds were developed properly.

#### **RESOLVED:**

1. That the update be noted and the comments of this Committee be taken into account in developing ongoing work.
2. That a further update be arranged in the next municipal year as appropriate.

#### **CI36/19 SCHOOL READINESS UPDATE**

Jane Forrest, Assistant Director Reform, introduced a report which provided an update on the School Readiness programme, in light of the recent approval of £2.1m investment, from the Health and Social Care Partnership (H&SCP), to accelerate progress.

Members were informed that the challenges to improving school readiness outcomes at a locality and GM level, had been considered by the Committee's School Readiness Task and Finish group, and their findings had subsequently been used to inform the GM programme of work as detailed at paragraph 1.4 within the report.

The Task Group's findings were tabled at the meeting, and presented by Councillors Stella Smith and Colin McLaren. It was acknowledged that the findings demonstrated the value of task groups in deep diving into issues in more detail.

The following key points were highlighted:



- Rates of child poverty were important to bear in mind when contextualising GM's GLD results; the proportion of children living in income-deprived households is higher in GM than the national average.
- There had been a positive improvement in outcomes for disadvantaged children and outcomes for pupils eligible for Free School Meals. This had improved by 4 percentage points since 2015, and provisional DfE data showed that we had now closed the gap between the GM and England GLD average, for pupils eligible for free school meals.
- Although the gap between GM and national performance has narrowed slightly in recent years, the trend towards a plateau in performance was a feature of the national trend data as well as the GM data. There was an ambitious objective for GM to reach the national level for GLD within 2 years.
- Performance across GM varied, but results in Tameside and Oldham had improved by 1% and 4% respectively. Over the last 3 years, the proportion of 5 years olds reaching GLD in Oldham had increased by over 7 percentage points, and they were the most improved local authority in the North West, and one of the most improved in the country. Oldham had benefited from additional investment as a DfE funded, Opportunity Area; early years initiatives funded as part of this programme would inform further improvement work across GM.
- Work to embed best practice pathways, had included the recent soft launched 'Tiny, Happy, People website across GM' by the BBC; the website provides resources that can be used by parents and front line professionals to help improve a child's speech, language and communication. GMCA has worked closely with the BBC to develop resources and provided marketing materials, which were being given out by Midwives and Health Visitors to raise awareness with parents.
- GM had been recognised nationally for its work to develop a GM pathway for antenatal parenting support, aligned to the wider work taking place to implement the perinatal and infant mental health (PIMH) strategy across GM. Work was underway with CCG's to ensure that the pathway was embedded within future commissioning plans.
- A roundtable event had taken place (in November 2019), with potential investors and delivery partners, to support the development of the GM Early Years Workforce Academy. The Academy would aim to take a regional approach to enhance the practice, knowledge and skills of the diverse range of professionals, working in early years services and the wider professionals within place-based teams.
- The recent mobilisation of the new phase of work for the GM School Readiness Programme, and the additional transformation funding from the H&SCP, would seek to address remaining gaps and challenges that had been identified by localities as barriers to improving early years outcomes. A structured 24 month GM programme of work was now progressing at pace.
- Additional performance data, and GM level data tools were supporting the development of evidence informed strategies and the identification of best practice, to scale and spread across GM.

Members raised the following questions and comments:

- Members welcomed the update and explored why there was an apparent mismatch between the Ofsted ratings and actual GLD scores for children.

Jane Forrest advised that GM was progressing well in terms of the number of education settings, which were rated 'good' or 'outstanding' within GM. It was noted that there was clear evidence to suggest, that a child who goes to a high quality education setting was more

likely to do better in school. There are wider family factors to consider, with the home learning environment important.

- A Member explored whether there were any lessons which could be taken from the number of children from poorer backgrounds who actually achieved better grades, because they worked extra hard to get out of their environment. Also, multi lingual children who tended to speak later.

It was advised that there were some really high performing groups/ communities, and the development of the data dashboard, providing data at a granular level, was supporting the identification of those examples, so that the right questions were being asked in the right places. For many children, entering reception class, is the first time they have spoken English, but they still perform well. The importance of defining the measurements were noted in effectively predicting future attainment.

The robust analytical tools, enabled GLD data, to be disaggregated by demographic cohort, and recent results indicated that there had been some successes in GM. Bury had demonstrated strong examples, of how the home learning environment, and working holistically with families could improve outcomes, noting that GM was looking to learn from these examples.

- A Member requested further information regarding the role out of the Early Years Digital Record.

It was confirmed that phase one, would provide Health Visitors and parents with a digital platform to complete the Ages and Stages assessments in stages 2 and 5, using the Wellcomm tool. It was envisaged that digitisation would provide health visitors with additional time to support families. The resource was being rolled out in a phased way (starting with early adopters), to ensure that the right support was in place. Discussions had taken place with Health Visitor leads, in order to identify the teams who were in the right place to adopt, and those with a significant deficit in skills, which needed to be addressed. In the longer term, digital would be embedded within the Workforce Academy models, and discussions were taking place with universities and training providers regarding their pre-qualifying training programmes. Work was also ongoing with the Work and Skills Team within the GMCA.

- A Member explored whether there were early messages identified through the ward level analysis, in relation to what was and was not working.

It was confirmed that initial discussions had taken place, noting that the Early Years Leads within localities, were best placed to understand, the locality factors at play, which were influencing the results, such as cultural capital, or children's centre offer within the area. It was envisaged that more robust evidence would be defined in 2020.

- A Member explored whether 'predicted grades' had a negative impact on children's progress. It was confirmed that the predictive analytics aimed to support early identification, so that the right support and resource could be put in place to support the child.

**RESOLVED:**

1. That the update be noted.
2. That a further update be arranged in the next municipal year as appropriate.

**CI37/19                      WASTE BUDGET AND LEVY REPORT**

Members considered a report on the forecast budget outturn position for 2019/20, the proposed budget for 2020/21, and the process to update the Levy Allocation Methodology Agreement (LAMA).

**RESOLVED:**

That the report be noted.

**CI38/19                      WORK PROGRAMME**

Joanne Heron, Statutory Scrutiny Officer, introduced the 2019/20 work programme for Members to review, develop and agree.

The Committee's focus in January and February 2020, would be to scrutinise the budget process.

**RESOLVED:**

That the work programme be agreed.

**CI39/19                      GREATER MANCHESTER STRATEGY IMPLEMENTATION PLAN AND PERFORMANCE UPDATE**

**RESOLVED:**

That the report be noted.

**CI40/19                      GREATER MANCHESTER BREXIT PREPARATIONS REPORT**

**RESOLVED:**

That the report be noted.

**CI41/19                      GMCA REGISTER OF KEY DECISIONS**

**RESOLVED:**

That the Register of Key Decisions be noted.

**CI30/19                      DATE OF NEXT MEETING**

Tuesday 21 January 2020, at 6pm, GMCA Offices.

**CI31/19**

**EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED:**

That, under section 100 (A)(4) of the Local Government Act 1972 the press and public should be excluded from the meeting for the following items on business on the grounds that this involves the likely disclosure of exempt information, as set out in paragraph 3, Part 1, Schedule 12A of the Local Government Act 1972 and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**CI32/19**

**WASTE BUDGET**

The Committee considered a report, which outlined a forecast budget outturn for 2019/20, and an overview of the proposed budget and levy requirements for 2020/21.

**RESOLVED:**

That the report be noted.

**Report to PVFM**

## **Council Performance Report September 2019**

**Portfolio Holder:**

Councillor Sean Fielding, Leader of the Council

**Officer Contact:** Matt Drogan, Head of Strategy and Performance

**Report Author:** Matt Drogan, Head of Strategy and Performance

**Ext:** 4711

**Date:** 4 February 2020

---

### **Reason for Decision**

The purpose of this report is to allow:

- The review of Council Performance for September 2019
- 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 2018) **235,623** 

Male 49.3% 50.7% Female

Aged 0-15 22.7% Aged 16-64 61.4% Aged 65+ 15.9%

White 77.5% Pakistani 10.1% Bangladeshi 7.3% Other 5.1%

ONS Mid-Year Estimate 2018/Census 2011



## INCOME & BENEFITS

Median Household Income **£21,752**

68.5% Employment Rate  
11.1% Out of Work Benefits  
5.1% Unemployment  
7.7% ESA Benefits

CACI 2018/Census 2011/DWP 2019



## HOUSING

**64.9%** Owner Occupied

12.9% in Fuel Poverty  
20.9% Social Rented  
13.6% Private Rented  
22.1% Claiming Council Tax Benefits/Housing Benefits

LHNA 2019/DECC 2019/Council Tax 2019



## HOUSEHOLD INFO

Number of Households **97,762**

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

OMBC Council Tax 2019/Census 2011



**97%** with at least 1 qualification at KS4

64.1% School-Ready Children  
57.1% with standard pass in GCSE English and Maths

96.5% young people aged 16 to 18 are in EET  
13.6 Adults with No Qualifications  
51.6% 5 GCSEs A\*-C (including Eng & Maths)

DfE 2018/Positive Steps 2017/Census 2011

## HEALTH

**16.3%** Long Term Health Problems/Disabilities 


77.2 yrs Male Life Expectancy  
80.9 yrs Female Life Expectancy  
16.6% Currently Smoke

### Obese Children

Reception: 10.9% Year 6: 23.4%

Public Health England/Census 2011

## CRIME

**107** Victim Based Crimes (per 1,000 of the Population) 

2.0 Robbery of Personal Propert  
7.5 Residential Burglary Rate  
13.1 Vehicle Offences Rate  
42.0 Violence Against the Person Rate

GMP 2019

## COMMUNITY

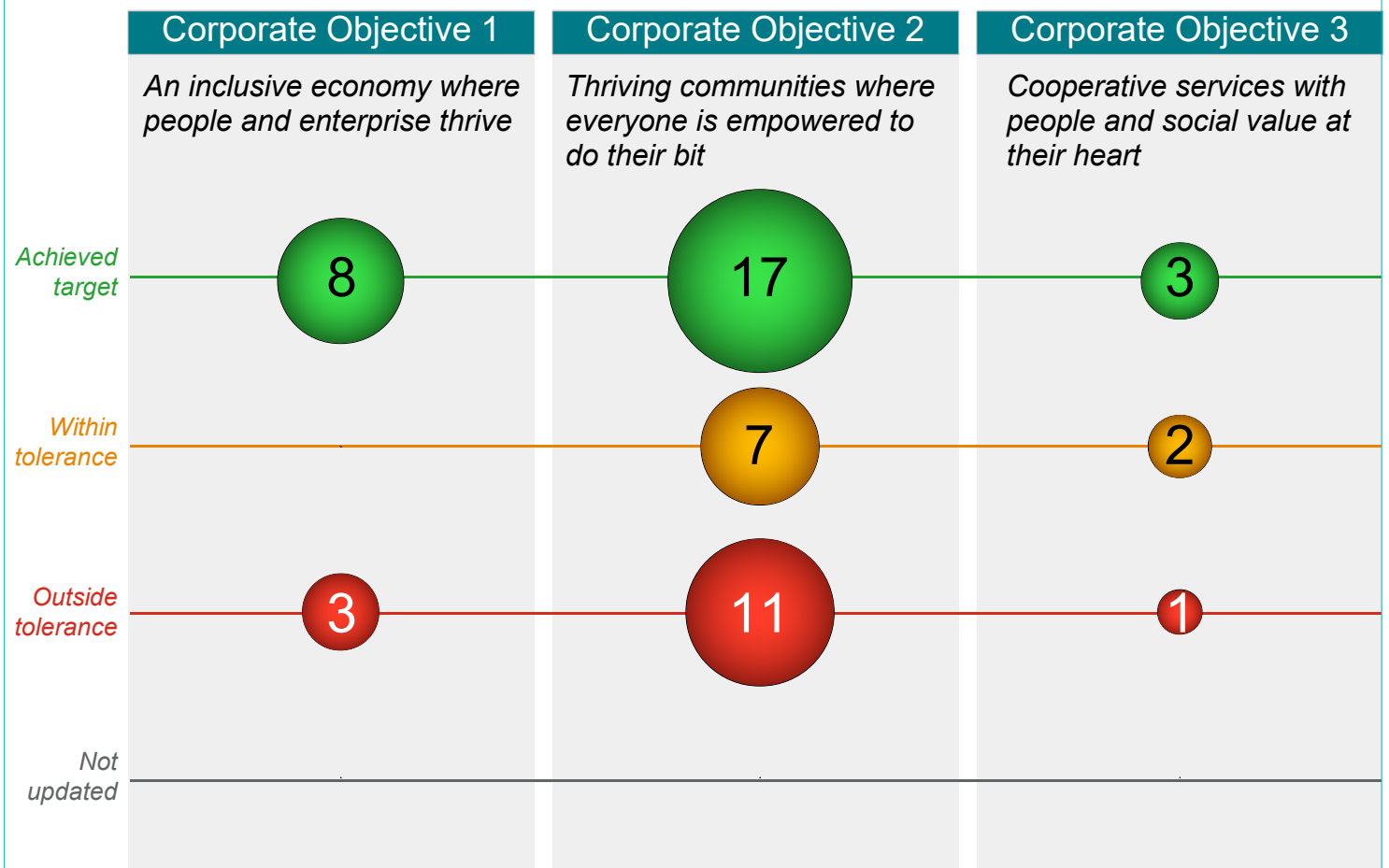
Satisfied with Local Area **71%** 

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

YYC 2013 / OMBC Election team 2016

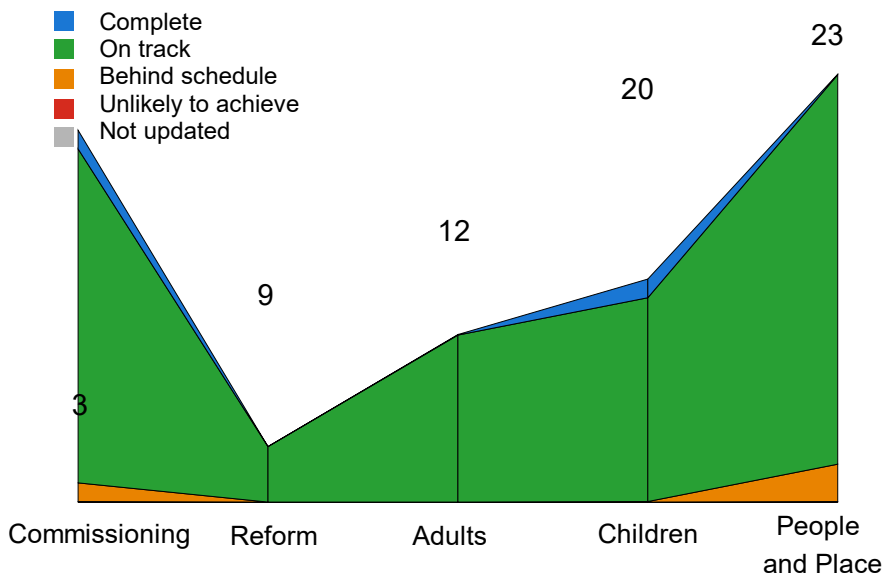
## Performance Measures by Objective

Details in Appendices I and II



### Action Summary

Details in Appendix III



### Comment

The percentage of measures meeting target has increased to 52%, from 37% in April 2019. Work within directorates will need to continue to ensure a greater proportion of measures meet their targets.

This quarter has seen an rise in the number of red measures, an increase from 12 to 15. This means 29% of measures are currently red.

### Summary of Risks associated with Actions

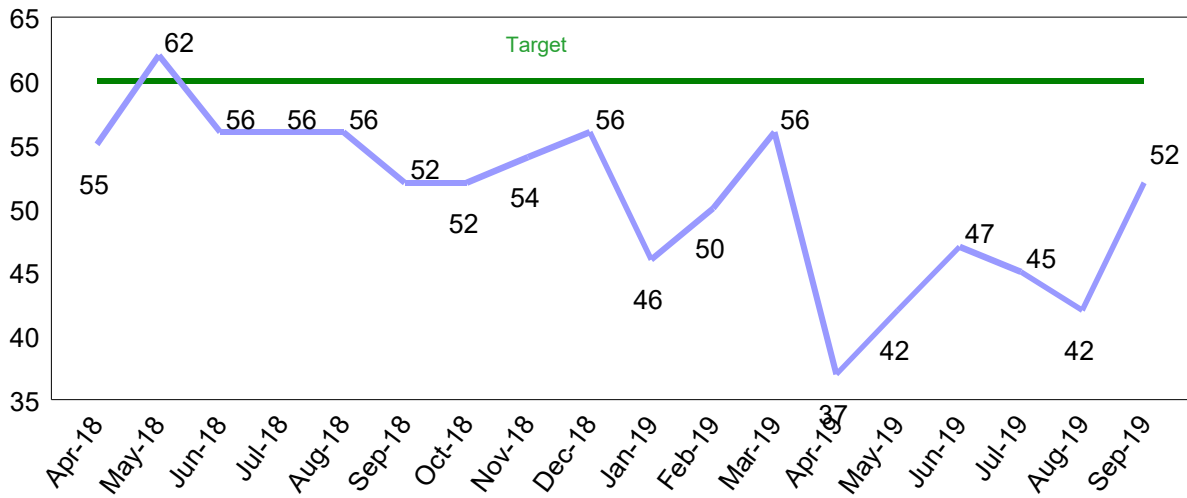
Details in Appendix IV

	Quarter 1				Quarter 2			
	IV	III	II	I	IV	III	II	I
A	0	1	0	0	0	1	0	0
B	0	0	10	0	0	0	10	0
C	0	0	16	0	0	0	17	0
D	0	4	7	1	0	4	6	1
E	0	0	1	0	0	0	1	0

Likelihood	Impact
A Very High	I Catastrophic
B High	II Critical
C Significant	III Marginal
D Low	IV Negligible
E Very Low	

## RAG-rated Performance Measure Trend (September 2019)

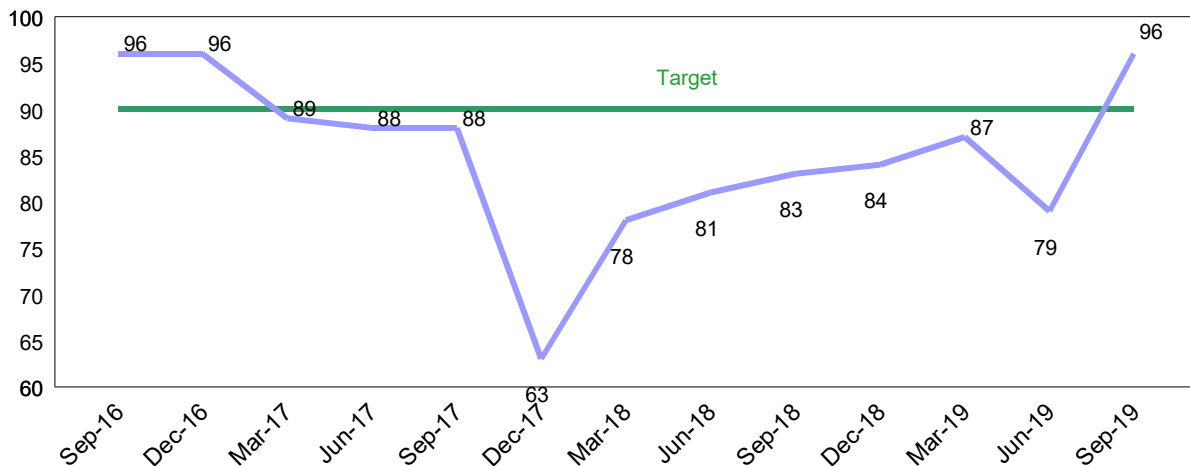
Performance Measures that achieved their target as a percentage of all reported Performance Measures. The aim is for 60% or more of the Performance Measures to have met their target.



	Prev. Quarter (Jun 19)	This Quarter (Sep 19)
No Update	0	0
> 5% off Target	13	15
Off Target	14	9
Achieved Target	24	28

## Action Trend (September 2019)

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.



	Prev. Quarter (Jun 19)	This Quarter (Sep 19)
No Update	0	0
Unlikely to achieve	0	0
Behind schedule	13	3
On track	54	63
Complete	1	2



## SICKNESS (year to date)



average days lost to sickness

same period previous year



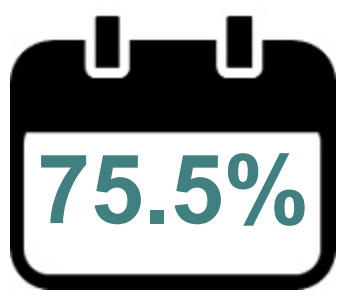
current trend



### top 3 reasons

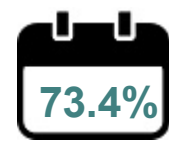
The 3 most common causes of sickness are Mental Health (32.3%), Musculo-skeletal (26.2%) and Cancer Related (6.44%).

## LONG TERM SICKNESS (year to date)



of days lost are due to long-term sickness

same period previous year

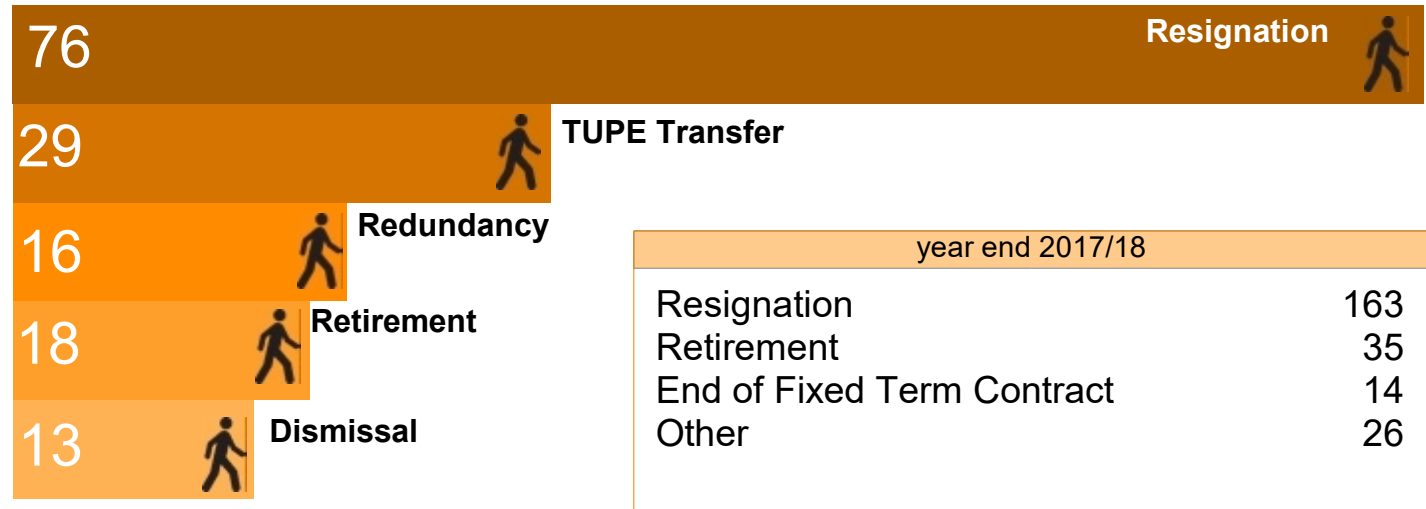


current trend



Long Term Absence is any absence longer than 20 days in length.

## TOP 3 REASONS FOR LEAVING (year to date)



## SICKNESS TOP 3 DIVISIONS (year to date)

1	Adult Social Care	8.32 days per FTE
2	Economy	7.24 days per FTE
3	People Services	6.23 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

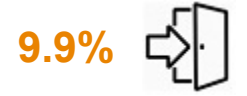
## TURNOVER (year to date)

**12.1%**



Staff turnover

same period previous year



current trend



## TURNOVER (rolling 12 months)

**78.0%**

of people still in post after 12 months



same period previous year

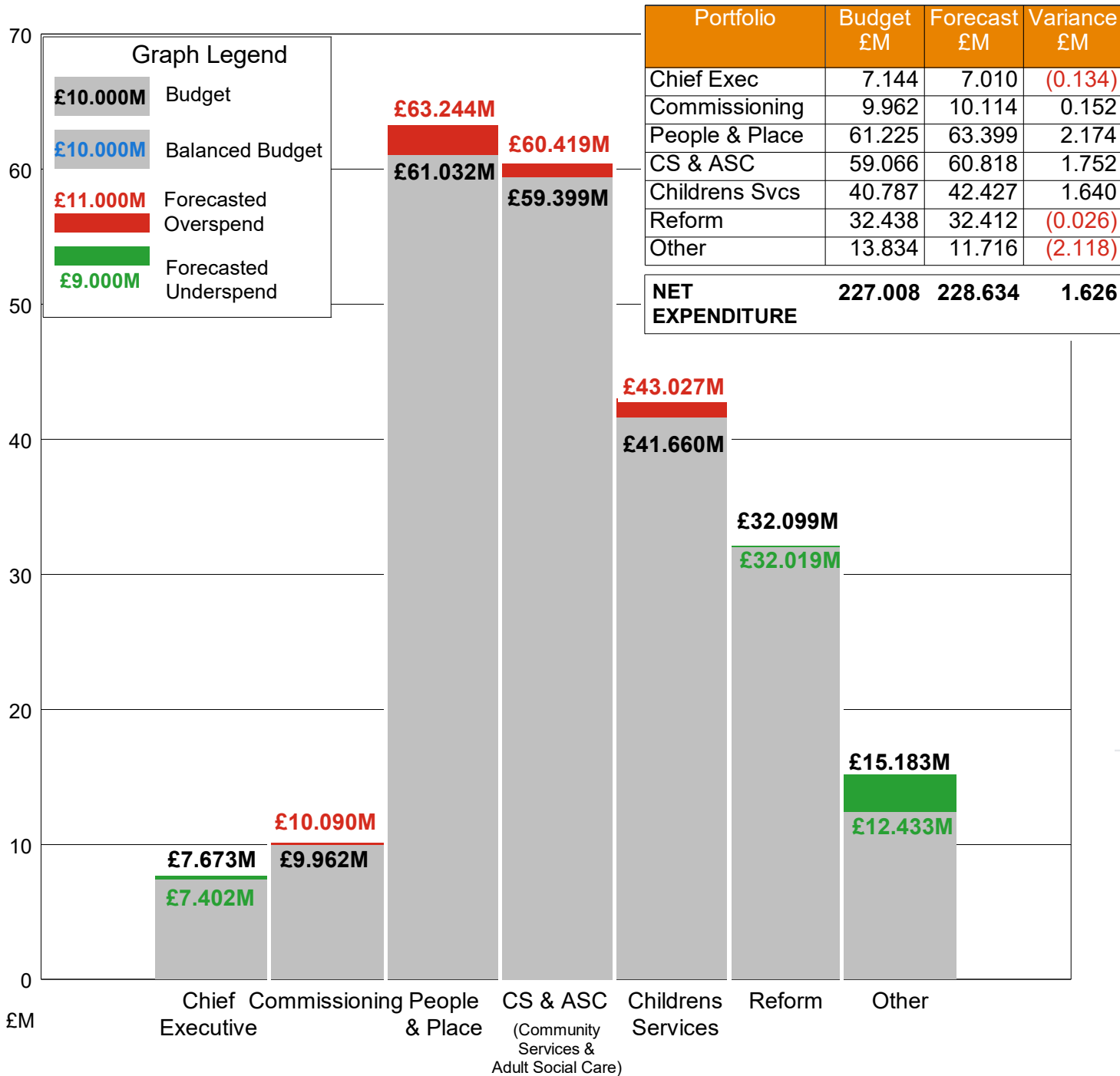


current trend



# Budget Forecast

Month 6 2019/20

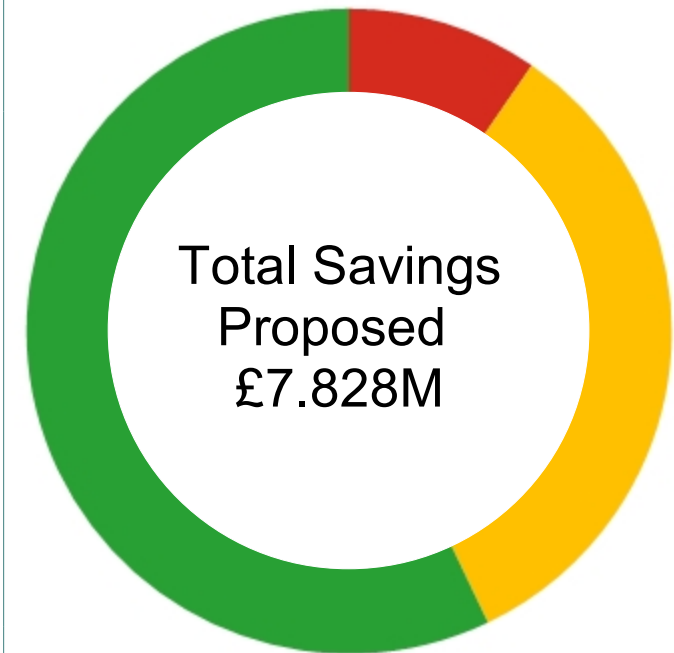


## Approved 2019/20 Budget Reductions

Quarter 2 2019/20

Work in progress

£2.610M



Delivered

£4.468M

## **Appendices**

- I Corporate Measure detail
- II Red Corporate Measure Follow-up Action(s)
- III Corporate Plan Actions detail
- IV Risks associated with Actions
- V Amendments

# Appendix I - Corporate Measure Detail

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status		2019/20 Year End Ambition & Prediction
								tolerance (+/- 5% of target)	LEGEND ● on or better than target ● within tolerance ● worse than tolerance	
<b>START WELL : Children and Young people get the best start in life and make the most of their education</b>										
✓	M730(CP) Percentage of pupils achieving the national standard in reading, writing and mathematics at the end of Key Stage 2	Cllr S Mushtaq	Annual	66.0%	62.8%	(Prev Yr) ACTUAL 61.6% TARGET 61.0%	64.0%		64.0%	
✓	M729(CP) Percent of children receiving their 1-3 preference of school place for the September intake in Reception and Year 7	Cllr S Mushtaq	Annual		91.5%	(Prev Yr) ACTUAL 91.5% TARGET 92.0%	92.0%		92.0%	
✓	M722(CP) Percentage of pupils in good/outstanding Oldham schools	Cllr S Mushtaq	Monthly		78.5%	(Prev Mth) ACTUAL 78.4% TARGET 81.0%	81.0%		81.0%	
✓	M716(CP) Timeliness of quality EHC plans: Percent completed within 20 weeks over 12 months	Cllr S Mushtaq	Quarterly	59.0%	98.2%	(Prev Qtr) ACTUAL 96.8% TARGET 70.0%	70.0%		70.0%	
✓	M700(CP) Attendance rates in Oldham Primary and Secondary Schools	Cllr S Mushtaq	Annual		95.8%	(Prev Yr) ACTUAL 95.2% TARGET 96.0%	95.2%		95.2%	

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	2019/20 Year End Ambition & Prediction
✓	M683(CP) Percentage of ICPCs within 15 working days of section 47	Cllr A Chadderton	Monthly	83.4%	81.6%	(Prev Mth) ACTUAL 83.9% TARGET 90.0%	90.0%	<p>A horizontal bar chart with a scale from 0 to 100. A grey bar represents the actual value of 83.9%, and a red dot represents the target of 90.0%.</p>	90.0%
✓	M657(CP) Percentage of children who pass the Year 1 Phonics screening test.	Cllr S Mushtaq	Annual		77.5%	(Prev Yr) ACTUAL 77.5% TARGET 80.0%	80.0%	<p>A horizontal bar chart with a scale from 0 to 90. A grey bar represents the actual value of 77.5%, and an orange dot represents the target of 80.0%.</p>	80.0%
✓	M649(CP) Percentage take up of 2 year-old children benefitting from funded early education places	Cllr S Mushtaq	Bi-Annual		69.1%		85.0%	<p>A horizontal bar chart with a scale from 0 to 90. A grey bar represents the actual value of 69.1%, and a green dot represents the target of 85.0%.</p>	85.0%
✓	M648(CP) % of children who have reached a Good Level of Development (GLD) at the end of the Early Years Foundation Stage.	Cllr S Mushtaq	Annual		64.1%	(Prev Yr) ACTUAL 64.1% TARGET 66.0%	68.0%	<p>A horizontal bar chart with a scale from 0 to 70. A grey bar represents the actual value of 64.1%, and a green dot represents the target of 66.0%.</p>	68.0%
✓	M640(CP) Percent of 16 to 17 year olds who are not in education, employment or training (NEET)	Cllr S Mushtaq	Monthly	3.3%	3.8%	(Prev Mth) ACTUAL 3.4% TARGET 3.5%	3.5%	<p>A horizontal bar chart with a scale from 0.0 to 4.0. A green dot represents the actual value of 3.4%, and a grey bar represents the target of 3.5%.</p>	3.5%
	M619(CP) Percentage of Care Leavers age 17-21 in Education, Employment or Training	Cllr A Chadderton	Monthly	87.1%	57.4%	(Prev Mth) ACTUAL 58.0% TARGET 70.0%	70.0%	<p>A horizontal bar chart with a scale from 0 to 80. A red dot represents the actual value of 58.0%, and a grey bar represents the target of 70.0%.</p>	70.0%

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	2019/20 Year End Ambition & Prediction
	M639(CP) Achieve the expected standard for the childhood immunisation programme as indicated by uptake of MMR at age 5	Cllr Z Chauhan	Quarterly		96.4%	(Prev Qtr) ACTUAL 96.4% TARGET 95.0%	95.0%	<p>A horizontal bar chart with a scale from 0 to 100. A grey bar represents the actual value at 96.4, and a green dot represents the target at 95.0.</p>	95.0%
	M655(CP) Percentage of children seen in the previous 12 months by an NHS dentist	Cllr Z Chauhan	Quarterly		64%	(Prev Qtr) ACTUAL 64% TARGET 67%	67%	<p>A horizontal bar chart with a scale from 0 to 70. A grey bar represents the actual value at 64, and an orange dot represents the target at 67.</p>	60%
	M656(CP) Percentage of Health Visitor mandated reviews completed within timescale	Cllr Z Chauhan	Quarterly		New Measure	(Prev Qtr) ACTUAL 86.8% TARGET 88.0%	88.0%	<p>A horizontal bar chart with a scale from 0 to 90. A grey bar represents the actual value at 86.8, and a green dot represents the target at 88.4.</p>	88.0%
	M738(CP) Participation of 17 year olds in education or training (counted as Year 12 year group under CCIS)	Cllr S Mushtaq	Monthly		93.60%	(Prev Mth) ACTUAL 93.40% TARGET 0.00%	0.00%	NO UPDATE DUE UNTIL OCTOBER	95.00%
	M804(CP) Percentage of young people who achieve level 5+ in both English and mathematics at KS4	Cllr S Mushtaq	Annual		35.8%	(Prev Yr) ACTUAL 35.8% TARGET 37.2%	37.2%	<p>A horizontal bar chart with a scale from 0 to 40. A grey bar represents the actual value at 35.1, and a red dot represents the target at 37.2.</p>	37.2%
	M941(CP) Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days) per year	Cllr A Chadderton	Monthly		445 days	(Prev Mth) ACTUAL 465 days TARGET 426 days	426 days	<p>A horizontal bar chart with a scale from 0 to 500. A grey bar represents the actual value at 461, and a red dot represents the target at 426.</p>	426 days

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	2019/20 Year End Ambition & Prediction
----------------	--------------	-----------	-------	--------------	--------------------------	-----------------	----------------------	---------------------------------	--

**LIVE WELL : Adults of working age benefit from inclusive growth, live well and are empowered to do their bit**

✓	M636(CP) Percentage who quit smoking at 4 weeks	Cllr Z Chauhan	Quarterly		New Measure	(Prev Qtr) ACTUAL 45.5% TARGET 50.0%	50.0%		50.0%
✓	M408(CP) Total new homes built	Cllr H Roberts	Quarterly	709	287	(Prev Qtr) ACTUAL 256 TARGET 112	225		450
✓	M356(CP) Number of work related opportunities created by Get Oldham Working	Cllr S Mushtaq	Monthly		5,905	(Prev Mth) ACTUAL 6,571 TARGET 5,125	5,250		6,000
	M63(CP) Number of visitors to Gallery Oldham	Cllr S Fielding	Quarterly		93,578	(Prev Qtr) ACTUAL 26,784 TARGET 22,000	43,000		75,000
	M69(CP) Number of library visits per 1000 population. To library service points - not including web visits	Cllr S Fielding	Monthly		5,594	(Prev Mth) ACTUAL 5,529 TARGET 5,774	5,774		5,774
	M197(CP) Number of visits to OCL Leisure Centres per 1000 population	Cllr Z Chauhan	Quarterly		5,324	(Prev Qtr) ACTUAL 1,438 TARGET 1,325	2,650		5,300

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	2019/20 Year End Ambition & Prediction
	M256(CP) Number of life long learning enrolments	Cllr S Mushtaq	Monthly		6,300	(Prev Mth) ACTUAL 8,401 TARGET 6,000	1,000		5,971
	M357a(CP) Number of Get Oldham Working related Job opportunities filled	Cllr S Mushtaq	Monthly		3,386	(Prev Mth) ACTUAL 3,802 TARGET 2,903	2,974		3,400
	M409(CP) Percentage of completed homes that are affordable	Cllr H Roberts	Quarterly	17.0%	9.4%	(Prev Qtr) ACTUAL 22.3% TARGET 25.0%	25.0%		25.0%
	M548(CP) Proportion of adults with learning disabilities in paid employment in England	Cllr Z Chauhan	Quarterly	5.6%	2.5%	(Prev Qtr) ACTUAL 2.9% TARGET 3.0%	3.0%		4.0%
	M659(CP) Percent of NHS Health Checks offered which were taken up in the Quarter	Cllr Z Chauhan	Quarterly		44.3%	(Prev Qtr) ACTUAL 67.8% TARGET 50.0%	50.0%		50.0%
	M715(CP) Annual EHCP (SEND) statutory reviews completed within legal time frame	Cllr S Mushtaq	Monthly		New Measure	(Prev Mth) ACTUAL 32.0% TARGET 70.0%	70.0%		70.0%



Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	2019/20 Year End Ambition & Prediction
----------------	--------------	-----------	-------	--------------	--------------------------	-----------------	----------------------	---------------------------------	--

**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		507 days	(Prev Mth) ACTUAL 295 days TARGET 300 days	350 days		600 days
	M543(CP) Number of individuals (65+) in a permanent residential or nursing placement – per 10,000 population 65+	Cllr Z Chauhan	Monthly		209	(Prev Mth) ACTUAL 207 TARGET 203	203		201
	M863(CP) Percent of eligible adults aged 65+ who have received the flu vaccine	Cllr Z Chauhan	Quarterly	75.4%	72.1%	(Prev Qtr) ACTUAL 72.1% TARGET 75.0%	75.0%		75.0%

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	2019/20 Year End Ambition & Prediction
----------------	--------------	-----------	-------	--------------	--------------------------	-----------------	----------------------	---------------------------------	--

**PLACE : An organisation that works cooperatively with residents and partners to deliver for Oldham**

✓	M915(CP) Customer satisfaction (Contact Centre)	Cllr A Jabbar	Monthly		95.77%	(Prev Mth) ACTUAL 95.22% TARGET 94.00%	94.00%	<p>A horizontal bar chart with a scale from 0 to 100. A grey bar represents the target at 94.00%. A green dot represents the actual value at 95.22%.</p>	94.00%
✓	M631(CP) Early Help - Proportion of cases where at least one individual shows an improvement in one or more assessed scores	Cllr A Shah	Monthly		66.4%	(Prev Mth) ACTUAL 65.0% TARGET 65.0%	65.0%	<p>A horizontal bar chart with a scale from 0 to 70. A grey bar represents the target at 65.0%. An orange dot represents the actual value at 65.0%.</p>	65.0%
✓	M501(CP) Percentage of Household waste sent for Reuse, Recycling or Composting	Cllr A Ur Rehman	Monthly	49.33%	40.35%	(Prev Mth) ACTUAL 48.44% TARGET 50.00%	50.00%	<p>A horizontal bar chart with a scale from 0 to 55. A grey bar represents the target at 50.00%. A red dot represents the actual value at 48.44%.</p>	44.74%
✓	M275(CP) Percentage of minor planning applications determined in time	Cllr H Roberts	Quarterly		96.0%	(Prev Qtr) ACTUAL 95.3% TARGET 80.0%	80.0%	<p>A horizontal bar chart with a scale from 0 to 90. A grey bar represents the target at 80.0%. A green dot represents the actual value at 95.3%.</p>	80.0%
	M126(CP) Percentage CO2 reduction on 1990 baseline	Cllr A Jabbar	Annual 3yr in arrears		43.4%	(Prev Yr) ACTUAL 43.4% TARGET 40.0%		<p>A horizontal bar chart with a scale from 0 to 50. A grey bar represents the target at 40.0%. A green dot represents the actual value at 43.4%.</p>	41.6%
	M274(CP) Percentage of major planning applications determined in time	Cllr H Roberts	Quarterly		100.0%	(Prev Qtr) ACTUAL 86.7% TARGET 80.0%	80.0%	<p>A horizontal bar chart with a scale from 0 to 120. A grey bar represents the target at 80.0%. A green dot represents the actual value at 86.7%.</p>	80.0%

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	2019/20 Year End Ambition & Prediction
	M333(CP) Percentage Council spend in Oldham	Cllr A Jabbar	Monthly		61.55%	(Prev Mth) ACTUAL 48.20% TARGET 60.00%	60.00%	<p>A gauge chart with a scale from 0 to 70. A red dot indicates the actual value at 48.20, and a grey square indicates the target at 60.00.</p>	60.00%
	M393(CP) Number of businesses supported after being successfully included in a referral package / programme.	Cllr S Fielding	Quarterly		New Measure	(Prev Qtr) ACTUAL 81 TARGET 75	150	<p>A gauge chart with a scale from 196.0 to 197.2. A green dot indicates the actual value at 196.0, and a grey square indicates the target at 196.0.</p>	300
	M493(CP) Streets and grounds inspection issues	Cllr A Ur Rehman	Monthly		17%	(Prev Mth) ACTUAL 17% TARGET 21%	21%	<p>A gauge chart with a scale from 0 to 25. A green dot indicates the actual value at 15.0, and a grey square indicates the target at 21.0.</p>	21%
	M494(CP) Number of food hygiene inspections	Cllr A Ur Rehman	Quarterly		New Measure	(Prev Qtr) ACTUAL 93 TARGET 249	521	<p>A gauge chart with a scale from 0 to 600. A red dot indicates the actual value at 260.0, and a grey square indicates the target at 521.0.</p>	1,070
	M890(CP) Highways: Classified Network Surface Condition (Percentage of principal roads requiring maintenance)	Cllr A Ur Rehman	Annual		7.0%	(Prev Yr) ACTUAL 6.0% TARGET 8.0%	6.0%	<p>A gauge chart with a scale from 0 to 7. A green dot indicates the actual value at 6.0, and a grey square indicates the target at 6.0.</p>	4.0%

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	2019/20 Year End Ambition & Prediction
----------------	--------------	-----------	-------	--------------	--------------------------	-----------------	----------------------	---------------------------------	--

**WELL LED : Oldham has an inclusive economy, thriving communities and residents who are independent, resilient and engaged**

✓	S202(CP) Council Sickness Absence	Cllr A Jabbar	Monthly		9.5 days	(Prev Mth) ACTUAL 4.4 days TARGET 2.5 days	3.0 days		6.0 days
✓	M664(CP) Percentage of referrals which are repeat referrals to Children's Social Care	Cllr A Chadderton	Monthly	24.4%	25.6%	(Prev Mth) ACTUAL 23.2% TARGET 17 - 21.9%	17.0%		17 - 21.9%
	M340(CP) Percent of Internal Audit Opinions resulting in Weak, Inadequate, Limited Assurance	Cllr A Jabbar	Quarterly		13%	(Prev Qtr) ACTUAL 0% TARGET 15%	15%		15%
	M365(CP) Percentage of Council annual apprentice levy distributed to employers and apprenticeship training agencies within Oldham	Cllr A Jabbar	Quarterly		New Measure	(Prev Qtr) ACTUAL 2.0% TARGET 0.0%	3.0%		13.0%
	M566(CP) Percentage of care home beds rated as 'Good' or 'Outstanding' (NW ADASS CQC Data reports)	Cllr Z Chauhan	Quarterly		New Measure	(Prev Qtr) ACTUAL 85.4% TARGET 75.0%	77.0%		80.0%
	M567(CP) Percentage of community based providers rated as 'Good' or Outstanding	Cllr Z Chauhan	Quarterly		New Measure	(Prev Qtr) ACTUAL 88.9% TARGET 89.0%	90.0%		93.0%

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	2019/20 Year End Ambition & Prediction
	M682(CP) Children's Social Care – Percentage of completed assessments to timescale	Cllr A Chadderton	Monthly	87.1%	81.1%	(Prev Mth) ACTUAL 73.8% TARGET 85.0%	85.0%		85.0%
	S357(CP) Percentage of council tax in year collected of the total owed (cumulative)	Cllr A Jabbar	Monthly	97.67%	94.46%	(Prev Mth) ACTUAL 45.84% TARGET 46.55%	55.34%		94.60%
	S368(CP) Percentage of national non domestic rates (NNDR) collected in year as a % of the total owed	Cllr A Jabbar	Monthly	97.12%	97.22%	(Prev Mth) ACTUAL 45.81% TARGET 46.36%	55.41%		97.18%

## Appendix III - Corporate Plan Actions Detail

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
<b>Corporate Objective 1 : An inclusive economy where people and enterprise thrive</b>									
DA113	Engagement with GMHSP(Health and Social Care Partnership) for the tender for Supported Employment Service and enable local improvement of employment of people with Learning Disabilities, Autism and Mental Health	Jayne Ratcliffe	Cllr Z Chauhan	7/10/2019	31/3/2020	31/3/2020	This is ongoing as part of the local employment workstream within the GM LD & Autism strategies workstream. The focus at present is on linking with key employers in Oldham to establish their position regarding the employment of people with a Learning Disability and/or Autism and if they do not currently employ people what support is needed to enable change.	Mark Warren	14/10/2019
DC100	Support Oldham Education Partnership Board in prioritising all the recommendations of Education & Skills Commission	Adrian Calvert	Cllr S Mushtaq	2/10/2019	31/3/2020	31/3/2020	All of the work of the Oldham Education Partnership, Local Authority and Opportunity Area is integrated to ensure that priorities are met in a cohesive manner to ensure the best outcomes for the children and young people of Oldham.	Gerard Jones	12/11/2019
DC101	Focus on raising standards in reading writing, maths and phonics to level up educational outcomes at the end of all key stages	Adrian Calvert	Cllr S Mushtaq	2/10/2019	31/3/2020	31/3/2020	A range of projects are in place working with the Local Authority, Oldham Education Partnership and Oldham Opportunity Area. unvalidated results in summer 2019 show that the gap between disadvantaged and non-disadvantaged pupils closed by 25.	Gerard Jones	12/11/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DC105	Invest £37 million in new primary and secondary school facilities in order to meet demands on projected pupil need.	Andy Collinge	Cllr S Mushtaq	9/10/2019	31/3/2020	31/3/2020	Projects to increase pupil places are on track with several significant expansions in the secondary sector close to completion. A 1,500 place secondary school will open in 2020 (Oasis Leesbrook). Approval has also been granted for a 1,200 place secondary school with a projected opening date of September 2022.	Gerard Jones	12/11/2019
DC111	Ensure all children are school ready when they are due to start school	Paula Healey	Cllr S Mushtaq	9/10/2019	31/3/2020	31/3/2020	There has been a significant increase in the proportion of children reaching a good level of development (GLD). Whilst still unvalidated, data shows that outcomes for GLD rose by 4 percentage points (ppts), from 64.1% to 68.1%. This compares to a 1ppt rise nationally. Oldham has now had a year on year increase since 2013, when outcomes for the GLD were 41.1%	Gerard Jones	12/11/2019
DC155	Get Oldham Working to engage with 6,000 residents and fill 5,000 new employment-related opportunities by 2020	Jon Bloor	Cllr S Mushtaq	5/7/2019	31/3/2020	31/3/2020	Since April 2016 the GOW phase 2 programme has filled 5,034 work related opportunities (against a target of 4,061). This consisted of 3,642 jobs, 117 traineeships, 606 apprenticeships & 669 Work experience placements. The programme has therefore achieved the target set 9 months early. It has been enhanced by £2.5m external funding.	Gerard Jones	12/11/2019
DC156	Encourage 'In work' progression to help at least 400 residents gain new skills so they can gain promotions up the career ladder (Career Advancement Service)	Jon Bloor	Cllr S Mushtaq	10/10/2019	31/3/2020	31/3/2020	The Career Advancement Service was launched in December 2016 and is currently working with 575 residents engaged to date. 94 of those on the programme have started new jobs as a result of the support so far resulting in an average increase in salary of £4,154 (which if applied to the cohort equates to and additional £2.4m income per year).	Gerard Jones	12/11/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DC157	Fight for a Fair Employment borough, and lead the way as a GM Good Employment Charter member	Jon Bloor	Cllr S Mushtaq	10/10/2019	31/3/2020	31/3/2020	The Council is working towards signing the GM Good Employer Charter. It is also supporting this initiative with promotion via Growth Company and the Council Business Growth and Investment team.	Gerard Jones	12/11/2019
DC191	Explore options to support parents as co-educators, strengthening the partnership between council, schools and parents	Andrew Sutherland	Cllr S Mushtaq	9/10/2019	31/3/2020	31/3/2020	Close working with POINT continues and the recent SEND re-visit gave testimony to the good work happening in this space.	Gerard Jones	12/11/2019
DC193	Improve support for schools recruiting governors, particularly from underrepresented communities	Andy Collinge	Cllr S Mushtaq	9/10/2019	31/3/2020	31/3/2020	A range of activity linked to key themes such as early help, early years and the Oldham Family Connect model are being utilised to build further integration into policy and practice.	Gerard Jones	12/11/2019
DC194	Council investment will have ensured by 2022 that all new school places created for Oldham children and young people are in good or outstanding schools.	Andrew Sutherland	Cllr S Mushtaq	4/10/2019	31/3/2022	31/3/2022	Council investment in school expansions are all in good/outstanding schools.	Gerard Jones	12/11/2019
DC195	Oldham to match the national level of school readiness by 2021 through supporting best practice in early family learning support programmes	Andrew Sutherland	Cllr S Mushtaq	4/10/2019	31/3/2021	31/3/2021	Predicted data indicates positive improvement in this target area.	Gerard Jones	12/11/2019
DC196	Oldham children and young people (5-16) to report better than national averages of wellbeing by 2021 through targeted support for SEMH(Social Emotional and Mental Health) programmes in schools.	Andrew Sutherland	Cllr S Mushtaq	4/10/2019	31/3/2021	31/3/2021	The mental health team continue to work with schools based on pupil surveys of health and well being and the SEMH team target schools as needed.	Gerard Jones	12/11/2019



Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DC197	Promote the Children's Champions scheme so that every child looked after has a champion to support them	Elaine Devaney	Cllr A Chadderton	10/10/2019	31/3/2020	31/3/2020	Recruitment for champions is ongoing for children looked after that want a champion. The revised handbook and guidelines are being updated. Currently we have 30 champions. Only 3 young people that have requested a champion are waiting to be matched.	Gerard Jones	12/11/2019
DC198	Explore the options to provide free prescriptions to all children looked after and care leavers under 25	Elaine Devaney	Cllr A Chadderton	10/10/2019	31/3/2020	31/3/2020	The free prescriptions process is set-up. Health partners have agreed to fund all free prescriptions. One young person received their free prescriptions after testing the application process and the system is now live.	Gerard Jones	12/11/2019
DE117	Improve security at bus stations, metrolink stops and car parks	Carol Brown	Cllr A Ur Rehman	1/10/2019	31/3/2020	31/3/2020	Appropriate interventions to be requested through TfGM as the responsible authority	Helen Lockwood	28/10/2019
DE119	Enhance and support all town centres by retaining and helping businesses to grow and thrive, and by encouraging new businesses to start up in empty properties	Emma Barton	Cllr S Fielding	4/10/2019	31/3/2020	31/3/2020	The Council's town centre grants and overall business support continues together with our partners support at Growth Hub and Enterprise Fund. Recent town centre start-ups this quarter include the Cob and Coal Micro Bar in Tommyfield and the Eatery Artisan/Deli in Manchester Chambers.	Helen Lockwood	28/10/2019
DE139	Greater Manchester's Plan for Homes, Jobs and the Environment (aka GMSF): in partnership with GMCA, provide support for the opportunities and implications associated with the proposed development sites across the borough	Emma Barton	Cllr H Roberts	4/10/2019	31/3/2021	31/3/2021	GMSF timetable revised. Next consultation (on the Publication Plan) will be summer 20. GMSF to then be submitted for public examination. Work continues to consider implications of comments received, further high-level concept planning is being carried out & a no. of key pieces of evidence are being carried out at GM level (transport infrastructure & viability).	Helen Lockwood	28/10/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DE148	Maintain our 24-hour road repair promise for priority routes and invest in our secondary routes and highways	Gordon Anderson	Cllr A Ur Rehman	4/10/2019	31/3/2020	31/3/2020		Helen Lockwood	28/10/2019
DE170	Review, develop and deliver a new Town Centre Vision, with an associated action plan, children`s masterplan, and comprehensive investment plan, which will support our local communities and ensure it is a place that thrives.	Emma Barton	Cllr S Fielding	4/10/2019	31/3/2020	31/3/2020	Action plans being developed to be considered by leadership. Communications plan to support programme still to be developed.	Helen Lockwood	28/10/2019
DE171	Develop and deliver the Oldham Museum and Archive (OMA) Centre to enhance the cultural offer in the town centre	Emma Barton	Cllr S Fielding	4/10/2019	31/3/2021	31/3/2021	Interserve appointed as preferred contractor for 2stage redevelopment of OMA.Stage 1 to develop OMA designs & deliver pre-contract services work.Work packages to be tendered & a price for main contract works obtained.Main works to start in spring 20,with opening late 21.Work on the Business & Transition Plans is ongoing.Monthly meetings will monitor progress	Helen Lockwood	28/10/2019
DE172	Develop and deliver the transformation of Oldham Mumps (Princes Gate) area	Emma Barton	Cllr S Fielding	4/10/2019	31/3/2021	31/3/2021	Travelodge and Lidl have completed contracts. A further 2 smaller retailers have signed pre-let agreements for the ancillary retail space. It is expected that a planning application will be submitted shortly for the development.	Helen Lockwood	28/10/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DE173	Develop options / business cases for key projects which will act as enablers for catalytic transformation of Our Town Centre - (examples - Market and retail offer, public services accommodation, culture offer and event space)	Emma Barton	Cllr S Fielding	4/10/2019	31/3/2020	31/3/2020	Financial modelling of new market ongoing. Further design options being considered to reduce costs.	Helen Lockwood	28/10/2019
DE186	Develop Oldham town centre's night time economy, attracting new, high quality businesses and creating a connected, diverse and safe evening offer	Emma Barton	Cllr S Fielding	4/10/2019	31/3/2020	31/3/2020	Vacant Unit 2 & 4 being proactively marketed and are in discussions with potential occupiers. Council has been shortlisted for grant allocation from Future High Street fund which would accelerate the growth of the night time economy. Night time task force met in June and GM Mayor has appointed Night time advisor Sacha Lord to assist Oldham	Helen Lockwood	28/10/2019
DE187	Double the number of co-operative enterprises active in the borough	Emma Barton	Cllr S Fielding	4/10/2019	31/3/2020	31/3/2020	A Social Enterprise Partnership has been formed with housing providers, Action Together, Oldham Enterprise Trust, Upturn Enterprise and Oldham Council. The group is applying for funding to support this ambition..	Helen Lockwood	28/10/2019
DE190	Identify sites for public water fountains to support our green agenda	Gail Aspinall	Cllr A Ur Rehman	4/10/2019	31/3/2020	31/3/2020	16 Town Centre businesses offer free refills of water bottles - 6 of which are happy to have this service promoted. The Markets Team is liaising with the NHS & United Utilities over creating a 'Wellbeing Corner' in a vacant stall within the Market Hall. This would feature a water bottle refill station (a Wellbeing Corner has been created on Ashton Market)	Helen Lockwood	28/10/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DE191	Extend our free weekend car parking pledge (up to 3 hours) with unlimited free parking on weekdays after 3pm.	Emma Barton	Cllr A Ur Rehman	4/10/2019	31/3/2020	31/3/2020	This initiative has been in place since April 2013.	Helen Lockwood	28/10/2019
DP213	Establish joint working with planning to support health promoting environments within the context of the GM spatial framework for new homes, town centre planning and transport infrastructure planning	Katrina Stephens	Cllr Z Chauhan	8/10/2019	31/3/2020	31/3/2020	Work in response to Council motion on health impact assessments is progressing. A process to provide public health input into Licensing decisions has been scoped, and is on track to be in place by end of the year.	Rebekah Sutcliffe	8/10/2019
DP414	Create a programme of events and activities to tackle social isolation and increase access to culture	Katrina Stephens	Cllr Z Chauhan	7/10/2019	31/3/2020	31/3/2020	Programme of Audio-Described & BSL tours and activities at Gallery Oldham underway for visually & hearing impaired visitors. Encountering the Unexpected activity programme engaging older people with natural history collections. Libraries of Sanctuary programme started. Reading Friends which targeted older social isolated people now includes younger LGBT groups	Rebekah Sutcliffe	8/10/2019
DP415	Develop the Local Cultural Education Partnerships	Katrina Stephens	Cllr S Fielding	7/10/2019	31/3/2020	31/3/2020	Several workshops have been held with partnership members, and the vision and objectives for the partnership have been agreed.	Rebekah Sutcliffe	8/10/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
<b>Corporate Objective 2 : Thriving communities where everyone is empowered to do their bit</b>									
DA104	Implement GM Learning Disabilities priorities ensuring all 10 priorities become BAU	Jayne Ratcliffe	Cllr Z Chauhan	7/10/2019	31/3/2020	31/3/2020	The GM Learning Disability priorities are managed by the LD Partnership Board. The team continue to work to develop these priorities as work continues on implementing the local strategy. The Head of Service for Learning Disability is working with the team and stakeholders to ensure the priorities are aligned with objectives. This is ongoing.	Mark Warren	14/10/2019
DA112	Review of the community services statutory requirements and compliance to include;-Care Act-Social care Green paper-NHS 10-year plan compliance-LPS(Liberty Protection Safeguarding)/MCA(Mental Capacity Act)	David Garner	Cllr Z Chauhan	8/10/2019	31/12/2019	31/12/2019	This is an ongoing piece of work that requires ongoing horizon scanning and action on key pieces of legislation and statutory guidance impacting on the work of community services.	Mark Warren	14/10/2019
DA115	New legislative frameworks relating to MCA(Mental Capacity Act)/LPS(Liberty Protection Safeguarding) are embedded confidently in practice and leads to an increase in CoP DoLs in community settings	Julie Urmson	Cllr Z Chauhan	8/10/2019	31/3/2021	31/3/2021	Revised MCA Code of Practice is expected in December 2019 and implementation of the legislation by Autumn 2020. This is being monitored.	Mark Warren	14/10/2019
DA121	Monitor the effectiveness of the new RAS approach and further develop our personalised approach to our customer's health and social care journey.	Kirsty Littlewood	Cllr Z Chauhan	2/10/2019	31/3/2020	31/3/2020	Reporting arrangements now in place to monitor outputs from the RAS and sub groups established to lead on reviewing the data, to ensure the system is effective.	Mark Warren	14/10/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DA123	OMBC to continue to take a lead GM role in the GM transformation agenda, working across the core features of the GM ASC Transformation model (which includes supporting people to live independent lives for longer in their own homes)	David Garner	Cllr Z Chauhan	8/10/2019	31/3/2020	31/3/2020	This is an ongoing piece of work that includes involvement in a wide range of different GM Transformation Agendas that reflect the priorities of the Oldham Locality Plan. Involvement levels are dependent on the specific activities. This activity ensures Oldham is represented and takes a lead where appropriate and is able to report on levels of involvement.	Mark Warren	14/10/2019
DA125	Achievement of our joint vision and priorities for the community health and adult social care service, covering key areas, such as stakeholder relationship, access to services, community enablement and IMT.	Mark Warren	Cllr Z Chauhan	8/10/2019	31/3/2020	31/3/2020	Priorities continue to be developed and remain at multiple stages of implementation.	Mark Warren	14/10/2019
DC167	Deliver on the corporate parenting strategy to significantly improve the life chances of every child in Oldham's care.	Elaine Devaney	Cllr A Chadderton	10/10/2019	2/10/2019	2/10/2019	The Corporate Parenting Strategy has now been signed off and an action plan to deliver on the priorities his underway with key performance measures identified against each priority. Task & Finish Groups are meeting on a regular basis for each workstream.	Gerard Jones	12/11/2019
DC171	Collaborate with the Early Intervention and Prevention Review in the development of Oldham Family Connect to ensure that recommendations are implemented in line with our ambition for Children in Oldham	Elaine Devaney	Cllr A Chadderton	9/10/2019	31/3/2020	31/3/2020	The review findings are being used to inform the development of the Oldham Family connect model. A group has been convened to steer the development of the tender for the contracted lower level services and connectivity with Oldham Family Connect.	Gerard Jones	12/11/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DC190	Support schools to set up breakfast clubs in every ward, and continue projects to tackle holiday hunger	Amanda Richardson	Cllr S Mushtaq	16/10/2019	31/3/2020	31/3/2020	A survey was issued to all schools regarding Breakfast clubs, which is now complete. The next steps are to review the findings and make recommendations to take things forward.	Gerard Jones	12/11/2019
DC199	Review our fostering and adoption service to create more, stable places for children looked after, including through an incentive scheme for residents to become foster carers	Elaine Devaney	Cllr A Chadderton	10/10/2019	31/3/2020	31/3/2020	Oldham Fostering Service (OFS) is undergoing a team restructure to create a dedicated recruitment and support team to streamline the assessment process for all who apply. OFS continues to be part of You Can Foster. They are researching the nationwide shortage of disabled foster carers. The aim is to encourage disabled people to consider fostering for Oldham.	Gerard Jones	12/11/2019
DC200	Continue to work to ensure that all our Children Looked After are placed in the borough	Elaine Devaney	Cllr A Chadderton	10/10/2019	31/3/2021	31/3/2021	CLA placed in borough had been decreasing between Aug '18 and Apr '19. However, this began increasing recently, and has remained around 57% over the last three months - slightly below Stat Neighbours at 58%. OOB placements have been a priority at the Access to Resource Panel and the High Cost Placements Panel. CLA that placed within a 20 mile radius is 93.2%	Gerard Jones	12/11/2019
DE124	Deliver pipeline of 1,000 new homes across the borough – with a range of high quality affordable and aspirational housing	Emma Barton	Cllr H Roberts	4/10/2019	31/3/2022	31/3/2022	Keepmoat carrying out pre-development works for 68 homes at North Werneth. 135 homes at Limeurst Village has been completed. Report recommending preferred bidder for Fitton Hill (circa 400 homes) being prepared for Cabinet.	Helen Lockwood	28/10/2019
DE126	Commit to preserving and enhancing the quality of our environment. Prosecuting fly tippers and people who drop litter	Carol Brown	Cllr A Ur Rehman	1/10/2019	31/3/2020	31/3/2020	Enforcement work reacting to service requests continues. Additional work to support cleaner air around schools and the appropriate use of legislation is currently underway.	Helen Lockwood	28/10/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DE132	Review, adopt and implement a new Oldham Housing Strategy 2019	Emma Barton	Cllr H Roberts	4/10/2019	31/3/2022	31/3/2022	New Strategy approved and implementation phase underway. Governance arrangements being established with joint workshop with Policy and key stakeholders to be held.	Helen Lockwood	28/10/2019
DE140	Local Plan Review (Issues and Options)	Emma Barton	Cllr H Roberts	4/10/2019	31/3/2021	31/3/2021	Consultation on Issues and Options has now moved to summer 2020 to align with the next consultation on the GMSF (see above). Will keep under review.	Helen Lockwood	28/10/2019
DE144	Develop a joint programme of works to improve Air Quality across the Borough and Greater Manchester area	Carol Brown	Cllr A Ur Rehman	1/10/2019	31/3/2020	31/3/2020	Delays from Government in the response to the submitted Outline business case. Conversation completed – formal consultation could be delayed	Helen Lockwood	28/10/2019
DE169	Improving Private Rented Sector standards	Emma Barton	Cllr H Roberts	4/10/2019	31/3/2022	31/3/2022	Empty Homes Pilot launched. Enquiries received & survey visits carried out. 16 owner enquiries in train & 2 properties valued. Tenancy management partner procurement underway. Recruitment of Senior Housing Needs post underway to support delivery of Bond Scheme, Empty Homes Pilot, Temporary Accom provision via leases, deliver updated TA Strategy & other initiatives	Helen Lockwood	28/10/2019
DE188	Establish the Oldham Code, setting our expectations for the quality of new homes	Emma Barton	Cllr S Fielding	4/10/2019	31/3/2020	31/3/2020	Work has commenced on the preparation of an Oldham Code. It will address national spatial standards & other optional standards as appropriate. Consideration will be given to other issues as appropriate through the Local Plan review. It's anticipated that the 5 year housing land supply position to be published as part of the Monitoring Report (in December 19)	Helen Lockwood	28/10/2019



Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DE189	Work with stakeholders and the wider community to develop voluntary solutions to the problem of vehicle use around schools and vehicle idling; civil enforcement [also see DE192]	Emma Barton	Cllr S Fielding	4/10/2019	31/3/2020	31/3/2020	Parking enforcement measures have been put into place to address this problem.	Helen Lockwood	28/10/2019
DE192	Work with stakeholders and the wider community to develop voluntary solutions to the problem of vehicle use around schools and vehicle idling; vehicle emissions [also see DE189]	Carol Brown	Cllr A Ur Rehman	1/10/2019	31/3/2020	31/3/2020	Work to support cleaner air around schools and the appropriate use of legislation is currently underway.	Helen Lockwood	28/10/2019
DP293	Lead the strategic development of place based integration and reform across the borough and implement planning for the GM reform white paper.	Vicky Sugars	Cllr S Fielding	8/10/2019	31/3/2020	31/3/2020	Geographical alignment is on track with a decision due to go to Council in December 2019  Profiles for each new geographies commissioned and work is underway to develop a whole system model.	Rebekah Sutcliffe	7/10/2019
DP359	Work with Senior Officers and Elected Members to develop a narrative for both the place and the organisation that reflects our ambitions, our priorities and our values.	Simon Jones	Cllr S Fielding	9/7/2019	31/3/2020	31/3/2020	Work taking place which will see a revised narrative for the borough implemented in September 2019.	Rebekah Sutcliffe	9/7/2019
DP363	Work with Oldham Coliseum and Arts Council England to agree a sustainable model for the future of performing arts in the borough	Sheena Macfarlane	Cllr S Fielding	8/10/2019	31/3/2020	31/3/2020	Phase 2 started. Appointment of design team for feasibility underway. Project governance board established.	Rebekah Sutcliffe	9/7/2019
DP366	Review of prevention and early intervention to inform recommissioning of Early Help	Liz Lyons	Cllr S Fielding	4/10/2019	31/3/2020	31/3/2020	This is progressing well and due to report Oct/Nov	Rebekah Sutcliffe	8/10/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DP413	Develop Northern Roots, building relationships with partners and stakeholders, and consulting with residents. [An action in the Economy portfolio re the Alexandra Park depot exists – DE142]	Anna Da Silva	Cllr S Fielding	7/10/2019	31/3/2020	31/3/2020	Northern Roots is progressing well, registration of the Northern Roots charitable company is underway, consultation with residents, partners and stakeholders is ongoing, a first offer of funding has been received, the process to develop a planning application and business model and plan is underway, and pilot projects have commenced.	Rebekah Sutcliffe	7/10/2019
DP416	Encourage wider use of our excellent leisure facilities, and better food choices through Healthy Oldham promotions targeting those who benefit the most	Katrina Stephens	Cllr Z Chauhan	7/10/2019	31/3/2020	31/3/2020	Promoting physical activity opportunities and healthier food choices are key themes in the developing healthy weight and physical activity strategy, including local adoption of the 'That Counts' campaign. Work is underway through the LDP to develop and promote a wider leisure and physical activity offer for the borough.	Rebekah Sutcliffe	8/10/2019

Page 56

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

DA105	Lead the work being undertaken with partner organisations to implement a new approach to the delivery of community enablement	David Garner	Cllr Z Chauhan	8/10/2019	31/3/2021	31/3/2021	The Community Enablement Transformation Programme is ongoing. A number of short-term pilot projects that have been in place through to June 2019 and some have been extended to December 2019 following review. A longer term planning review for implementation of the overall enablement programme is now underway and due to be completed by October 2019.	Mark Warren	14/10/2019
-------	---	--------------	----------------	-----------	-----------	-----------	---	-------------	------------

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DA108	Implementation of the phase 2 cluster and specialised service integration programme to realise true integrated service delivery (links to several business planning actions)	Jayne Ratcliffe	Cllr Z Chauhan	8/10/2019	31/3/2020	31/3/2020	Phase 2 of integration is continuing to evolve and develop. The service has been very focused on the transfer of PCFT to SRFT. This transfer took place on 1st July 2019. Workshops have taken place with staff to review roles and responsibilities. This work will continue to be implemented. We are progressing to review governance structures including meetings.	Mark Warren	14/10/2019
DA110	Oversee the transition of clinical services to NCA(Northern Care Alliance) and ensure OMBC staff and priorities are embedded within the revised governance and employer model arrangements	Mark Warren	Cllr Z Chauhan	8/10/2019	31/8/2019	31/8/2019	Transfer of staff successfully took place on 1 July. The first 100 day check has been completed and work continues to monitor the impact of the transfer.	Mark Warren	14/10/2019
DA111	Development of an Oldham Cares Strategic Commissioning Function (SCF) with the CCG to enable transition to a single commissioning function	Helen Ramsden	Cllr Z Chauhan	8/10/2019	31/12/2019	31/12/2019	Since colocation in April 2018, much development has taken place on areas of commonality. Overview and Scrutiny Committee received an update on SCF on the 10/9/19. Work on the integration model is ongoing.	Mark Warren	14/10/2019
DA117	Implement a redesigned, integrated safeguarding model	Helen Ramsden	Cllr Z Chauhan	8/10/2019	31/3/2020	31/3/2020	The model has been developed, consulted on and agreed by the Safeguarding Adults Board. Delegated report has been signed by the DASS. New posts have been created and following recruitment freeze panel the 2 senior posts in the structure will be advertised. Following this the remainder of the structure will be implemented.	Mark Warren	14/10/2019

Page 57

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DC201	Inclusion (SEND) Strategy will aim to- Increase children educated in the borough- Reduce EHC requests and use resources flexibly- Improve post 19 provision- Ensure a sustainable and effective local offer is in place	Paula Green	Cllr S Mushtaq	3/10/2019	31/3/2020	31/3/2020	The SEND Strategy is due to have a soft launch in the autumn term, alongside the launch of the review of the high needs block, with schools forum and key stakeholders.	Gerard Jones	12/11/2019
DE162	The Medium Term Property Strategy (MTPS) is focused on rationalising the Council's Corporate Estate (over a 4 year period)	Emma Barton	Cllr S Fielding	4/10/2019	31/3/2022	31/3/2022	Working through Phase 1 programme; linked to review of property services and opportunities to accelerate savings from the Town Centre Vision, Housing Strategy, Accommodation Strategy and the Locality Asset Review.	Helen Lockwood	28/10/2019
DS103	Through our Welfare Rights Service, support people adversely affected by Welfare Reform.	Anne Ryans	Cllr A Jabbar	1/10/2019	31/3/2020	31/3/2020	The team continues to proactively support those who who contact the team for assistance and have developed out reach arrangements with cluster teams.	Mike Barker	16/10/2019
DS187	Supporting delivery against key strategies including the town centre vision, the medium term property strategy, income strategy and commercial property investment strategy	Anne Ryans	Cllr A Jabbar	1/10/2019	31/3/2020	31/3/2020	Work continues to support these strategies with an update of the CPIS planned for later in the year. Finance officers attend all meetings, working groups and Member briefings to progress the town centre vision	Mike Barker	16/10/2019
DS232	Procurement will carry out a due diligence exercise establishing by category of spend business types within Oldham	Steve Boyd	Cllr A Jabbar	8/10/2019	31/3/2020	31/3/2020	We are in the process of completing this action, and it will be completed by the 6th of September.	Mike Barker	16/10/2019
DS240	Review council report templates to include the impact on children and young people on every report	Elizabeth Drogan	Cllr S Fielding	7/10/2019	31/3/2020	31/3/2020	Changes to template are being finalised. Anticipate this will be in place by Q2 2019/20	Paul Entwistle	8/8/2019
DS242	Deliver IT Strategic Roadmap within agreed timeframes in project plan.	Chris Petrie	Cllr A Jabbar	8/10/2019	31/3/2021	31/3/2021	Current roadmap is on track; report prepared for approval. Strategic roadmaps on track and reviewed at monthly board meetings.	Helen Lockwood	28/10/2019

Accountable Lead

Martyn Bramwell

Follow-up Action

The 6 days absence per FTE is a stretch target. Actual performance remains in line with the median performance of Local Government both nationally and regionally.

In an effort to reduce current levels of absence the 'Improving Employee Attendance' review is now underway. This is focussed upon identifying best practice, gaps in the organisations' current practice and recommendations for improvement.

Initial findings will be presented to the Director of HR/OD to be in January.

Target Date

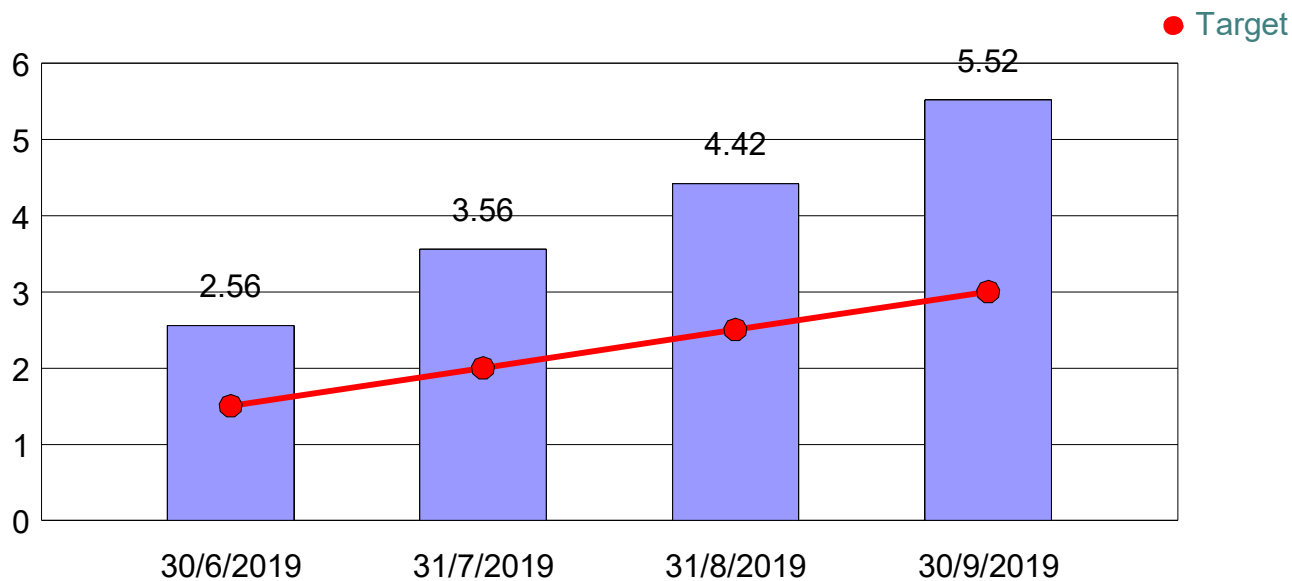
31 Mar 2019

Director Assurance

Julia Veall

Recent data shows an overall increase in absences which makes the review even more important both in terms of understanding the reasons for this and to identify how improvements can be made.

**Current and Previous Performance**



Benchmarking Period  
Financial year

01 Apr 17  
to  
31 Mar 18

Updated

Averages

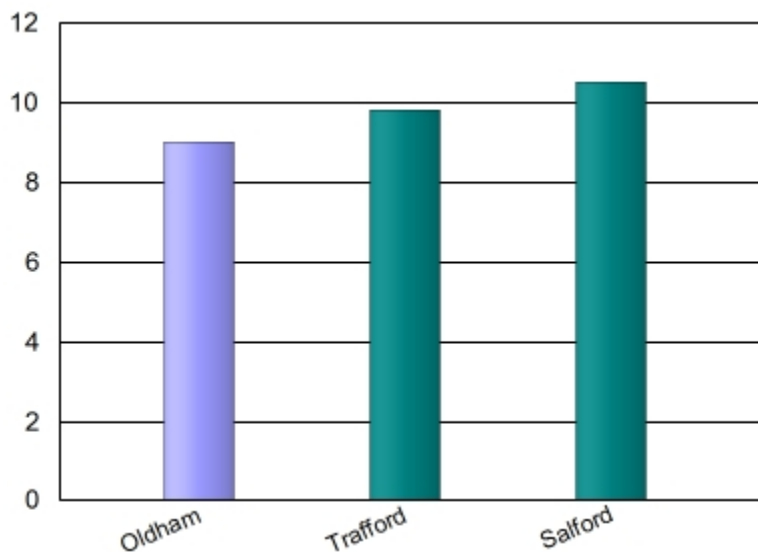
Geographical neighbours

English authorities

GMCA

CIPFA nearest neighbours

Benchmarking Definition :

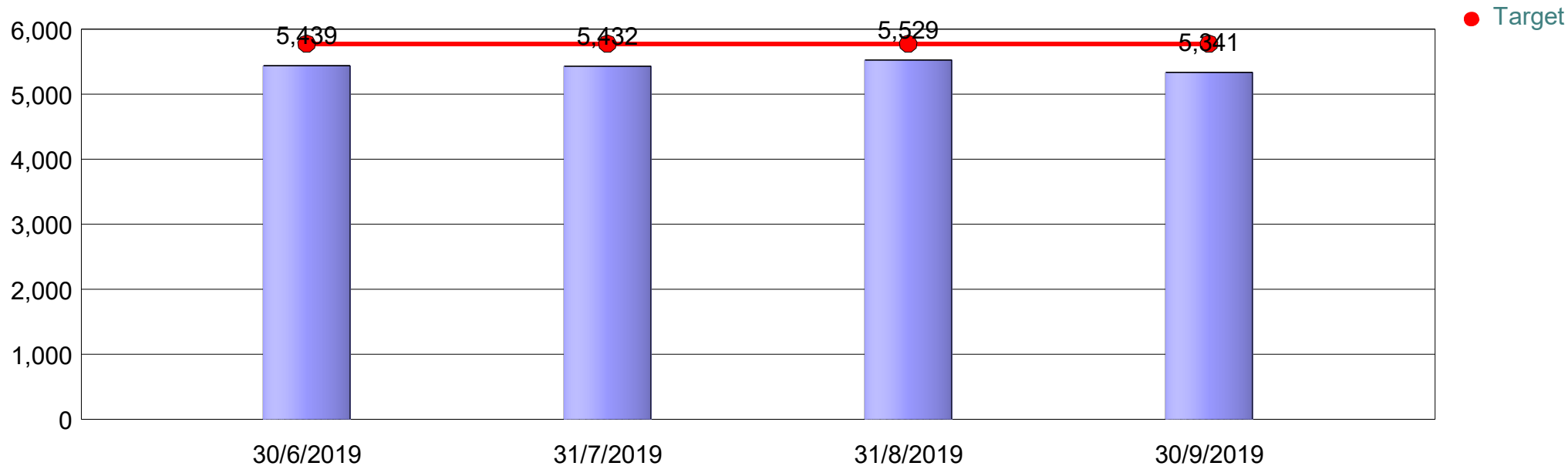


WORSE



WORSE

**Current and Previous Performance**



**Follow Up Action and Assurance Details**

**Accountable Lead**

Sheena Macfarlane

**Target Date**

no date available

No Benchmarking Available

**Accountable Lead Follow Up Action**

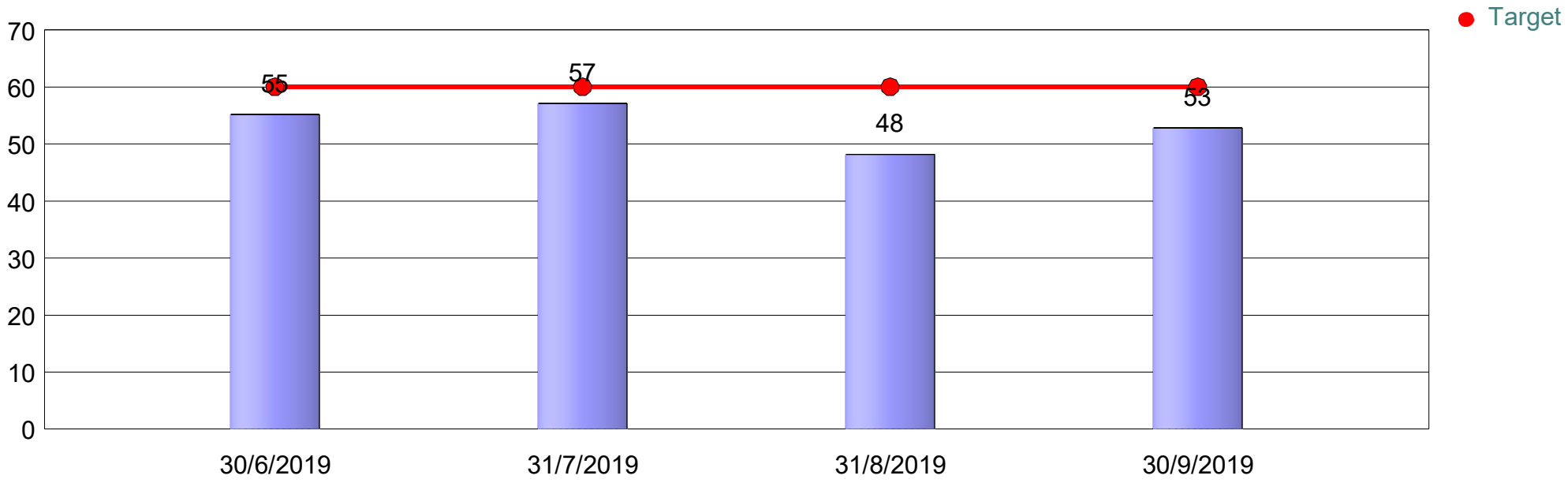
Library visits fluctuate throughout the year and Sept normally sees a drop off for the start of the school year. However we are unable to record accurately visitor numbers at some of our key library sites, including Oldham, due a failure in the automatic counting system which is now out of contract and needs to be replaced. Declining library visits is a national trend and we are currently forecasting a drop in library visits for this year of approx 3% although we are experiencing a notable increase in digital issues and remote access. The service is currently exploring a wider group of measures to better determine usage and patterns

**Director Assurance**

Katrina Stephens

Although library visits are trending downwards, library services are still well utilised through digital and remote access. A failure in the recoding system is affecting our ability to report accurately against this measure. Solutions are being investigated but are likely to require investment.

**Current and Previous Performance**



**Follow Up Action and Assurance Details**

**Accountable Lead**

Steve Boyd

**Target Date**

31 Mar 2020

No Benchmarking Available

**Accountable Lead Follow Up Action**

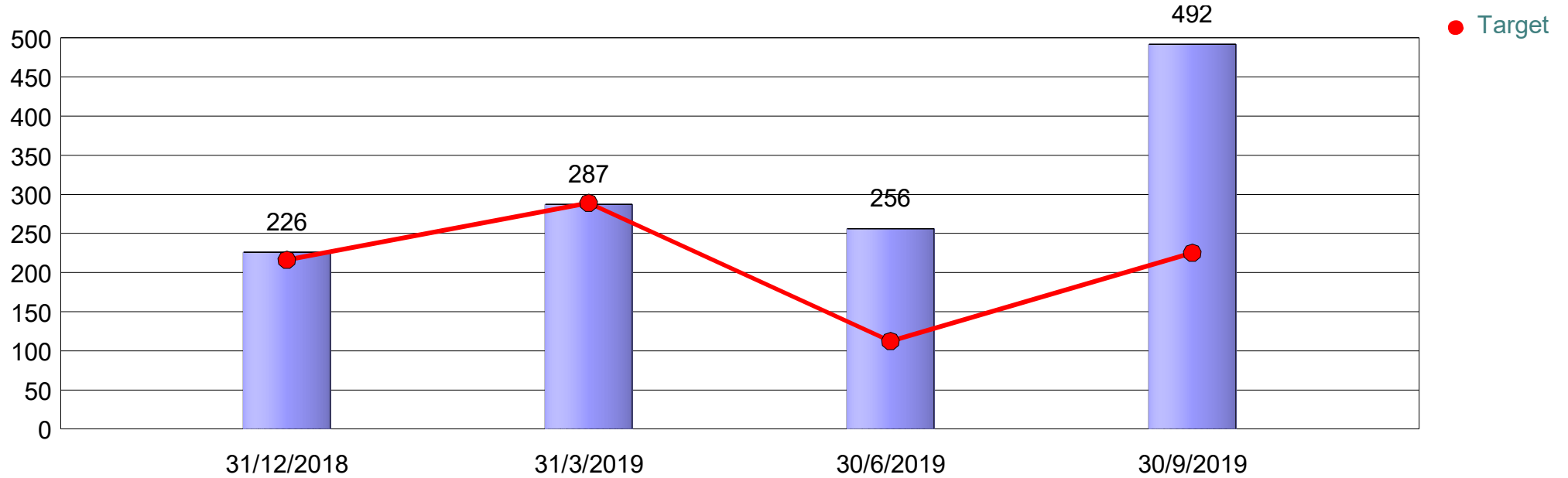
It is difficult to give any guarantees of achieving the 60% target figure by 31st March'20 however new Procurement practices, such as the launch of the Procurement Anchor Partnership Delivery Group in November'19, will result in an increase in local spend month on month.

**Director Assurance**

Mike Barker

I am satisfied that the team are working to new procurement processes and these are being bedded in to the organisation.

**Current and Previous Performance**



**Follow Up Action and Assurance Details**

**Accountable Lead**

Elizabeth Dryden-Stuart

**Target Date**

01 Apr 2020

No Benchmarking Available

**Accountable Lead Follow Up Action**

The monitoring of completions takes places through the year and includes checks and balances to ensure that all completions are captured accurately. It is considered likley thay target will be achieved by end of monitoring period (1 April 2020).

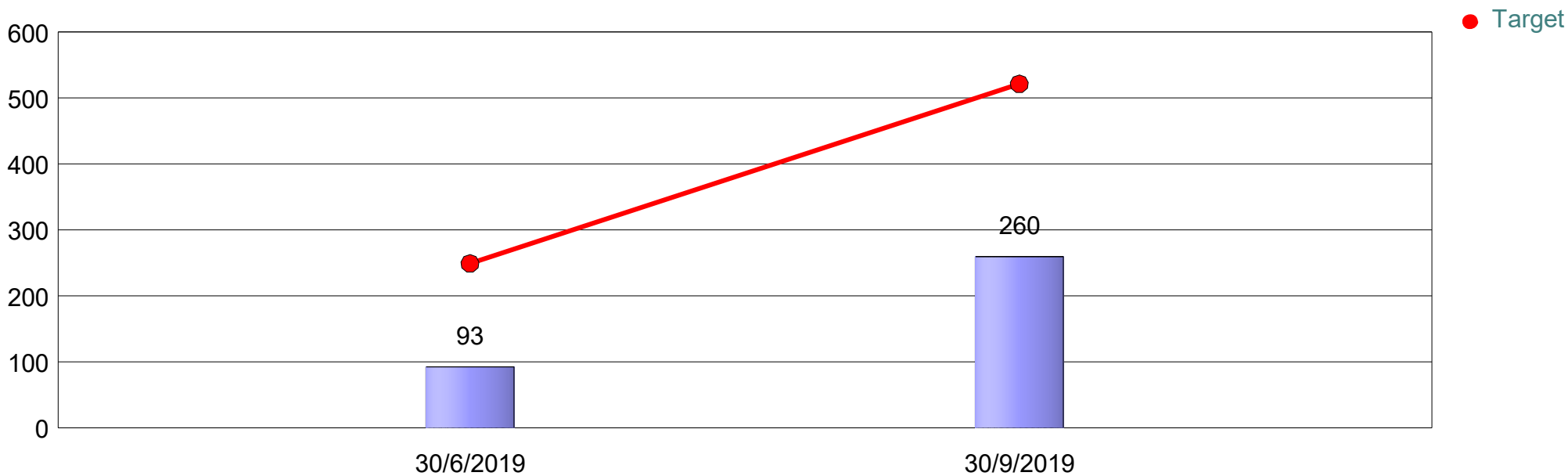
**Director Assurance**

Emma Barton

Performance noted and we will continue to monitor and review to help identify early warnings of any slippage ahead of year end



**Current and Previous Performance**



**Follow Up Action and Assurance Details**

**Accountable Lead**

Neil Crabtree

**Accountable Lead Follow Up Action**

Overtime now approved to allow the delivery of the necessary catch up inspections. this will ensure the programme is delivered.

**Director Assurance**

Carol Brown

Additional resource allocated to complete the work to target

**Target Date**

31 Oct 2019

No Benchmarking Available

Accountable Lead

Craig Dale

Follow-up Action

Tonnage figures are inputted each month which calculate a monthly and annual percentage. Although this month's figures are lower than forecast the annual forecast of 44.74% is still very much on target.

Target Date

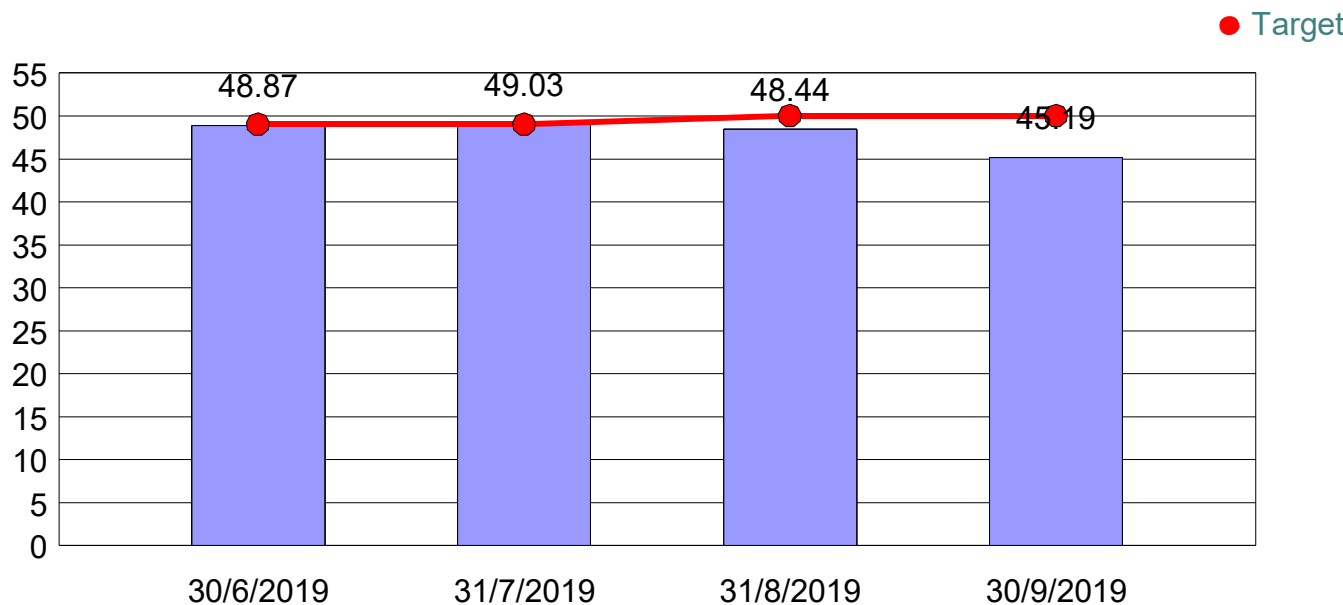
no date available

Director Assurance

Carol Brown

The profiling is inaccurate for a variety of reasons including weather and the number of collection days which fall within each period. The underlying data shows the rate to be on target.

**Current and Previous Performance**



Benchmarking Period  
Financial year

01 Apr 17  
to  
31 Mar 18

Updated  
Annually

Averages

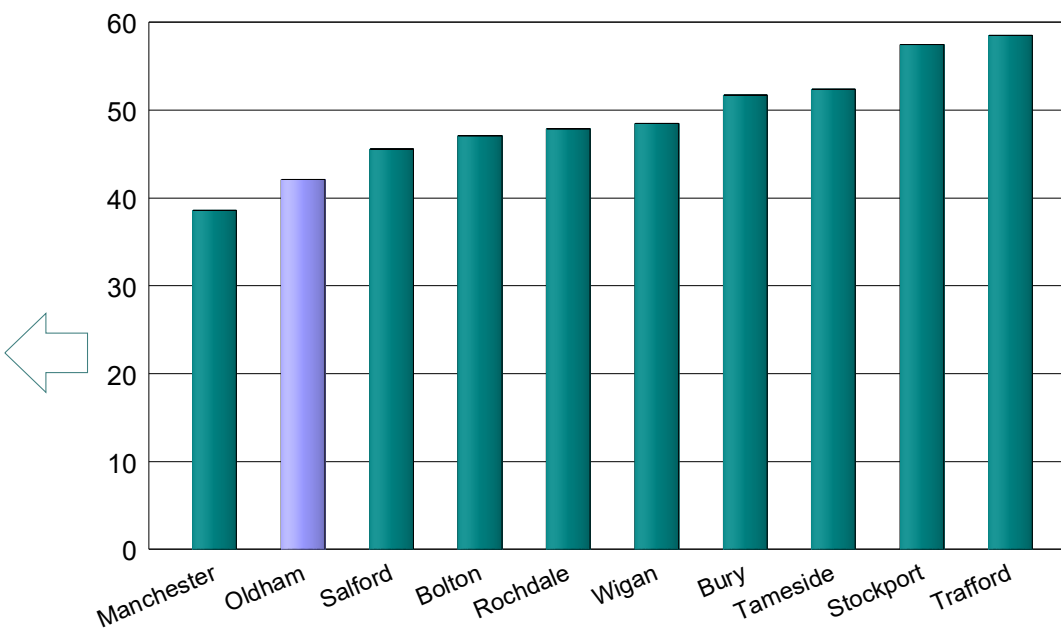
Geographical neighbours 44.01

English authorities 42.02

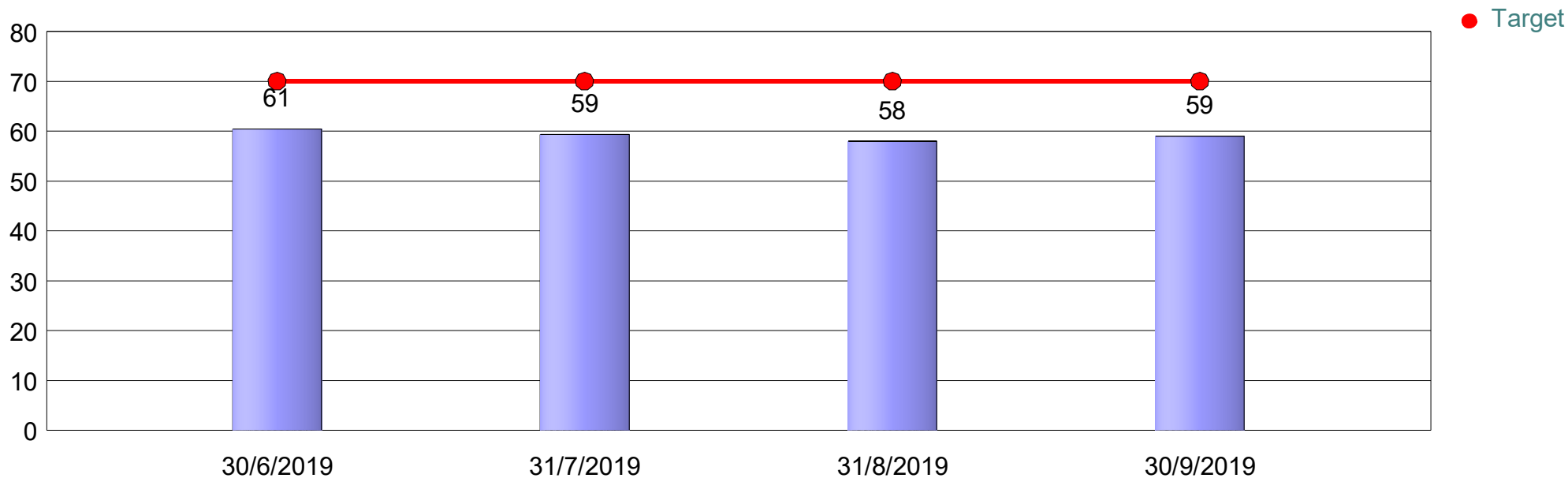
GMCA 48.99

CIPFA nearest neighbours 41.52

Benchmarking Definition : Percentage of household waste sent for reuse, recycling and composting (annual) (%)



**Current and Previous Performance**



**Follow Up Action and Assurance Details**

**Accountable Lead**

Elissa Slater

**Target Date**

no date available

No Benchmarking Available

**Accountable Lead Follow Up Action**

The overall EET for young people who are care leavers 16-25 is currently 76%. 17-21 year olds in EET is 59%. This has increased throughout the year. 17-18 years old in EET is 85% and 19-21-year olds in EET is 64%. Working groups have met and continue to develop opportunities within the NHS, North Lancashire training, Princes Trust, College, positive steps, Get Oldham Working for 19-21 years olds.

There has been some reduction of provision that has impacted on a small cohort of young people, that are not ready to attend main stream college.

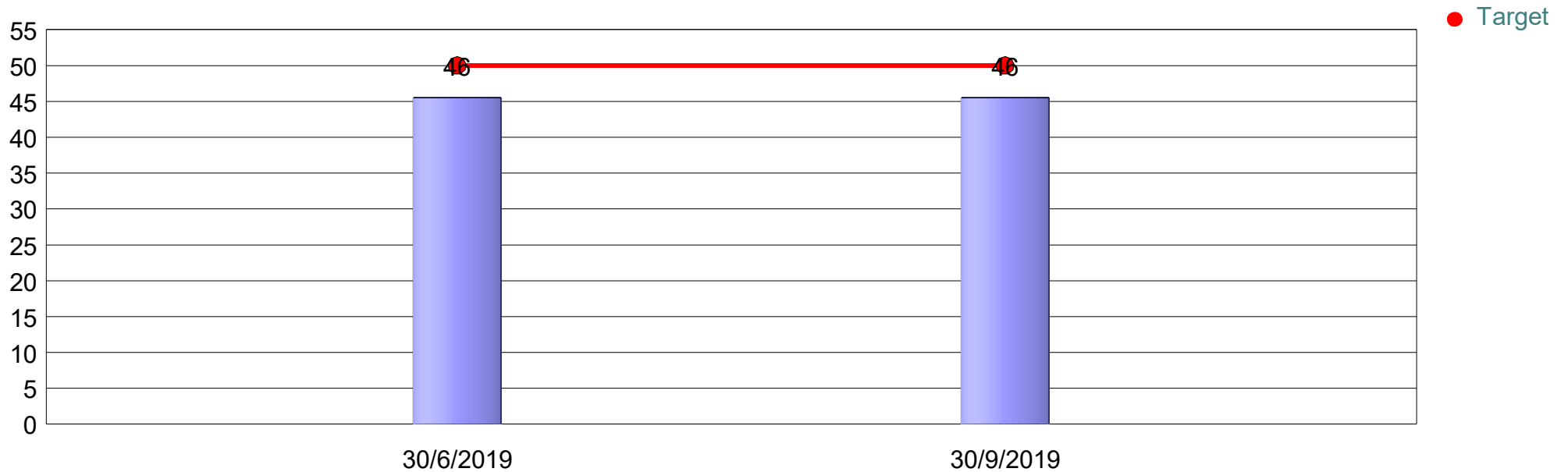
An identified career advisor and multi-agency work with a range of partners is ongoing to tailor programmes to meet the individual needs of our Children Looked After and Care Leavers. Traineeships have been developed to be able to assist some of the NEET young people, whilst 2 young people have been successful in gaining DWP 12 month internships. In the month of September 2019 there has been a significant increase in young people going to University which is now 18 young people an increase of 8 from last year.

**Director Assurance**

Elaine Devaney

EET performance is overseen by the Children's Assurance Board and challenged by Performance Clinic. The Corporate Parenting Panel provides a multi-agency focus on creating opportunities for work experience, traineeships, apprenticeships and employment for our Children Looked After and Care Leavers.

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Rebecca Fletcher

Target Date

31 Mar 2020

No Benchmarking Available

Accountable Lead Follow Up Action

In order to improve our quit rates locally, we are working with our local stop smoking provider, Positive Steps to increase quits. We are also meeting with our maternity and health visiting services in order to ensure support for pregnant women to quit. In addition, we are exploring pharmacy provision which would further increase accessibility of smoking cessation support. In early 2020, Royal Oldham Hospital will launch its CURE programme aimed at supporting in-patients to quit smoking whilst in hospital. OMBC are working with ROH and our community smoking cessation provider to ensure robust pathways. These pathways will work to support continuing quits.

Director Assurance

Katrina Stephens

Current work aims to increase access to stop smoking support through pharmacies, Royal Oldham Hospital, and the existing smoking cessation service. Plans for future commissioning of stop smoking support are being developed, with the aim of increasing access to and take up of stop smoking services.

Accountable Lead

Tracy Brierley

Follow-up Action

Since April 2019, the rate of re-referrals had been relatively stable, staying around 24% slightly behind statistical neighbours at 21.7%. There has been insufficient step down to Early Help but the Oldham Family Connect model is about to be piloted which will assist with the reduction in re-referrals. Relationships between early help are continuing to be developed and consultation with Intensive Support Team and MASH manager is actively encouraged to ensure children receive the right service at the right time.

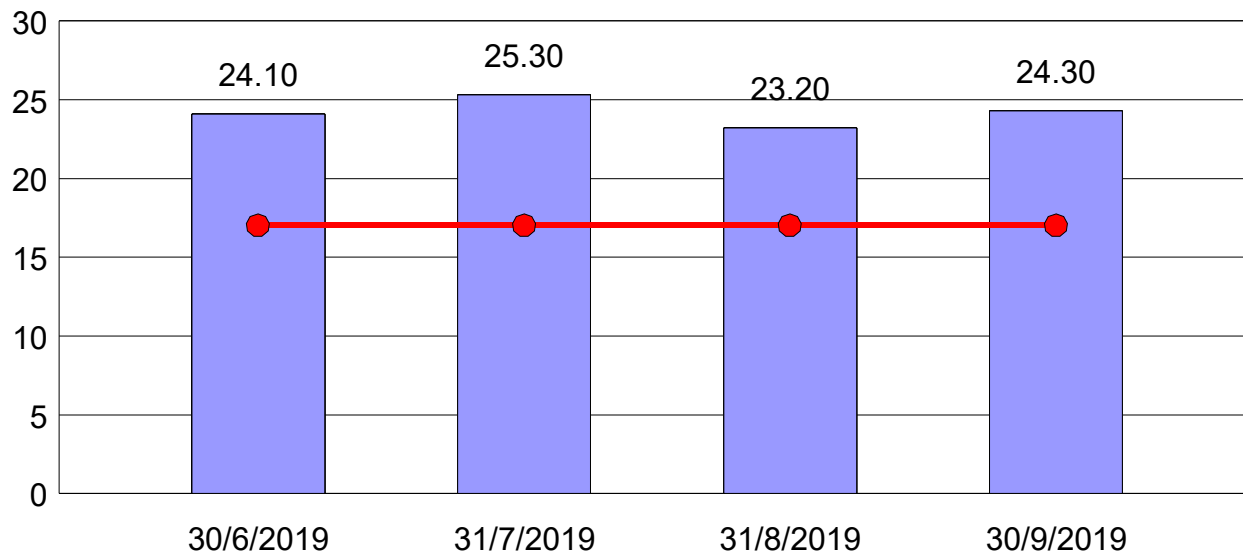
Director Assurance

Elaine Devaney

With the remodelling of Early Help as part of the Oldham Family Connect Project we expect to see re-referrals reduce inline with Statistical Neighbours. We will be making better use of the Step Down Process to ensure that we are focussing Early Help Services at Tier 3 of Need.

**Current and Previous Performance**

● Target



Benchmarking Period  
Financial year

01 Apr 17  
to  
31 Mar 18

Updated  
Annually

Averages

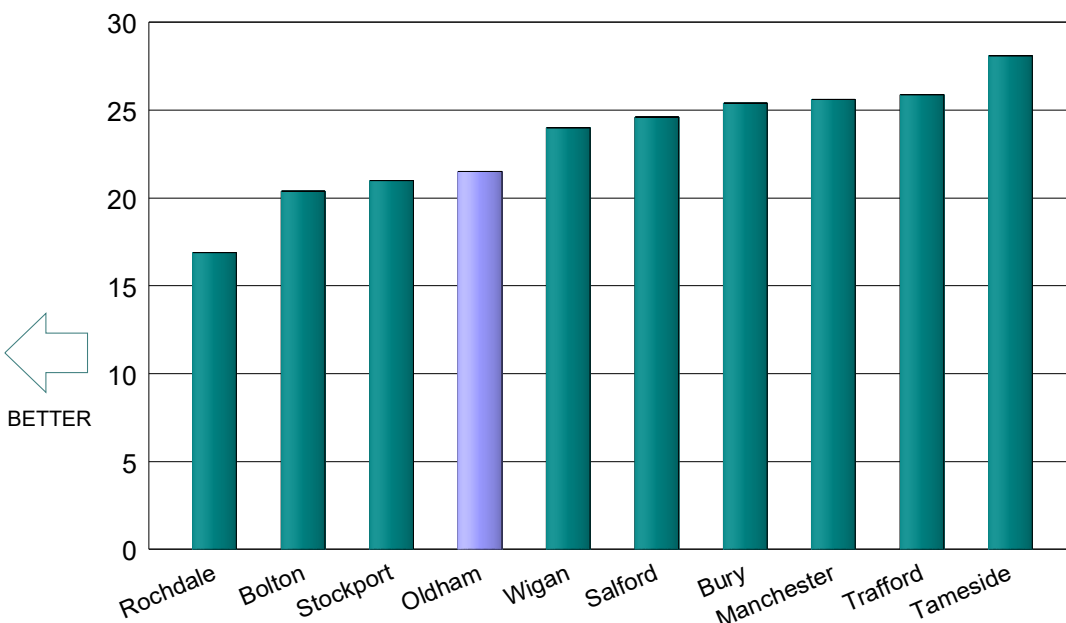
Geographical neighbours 22.5

English authorities 20.0

GMCA 23.3

CIPFA nearest neighbours 21.5

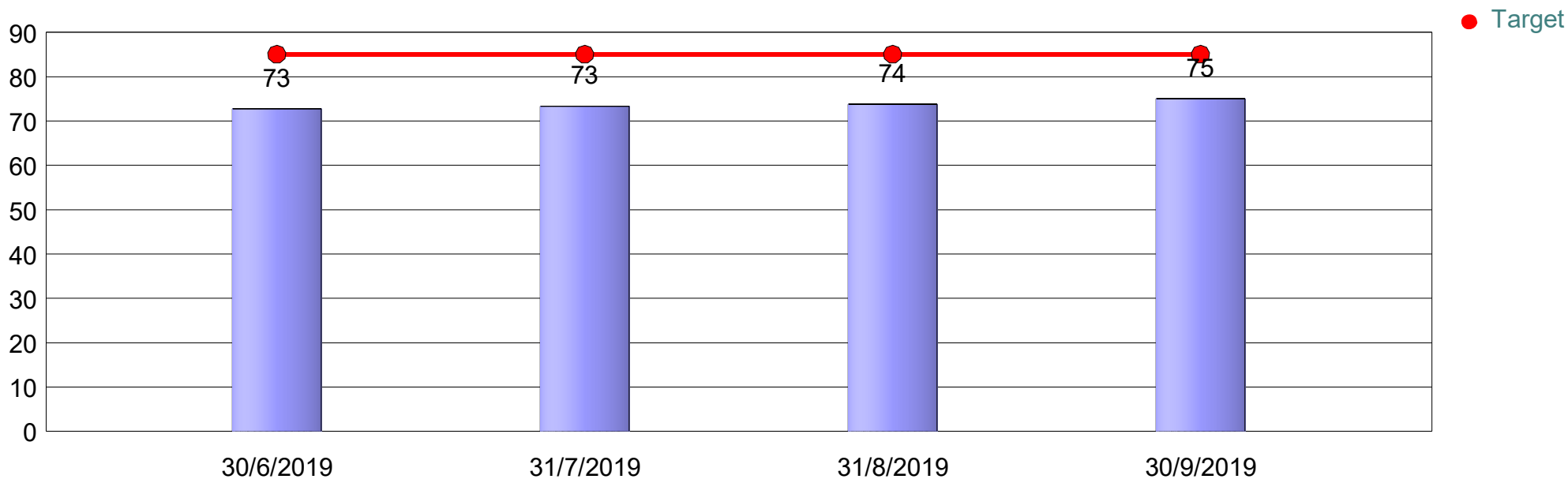
Benchmarking Definition : Referrals to children's social care within 12 months of earlier referral (%) (%)



← BETTER

→ WORSE

**Current and Previous Performance**



**Follow Up Action and Assurance Details**

**Accountable Lead**

Leanne Cooper

**Target Date**

no date available

No Benchmarking Available

**Accountable Lead Follow Up Action**

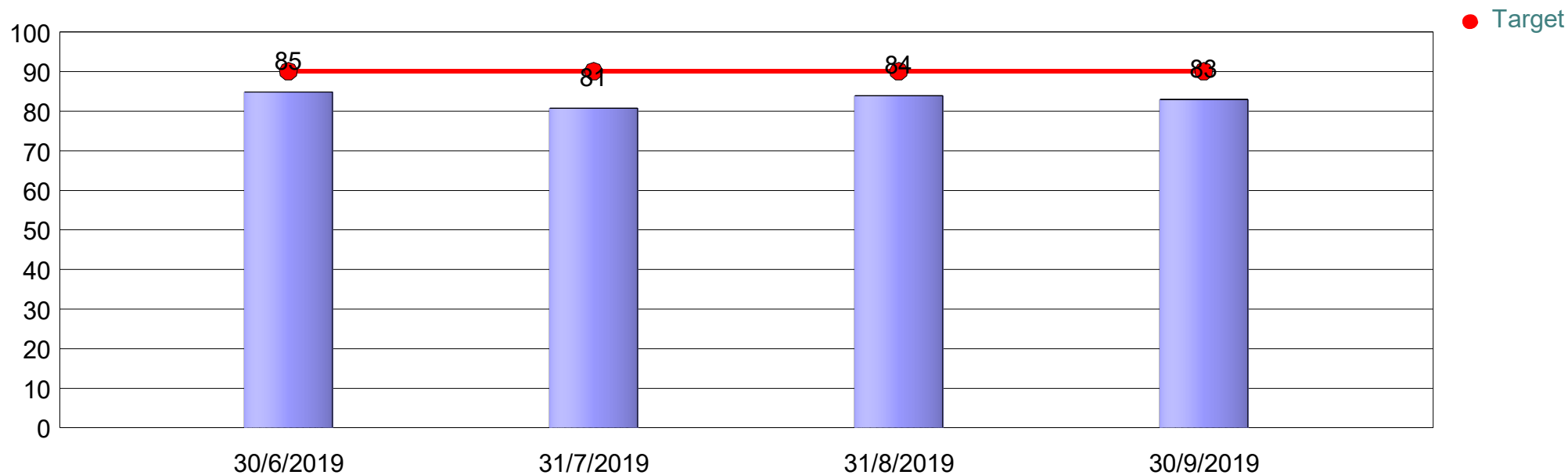
The indicated proportion of Assessments completed within 45 days is below the expected target. This has been influenced by a dip in performance from April to June. Following a period of sustained activity and management oversight from September 100% of Single Assessments were completed within 45 days. The Head of Service will continue to scrutinise performance to ensure that we sustain improvement and continue to meet the agreed target.

**Director Assurance**

Elaine Devaney

In month performance has seen significant improvement, with almost 100% completed to timescale in September. Appointment of the new Assistant Director will ensure performance is maintained. Progress will continue to be scrutinised & monitored through Performance Clinic and Children's Assurance Board

**Current and Previous Performance**



**Follow Up Action and Assurance Details**

**Accountable Lead**

Anisa Patel

**Target Date**

no date available

No Benchmarking Available

**Accountable Lead Follow Up Action**

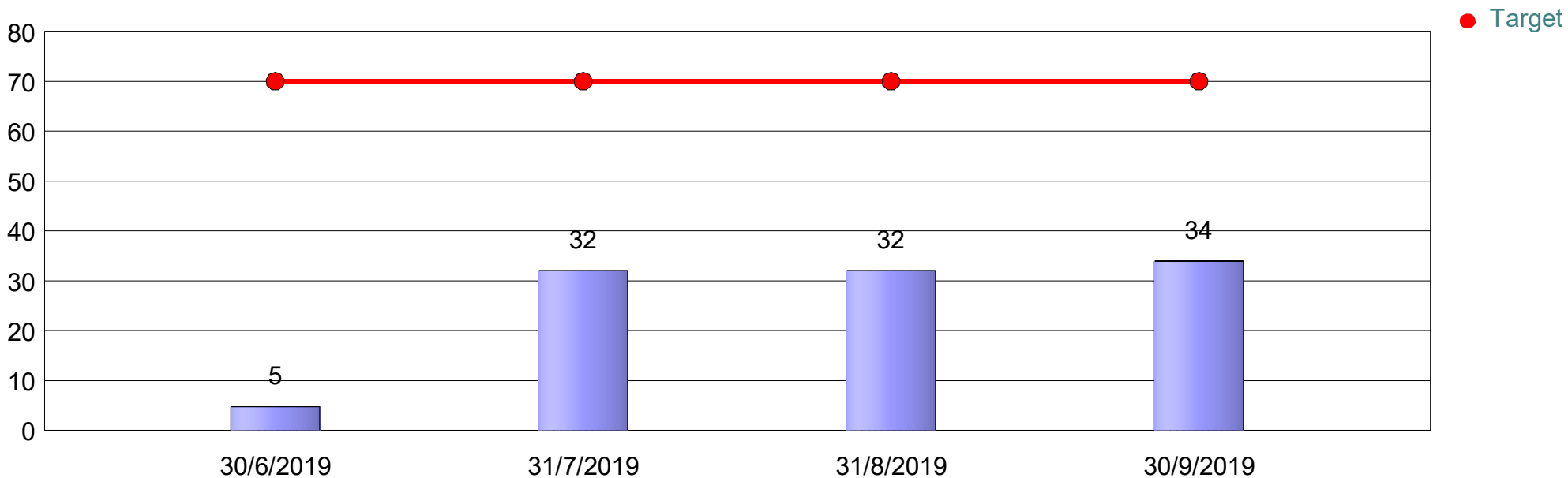
75% of ICPCs in September were completed in time, which in turn has caused the 12 month rolling figure to remain at 83%. This figures is still above Statistical Neighbours of 75%. We are in the process of undertaking a Thematic Audit of cases that fell out of timescale and identify areas for improvement.

**Director Assurance**

Elaine Devaney

The appointment of the Assistant Director Safeguarding will add an additional layer of scrutiny to ensure performance improves and is sustained. Performance Clinic will continue to challenge practice and identify improvements. Children's Assurance Board will monitor progress.

**Current and Previous Performance**



**Follow Up Action and Assurance Details**

**Accountable Lead**

Paula Green

**Target Date**

31 Dec 2019

No Benchmarking Available

**Accountable Lead Follow Up Action**

AR workflow completed within 12 weeks has increased by 2% month on month. Officers are attending all CLA and transitions reviews. There is an issue with schools not sending section 2's in which is being looked at and rectified with SEND Support processes.

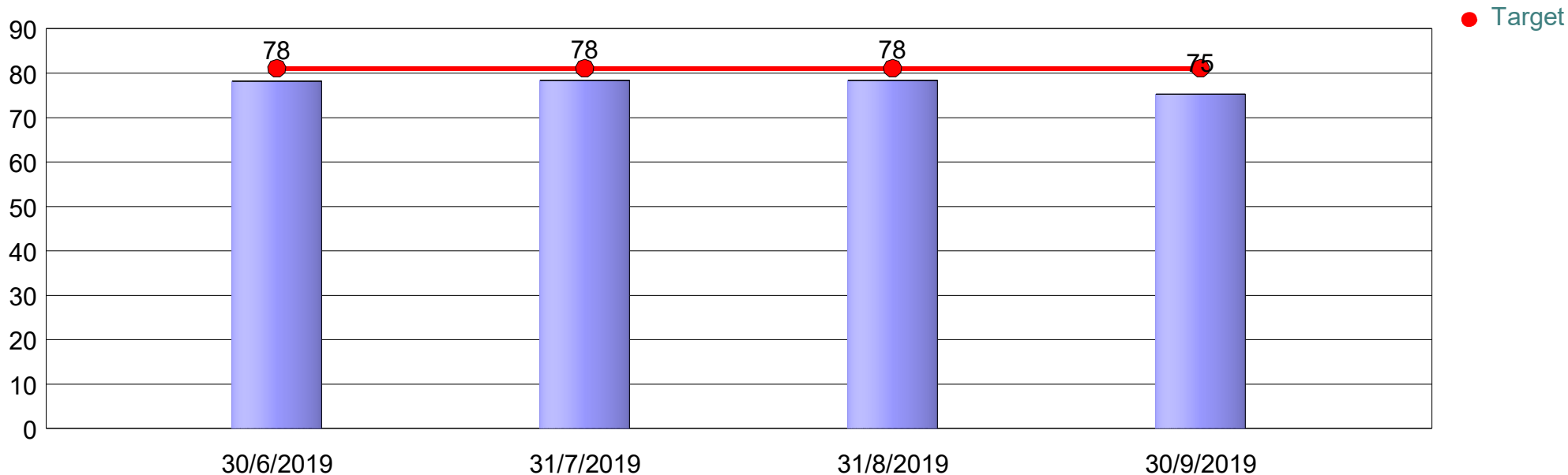
**Director Assurance**

Andrew Sutherland

Pleased to report positive and sustained improvement in this target and close liaison with schools to improve section 2 input is ongoing.



**Current and Previous Performance**



**Follow Up Action and Assurance Details**

**Accountable Lead**

Adrian Calvert

**Target Date**

no date available

No Benchmarking Available

**Accountable Lead Follow Up Action**

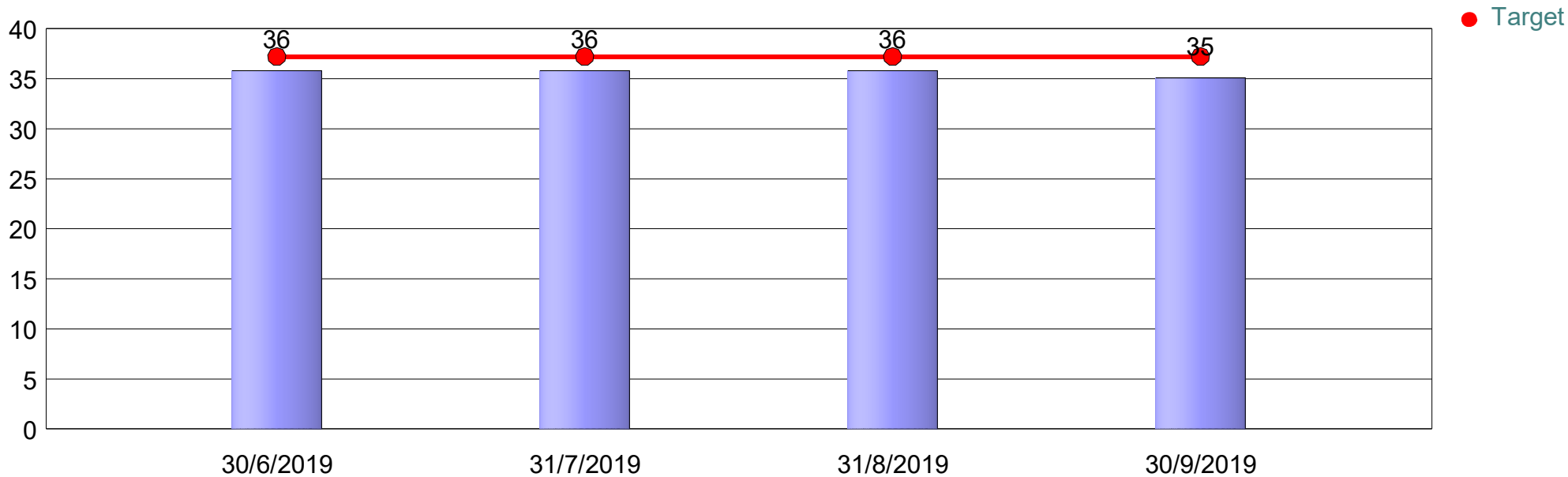
The national calculation for this measure has changed between this submission and the previous submission, this has linked to way new academies/closed schools are included. Without any changes in the position of schools the measure has dropped from 78.4% to 75.3%. With the old measures we would still be on target to meet this end of year target. The current percentage of Oldham Schools that are good or better is still measured in the same way and that figure currently stands at 79.6% from published reports.

**Director Assurance**

Andrew Sutherland

It is unfortunate that the measure has changed with a negative impact on Oldham that is out of our control and does not reflect the work done to date. Recent inspections under the new Framework have been positive and we are working closely with our schools to maintain this positive trajectory.

**Current and Previous Performance**



**Follow Up Action and Assurance Details**

**Accountable Lead**

Adrian Calvert

**Target Date**

no date available

No Benchmarking Available

**Accountable Lead Follow Up Action**

This figure is still from initial data submissions and we have not had unvalidated or validated data at this stage.

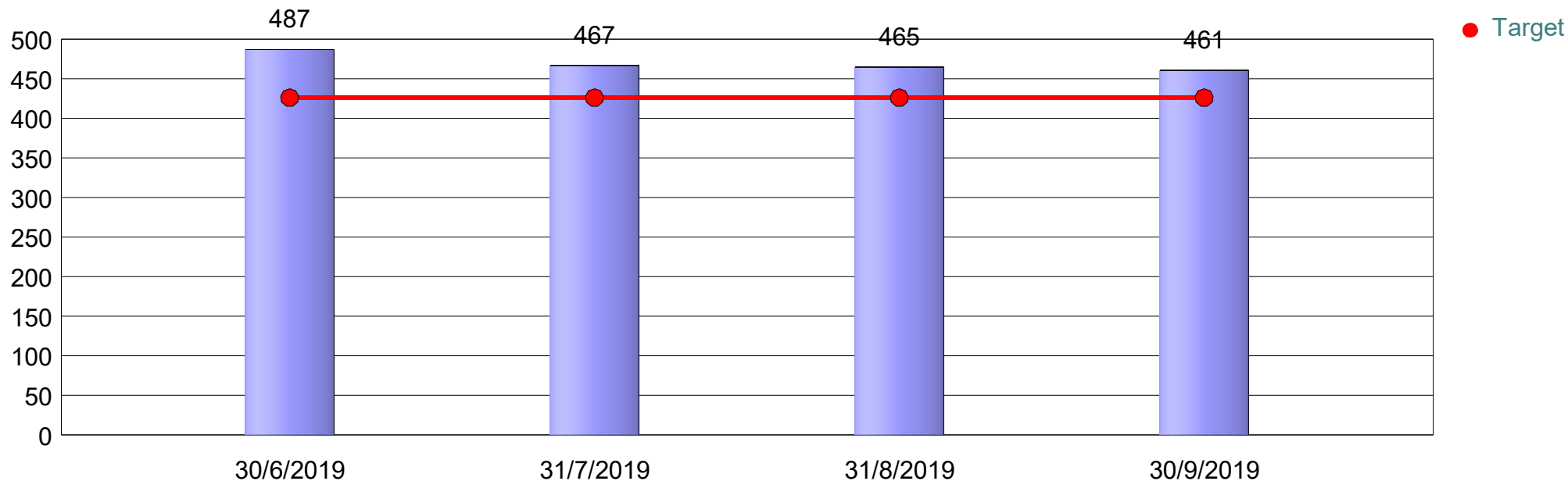
The outcomes are not as high as we would have hoped and we will continue to work with the schools, academies and regional schools commissioner in a coordinated approach to support the schools and academies.

**Director Assurance**

Andrew Sutherland

Performance has been reviewed at secondary head teacher meetings and we are supporting subject network groups. We are also preparing to redirect a focus using OA support on KS4.

**Current and Previous Performance**



**Follow Up Action and Assurance Details**

**Accountable Lead**

Andrew Logie

**Target Date**

no date available

No Benchmarking Available

**Accountable Lead Follow Up Action**

This key performance indicator is above target but in line with statistical neighbours. OMBC and the RAA Adoption Now share responsibility for the number of days it takes for an Oldham Child with a plan of adoption to move in with his or her 'forever family'. We need to perform better on both counts – planning at the earliest opportunity for those children in our care, and the RAA having, readily available, the numbers and types of adopter households needed to meet our sufficiency duty in this regard. Recent service developments target an improvement on both counts – the reduction of drift and delay in internal OMBC processes and court, and the RAA providing adopters in good time at point of need. This work has just commence in Q3 and so I will update on progress in the next cycle.

**Director Assurance**

Elaine Devaney

The expectation is that both Regional Adoption Agency and Local Authority staff attend at Legal Gateway meetings. This will ensure early notification and action for children who may have a plan of adoption commences. This will be monitored through the Children's Assurance Board.

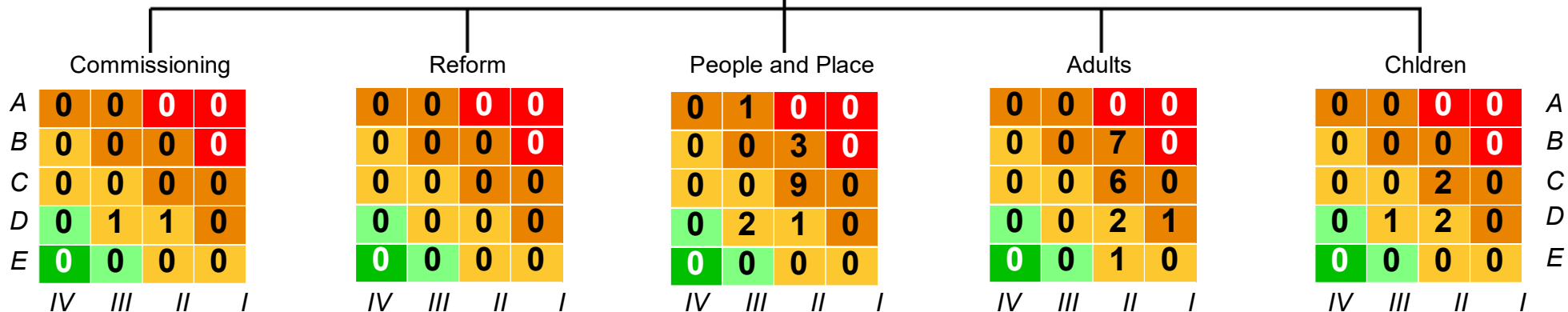
# Appendix IV - Risks associated with Actions

Details of any Red risks will appear below the matrices

All risks

A	0	1	0	0
B	0	0	10	0
C	0	0	17	0
D	0	4	6	1
E	0	0	1	0
	IV	III	II	I

Likelihood	Impact
A Very High	I Catastrophic
B High	II Critical
C Significant	III Marginal
D Low	IV Negligible
E Very Low	



Linked to Action	Ref	Risk Updater	Risk Description	Cabinet Member	Likelihood	Impact	Mitigation	Date Risk Reviewed
No Red risks to display								

## Appendix V - Amendments

Details of potential changes to be made to the Corporate Performance Report

### Performance Measure amendment(s)

Measure Name	Amendment
M700(CP) Attendance rates in Oldham Primary and Secondary Schools	The current target of 97.5% for attendance in Oldham schools is much higher than the National average figure of 95.2%. Whilst we are ambitious for our schools, this measure will continue to be marked as red it is highly unlikely we will achieve 97.5%. Taking into account targets for both primary and secondary, the revised target should be 95.2%. This change has the full support of Andrew Sutherland and Cllr Mushtaq.

### Action amendment(s)

Action Name	Amendment
DS242, DS126, and DS233	Combine these three actions:  DS242 Deliver IT Strategic Roadmap within agreed timeframes in project plan.  DS126 Enable the digital capabilities the council requires to deliver its corporate objectives through the delivery of the emerging ICT strategic roadmap.  DS233 Continue to deliver the ICT Strategic Roadmap.

This page is intentionally left blank

**PVFM SELECT COMMITTEE WORK PROGRAMME 2019/20 AND PERFORMANCE MONITORING PLAN**

**PART A – MEETING PROGRAMME**

<b>MEETING DATE &amp; VENUE</b>	<b>AGENDA ITEM</b>	<b>SUMMARY OF ISSUE</b>	<b>CABINET PORTFOLIO (link to Corporate Outcome)</b>	<b>RESOLUTION / RECOMMENDATION</b>	<b>Comments</b>
<b>Thursday, 27<sup>th</sup> June 2019 6.00 p.m.</b>  <b>Deadline for reports: 17<sup>th</sup> June 2019</b>	Improving Attendance and Health and Wellbeing	Progress Report on Sickness Absence and Fit for Oldham Programme	Finance and Corporate Services (Thriving Communities)	<b>RESOLVED</b> that: 1. The report on sickness absence and the actions being undertaken to improve attendance at work be noted. 2. The sickness position for the Financial Year 2018/19 be noted. 3. The update on the Health and Wellbeing Programme be 'Fit for Oldham' be noted.	Future reports should include comparisons with previous figures.
Page 77	Overview and Scrutiny Toolkit	Guidance	Economy & Enterprise (Co-operative Services)	<b>RESOLVED</b> that the Overview and Scrutiny Toolkit be noted.	
	Children's Services	Financial performance	Children's Services (Thriving Communities)	<b>RESOLVED</b> that the report be noted.	
<b>Thursday, 22<sup>nd</sup> August 2019 6.00 p.m.</b>  <b>Deadline for reports: 12<sup>th</sup> August 2019</b>	Delivery of Additional School Places and Admissions	To include medium and long-term planning	Education and Skills (Cooperative Services)	<b>RESOLVED</b> that the contents of the report and the plans to improve parental choice, specifically in relation to the secondary sector be noted.	
	Financial Resilience of Local Authorities	Update on the health of local authorities to support future budget scrutiny	Finance and Corporate Services (Cooperative Services)	<b>RESOLVED</b> that the content of the report be noted.	

Agenda Item 10

	MioCare	Annual Update on Financial Performance	Health and Social Care (Co-operative Services)	<b>RESOLVED</b> that the report be noted.	
	Quarter 4 Performance Report	Performance Update	Economy & Enterprise (Co-operative Services)	<b>RESOLVED</b> that the Corporate Performance Report for March 2019 be noted.	
<b>Thursday, 3<sup>rd</sup> October 2019, 6.00 p.m.</b>  <b>Deadline for reports: 23<sup>rd</sup> September 2019</b>	Quarter 1 Performance Report	Performance Update	Economy & Enterprise (Co-operative Services)	<b>RESOLVED</b> that the Corporate Performance Report be noted.	
Page 78	Street Cleaning – Additional Investment	Service Improvement	Neighbourhood Services (Thriving Communities)	<b>RESOLVED</b> that the report and the improvements made with the additional street clean investment be noted.	
	Ofsted – Children’s Services	Update on Financial Performance	Children’s Services (Thriving Communities)	<b>RESOLVED that:</b> 1. The report on the operation and financial information related to the Children’s Ofsted inspection be noted. 2. The financial position be kept under review and a further report be brought back to the Select Committee in six months.	
	Budget Monitoring Report – Quarter 1	Review of Financial Performance	Finance and Corporate Services (Cooperative Services)	<b>RESOLVED that:</b> 1. The Revenue Budget Monitoring Report 2019/20 Quarter 1 – June 2019 and associated appendices be noted. 2. The Capital Investment Programme Report 2019/20	



				Quarter 1 – June 2019 and associated appendices be noted.	
	PVFM Work Programme	Review of Work Programme	All	<b>RESOLVED</b> that: 1. The Overview and Scrutiny Performance and Value for Money Select Committee Work Programme for 2019/20 be noted. 2. A report be scheduled on the SEND Inspection be provided to a future meeting. 3. A report on the Regional Adoption Agency be provided to a future meeting.	
<b>Thursday, 7<sup>th</sup> November 2019</b> <b>6.00 p.m.</b> Ⓢ <b>Deadline for Reports: 29<sup>th</sup> October 2019</b>	Levy Allocation Methodology Agreement (GM Waste)	Consultation	Neighbourhoods Services (Cooperative Services)	<b>RESOLVED</b> that: 1. the report be noted. 2. The proposed Levy Allocation Methodology Agreement (LAMA) be recommended to the Cabinet as the new agreement of the nine District Authorities and the Greater Manchester Combined Authority.	
	Regeneration Programme	Project Updates	Economy & Enterprise (An Inclusive Economy)	<b>RESOLVED</b> that the update on the Council's Regeneration Programme be noted.	
<b>Tuesday, 19<sup>th</sup> November 2019</b> <b>6.00 p.m.</b>	Opposition Budget Proposals		Finance and Corporate Services (Cooperative Services)		Meeting cancelled.

<p><b>Thursday, 9 January 2020, 6.00 p.m.</b></p> <p><b>Deadline for Reports: 19 December 2019</b></p>	<p>Housing Strategy</p>	<ul style="list-style-type: none"> <li>• Provision against demand</li> <li>• Affordable Housing</li> <li>• Land retention</li> <li>• Performance of External Providers</li> </ul>	<p>Housing (Thriving Communities)</p>	<p><b>RESOLVED that:</b></p> <ol style="list-style-type: none"> <li>1. The progress made in delivering the Housing Strategy be noted.</li> <li>2. A further update report on the delivery of the Housing Strategy be submitted to PVFM in January 2021.</li> </ol>	
<p><b>Meeting date changed due to General Election on that date</b></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 80</p>	<p>Budget Monitoring (Review of Financial Performance Qtr 2 – Rev Monitor and Cap Investment)</p>	<p>Update on Financial Performance</p>	<p>Finance and Corporate Services (Cooperative Services)</p>	<p><b>RESOLVED that:</b></p> <ol style="list-style-type: none"> <li>1. The Revenue Budget Monitoring Report 2019/20 Quarter 2 – September 2019 and associated appendices be noted.</li> <li>2. The Capital Investment Programme Report 2019/20 Quarter 2 – September 2019 and associated appendices be noted.</li> </ol>	
	<p>Medium Term Property Strategy</p>	<p>Update on the Strategy including actions and approach to meet objectives</p>	<p>Finance and Corporate Services (Cooperative Services)</p>	<p><b>RESOLVED that:</b></p> <ol style="list-style-type: none"> <li>1. The report and progress made to date in progressing the Medium Term Property Strategy be noted.</li> <li>2. A further report on the progression of the Medium Term Property Strategy be submitted to PVFM in January 2021.</li> </ol>	
	<p>Waste Management Position Statement, including Recycling</p>	<p>Update on Performance and Way to Improve</p>	<p>Environmental Services (Cooperative Services)</p>	<p><b>RESOLVED</b> that submitted Waste Management Position Statement be noted.</p>	
<p><b>Tuesday, 23<sup>rd</sup> January 2020 6.00 p.m.</b></p>	<p>Administration Budget Proposals</p>		<p>Finance and Corporate Services (Cooperative Services)</p>		

<b>Deadline for Reports: 15<sup>th</sup> January 2020</b>					
<b>Tuesday, 4<sup>th</sup> February 2020 6.00 p.m.</b>	Opposition Budget Proposals		Finance and Corporate Services (Cooperative Services)		
<b>Deadline for Reports: 27<sup>th</sup> January 2020</b>					
	Quarter 2 Performance Report		Economy & Enterprise (Co-operative Services)		
<b>Tuesday, 12<sup>th</sup> March 2020 6.00 p.m.</b>	Quarter 3 Performance Report		Economy & Enterprise (Co-operative Services)		
<b>Deadline for Reports: 2<sup>nd</sup> March 2020</b>					
	Oldham Community Leisure	Annual Performance	Health and Social Care (Thriving Communities)		
	GMCA – Fire Authority	Funding of the service			
	Value for Money on Health Transformation to include S.75 Budget Monitoring	Update on Financial Performance	Health and Social Care (Thriving Communities)		
	Secondary School Performance	Oversight of performance and academies	Education & Skills (Cooperative Services)		

--	--	--	--	--	--

## PART B – ONE OFF MEETINGS AND WORKSHOPS

Date	Title	Summary of issue	Directorate	Timescales	Notes	Outcome

## PART C – OUTSTANDING ISSUES – DATES TO BE DETERMINED

When Discussed	Title	Summary of issue	Directorate	Timescales	Notes	Outcome
	20 Years Since Community Tensions	Lessons Learnt	People & Place		To be addressed as part of the 2020/21 Work Programme	
Page 82	Planning	<ul style="list-style-type: none"> <li>Major applications response times</li> <li>Minor application response rates</li> <li>Charges over the last three years</li> </ul>	People & Place			
	Heritage Centre (OHAC)		People and Place			
	Free Early Education Entitlements for 2, 3 and 4 Year Olds	Overview of Key Trends and Developments	Children's Services			
	2020 Peer Review		All			
3 Oct 19	Special Educational Needs and Disability Service	Progress report on performance	Children's Services			
3 Oct 19	Regional Adoption Agency	Review of performance and finance	Children's Services			
	Welfare Reform	Impact	Finance and Corporate Services (Cooperative Services)			
	Unity Partnership	Annual Review of Performance including	Finance & Corporate	To be determined	The Unity Partnership is now a wholly owned company and	

		Key Performance Indicators, Call Centre Performance and Council Tax & Business Rates collection	Services (Co-operative Services)		under the new arrangements the annual performance report will need to be fitted into a new governance timeline.	
--	--	---	----------------------------------	--	---	--

**PART D – ACTIONS FROM PREVIOUS MEETINGS**

<b>Date of Meeting</b>	<b>Title of Report</b>	<b>Directorate</b>	<b>Action(s)</b>	<b>Date Completed and Outcome</b>
27 June 2019	Improving Attendance and Health & Wellbeing	Strategic Reform	Briefing note to be prepared to compare performance with previous year in next municipal year	
9 Jan 2020	Medium Term Property Strategy	People & Place	Update report in January 2021	
9 Jan 2020	Housing Strategy	People & Place	Update report in January 2021	

This page is intentionally left blank