

CABINET Agenda

Date Monday 22 June 2020

Time 6.00 pm

Venue TEAMS MEETINGS - <https://www.oldham.gov.uk/livemeetings> The meeting will be streamed live as a virtual meeting

- Notes
1. DECLARATIONS OF INTEREST- If a Member requires any 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 Liz Drogan in advance of the meeting.
 2. CONTACT OFFICER for this Agenda is Liz Drogan Tel. 0161 770 5151 or email elizabeth.drogan@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 Wednesday, 17 June 2020. The question will be read out at the meeting by the Chair.
 4. FILMING – This meeting will be recorded for live and/or subsequent broadcast on the Council's website. The whole of the meeting will be recorded, except where there are confidential or exempt items and the footage will be on our website. This activity promotes democratic engagement in accordance with section 100A(9) of the Local Government Act 1972.

Members of the public and the press may also record / film / photograph or broadcast this meeting when the public and the press are not lawfully excluded.

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 CABINET IS AS FOLLOWS:

Councillors Brownridge, Chadderton, Chauhan, Fielding (Chair), Jabbar, Moores, Mushtaq, Roberts and Shah

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 Cabinet meeting held on 23rd April 2020 (Pages 1 - 12)

6 Failsworth Trust Cabinet Sub-Committee - Appointment of Members (Pages 13 - 18)

7 Unity Partnership Shareholder Committee: Cabinet Sub-Committee - Appointment of Members (Pages 19 - 22)

8 Workforce Strategy (Pages 23 - 58)

9 Corporate Performance Quarter 4 (Pages 59 - 112)

10 Request for an extension to the Integrated Sexual Health Services contract (Pages 113 - 118)

11 Request to extend the contract for the provision of Oldham and Rochdale collaborative substance misuse treatment and recovery service (Pages 119 - 122)

12 Exclusion of the Press and Public

That, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they contain exempt information under paragraph(s) 3 of Part 1 of Schedule 12A of the Act, and it would not, on balance, be in the public interest to disclose the reports.

13 Request for an extension to the Integrated Sexual Health Services contract (Pages 123 - 132)

14 Request to extend the contract for the provision of Oldham and Rochdale collaborative substance misuse treatment and recovery service (Pages 133 - 140)

Present: Councillor Fielding (Chair)
Councillors Chadderton, Chauhan, Jabbar, Mushtaq, Roberts,
Shah and Ur-Rehman

1 **APOLOGIES FOR ABSENCE**

There were no apologies for absence received.

2 **URGENT BUSINESS**

The Chair agreed to consider an Item of business – Proposed purchase of former WH Shaw Pallet Works, Huddersfield Road, Diggle as a matter of urgency in accordance with S.100 B (4) of the Local Government Act 1972; Urgent Cabinet approval was required as the approach detailed within the report would help provide an agreement to support the strict timescales being imposed by the Department for Education..

Approval had been given under Rule 14 of the Council's constitution by the Chair and Vice Chair of Overview and Scrutiny Committee to action this report as an urgent item. The report was considered at Item 10 of the agenda.

3 **DECLARATIONS OF INTEREST**

There were no declarations of interest received.

4 **MINUTES OF THE CABINET MEETING HELD ON 23RD MARCH 2020**

RESOLVED – That the minutes of the Cabinet meeting held on 23rd March 2020 be approved.

5 **PUBLIC QUESTION TIME**

There were no public questions received.

6 **RESOURCES RECEIVED BY THE COUNCIL IN RESPONSE TO COVID-19 AND THE CREATION OF A COUNCIL FUND FOR RELATED EXPENDITURE TO SUPPLEMENT THE GOVERNMENT ANNOUNCED FUNDING**

The Cabinet gave consideration to a report of the Director of Finance which sought approval of the deployment of the additional grants received in the financial years 2019/20 and 2020/21 and sought approval of the allocation of additional Council resources to supplement the unringfenced Government Funding already announced to meet costs associated with the COVID-19 pandemic.

The report also sought approval for the Director of Finance to create appropriate reserves to support the Council's response to the COVID-19 pandemic.

Members were advised that due to the COVID-19 outbreak, further unprecedented pressure was being placed on services

provided by both the Council and the NHS. The Government, in response to the COVID 19 pandemic had allocated a number of significant grants in 2019/20 and 2020/21 to provide support. This was in addition to a number of grants allocated towards the end of 2019/20 that due to their late notification could not be included in the month 9 financial monitoring report approved at Cabinet on 23 March 2020. The report presented all the additional funding received by the Council during March and April 2020 which had not previously been reported.

It was reported that Section 2.2 of the report set out a range of ringfenced and unringfenced grants received in late 2019/20 solely for use in 2019/20. These grants would therefore be included within the final outturn for 2019/20 and their allocation and use will be reported within the Council's 2019/20 Statement of Accounts.

On 27 March 2020 the Council received an unringfenced grant payment of £7,641,407, its share of a £1.6bn unringfenced grant allocation for Local Government. The Government indicated that this was to mainly meet the additional costs of Adult Social Care resulting from COVID-19, but also other pressures such as loss of income. On 18 April 2020, a second tranche of £1.6bn funding for Local Government was announced. The Councils' share has yet to be notified.

On 27 March 2020, the Council received £11.233m of grants in lieu of business rates. This was received to support cash flow at the end of 2019/20 and would be carried forward into 2020/21 as a receipt in advance and will be used to support the 2020/21 budget as initially intended.

A grant allocation specifically to finance the Government's business grants initiative was received on 1 April 2020 in the sum of £54.738m. The Government had urged all Councils to pay the grants as quickly as possible and in response payments have begun. The grant payment system is being administered having due regard to Government guidance and a balanced approach has been adopted, managing the requirement to issue grants at speed but also to ensure appropriate administrative disciplines are followed to minimise potential instances of error, fraud and infringements of State Aid protocols.

A £3.015m Hardship Fund grant was received on 3 April 2020. This was to provide support in paying Council Tax for those primarily of working age in receipt of Council Tax Reduction. A separate report has been prepared to outline the proposed use of the grant. This would be treated as an unringfenced grant in 2020/21.

The final grant notified was an increase in notional Public Health grant funding in 2020/21 of £0.606m. This would increase the 2020/21 net revenue budget, but the additional resources would be ringfenced to the Public Health Service.

The Financial Monitoring reports presented to Cabinet during 2020/21 would provide information about the impact of COVID-19 on the financial position of the Council and the use of the grants detailed in this report.

The report also advised that a high-level review had been undertaken of the Balance Sheet and Reserves which indicated an amount of £2.359m could be set aside to supplement the

costs associated with the COVID-19 pandemic. When this was added to the £7.641m of unringfenced Government resources, this would enable the Council as a priority, the flexibility to deploy a total of £10m to meet urgent and unforeseen costs and financial pressures that are impacting on the Council and the Oldham economy as a result of the pandemic. As the grant was received in 2019/20, it was considered prudent financial management to transfer the balance remaining at the end of 2019/20 and the Council resources, to an Earmarked Reserve for use in 2020/21.

It was further reported the review of the Balance Sheet was ongoing and may identify the potential to further supplement this emergency resource and any future Government funding if required.

Members noted the content of the report and the additional resources and thanked Council staff for their continued work in assisting businesses and residents.

Members also noted the loss of income due to the COVID-19 pandemic and increased expenditure in adult social care and other services within the Council.

Options/Alternatives considered

Option 1 - Cabinet approves the adjustments to the budget of the Council to reflect the additional grant funding received at the end of 2019/20 and in early 2020/21 and agrees to the allocation of supplementary resources to fund pressures arising from COVID-19 as proposed in this report. This would give the Council the capacity to spend £10m in total in addition to the funding received for business grants and hardship funding.

Option 2 - Cabinet does not approve the adjustments to the budget of the Council to reflect the additional grant funding received at the end of 2019/20 and in early 2020/21 and does not approve the allocation of supplementary resources by the Council thus reducing the funding it has to support pressures arising from COVID-19.

RESOLVED – That:

1. The adjustments to the budget of the Council to reflect the additional grant funding received at the end of 2019/20 and in early 2020/21 as outlined in the report be approved.
2. The Councils' approach to the administration of the Government business grants initiative, adopting a balance between speed of payment and appropriate administration arrangements to minimise the risk of loss through error or fraud be approved.
3. Supplementing of the unringfenced £7.641m of Government resources with £2.359m of reserves to enable the Council to deploy £10m immediately from both its own resources and the Government grant to respond to the COVID-19 pandemic and meet urgent and unforeseen costs and financial pressures impacting on the Council and the Oldham economy be approved.
4. The creation of other appropriate reserves by the Director of Finance to support the Council's response to the COVID-19 pandemic be approved.

HARDSHIP FUNDING 2020/21

The Cabinet gave consideration to a report of the Director of Finance which sought approval of the use of Hardship Funding Grant awarded by Central Government in 2020/21 in response to the COVID-19 pandemic.

The Government awarded Oldham Council a grant of £3,015,434, and this report provided the detail of how the Council would award the Council Tax element of this grant funding using the discretionary powers under Section 13A (1) (c) of the Local Government Finance Act 1992 and set out the proposals for the use of the balance of funding.

It was reported that as part of its response to COVID-19, the Government announced in the Budget on 11 March 2020 that it would provide Local Authorities in England with £500 million of new grant funding to support economically vulnerable people and households in their local area. The intention was that there will be up to £150 support for working age Council Tax Reduction recipients (anyone paying less than £150 will have the relevant amount credited to their accounts so there is no balance outstanding).

Members were advised that the excess of the Hardship Fund grant award would be used firstly to ensure CTR claimants are not detrimentally affected by the change in Housing Benefit earning disregard regulations introduced under the Social Security (Coronavirus) (Further Measures) Regulations 2020 (SI 2020/371). The new regulations increased the disregard from income that applies to the calculation of Housing Benefit (HB) where a person is entitled to Working Tax Credit (WTC), or works for a specified minimum number of hours per week (the additional earnings disregard). The relevant shortfall created by the increase in WTC will be funded through Section 13A (1) (c) payments via the Council's Exceptional Hardship Payment scheme.

The balance of any funding will then be used to support a temporary amendment to the Local Welfare Provision scheme so that applications can be considered in exceptional circumstances to meet immediate need from extremely vulnerable households who may not be in receipt of means tested benefits.

Options/alternatives considered

Option 1 - Cabinet approves the proposed use of the Hardship Fund grant awarded by Central Government as set out at Section 2 of the report

Option 2 - Cabinet does not approve the proposed use of the Hardship Fund grant awarded by Central Government as set out at Section 2 of the report and suggests alternative arrangements.

RESOLVED – That:

1. The crediting of the Council Tax accounts for all working age residents that are in receipt of Council Tax Reduction (CTR) with £150 or a sum up to that value that would bring respective Council Tax account balances to nil in accordance with Government guidance be approved.

2. Delegation of responsibility to the Deputy Leader and Cabinet Member for Finance and Corporate Services and the Director of Finance to finalise the detailed administration of the award process be approved.
3. Allocation of any balance of grant once the CTR awards have been made firstly to reflect recent Housing Benefit earnings disregard changes via the Exceptional Hardship Payment scheme, and then to support a temporary amendment to the Local Welfare Provision Scheme so that applications can be considered in exceptional circumstances to meet the immediate needs of extremely vulnerable households who may not be in receipt of means tested benefits be approved.

8 **EXCLUSION OF THE PRESS AND PUBLIC**

RESOLVED that, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they contain exempt information under paragraphs 3 of Part 1 of Schedule 12A of the Act, and it would not, on balance, be in the public interest to disclose the reports.

9 **STRATEGIC INVESTMENT**

Consideration was given to a commercially sensitive report of the Director of Finance and the Director of Legal Services which sought approval of the the strategic investments and delegations as detailed within the report.

An agreement has been made by the Chair of the Overview and Scrutiny Board to authorise the decision related to a Strategic Investment.

The Chair of the Overview and Scrutiny Board had agreed that the decision could not be reasonably deferred in order to meet the timeline associated with the agreement. The report was in line with the Council's Budget and Policy Framework. The decision could not wait until the end of the call-in period to meet the timelines of the agreement. The decision was exempt from call-in.

Options/alternatives considered

Option one – To agree the Strategic Investment

Option two – Not to agree the Strategic Investment

RESOLVED – That:

1. The recommendations 1-7 within the report be approved
2. The report be exempt from call-in.

10 **URGENT BUSINESS - PROPOSED PURCHASE OF FORMER WH SHAW PALLET WORKS, HUDDERSFIELD ROAD, DIGGLE**

The Chair agreed to consider an Item of business – Proposed purchase of former WH Shaw Pallet Works, Huddersfield Road, Diggle as a matter of urgency in accordance with S.100 B (4) of the Local Government Act 1972; Urgent Cabinet approval was required as the approach detailed within the report would help

provide an agreement to support the strict timescales being imposed by the Department for Education.
Approval had been given under Rule 14 of the Council's constitution by the Chair and Vice Chair of Overview and Scrutiny Committee to action this report as an urgent item. The Cabinet gave consideration to a report of the Deputy Chief Executive, People and Place which sought approval for the Council to enable a timely conclusion to the acquisition of the former WH Shaw Pallet Works to support the timeline being imposed by the Department for Education (DfE).

Options/alternatives considered
Three options were considered

RESOLVED – That:

1. The recommendations and delegations as detailed within the report be approved.
2. The decision be exempt from call-in.

The meeting started at 6pm and finished at 6.57pm

6 **RESOURCES RECEIVED BY THE COUNCIL IN RESPONSE TO COVID-19 AND THE CREATION OF A COUNCIL FUND FOR RELATED EXPENDITURE TO SUPPLEMENT THE GOVERNMENT ANNOUNCED FUNDING**

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RESOLVED – That:

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3. The recommendations 1-7 within the report be approved
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Options/alternatives considered

Three options were considered

RESOLVED – That:

3. The recommendations and delegations as detailed within the report be approved.
4. The decision be exempt from call-in.



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Report to CABINET

Failsworth Trust Cabinet Sub-Committee - Appointment of Members

Portfolio Holder: Councillor Sean Fielding, Leader of the Council

Officer Contact: Elizabeth Drogan, Head of Democratic Services

Report Author: Lori Hughes, Constitutional Services Officer

22nd June 2020

Reason for Decision

To appoint Cabinet Members onto the Failsworth Trust Cabinet Sub-Committee.

Recommendations

That the Cabinet appoints Members of Cabinet to the Cabinet Sub-Committee with full delegated powers to consider the next steps for the land which is held on charitable trust.

Failsworth Trust Cabinet Sub-Committee - Appointment of Members**1 Background**

1.1 The Failsworth Trust Committee is a sub-committee of the Cabinet which deals with the land in Failsworth which is held by the Council on charitable trust. The terms of Reference are attached at Appendix 1.

1.2 Cabinet previously established a sub-committee of three Members to consider issues relating to the trust and appointments to the sub-committee are requested.

2 Options/Alternatives

2.1 Two options are presented in relation to this matter. The two options are:

- Option 1 – Appoint Members to sit on the Sub-Committee.
- Option 2 – Do not appoint Members to sit on the Sub-Committee.

3 Preferred Option

3.1 The preferred option is that the Cabinet appoints Cabinet Members to the Sub- Committee.

4 Consultation

4.1 N/A

5 Financial Implications

5.1 N/A

6 Legal Services Comments

6.1 N/A

7 Cooperative Agenda

7.1 N/A.

8 Human Resources Comments

8.1 N/A.

9 Risk Assessments

9.1 N/A

10 IT Implications

10.1 N/A.

11 Property Implications

11.1 N/A.

12 Procurement Implications

12.1 N/A.

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- 13 **Environmental and Health & Safety Implications**
 - 13.1 N/A.
 - 14 **Equality, community cohesion and crime implications**
 - 14.1 N/A.
 - 15 **Equality Impact Assessment Completed?**
 - 15.1 N/A.
 - 16 **Key Decision**
 - 16.1 N/A.
 - 17 **Forward Plan Reference**
 - 17.1 N/A.
 - 18 **Background Papers**
 - 18.1 None
 - 19 **Appendices**
 - 19.1 Appendix 1 Terms of Reference

Appendix 1

Terms of Reference

- 1 The Failsworth Trust Committee (“the Trust”) will at all times act in the best interests of the Trust and in accordance with the provisions of the Charities Act 1993 and other applicable statutes and legal principles relating to the management of land which is held for charitable purposes.
- 2 The Trust will use all reasonable endeavours to further the object of the Trust which is that the land to the north of the Lancaster Club (comprising 11 ¾ acres of land acquired by the former Failsworth Urban District Council on 4 January 1924 from Constance Mary Solly Flood) be used for the purposes of a recreation ground.
- 3 The Committee will comprise 3 Members of the Council’s Cabinet, appointed by the Cabinet. The Chair will be appointed by the Committee from among their number at their first meeting.
- 4 Meetings will normally be held in a location which is accessible and acceptable to all members. Where possible the accommodation will be provided by Oldham Borough Council.
- 5 Meetings will be held quarterly provided that the Chair is of the opinion there is sufficient business to consider.
- 6 Any items for the agenda should be sent to the Chair four weeks before the meeting.
- 7 An agenda and other relevant papers will be dispatched to all members at least five working days before the meeting, by Oldham Borough Council’s Head of Constitutional Services.
- 8 Meetings will be administered by the Head of Constitutional Services.
- 9 All meetings will be minuted by the Head of Constitutional Services and the minutes sent to all members within ten working days of the meeting.
- 10 Any members of the Failsworth Trust Committee must declare at the beginning of the meeting, or at any other appropriate stage, whether they are affected by a conflict of interest or conflict of duties in relation to any item on the agenda. If they have a personal interest, they must not speak or vote on the item. If a potential conflict of interest or duty arises from any matter, a member shall consider whether to withdraw. However, provided that the all members agree and the member acts in the best interests of the Trust and after receiving independent advice or recommendations, a member is permitted to consider and vote on the matter.
- 11 Any proposal for alteration of the arrangements of the meetings of the Failsworth Trust Committee shall be considered by the Failsworth Trust Committee. Any such proposal should be subject to one month’s notice, and the proposed alteration sent with the Agenda to all members.
- 12 **Voting Procedures and Quorum** - Each of the Trust Committee members shall have one vote, each vote carries equal weight and decisions of the Failsworth Trust Committee shall be made on a majority vote. A meeting of the Failsworth Trust Committee will only be considered quorate if at least two voting members are present. In the event of a tied vote the Chair shall have the casting vote.

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- 13 The Failsworth Trust Committee has legal capacity to make and implement decisions in its own right without the need for ratification by the Council.
 - 14 Decisions of the Failsworth Trust Committee will be binding both on the said Committee and on Oldham Borough Council.

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Report to CABINET

Unity Partnership Shareholder Committee: Cabinet Sub-Committee - Appointment of Members

Portfolio Holder: Councillor Sean Fielding, Leader of the Council

Officer Contact: Elizabeth Drogan, Head of Democratic Services

Report Author: Lori Hughes, Constitutional Services Officer

22nd June 2020

Reason for Decision

To appoint Cabinet Members onto the Shareholder sub-committee.

Recommendations

That the Cabinet appoints Members of Cabinet to sit on the Shareholder Committee, with full delegated powers in relation to any matter to consider the interests of the Council following the acquisition of the Unity Partnership Ltd.

**Unity Partnership Shareholder Committee Appointment of Members:
Cabinet Sub-Committee**

1 Background

- 1.1 At its meeting on 22nd October 2018, the Cabinet approved the terms of reference for the Unity Partnership Shareholder Committee and appointed and appointed four Members to sit on the Sub-Committee.
- 1.5 The Sub-Committee is supported by officers of the Council, including the Section 151 Officer (Director of Finance) and the Monitoring Officer (Director of Legal Services), or their designated officers
- 1.6 The Shareholder Committee meets at least quarterly and receives detailed and comprehensive information and briefings to support their decision-making. The extent of the role of the Shareholder Committee in decision-making depends upon the Council's shareholding, and upon terms included in the company's articles of association, or in the other contractual documents
- 1.7 The Council's Performance and Value for Money Select Committee has a scrutiny function in the relation to the decision-making of the Shareholder Committee and in respect of the performance of the Company, for which the Council is the sole shareholder.
- 1.8 The Shareholder Committee is a sub-committee of Cabinet and has the following high level remit and responsibilities:
- Represents the Shareholder (the Council) and will meet quarterly.
 - Sets the tone and direction of the company to ensure that it fully supports the Council's co-operative agenda.
 - Considers significant company resource issues.
 - Sanctions/approves decisions taken by the Unity Partnership Ltd Board of Directors and is able to call on the company Managing Director and members of the Unity Partnership Board to discuss specific items.
 - Determines "reserved matters".
 - Approves a waiver of any conflicts of interest relating to the Unity Partnership Ltd Board of Directors.
 - Grant an indemnity to all Members and Officers acting as Directors on the company Board.

3 Options/Alternatives

- 3.1 Two options are presented in relation to this matter. The two options are:
- Option 1 – Appoint Members to sit on the Sub-Committee.
 - Option 2 – Do not appoint Members to sit on the Sub-Committee. The Council would need to consider an alternative method by which the Council would exercise its controlling interest in the Unity Partnership Ltd.

4 Preferred Option

- 4.1 The preferred option is that the Cabinet appoints Cabinet Members to the Shareholder Committee.

5 Consultation

5.1 N/A

6 **Financial Implications**

6.1 There are no additional financial implications arising from the matters contained in this report. (Mark Stenson)

7 **Legal Services Comments**

7.1 In establishing a local authority controlled company, the Council has to ensure that it exercises control over the company so that the company can take advantage of the "Teckal" exemption granted by case law. The key requirements which need to be met include:

- The contracting local authority must exercise sufficient control over the separate entity (with the test applied being that the control should be similar to that which the contracting authority exercises over its own departments); and
- The separate legal entity must carry out the essential part of its activities for its owner authority/ies ("the essential activity test").

7.2 The Teckal exemption has now been codified into law under Regulation 12 Public Contracts Regulations 2015. The Regulation has clarified the requirement that the company carries out the essential part of its activities for the local authority owner and confirmed that at least 80% of its activity must be for that authority.

7.3 Case law has further clarified some key points around Teckal compliance based upon court judgments:

- The Council has the power to issue directions to the LATC on "strategic matters or important issues of policy".
- If the articles of the LATC say that non-authority board members could be appointed, the Council must retain the express right to remove any such directors at any time.
- The constitution of the company must consider the level of autonomy of the board and the authority must have the power to exert control over the LATC.
- That the local authority holds all of the share capital in the company will usually (but not always) be indicative of control.

7.4 The establishment of and appointment of Members to a Shareholder Committee for the purposes set out in the body of the report, (Elizabeth Cunningham Doyle)

8 **Cooperative Agenda**

8.1 N/A.

9 **Human Resources Comments**

9.1 N/A.

10 **Risk Assessments**

10.1 The Council needs to manage its interest of being the Company Owner. It has decided to do this by creating a Shareholder Committee with different representatives to the Company Directors for this Council owned company. (Mark Stenson).

-
- 11 **IT Implications**
 - 11.1 N/A.
 - 12 **Property Implications**
 - 12.1 N/A.
 - 13 **Procurement Implications**
 - 13.1 N/A.
 - 14 **Environmental and Health & Safety Implications**
 - 14.1 N/A.
 - 15 **Equality, community cohesion and crime implications**
 - 15.1 N/A.
 - 16 **Equality Impact Assessment Completed?**
 - 16.1 N/A.
 - 17 **Key Decision**
 - 17.1 N/A.
 - 18 **Forward Plan Reference**
 - 18.1 N/A.
 - 19 **Background Papers**
 - 19.1 None
 - 20 **Appendices**
 - 20.1 None



Report to CABINET

Workforce Strategy for #TeamOldham

Portfolio Holder: Councillor Amanda Chadderton, Cabinet Member for Finance and Corporate Services

Officer Contact: Rebekah Sutcliffe, Strategic Director of Communities & Reform

Report Author: Julia Veall, Director of Workforce and Organisational Design

Ext. x 5197
22nd June 2020

Reason for Decision

This report seeks approval of the new Workforce Strategy for #TeamOldham 2020 – 2023 and the implementation of developing delivery plans to support its embedding across #TeamOldham organisations.

Executive Summary

A workforce strategy is required to set the ambitions and strategic direction for the #TeamOldham workforce and is at the core of realising organisational priorities. The strategy detailed within this report has been developed following widespread research, analysis and consultation and reflects the inputs of key stakeholders and strategic plans.

When endorsed, the Workforce Strategy will be translated into a delivery plan ensuring a coherent and cohesive approach to workforce design and development over 2020-2023.

The strategy is framed with the following purpose at its core:

‘To successfully create a One Team Oldham and embed our co-operative values in all we do’

The strategy has been developed thematically, as follows:

Supporting Our Staff:	Recruitment and Retention
	Wellbeing and Engagement
	Pay and Reward

Leadership and Culture:

Ownership of Performance
Skills and Capability
Culture and Behaviours

Planning for the Future:

New Skills for the Future
Talent Management and Organisational Design
New Ways of Working

Each of the 'pillars' above set out urgent priorities for #TeamOldham, the opportunities for us to go further and our long-term aspirations. This will enable our prioritisation of activity ensuring we are applying the right interventions and focus in the correct places. The strategy also sets out anticipated outcomes against each strand as a measure of success and to bring each theme to life.

Recommendations

It is recommended that Cabinet endorse the #TeamOldham Workforce Strategy, support its full embedding and implementation across the workforce and advocate the principles within.

Workforce Strategy for #TeamOldham

1 Background

- 1.1 In order for #TeamOldham to operate effectively as a family of organisations, its workforce strategies must be aligned and support the collaboration desired. Collaboration from a workforce perspective was cemented with the appointment of a Director of Workforce and Organisational Design whose responsibilities span Oldham Council, MioCare, Unity Partnership and the CCG and now through the development of a Workforce Strategy which applies across all workforces.
- 1.2 This report sets out the proposed Workforce Strategy to embed across the #TeamOldham workforce and follows widespread research, analysis and consultation.

2 Current Position

- 2.1 There is presently no workforce strategy spanning the #TeamOldham workforce. This results in disconnected strategies and plans, applied only at a local service level which fail to capitalise on the benefits of greater collaborative working or push the organisation/s forward.
- 2.2 The proposed Workforce Strategy is designed to set out our intentions and priorities over 2020 – 2023 and has the ambition **‘to successfully create a One Team Oldham and embed our co-operative values in all we do’** at its core.
- 2.3 The strategy sets out principles over the following themes:

Supporting Our Staff

This theme is about attracting and retaining people by creating a great place to work with a healthy and inclusive environment, where everyone is treated fairly and recognised for their capability, attitude and behaviour. This theme focuses on making sure the conditions are right so that the whole workforce understands how they can contribute and what support, information and guidance is provided to help everyone deliver to the best of their ability. Our mechanism, services and policies which ensure we take every measure possible to protect and enhance both the physical and mental health and wellbeing of all our staff are absolutely critical to delivery of this Strategy and our commitment to staff at all times.

Within this theme:

Recruitment and Retention

Our ambition is for an engaged and engaging workforce who connect and contribute to building thriving communities and an inclusive economy. We need to take immediate action to improve our recruitment process – to broaden the diversity of who we attract and build supply of the skills we need. We also need to improve the process both in terms of quality and time.

Wellbeing and Engagement

We will maintain a strong and positive engagement culture, so employees feel well informed, involved and with access to a variety of ways to feed in views. Staff wellbeing is an integral part of our culture and we are committed to creating a healthy working environment and improving the quality of life for our staff, with a focus on promoting wellness rather than reducing sickness. We recognise that there will be a mix of service specific activities as well as whole system to address particular needs and scale of change that may be undertaken at different times. We also recognise it is critical to have specific and accessible measures in place to address short term crises and service pressures.

Pay and Reward

We need to address the underlying challenges in our approach to pay and reward and adopt a system that is consistent but recognises different approaches in place. We also have some excellent rewards to promote extensively both for existing staff as well as potential new employees.

Leadership and Culture

We want to maintain and build a fantastic working environment where everyone is clear about their role and understands how they contribute to achieving our ambition. Collaborating, learning and sharing best practice will underpin our approach to how we think, act and behave to effect the changes needed. This will involve everyone understanding how the single team approach will work so that they think Oldham first rather than their service or organisation. All our leaders have a critical role to play in this and everyone will need to feel confident about the way challenge is provided to keep raising the bar on our aspirations.

Within this theme:

Ownership of Performance

We will do further work to ensure everyone understands their role in owning managing and monitoring performance. This will cover performance at a system, service and individual level so that everyone is clear about their responsibility in improving performance and how they need to align or realign effort to meet priorities.

Skills and Capability

To enable the transformation of how we work, we will support the development of the skills needed to deliver leadership of place, governance and decision-making. Everyone is a Leader in some shape, and we will support them as:

System Leaders – who are able to see the big picture and make outcome-focused decisions using resources across complex systems and removing traditional organisational boundaries.

Project managers – bringing rigor, accountability and financial acumen to the effective and delivery of work.

Champions of continuous improvement encouraging employees to do the same.

Enablers of co-design and co-production to maximise the assets across the workforce and the community.

Culture and Behaviours

Building the right environment and culture across the Council, CCG, MioCare, Unity and Oldham Cares is key to delivering our ambitions. We want to be an exemplar employer and need to create a One Team culture that is:

- Collaborative and Supportive.
- Purposeful, embraces change and the opportunities it presents.
- Outward looking and innovative.

We will work to embed this culture in every part of #TeamOldham supporting our managers to lead by example and drive forward this culture change in their teams.

Planning for the Future

We want to ensure that everyone has the wisdom, skills and capability to thrive in their current role as well as understand and commit to their personal development. We need to attract and retain a new generation of public service staff who will bring a new set of skills and experiences which are going to fundamentally shape the way that we work and the career paths we follow. Advances in technology and changes to working patterns are examples of the major changes ahead that we need to embrace and manage proactively.

Within this theme:

New Skills for the Future

We will future-proof the skills and capabilities of our workforce to support our focus on understanding and responding to the local context and ensure our approach to recruitment, retention and development is informed by this future need. We will embed reflection and learning so we can adapt and refocus effort appropriately.

Talent Management and Organisational Design

We will take a more proactive and inclusive approach to talent management and succession planning to ensure we are building high performing teams who are able to drive our agenda forward. Our focus will be:

Building a composite workforce metrics dashboard – so we have a clear picture of our workforce strengths and areas for development. Oldham Cares have already committed to do this as part of the Locality Plan.

Identifying and nurturing future leaders in our current workforce. This should include strategies to increase the proportion of leaders from the Oldham Community and improve retention.

Alignment with GM-wide talent initiatives as well as other key organisations in Oldham.

Build an understanding of the jobs we will need in the future to benefit the system rather than a single service or organisation.

New Ways of Working

We will embrace digital technology to enable smarter, more efficient ways of working and review our accommodation to best support our priorities. We will embed a data-led approach across all our activity. Workforce planning must be a key part of the strategies currently being developed to support this work.

We will look at new ways of working to ensure the Plan looks to the future e.g. use of AI, agile working etc.

- 2.4 Each of these ‘pillars’ are contextualised, set out urgent priorities, opportunities to go further and long-term goals. These will provide a framework for delivery plans for activity which will be developed in conjunction with #TeamOldham organisations and services ensuring that delivery is targeted to ensure maximum impact and benefit.
- 2.5 Extensive feedback was obtained in the development of the strategy all of which has gone into the design. Feedback included, but was not limited to:
- Putting the right initiatives in place to develop a more diverse workforce and recognise the assets in our population. This includes looking at improving diversity in the existing workforce particularly in certain teams or roles. The Community Wealth Building Programme will be critical in this area as will a refreshed approach to recruitment.
 - Improving opportunities for young people to find work in #TeamOldham and making jobs attractive to them. This will be covered in the work on Workforce Planning, finding new ways to recruit and seeing how we can create a center of excellence for Apprenticeships.
 - Creating clearer pathways for staff to progress across the whole system rather than within one service. This will be incorporated into the Talent Management work.
 - Including more opportunities to develop skills together rather than in separate organisations, services or roles. The whole approach underpinning the Strategy seeks to co-ordinate effort and initiatives to improve access to development opportunities and build a more consistent offer for staff.

-
- Ensuring that the Digital ambition incorporates the need for the workforce to be more digitally enabled. This is incorporated into the Digital Strategy but will be supported and informed by this strategy.
 - Ensuring that we have a fair approach to pay and reward, especially to protect our staff who are in lower paid jobs. This also links to a more inclusive approach to staff development which will be covered in the new Talent Management work.
 - Ensuring that the #TeamOldham approach is underpinned by equal effort from all parties (including resourcing). The allocation of resources to support the strategy will be dealt with in the same way that other work programmes are scoped and resourced.
 - Ensuring the wellbeing offer addresses mental and physical wellbeing. There is a variety of work already underway to ensure the right measures are in place to support Health and Wellbeing. This includes having solutions for the current COVID19 situation. There will also be significant effort put into ensuring that all managers are confident and comfortable in managing performance and supporting their teams as we continue to work through a period of major change and adjustment to working arrangements.

3 Options/Alternatives

Option 1 Do nothing

This will result in a continued disconnection in strategies and activities and fail to develop a cohesive workforce across #TeamOldham and realise the benefits this will bring the organisation and residents of the Borough.

Option 2 Endorse the Workforce Strategy as detailed in this report and at Appendix 1

This will result in the benefits as set out in this report and permit the development and implementation of delivery plans against each of the strategy themes.

Option 3 Adopt an alternative approach to the development and implementation of a Workforce Strategy

The approach detailed in this report is considered best practice and takes in the input of all key stakeholders. Any alternative approach is therefore considered to be less effective in the development or embedding of a cohesive strategy.

4 Preferred Option

4.1 The preferred option is **Option 2**. This is recommended on the following basis:

-
- The process in developing the proposed strategy has been robust, incorporates key stakeholder input and represents best practice for a strategy of its type.
 - The proposed strategy is considered to fully reflect the challenges and ambition of #TeamOldham organisations and provides a framework for more detailed planning and implementation.

5 **Consultation**

5.1 As detailed within the report, consultation has taken place across all key stakeholder groups, professional services (e.g. Legal etc) and fully incorporates industry best practice and the local context.

6 **Financial Implications**

6.1 There are no direct Financial implications as a consequence of the Strategy. However, the delivery plan which sits below will set out a number of programmes, projects or activities which may have direct or indirect financial implications. These will be specified as the programme of work evolves through the various workstreams to ensure they are incorporated in existing budgets.
Sam Smith, Senior Finance Manager

7 **Legal Services Comments**

7.1 Alignment of the workforce strategy between council owned companies strengthen the link for “ associated “ employer purposes .Changes to pay and reward would have to be in line with NJC guidelines and in conjunction with the unions.

7.2 In respect of recruitment, those employing staff should be aware of section 7 of the Local Government and Housing Act 1989 which states that every appointment should be on merit.

7.3. If the use of Agile Working increases in digital working then a wholesale review of current HR policies may need to be undertaken.

7.4. Consultation on the Strategy has taken place with union representatives across #TeamOldham.

8. **Co-operative Agenda**

8.1 The Co-operative values sit at the core of the strategy ensuring this is fully complimentary and supportive of #TeamOldham values.

9 **Human Resources Comments**

9.1 All HR and Organisational Development considerations have been incorporated into the design of the strategy.

-
- 10 **Risk Assessments**
 - 10.1 Non required.
 - 11 **IT Implications**
 - 11.1 None.
 - 12 **Property Implications**
 - 12.1 None.
 - 13 **Procurement Implications**
 - 13.1 None.
 - 14 **Environmental and Health & Safety Implications**
 - 14.1 None.
 - 15 **Equality, community cohesion and crime implications**
 - 15.1 None.

 - 16 **Equality Impact Assessment Completed?**
 - 16.1 To be completed by workstream as required.
 - 17 **Key Decision**
 - 17.1 No.
 - 18 **Key Decision Reference**
 - 18.1 N/a
 - 19 **Background Papers**
 - 19.1 None
 - 20 **Appendices**
 - 20.1 Appendix 1: Workforce Strategy

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#TEAM OLDHAM WORKFORCE STRATEGY 2020- 2023

Our Ambition is to create a One Team workforce –#TeamOldham working in partnership with our Communities to improve outcomes for people and places across the borough and beyond

Contents

1. Introduction
2. Purpose of this Strategy
3. One Oldham Model
4. Context
5. Our Vision
6. Our Approach
7. Supporting our Staff
8. Leadership and Culture
9. Planning for the Future

1. Introduction

Our ambition is for Oldham to be a place where the workforce thrives and where we provide the support and opportunities that ensure we are the greatest ambassadors for Oldham across the Borough and beyond.

- We are committed to ensuring the workforce is engaged, motivated and properly skilled – working with ambition and in partnership with Oldham communities to improve outcomes for people and places in the borough.
- We are building from a position of strength with a highly committed workforce and a track record of delivery

It is a period of huge change for how our workforce needs to operate, especially given the current COVID19 challenge and continuing financial pressures but we are committed to supporting staff and colleagues across our Borough as we all work together to secure:

Integration of public services – adopting a whole system, multi-agency approach for people with care and support needs, including an integrated commissioning

function based on outcomes.

Embedding of a place-based approach – delivering services covering 30-55k population, looking at local demand and helping each of the five geographical clusters shape services to meet their needs.

Maximisation of the Oldham Pound – through the Local Wealth Building programme and other initiatives harnessing the potential of local spend across all anchor institutions and using all our assets and capability to benefit Oldham. The make-up of the Borough also provides immense potential to develop a workforce that represents the very best of our communities.

Leading by example in terms of being a Green Borough – ensuring that we put measures in place to reduce our carbon footprint and promote working practices that support our **Green New Deal** ambitions

Redesign what we do and how we deliver using the **Transformation Programme** to focus on major change initiatives. This will be alongside a continuing focus on securing efficiencies and savings – including reconfiguration of assets and accommodation, and our digital offer to both residents and colleagues.

- Oldham is one of 10 localities across Greater Manchester who have adopted a strategic framework to guide our collaborative effort. As part of this we have also adopted a Good Employer Charter (July 2019) and the principles which are set out within that underpin everything that this set out in this strategy. We are also committed to adoption of the Living Wage across the Borough
- Our goal through a “Team Oldham” approach is to deliver what is best for the people of Oldham, its residents, local communities and businesses, with our workforce the critical enabler to achieving this.
- The Strategy is the first of its kind so will be carefully monitored and reviewed annually to ensure success.

2. Purpose of this Strategy

“To successfully create a One Team Oldham and embed our co-operative values in all we do”

Key principles underpinning the Strategy are:

- **Building the right culture** for everyone to thrive and take personal responsibility

- **Maximising Devolution**– maximising the opportunities presented by cross-GM working by applying and adopting whatever is best for Oldham using the efforts and energy of our public, private and VCS organisations
- **Scaling up our ambition** – through investment in place and skills; individual-level personal development and fostering a can-do culture among our staff and the whole Oldham community.
- **To provide clear, consistent and accountable leadership** in all roles. Decisions will be made at the right level and people will feel empowered
- **To embed collaborative behaviours** at every level of the workforce will mean people think Oldham first and organisation second.
- **Looking outward and be future proof**– learning from what we do and from best practice will help us make the most effective use of resources and ensure we are creating the best working conditions for the whole workforce.
- **To be Evidence-based** – we will use data and intelligence (both hard and soft) to improve services for Oldham; building on evolving pockets of good practice around measurement of impact and formal monitoring of targeted programmes.

This Strategy sets the framework for the workforce delivery plan, which will set out, in detail, the activities, programmes, and timeframes which will deliver our strategic ambitions. The plan will also enable us to target resources proportionately. It will balance whole team requirements alongside those that are more specific to particular services or common groups of staff.

The Strategy and delivery plan will directly incorporate the needs of Elected Members and other non-Executives, all our employees and volunteers across the Council, Oldham Cares including the CCG and MioCare and Unity Partnership. We will also seek to align our activity with other key workforce strategies where we can influence and support other organisations and systems for mutual benefit.

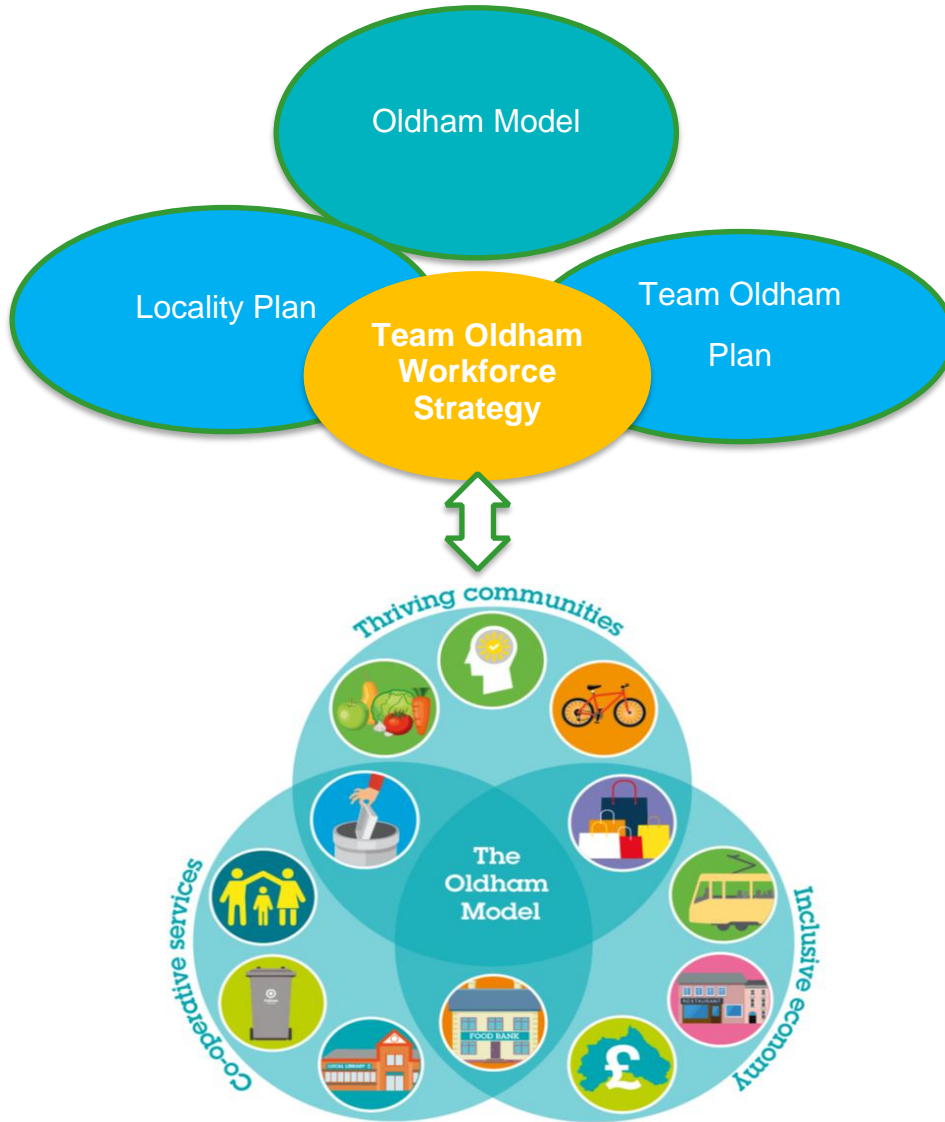
The Strategy will compliment and align with other key strategies within Oldham. This includes the Team Oldham Plan and Transformation Programme as well as broader strategies and plans of organisations with a larger footprint than Oldham e.g. Northern Care Alliance, Greater Manchester Police

The three main themes – Supporting our Staff, Leadership and Culture and Planning for the Future will form the structure of a Delivery Plan with 12 key pillars to build from, including these three areas. This Plan will state what will be done, who is accountable for the activity(ies) and when results will be seen. This will be monitored so plans can be refined, and priorities remain clear.

PLEASE NOTE: The principles of the Strategy are intended to apply to the broader Oldham family (e.g. Education establishments, Health organisations with a larger footprint etc. so we can align effort. This will be achieved through influence and partnership in order to align and pool effort. The approach and initiatives which flow

will apply to staff across Oldham Council, CCG, Unity Partnership, MioCare and the broader Oldham Cares family.

3. 'One Oldham'



4. Context

Oldham has many strengths and a number of critical challenges as evidenced by latest data on the workforce:

Workforce Metrics

- **Maximising the wisdom and experience of the workforce** – 46.3% of council staff (Q2 19/20) are over 50 – up 9.8% in the last five years. The picture is similar for workforce at MioCare and Oldham Cares. At the CCG, the majority of employees are 40+. 11% of GPs and 30% of practice nurses are over 55. Unity data suggests 41% of staff are over 50
- **Increasing employees under 24** –with 1.94% of the council workforce aged 16-24. and 3% of CCG employees aged 20-24 there is an opportunity to develop and shape exciting career paths for new starters right across the system
- **Representing a diverse population**– with 68% of the Council workforce being Oldham residents and 86.6% in MioCare and 80.63% in Oldham Cares we also have an opportunity to ensure the workforce truly reflects the assets and diversity of our population all the way through the system. This also creates fantastic opportunities to build cross system career paths
- **Lack of capacity** – as with other local areas there are continuing challenges recruiting to a number of key posts at various levels with some hotspots such as social workers, planners, OD specialists. There is also high turnover in some parts which puts some pressure on our work to reduce use of agency staff. MioCare had a 14.08% turnover in Sept 19 and the CCG turnover taken from Sept 19 was above the GM average although this reflects the high number of fixed term contracts required to support short term projects In many of these areas, we are competing with other providers in health and social care and so are working to create the right tools and approaches to grow and retain our existing workforce and recruit new talent. An inclusive approach to talent management will be key to build our career pathways and develop skills across the workforce.
- **Levels of sickness absence** – Council figures for September 2019 were at their highest level at the same point for the last six years. Adult Social Care, Environmental Management and Children’s Social Care were most affected. There are similar issues across GM, but we have a project underway which will build a programme of work to address this.
- **Digital Maturity** – A developing Digital Strategy offers many opportunities to improve services and support staff by creating the right tools which will support performance and engagement and ensure we are a truly forward thinking and modern public service

Financial Context

- We have responded positively to substantial financial challenges while building and delivering a significant programme of change across the system with a predicted gap of £80m over the medium term if nothing changes by 2020/21.
- Parts of the Borough have high levels of poverty and unemployment (19th in deprivation ranking of Local Authorities) and demand is growing for public services, particularly health and social care. These sort of challenges present opportunities to build our workforce in a way that addresses these challenges both directly and indirectly through the creation of new jobs and skills
- At the same time, lower pay scales compared to other GM authorities (may) have impacted recruitment and have necessitated ad hoc decisions to fill some critical posts with interims and fixed term roles which are more costly so we will look at our approach to pay and reward to ensure it fit our values and delivery model.
- The integrated model of care will require us to look at how we can align ways of working to build on the One Team ethos and will be critical in our ability to strengthen partnership across the broader community of interest
- The workforce plan which underpins this strategy will be both financially sustainable and boost the local economy through maximisation of local talent.

Cultural Opportunities

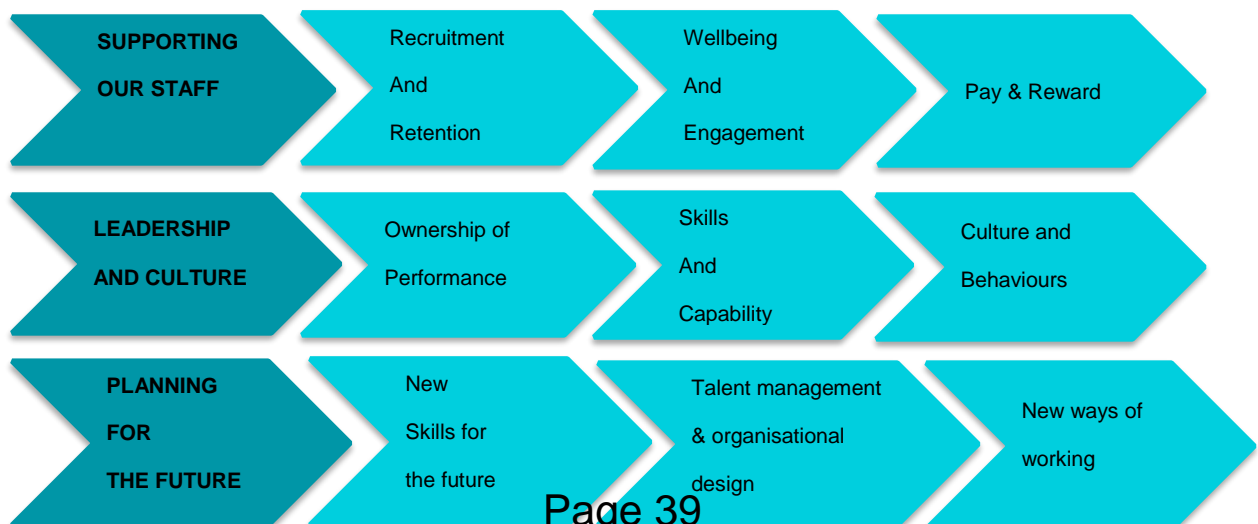
- While the commitment to delivering the best possible services and opportunities for our workforce, there is a need to build more capacity and capability with work on-going to build new multi-disciplinary teams focussed on impact and outcomes
- Our ambitious plans to integrate our workforce requires considerable investment of effort to help people understand and work within a complex but exciting new arrangement where there will be more opportunities to develop skills and experience and where organisational boundaries are insignificant. We recognise we need to rationalise different working practices and perhaps a limited number of terms and conditions as new blended ways of working bring different people and organisations together
- Our approach to ownership of performance is variable both in terms of performance of service activities as well as staff. The latest appraisal ratings from the Council show 80% of staff rated good or high performing with only 1.04% supported performers. There are also areas where the data suggests Appraisals were not completed including in key areas such as children's safeguarding and partnerships (80% not completed) and commercial services

(88% not completed) and so we need to understand how to address this. A review of the whole Appraisal process will be undertaken.

5. Our Vision



6. Our Approach – 12 pillars to Build from



We will prioritise activities to ensure we are creating the right conditions and target effort where it is most needed. This means we will build the delivery programme using the following categorisation set out below. This will inform the HR/ OD service plan to ensure consistency of approach and help target support where needed. The Transformation Programme has, and will continue to, inform any programme activity e.g. Office/ Accommodation changes, Digital and it is key that the interdependencies are understood and managed continuously so we can target and align effort as needs be.

1. **Urgent Priorities** – There are a variety of opportunities and challenges which need focused attention. Some of these are system wide and some are more concentrated around particular services or functions. Wherever these 'hotspots' are identified these will be a key priority over the next six months e.g. Development of the Community Health and Adult Social Care model, development of the Integrated Commissioning Function, Improvement plan for Children's Social Care and delivering our Accommodation Strategy
2. **Opportunities To Go Further** – Areas where we will build on and scale up activity already taking place. This will ensure different initiatives are joined up where necessary e.g. Organisational design work, development of the Digital offer, aligning leadership development programmes. This will happen over the next 12 months to ensure our efforts are well targeted but support an inclusive approach to talent management and development
3. **Long-term Goals** - Areas which will require a more systemic change to culture and behaviours and therefore will take place over a longer timescale of 12 – 18 months e.g. building blended teams and aligning efforts which are truly integrated and embedded

7. Supporting our Staff

This theme is about attracting and retaining people by creating a great place to work with a healthy and inclusive environment; where everyone is treated fairly and recognised for their capability, attitude and behaviour. This theme focuses on making sure the conditions are right so that the whole workforce understands how they can contribute and what support, information and guidance is provided to help everyone deliver to the best of their ability. Our mechanism, services and policies which ensure we take every measure possible to protect and enhance both the physical and mental health and well being of all our staff is absolutely critical to delivery of this Strategy and our commitment to staff at all times.

Urgent Priority:

- To support staff through the current Coronavirus pandemic, ensuring that we have the right measures in place to help staff continue to work in a safe environment and taking appropriate steps to support those affected either directly or indirectly.
- To refresh and build the 'Fit for Oldham' Programme to ensure it is inclusive and provides opportunities for all and reflects short term and long-term needs
- To test and assess current practice in respect of 1-2-1s and team meetings so that there is confidence in the level of consistency being provided by managers
- An updated set of policies and procedures which support employee's health and wellbeing. These include a new Occupational Health Offer, a Whistleblowing Policy and increased support for colleagues affected by harassment created by social media
- Ensure the principles of the 'Good Employer Charter' are built into all HR initiatives and policies

Opportunities to go further:

- To review our benefits packages so that wherever possible there is equity and fairness in respect of benefits such as gym membership, buy back of annual leave etc.
- To research and compare best practice in respect of tools to appraise performance and invest in personal development
- A new policy and procedure to deal with disciplinary investigations will provide greater clarity around roles and responsibilities and improve disruption to service delivery. It will also ensure lessons are learnt from patterns of behaviour
- A review of the different working practices and arrangements across Team Oldham will show where there are opportunities to align working practices and possibly some terms and conditions

Long-term Goals:

- A suite of policies, procedures and interventions which are well understood and used to support colleagues maximise their potential

Anticipated outcomes

- A well understood and used 'Fit for Oldham' offer which is inclusive and supports all employees and elected members' health and wellbeing
- A consistent approach to the role of a Manager so it is clear what core standards all employees should expect and what the respective roles and

responsibilities are irrespective of position

- A clear framework which helps all employees understand what arrangements and activities are in place to help them do their job to the best of their ability

Recruitment and Retention

Our ambition is for an engaged and engaging workforce who connect and contribute to building thriving communities and an inclusive economy. We need to take immediate action to improve our recruitment process – to broaden the diversity of who we attract and build supply of the skills we need. We also need to improve the process both in terms of quality and time.

Urgent Priorities:

- **Get the basics right** – ensure every employee understands the requirements of their role including mandatory training (e.g. IT skills) and on-going professional training (e.g. for Planners, social workers) so we are confident we are consistent where necessary.
- Commit to a **values and competency based approach** to recruitment, and growing our workforce through clearer attraction strategies, pay and reward and career pathways
- **Pilot new approaches to advertising roles** including through community outreach and different platforms (e.g. social media).to ensure we are providing the right mechanisms for local people to understand the opportunities that are available
- **Simplify the onboarding process**, working to reduce the time from appointment to starting in post [currently on average nine weeks]. Have induction plans in place which are appropriate to the role.
- Build our use of **apprenticeships** and similar entry-level programmes for different levels of skill/ education to support our Community Wealth building programme
- **Develop and implement a plan** to build the capacity, capability and stability in Children’s Services.

Opportunities To Go Further:

- **Develop a plan to increase recruitment and improve representation from our communities**–. This will ensure we improve our recruitment of local people to reflect the diversity of the population. It will also need to focus on ways to attract younger people and, in light of the current challenge consider how best to help people back into work through a ‘united’ public service/ private sector team effort
- **Work with GM** to create a shared resource pool, co-ordinate filling of critical roles, and cross-sector workforce planning. We will continue to support work to avoid creating competition between localities but need to find solutions to this to avoid it being derailed by market pressures

- **Build an inclusive approach to Talent Management** so everyone feels supported in terms of their development and which supports achievement of our priorities. It is important that the approach is seen to be fair and transparent

Long-term Goals:

- Create a **development pathway** from entry level to support career progression
- Develop solutions for roles identified as **hard to fill**.
- Put strategies in place to **attract young people and support people back into work**.
- Identify **new skills** (such as the green economy) where we can build centres of expertise
- Build an approach which **maximises the assets** across Oldham

Anticipated outcomes:

- A diverse workforce representing the community it serves
- Young people feel they can build their careers working for Oldham.
- Inclusive approach to maximising talent.
- Improved supply of talent and capability.
- Improved morale and productivity. Our workforce would recommend us to family and friends as a great place to work
- More fluid career pathways across #TeamOldham

Wellbeing and Engagement

We will maintain a strong and positive engagement culture, so employees feel well informed, involved and with access to a variety of ways to feed in views. Staff wellbeing is an integral part of our culture and we are committed to creating a healthy working environment and improving the quality of life for our staff, with a focus on promoting wellness rather than reducing sickness. We recognise that there will be a mix of service specific activities as well as whole system to address particular needs and scale of change that may be undertaken at different times. We also recognise it is critical to have specific and accessible measures in place to address short term crises and service pressures

Urgent Priorities:

- **Launch a new internal communications and engagement programme** – sharing news in an open and timely way and finding new ways to listen to feedback and increase engagement.
- Develop an **Employee Attendance Improvement Programme** - learning from best practice in the public and private sector to reduce the rate and duration of sickness absence and understand how to address long term conditions or pressures (e.g. caring responsibilities)
- Undertake a **comprehensive staff survey** so that we have a benchmark to build from.

Opportunities to go further:

- **Fit for Oldham** – adopting a more positive and holistic approach to wellbeing and delivering a programme of preventative activities, training and campaigns to encourage staff to care for themselves and others. This will be informed by understanding of best practice in different sectors
- Using the Staff Survey and other data ensure we understand and create conditions for everyone to have an interesting role and opportunities to develop

Long-term Goals:

- **Undertake regular staff surveys**, with a commitment to publish results and use these to inform future workforce plans and training opportunities. Pulse surveys will also be undertaken to test progress. These results will inform future plans and ensure resources are targeted at priorities

Anticipated outcomes

- Staff act as ambassadors across the Borough and beyond.
- A healthy workforce, with a reduction in the number of days lost through illness High staff morale and productivity with a rolling programme to address areas for improvement.
- A culture where everyone feels supportive and part of a team

Pay and Reward

We need to address the underlying challenges in our approach to pay and reward and adopt a system that is consistent but recognises different approaches in place. We also have some excellent rewards to promote extensively both for existing staff as well as potential new employees

Urgent Priorities:

- **Rationalise working practices** as different teams and organisations come together to maximise team work and learn from best working practices
- **Capture all employee benefits** and rewards outside pay schemes and publicise these for new and existing colleagues
- Embed the **new payroll/HR system** as a key tool to monitor and evaluate our performance on pay and reward, but recognising this will only cover the Council, MioCare, Unity and schools, also establishing processes to align our ability to gather metrics where systems are different

Long-term Goals:

- **Establish a fair and consistent pay and reward strategy**, benchmarked against other GM authorities, to support our intention to increase diversity, recruit sustainably to difficult to fill roles and create opportunities for colleagues to move across the system to build skills and experience.
- **Work with the workforce** to ensure consistency and understand where there are issues to be addressed to ensure fairness.
- Explore the idea of an **Employee Value Proposition** for both attraction and retention purposes

Anticipated Outcomes

- A **fair, consistent and financially sustainable** approach to pay and reward
- **Ability to compete for good candidates** through a clear offer in relation to the whole rewards package.
- An agreed approach on how to manage the challenge of bringing together different organisations with different terms and conditions so it **embeds the One Team** ethos.

8. Leadership and Culture

We want to maintain and build a fantastic working environment where everyone is clear about their role and understands how they contribute to achieving our ambition. Collaborating, learning and sharing best practice will underpin our approach to how we think, act and behave to effect the changes needed. This will involve everyone understanding how the single team approach will work so that they think Oldham first rather than their service or organisation. All our leaders have a critical role to play in this and everyone will need to feel confident about the way challenge is provided to keep raising the bar on our aspirations.

Urgent Priority:

- Following the Peer Review in January 2020 we will ensure that all the strengths identified are captured so that we are confident that there is **consistency** as we build our Leadership capacity across the system
- Assessment and analysis of the current Leadership development offer to see what potential there is to **rationalise existing initiatives** whilst creating a system wide offer (involving GM as needs be). This offer needs to be appropriate for all parts of the system especially recognizing the democratic mandate of our elected leaders

Opportunities to go further:

- To **review existing values and behaviour frameworks** to ensure there is consistency across Team Oldham which will underpin all activity relating to development of the culture
- To **review arrangements for Elected Members** to ensure they are well sighted and supported as Leaders of the whole system as well as the Council
- To ensure the right and proportionate arrangements are in place to **develop leadership capacity at all levels**

Long-term Goals:

- Clear **articulation of the Team Oldham culture** and ways of working which will feed into personal objectives and development plans
- A **suite of programmes and initiatives** which support existing and future leadership requirements

Anticipated outcomes

- A fantastic healthy working environment and One Team culture
- Clear expectations of Leaders against which they will be held to account

Ownership of Performance

We will do further work to ensure everyone understands their role in owning managing and monitoring performance. This will cover performance at a system, service and individual level so that everyone is clear about their responsibility in improving performance and how they need to align or realign effort to meet priorities.

Urgent Priority:

- **Clarify roles** in managing performance and the support they should expect from colleagues in HR/OD and Performance Improvement. The role and responsibilities of these teams will also be clarified
- **Assess the causes** of low completion rates for Appraisals in some services and work with colleagues in those areas to address these. **Review and refresh the approach to Appraisals** to ensure the approach is proportionate and consistent and balances work and personal objectives. Roll **out a** mandatory training programme for managers to improve understanding of best practice and accountability
- **Phase in our approach to agile working** so we focus on the contribution of colleagues rather than presenteeism.
- **Support the development of Business and Service Plans** to ensure work is clearly prioritized against corporate/ whole system need
- Create a system wide training programme so there is **confidence in managers' ability to address underperformance**

Opportunities to go Further:

- **Co-design** with services **core principles for Oldham Performance Standards** and how to address non-compliance

Long-term Goals:

- **Conduct a skills audit**, using performance management data, to inform the Talent Management proposition and workforce planning

Anticipated Outcomes

- A **clear understanding by employees of the expectations of their roles** and responsibilities providing direction and alignment with strategic goals.

- Increased team and individual productivity and performance, improved morale and motivation.
- Improved reputation as a great employer and thereby improve recruitment and retention and provide enhanced career pathways.

Skills and Capability

To enable the transformation of how we work, we will support the development of the skills needed to deliver leadership of place, governance and decision-making. Everyone is a Leader in some shape, and we will support them as.

System Leaders—who are able to see the big picture and make outcome-focused decisions using resources across complex systems and removing traditional organisational boundaries.

Project managers – bringing rigour, accountability and financial acumen to the effective and delivery of work.

Champions of **continuous improvement** encouraging employees to do the same.

Enablers of **co-design and co-production to maximise the assets across the workforce and the community.**

Urgent Priorities

- understand and analyse what skills are needed and where there is a 'gap'
- To research best practice to ensure we are **planning for the future** and understand what new skills will be required
- To **build our skills as Leaders** irrespective of position

Opportunities to go further

- **Set clear role expectations** – mandatory training requirements (e.g. Undertaking Investigations; Equality and Diversity); and broader skills such as communicating and engaging staff; working with politicians.
- Scale up, integrate or rationalise existing **development opportunities** for current leaders to cover both technical skills (e.g. project management) and generic development (place-based knowledge building)
- Build programmes to reflect roles as Leaders of Place, / system /service, team/ programme.
- Support the development of **GM-wide leadership development opportunities** to secure efficiencies and opportunities for learning on a broader scale whilst ensuring all activities fit the Oldham approach.

- Establish **effective accountability mechanisms** for programmes including reporting and the escalation of risks and issues. These programmes will be system-wide and more 'local' in nature.

Long-term Goals:

- Recruit to leadership roles based on a core (system-wide) set of **leadership competencies and behaviours**.

Anticipated Outcomes

- Whole system and place Leadership skills demonstrated and performance improved.
- Learning and development proposition aligned to #TeamOldham priorities and leadership requirements.
- More alignment across teams and preparedness to give things up for the greater good.
- One Team Approach to Organisational Design
- Coherent Programme of Organisational Development across the Workforce including Elected Members and Non-executive

Culture and Behaviours

Building the right environment and culture across the Council, CCG, MioCare, Unity and Oldham Cares is key to delivering our ambitions. We want to be an exemplar employer and need to create a One Team culture that is:

- Collaborative and Supportive.
- Purposeful, embraces change and the opportunities it presents.
- Outward looking and innovative.

We will work to embed this culture in every part of #TeamOldham; supporting our managers to lead by example and drive forward this culture change in their teams.

Urgent Priorities

- Work with GM to agree principles of **what makes a great leader** – and be ready to take action when these are not met.
- Expect leaders to **actively support health and wellbeing** and role model behaviours to encourage wellbeing

Opportunities to go further

- Encourage behaviours which give people **permission, space and freedom to work differently.**
- Monitor progress through the **refreshed workforce metrics** and associated action plans.

Long-term Goals

- **Agree a co-designed set of values** we can unite behind, while respecting organisational differences.
- Ensure the **values are embedded**

Anticipated Outcomes

- A culture that supports our priorities and enables our workforce to thrive
- Increased collaboration and partnership working – shared goals and ambitions

9. Planning for the Future

We want to ensure that everyone has the wisdom, skills and capability to thrive in their current role as well as understand and commit to their personal development. We need to attract and retain a new generation of public service staff who will bring a new set of skills and experiences which are going to fundamentally shape the way that we work and the career paths we follow. Advances in technology and changes to working patterns are examples of the major changes ahead that we need to embrace and manage proactively.

Urgent Priorities:

- To understand the mix of skills we have and identify the gaps we need to fill
- To understand how we can attract and retain a new generation of staff This links to the work on Community Wealth building
- To ensure we maintain and enhance our responsibilities to keep our standards of practice safe for both staff and residents
-

Opportunities to go further:

- To agree an approach to organisation design and development which looks at the needs of the whole team and creates solutions based on our workforce metrics and the skills we need in the future.
- To assess the skills and expertise we need to build which will ensure we are proactive in addressing rapid change in technology/ digital capability

Long-term Goals:

- A Workforce Strategy and Delivery Plan which is regularly refreshed to ensure we are adapting to create the right capacity and capability and downsizing or reducing in areas which are no longer needed to the same extent

Anticipated outcomes

- A One Team approach to Organisation Design which will maximise capacity and be future proof

Skills for the Future

We will future-proof the skills and capabilities of our workforce to support our focus on understanding and responding to the local context and ensure our approach to recruitment, retention and development is informed by this future need. We will embed reflection and learning so we can adapt and refocus effort appropriately.

Urgent Priorities:

- **Build a clear understanding of our future skill needs.** This will need to be a key strand of work in the locality plan and transformation programme (including the property and digital strategies).
- Develop plans to use the **apprenticeship levy** to create new roles, skills and a pipeline of staff. (The Oldham Cares Alliance (provider organisations) have committed to work in partnership to make best use of this).
- Identify any **urgent skills gaps** so they can be addressed

Opportunities to go further:

- Develop a **Talent Management framework** to ensure we have an inclusive approach to workforce development.
- **Address identified skills gaps** linked to priorities and informed by best practice in the public and private sector that may be required

Long-term Goals:

- Ensure we **plan** to understand the shape and nature of jobs and working patterns of the workforce so we can put the right tools in place (e.g. IT, AI etc.)
- Create a **pipeline** of people with the right skills both from existing talent as well as find ways to attract new talent. (This is likely to include working with **the wider education and skills system** to create the skills and workforce required in the future (as already happens with Universities/Health and Social care training))

Anticipated Outcomes

- Strengthened capability around future-facing key skills such as contract and project management to support successful programme delivery.
- Employees feel they have opportunities to develop and are being invested in to build their careers, skills and experiences.

Talent Management

We will take a more proactive and inclusive approach to talent management and succession planning to ensure we are building high performing teams who are able to drive our agenda forward. Our focus will be:

Building a composite **workforce metrics dashboard** – so we have a clear picture of or workforce strengths and areas for development. Oldham Cares have already committed to do this as part of the Locality Plan.

Identifying and nurturing future leaders in our current workforce. This should include strategies to **increase the proportion of leaders from the Oldham Community** and improve retention.

Alignment with **GM-wide talent initiatives** as well as other key organisations in Oldham.

Build an understanding of the **jobs we will need in the future** to benefit the system rather than a single service or organisation.

Urgent Priorities

- The **acceleration and widening of integration across the Council and CCG** needs to be supported by the right people and right structures.
- **Develop approaches to Organisational Design** that cross the system rather than work within services or portfolios.
- **Define the career pathway, capability and skills** required especially new **commissioning roles** as this is a skills gap and roles need clarity within in the Commissioning process

Opportunities to go further

- Develop **new blended roles** and career pathways across the system to maximise resources and improve outcomes.
- Devise an **inclusive approach to talent management** to demonstrates fairness of opportunity

Anticipated Outcomes

- Improved performance service delivery.
- Positive impact on recruitment and retention by creating exciting new roles and working patterns

New Ways of Working

We will embrace digital technology to enable smarter, more efficient ways of working; and review our accommodation to best support our priorities. We will embed a data-led approach across all our activity. Workforce planning must be a key part of the strategies currently being developed to support this work. We will look at new ways of working to ensure the Plan looks to the future e.g. use of AI, agile working etc.

Urgent Priorities:

- **Understanding and overcoming the barriers** to the organisational adoption of digital.
- Creating a **Workforce Planning Strategy** to address the age profile, and build a more diverse workforce to reflect the population. This will address hotspots
- **Building IT capability** through training and support for staff, particularly understanding what is possible.
- **Geographically align multi-agency teams** into 5 clusters to encourage collaboration and facilitate a place-based approach. Learning from areas where this has already started to take place e.g. Social Care.
- **Setting out the ‘Green’ ask of staff** to ensure we promote the right behaviours and working arrangements to show we are leading by example in creating a Green Borough

Opportunities to go further

- **Adopting digital solutions** to primary care to improve access and reduce bureaucracy e.g. Through online and video consultations.
- **Developing a talent pipeline** to recruit people with the skills we are missing and need over the medium to long term. This will look at challenges both within Oldham as well as across GM
- **Centre of excellence in application of initiatives such as Apprenticeships, sustainable working arrangements**
- Encouraging the **portability of staff** to move across teams and offices and build our use of agile/ flexible working

Long Term Goals

- Ensure we create an **understanding of the skills we will need for the future**, so we have the right approaches in place from recruitment through to career pathways and targeted development which ensure we are creating the best workforce possible both in terms of shape and scale

Anticipated Outcomes

- Great collaboration and an improved service for Oldham residents.
- A Future focused and modern organization
- Best in class skilled workforce across public service embracing new technology and sustainable ways of working
- Positive impact on employee performance and satisfaction levels.
- Employer of Choice

Report to Cabinet

Council Performance Report March 2020

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

Email: matthew.drogan@oldham.gov.uk

Date: 22 June 2020

Reason for Decision

The purpose of this report is to allow:

- The review of Council Performance for March 2020
- 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% Female 50.7%

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

White 71.3% Pakistani 11.8% Bangladeshi 8.6% Other 8.3%

ONS Mid-Year Estimate 2018/ Oldham Population Estimates 2020



INCOME & BENEFITS

Median Household Income **£21,752**

70.5% Employment Rate
12.2% Out of Work Benefits
4.5% Unemployment
5.8% ESA Benefits

CACI 2019/Census 2011/DWP 2019



HOUSING

64.9% Owner Occupied

12.9% in Fuel Poverty
20.9% Social Rented
13.6% Private Rented
20.2% Claiming Council Tax Benefits/Housing Benefits

LHNA 2019/DECC 2019/Council Tax 2019



HOUSEHOLD INFO

Number of Households **97,219**

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

OMBC Council Tax 2020/Census 2011



97% with at least 1 qualification at KS4

68.1% School-Ready Children with standard pass in GCSE English and Maths

96.4% young people aged 16 to 18 are in EET
13.6 Adults with No Qualifications
52.6% 5 GCSEs A*-C (including Eng & Maths)

DfE 2019/Positive Steps 2018/Census 2011

HEALTH

16.3% Long Term Health Problems/Disabilities 

77.4 yrs Male Life Expectancy
81.2 yrs Female Life Expectancy
18.0% Currently Smoke


Obese Children

Reception: 10.6% Year 6: 23.0%

Public Health England/Census 2011

CRIME

124

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

2.5 Robbery of Personal Propert
7.5 Residential Burglary Rate
12.1 Vehicle Offences Rate
39.2 Violence Against the Person Rate

ONS 2019

COMMUNITY

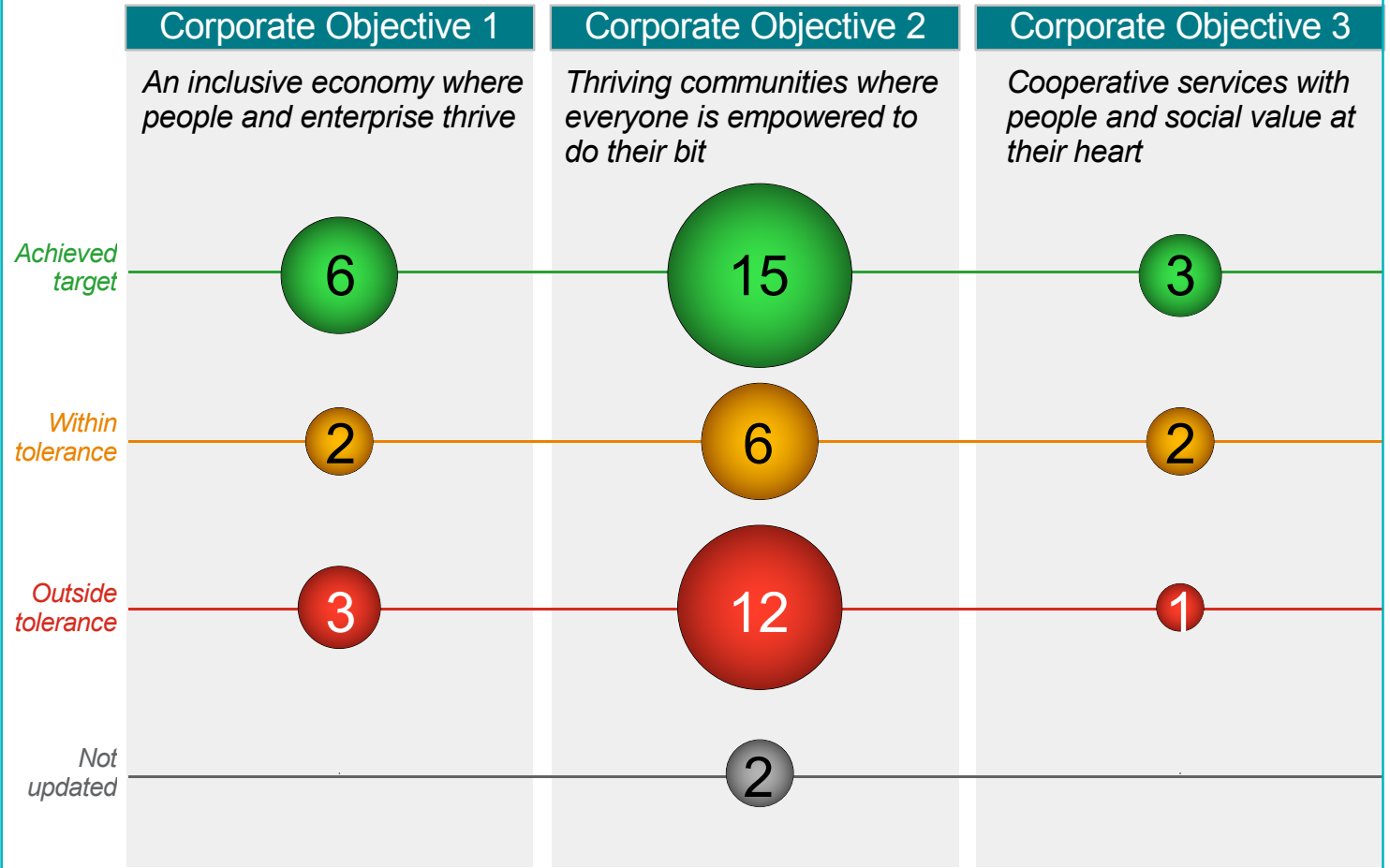
Satisfied with Local Area **71%** 

38% Volunteered in Last 12 Months
31% Local Election Turnout
26% Feel Involved in Community

YYC 2013 / UK Electoral Commision 2018

Performance Measures by Objective

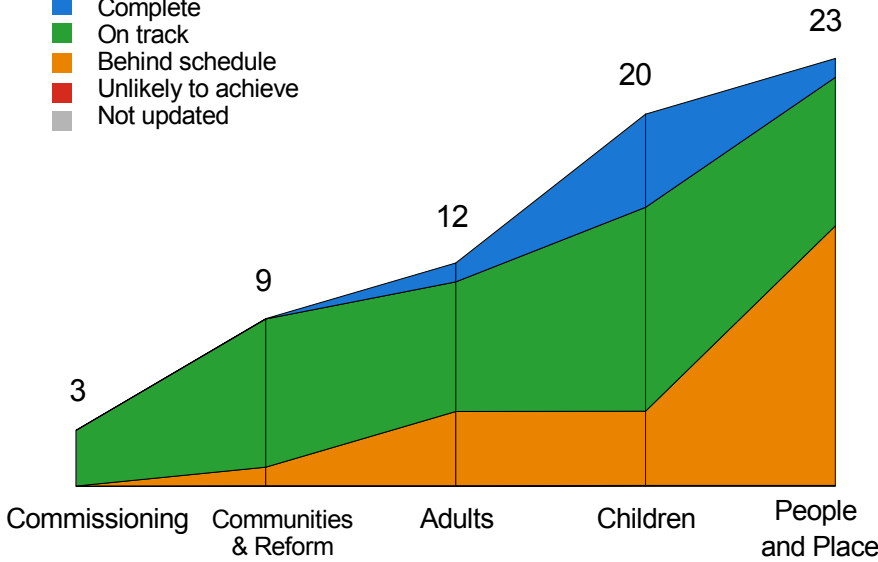
Details in Appendices I and II



Action Summary

Details in Appendix III

- Complete
- On track
- Behind schedule
- Unlikely to achieve
- Not updated



Comment

As anticipated, performance at Quarter 4 has been affected by the impact of Covid-19. A number of actions have fallen behind schedule, as outlined from pages 18-35 and the measures and action trend charts on page 4. A review of achieve-ability is currently taking place, given the ongoing impact of Covid-19 on service delivery.

Summary of Risks associated with Actions

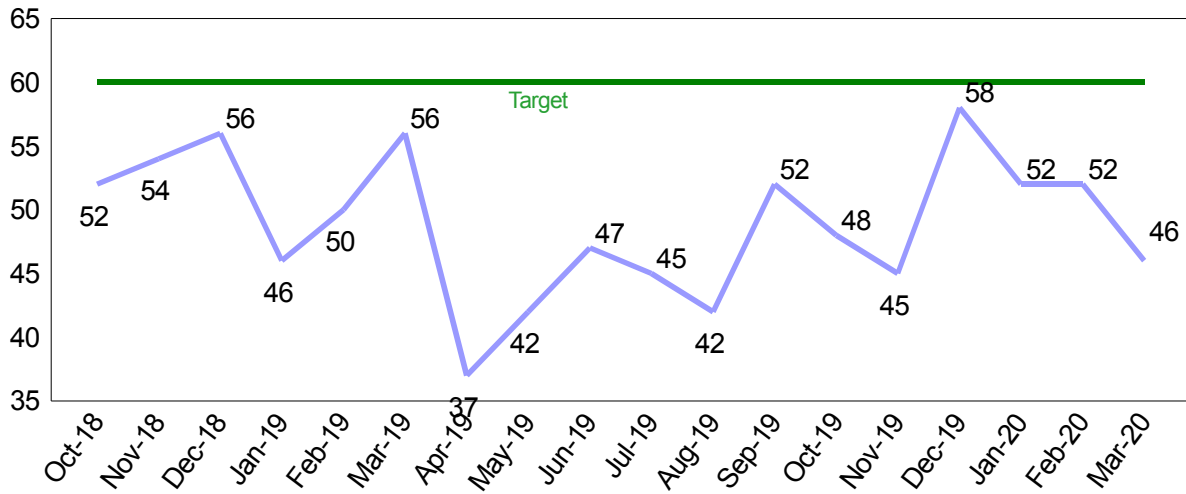
Details in Appendix IV

	Quarter 1				Quarter 2				Quarter 3				Quarter 4			
	IV	III	II	I	IV	III	II	I	IV	III	II	I	IV	III	II	I
A	0	1	0	0	0	1	0	0	0	1	0	0	0	1	0	0
B	0	0	10	0	0	0	10	0	0	0	3	0	0	0	10	0
C	0	0	16	0	0	0	17	0	0	0	10	0	0	0	12	0
D	0	4	7	1	0	4	6	1	0	4	4	0	0	4	5	0
E	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0

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

RAG-rated Performance Measure Trend (March 2020)

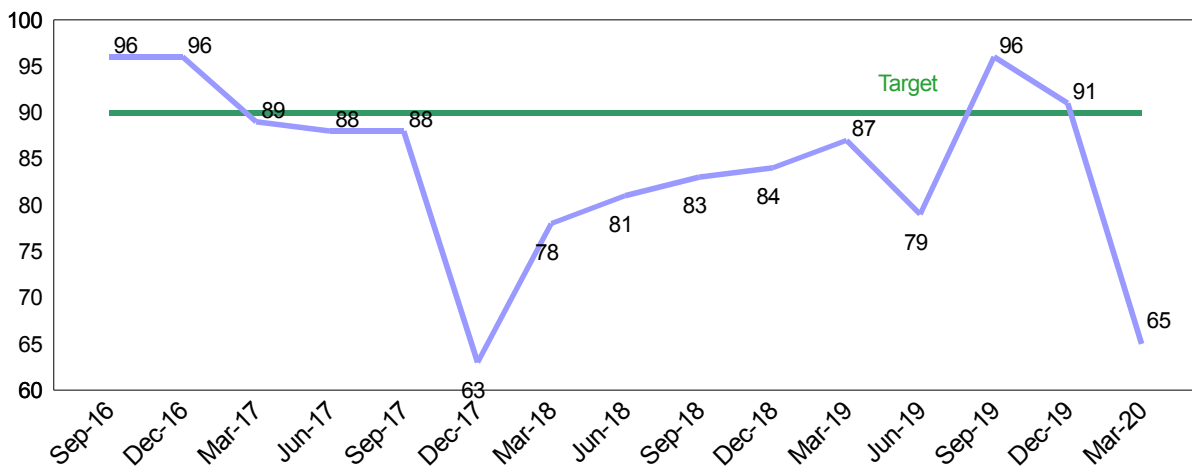
Performance Measures that achieved their target as a percentage of all reported Performance Measures. The aim is for 60% or more of the Performance Measures to have met their target.



	Prev. Quarter (Dec 19)	This Quarter (Mar 20)
No Update	0	2
> 5% off Target	13	16
Off Target	7	10
Achieved Target	31	24

Action Trend (March 2020)

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 (Dec 19)	This Quarter (Mar 20)
No Update	0	0
Unlikely to achieve	0	0
Behind schedule	6	24
On track	58	37
Complete	4	7

SICKNESS (year to date)



average days lost to sickness

same period previous year



current trend



top 3 reasons

The top 3 causes of absence are Mental Health (3.53 day per FTE), Musculo-Skeletal (3.00 days per FTE) and Stomach and Digestion related (0.8 days per FTE)

TOP 5 REASONS FOR LEAVING (year to date)

158

Resignation



48

End of contract



35

Retirement



30

TUPE Transfer

18

Other

year end 2018/19

Resignation	163
Retirement	35
End of Fixed Term Contract	14
Other	26

SICKNESS TOP 3 DIVISIONS (year to date)

1 Adult Social Care

15.70 days per FTE

2 Economy

14.40 days per FTE

3 Education, Early Years and Skills

12.40 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)

12.7%



Staff turnover

same period previous year

11.4%



current trend



TURNOVER (rolling 12 months)

87.0%

of people still in post after 12 months



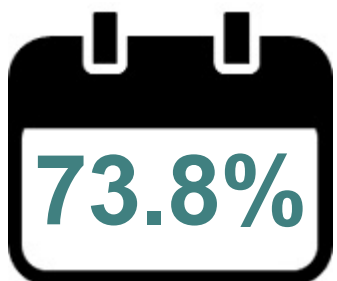
same period previous year

100.0%

current trend

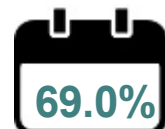


LONG TERM SICKNESS (year to date)



of days lost are due to long-term sickness

same period previous year



current trend

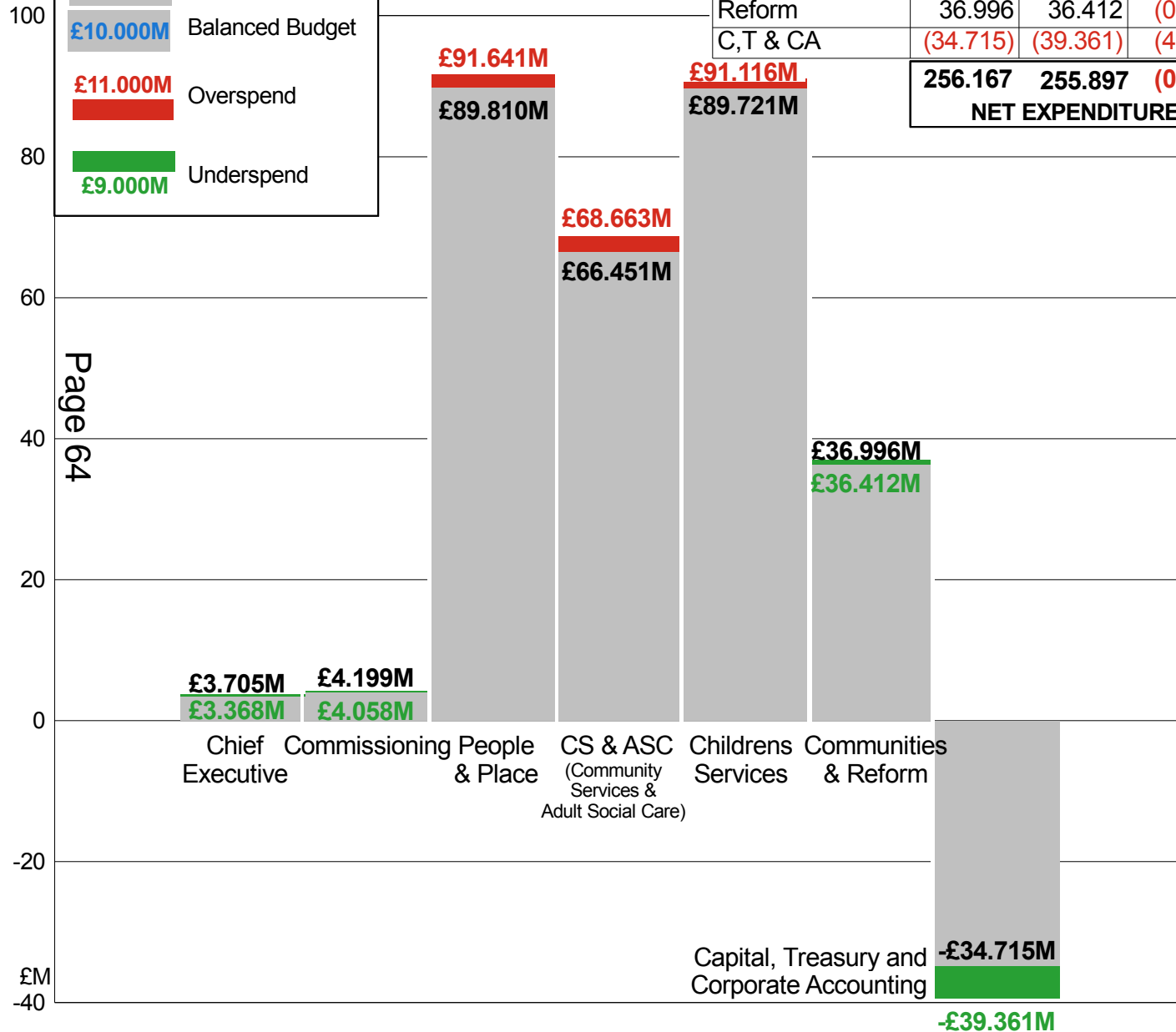
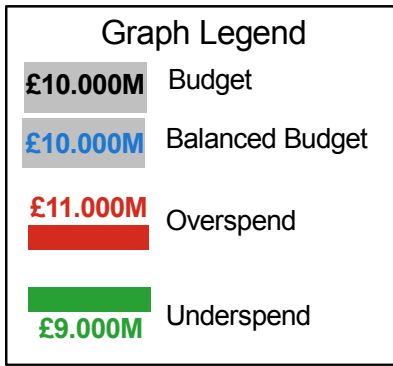


Long Term Absence is any absence longer than 20 working days in duration

Budget

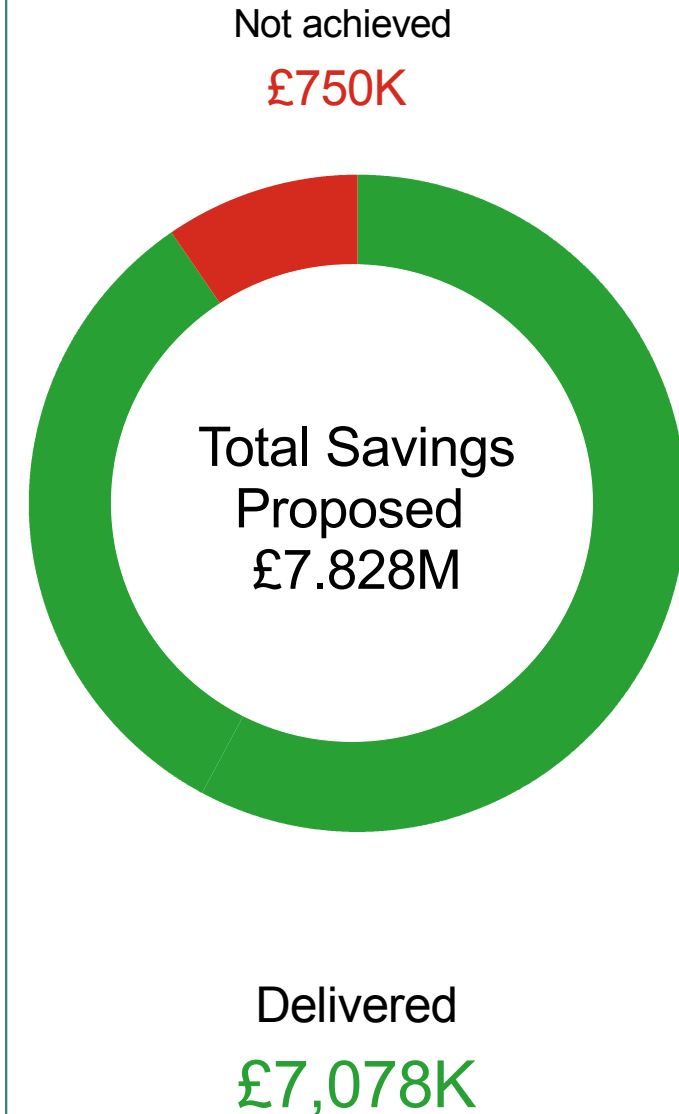
Year End Outturn 2019/20

Portfolio	Budget £M	Outturn £M	Variance £M
Chief Exec	3.705	3.368	(0.337)
Commissioning	4.199	4.058	(0.141)
People & Place	89.810	91.641	1.831
CS & ASC	66.451	68.663	2.212
Childrens Svcs	89.721	91.116	1.395
Reform	36.996	36.412	(0.584)
C,T & CA	(34.715)	(39.361)	(4.646)
NET EXPENDITURE	256.167	255.897	(0.270)



Approved 2019/20 Budget Reductions

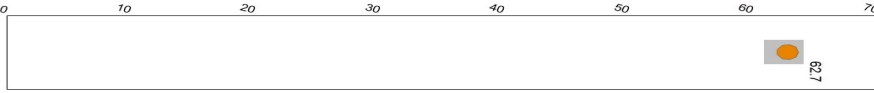
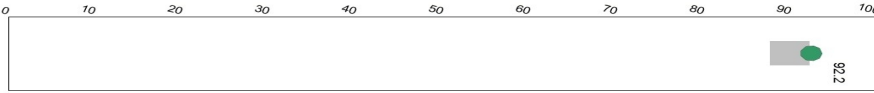
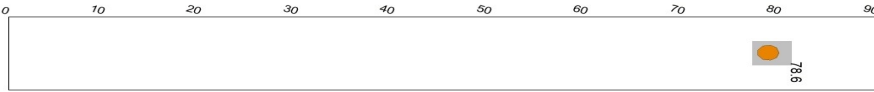
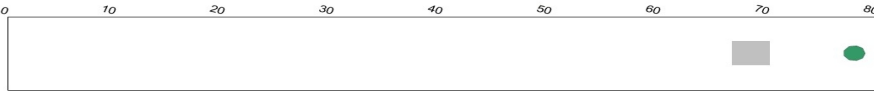


Quarter 4 2019/20



Appendices

- I Corporate Measure detail
- II Corporate Plan Actions detail
- III Red Corporate Measure Follow-up Action(s)
- 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			Year End Ambition (Figure) & Outturn (Colour)
								tolerance (+/- 5% of target)	LEGEND	● on or better than target ● within tolerance ● worse than tolerance	
START WELL : Children and Young people get the best start in life and make the most of their education											
✓	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		62.8%	(Prev Yr) ACTUAL 62.8% TARGET 61.0%	64.0%	0 10 20 30 40 50 60 70		64.0%	
✓	M729(CP) Percentage 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%	0 10 20 30 40 50 60 70 80 90 100		92.0%	
✓	M722(CP) Percentage of pupils in good/outstanding Ofsted schools	Cllr S Mushtaq	Monthly		78.5%	(Prev Mth) ACTUAL 78.6% TARGET 81.0%	81.0%	0 10 20 30 40 50 60 70 80 90		81.0%	
✓	M516(CP) Timeliness of quality EHC plans: Percentage completed within 20 weeks over 12 months	Cllr S Mushtaq	Quarterly	59.0%	98.2%	(Prev Qtr) ACTUAL 81.3% TARGET 70.0%	70.0%	0 10 20 30 40 50 60 70 80		70.0%	
✓	M700(CP) Attendance rates in Oldham Primary and Secondary Schools	Cllr S Mushtaq	Annual		95.8%	(Prev Yr) ACTUAL 95.8% TARGET 96.0%	95.2%	0 10 20 30 40 50 60 70 80 90 100		95.2%	
✓	M683 Percentage of ICPCs that take place within 15 working days of a strategy discussion, or the strategy discussion at which section 47 enquiries were initiated if more than one has been held (rolling 12 months)	Cllr A Chadderton	Monthly	83.4%	81.6%	(Prev Mth) ACTUAL 82.0% TARGET 90.0%	90.0%	0 10 20 30 40 50 60 70 80 90 100		90.0%	

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	Year End Ambition (Figure) & Outturn (Colour)
✓	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%		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%	(Prev 6-month) ACTUAL 87.3% TARGET 85.0%	85.0%		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%		68.0%
✓	M640(CP) Percent of 16-17 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%		3.5%
	M619 Percentage of Care Leavers age 17-21 in Education, Employment or Training	Cllr A Chadderton	Monthly	87.1%	57.4%	(Prev Mth) ACTUAL 70.0% TARGET 70.0%	70.0%		70.0%
	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 96.9% TARGET 95.0%	95.0%		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 60%	60%		60%

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	Year End Ambition (Figure) & Outturn (Colour)
	M656(CP) Percentage of Health Visitor mandated reviews completed within timescale	Cllr Z Chauhan	Quarterly		New Measure	(Prev Qtr) ACTUAL 88.2% TARGET 88.0%	88.0%	<p>A horizontal bar chart with a scale from 0 to 90. A grey bar represents the actual performance at 88.2%, and a green dot represents the target at 88.0%.</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 95.40% TARGET 95.00%	95.00%	<p>A horizontal bar chart with a scale from 0 to 100. A grey bar represents the actual performance at 95.40%, and a green dot represents the target at 95.00%.</p>	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 performance at 35.8%, and a red dot represents the target at 37.2%.</p>	37.2%
	M841(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 472 days TARGET 426 days	426 days	<p>A horizontal bar chart with a scale from 0 to 500. A grey bar represents the actual performance at 472 days, and a red dot represents the target at 426 days.</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	Year End Ambition (Figure) & Outturn (Colour)
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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 46.1% TARGET 50.0%	50.0%	<p>0 5 10 15 20 25 30 35 40 45 50 55</p>	50.0%
✓	M408(CP) Total new homes built	Cllr H Roberts	Quarterly	709	287	(Prev Qtr) ACTUAL 583 TARGET 337	450	<p>0 100 200 300 400 500 600 700</p>	450
✓	M356(CP) Number of work related opportunities created by Get Oldham Working	Cllr S Mushtaq	Monthly		5,905	(Prev Mth) ACTUAL 7,967 TARGET 5,875	6,000	<p>0 1,000 2,000 3,000 4,000 5,000 6,000 7,000 8,000 9,000</p>	6,000
	M63(CP) Number of visitors to Gallery Oldham	Cllr S Fielding	Quarterly		93,578	(Prev Qtr) ACTUAL 85,291 TARGET 61,500	75,000	<p>NO UPDATE THIS QUARTER DUE TO COVID-19 AND RESULTING CLOSURE OF GALLERY OLDHAM THIS MEASURE EXCEEDED THE YEAR END TARGET AT QUARTER 3</p>	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 5,341 TARGET 5,774	5,774	<p>0 1,000 2,000 3,000 4,000 5,000 6,000</p>	5,774
	M197(CP) Number of visits to OCL Leisure Centres per 1000 population	Cllr Z Chauhan	Quarterly		5,324	(Prev Qtr) ACTUAL 4,063 TARGET 3,975	5,300	<p>NO UPDATE THIS QUARTER DUE TO COVID-19 AND RESULTING CLOSURE OF LEISURE CENTRES BASED ON PREVIOUS PERFORMANCE, ON TRACK TO ACHIEVE TARGET</p>	5,300
	M256(CP) Number of life long learning enrolments	Cllr S Mushtaq	Monthly		6,300	(Prev Mth) ACTUAL 4,757 TARGET 4,250	4,500	<p>0 1,000 2,000 3,000 4,000 5,000 6,000</p>	4,500

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	Year End Ambition (Figure) & Outturn (Colour)
	M357a(CP) Number of Get Oldham Working related Job opportunities filled	Cllr S Mushtaq	Monthly		3,386	(Prev Mth) ACTUAL 4,519 TARGET 3,329	3,400		3,400
	M409(CP) Percentage of completed homes that are affordable	Cllr H Roberts	Quarterly	17.0%	9.4%	(Prev Qtr) ACTUAL 25.6% 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 3.2% TARGET 4.0%	4.0%		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 50.2% 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 56.9% 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	Year End Ambition (Figure) & Outturn (Colour)
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 425 days TARGET 550 days	600 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 199 TARGET 201	201		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 72.8% 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	Year End Ambition (Figure) & Outturn (Colour)
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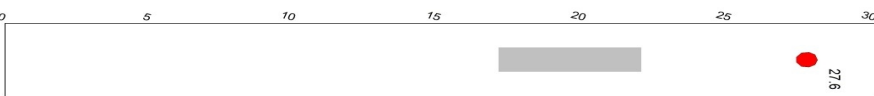
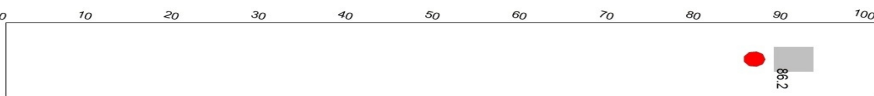
PLACE : An organisation that works cooperatively with residents and partners to deliver for Oldham

✓	M915(CP) Customer satisfaction (Contact Centre)	Cllr A Jabbar	Monthly		95.77%	(Prev Mth) ACTUAL 96.00% TARGET 94.00%	94.00%		94.00%
✓	M631 Early Help - Proportion of cases where at least one individual shows an improvement in one or more assessed scores (rolling 12 months)	Cllr A Chadderton	Monthly		66.4%	(Prev Mth) ACTUAL 58.2% TARGET 65.0%	65.0%		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 37.21% TARGET 39.00%	43.00%		44.74%
✓	M275(CP) Percentage of minor planning applications determined in time	Cllr H Roberts	Quarterly		96.0%	(Prev Qtr) ACTUAL 95.0% TARGET 80.0%	80.0%		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%			41.6%
	M274(CP) Percentage of major planning applications determined in time	Cllr H Roberts	Quarterly		100.0%	(Prev Qtr) ACTUAL 100.0% TARGET 80.0%	80.0%		80.0%
	M333(CP) Percentage Council spend in Oldham	Cllr A Jabbar	Monthly		61.55%	(Prev Mth) ACTUAL 62.00% TARGET 60.00%	60.00%		60.00%

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	Year End Ambition (Figure) & Outturn (Colour)
	M393(CP) Number of businesses supported after being successfully included in a referral package / programme.	Cllr S Fielding	Quarterly		New Measure	(Prev Qtr) ACTUAL 259 TARGET 225	300		300
	M493(CP) Streets and grounds inspection issues	Cllr A Ur Rehman	Monthly		17%	(Prev Mth) ACTUAL 16% TARGET 21%	21%		21%
	M494(CP) Number of food hygiene inspections	Cllr A Ur Rehman	Quarterly		New Measure	(Prev Qtr) ACTUAL 555 TARGET 761	1,070		1,070
	M490(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 6.0%	4.0%		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	Year End Ambition (Figure) & Outturn (Colour)
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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	10.0 days	9.5 days	(Prev Mth) ACTUAL 10.5 days TARGET 5.5 days	6.0 days		6.0 days
✓	M664 Percentage of referrals which are repeat referrals to Children's Social Care (rolling 12 months)	Cllr A Chadderton	Monthly	24.4%	25.6%	(Prev Mth) ACTUAL 25.8% TARGET 17 - 21.9%	17.0%		17 - 21.9%
PSH	M340(CP) Percent of Internal Audit Opinions resulting in Weak, Inadequate, Limited Assurance	Cllr A Jabbar	Quarterly		13%	(Prev Qtr) ACTUAL 13% 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 15.9% TARGET 7.0%	13.0%		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 78.6% TARGET 78.0%	80.0%		80.0%
	M567(CP) Percentage of community based providers rated as 'Good' or Outstanding	Cllr Z Chauhan	Quarterly		New Measure	(Prev Qtr) ACTUAL 85.7% TARGET 91.0%	93.0%		93.0%
	M682 Children's Social Care – Percentage of completed assessments to timescale (rolling 12 months)	Cllr A Chadderton	Monthly	87.1%	81.1%	(Prev Mth) ACTUAL 71.2% TARGET 85.0%	85.0%		85.0%

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	Year End Ambition (Figure) & Outturn (Colour)
	S357(CP) Percentage of council tax in year collected of the total owed (cumulative)	Cllr A Jabbar	Monthly	95.03%	94.46%	(Prev Mth) ACTUAL 92.53% TARGET 93.23%	94.60%		94.60%
	S368(CP) Percentage of national non domestic rates (NNDR) collected in year as a % of the total owed	Cllr A Jabbar	Monthly	96.73%	97.22%	(Prev Mth) ACTUAL 93.55% TARGET 93.54%	97.18%		97.18%

Appendix II - Corporate Plan Actions Detail

Ref	Actions		Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
	Complete On track	Behind Schedule Unlikely to achieve								
Corporate Objective 1 : An inclusive economy where people and enterprise thrive										
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	30/4/2020	31/3/2020	30/6/2020	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	30/4/2020
DC100	Support Oldham Education Partnership Board in prioritising all the recommendations of Education & Skills Commission		Adrian Calvert	Cllr S Mushtaq	2/4/2020	31/3/2020	30/6/2020	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 in Oldham. The exact work will have to be refocused due to the Covid-19 situation and this will be reviewed in due course.	Gerard Jones	30/4/2020
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	2/4/2020	31/3/2020	30/6/2020	A range of projects have been in place working with the Local Authority, Oldham Education Partnership and Oldham Opportunity Area. Outcomes for summer 2019 were positive. Given the current Covid-19 situation we will not receive data for 2020.	Gerard Jones	30/4/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	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	23/4/2020	31/3/2020	30/9/2020	Risk is that there are a shortage of pupil spaces. September 2020 taken care of, but closure of small independent schools permanently due to loss of income could also negatively impact on managing this priority.	Gerard Jones	30/4/2020
DC111	Ensure all children are school ready when they are due to start school	Paula Healey	Cllr S Mushtaq	23/4/2020	31/3/2020	30/9/2020	Schools and settings closed on 23 March 2020 owing to Covid-19. This is likely to have some longer term impact on our target to match school readiness by 2021 owing to potential gaps in learning and support that would have otherwise been in place.	Gerard Jones	30/4/2020
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	14/4/2020	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	30/4/2020
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	28/4/2020	31/3/2020	30/6/2020	Work is currently ongoing to review this programme. It has achieved significant uplift in salary levels for programme attendees. Funding ended March 2020 - work is ongoing to secure external funds.	Gerard Jones	30/4/2020
DC157	Fight for a Fair Employment borough, and lead the way as a GM Good Employment Charter member	Jon Bloor	Cllr S Mushtaq	28/4/2020	31/3/2020	30/6/2020	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	30/4/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
DC191	Explore options to support parents as co-educators, strengthening the partnership between council, schools and parents	Andrew Sutherland	Cllr S Mushtaq	23/4/2020	31/3/2020	30/9/2020	Engagement with parents and partners is only possible online, which reduces the service available. However, maintaining links with POINT (Parent/Care Forum) to gauge parent views at this point. Also maintaining the Local Offer to update and guide parents on matters as they arise.	Gerard Jones	30/4/2020
DC193	Improve support for schools recruiting governors, particularly from underrepresented communities	Andy Collinge	Cllr S Mushtaq	23/4/2020	31/3/2020	30/9/2020	Schools and settings closed on 23 March 2020 owing to Covid-19. This has slowed the programme to recruit into this area.	Gerard Jones	30/4/2020
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	23/4/2020	31/3/2022	31/3/2022	Progress continues on extending Crompton House, supporting the build of Bluecoat 2 and the new schools at Breezehill and Saddleworth.	Gerard Jones	30/4/2020
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	23/4/2020	31/3/2021	31/3/2021	Schools and settings closed on 23 March 2020 owing to Covid-19. This is likely to have some longer term impact on our target to match national school readiness by 2021 owing to potential gaps in learning & support that would have otherwise been in place. Predictions indicated a rise to 69.1% from 68%. This could have been pushed closer to the 70% target.	Gerard Jones	30/4/2020
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	23/4/2020	31/3/2021	31/3/2021	THE EHMW team are providing additional support and resources to schools in response to Covid-19. It is too early to identify if there will be a longer term impact on wellbeing at this stage.	Gerard Jones	30/4/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	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	14/4/2020	31/3/2020	30/6/2020	Training is being rolled out to current and new children's champions and an evaluation of the children's champions scheme to understand the impacts, outputs and outcomes is currently being drafted. This continues to be a very successful scheme for Children Looked After and Care Leavers. 35 young people have a champion and one champion is awaiting a match.	Gerard Jones	30/4/2020
DC198	Explore the options to provide free prescriptions to all children looked after and care leavers under 25	Elaine Devaney	Cllr A Chadderton	14/4/2020	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	30/4/2020
DE119	Improve security at bus stations, metrolink stops and car parks	Carol Brown	Cllr A Ur Rehman	1/4/2020	31/3/2020	30/6/2020	Appropriate interventions to be requested through TfGM as the responsible authority	Helen Lockwood	30/4/2020
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	8/4/2020	31/3/2020	30/6/2020	The Greaves under offer to a restaurant, due to open in Summer 2020. 18 Greaves Street is under offer to a new leisure use. 2 grants approved in new Royton Scheme, delay in implementation due to Covid-19. Business grant scheme being reviewed given the potential crisis payments needed for businesses who fall outside Govt business support packages	Helen Lockwood	30/4/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
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	8/4/2020	31/3/2021	31/3/2021	The next consultation stage is now likely to be delayed due to the impact of Covid 19. We are waiting for confirmation regarding the likely timescales. Evidence and preparation of the GMSF is to continue so that GMCA are in a position to go out to consultation as soon as practical.	Helen Lockwood	30/4/2020
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	6/4/2020	31/3/2020	30/6/2020	The 1st year of the 3 year £12m Highways Investment Programme is on target – due to efficiencies some works programmed for the 2nd Year are being carried out this financial year ahead of target within 2019/20 budget	Helen Lockwood	30/4/2020
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	8/4/2020	31/3/2020	30/6/2020	Vision completed and approved. Amalgamated into Creating a Better Place strategic framework to support our residents with new opportunities for homes and employment. Communications plan to be developed in late Summer 2020 to coincide with the review of the Local Plan. Work continues through Covid-19 period.	Helen Lockwood	30/4/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
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	8/4/2020	31/3/2021	31/3/2021	<p>Some delays due to uncertainty with Covid-19 period.</p> <p>Interserve have completed their pre-contract services work. Staff are currently working with Interserve to get them to a point where they can commence enabling works on the former library, with the main works starting in the summer.</p>	Helen Lockwood	30/4/2020
DE172	Develop and deliver the transformation of Oldham Mumps (Princes Gate) area	Emma Barton	Cllr S Fielding	8/4/2020	31/3/2021	31/3/2021	<p>Travelodge and Lidl - discussions continue with developer regarding expected planning application and development timelines.</p> <p>The Old Bank has received expressions of interest and the Council are in negotiations with developers.</p> <p>Site C – housing site – feasibility and options being developed to support Creating a Better Place and Housing Strategy priorities</p>	Helen Lockwood	30/4/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	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	8/4/2020	31/3/2020	30/6/2020	Significant opportunity being developed for town centre, which supports Creating a Better Place agenda. New Market building not progressing - not viable. Wider town centre options under review to ensure future sustainability of the market.	Helen Lockwood	30/4/2020
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	8/4/2020	31/3/2020	30/6/2020	Partnership work embedded with GMCA team and GM Night Time Economy Advisor. Creative District work continues with enhanced partnership arrangements with Hack Oldham. Egyptian Room is under offer and negotiations are in place with a view to have a new leisure offer opening in Summer 2021.	Helen Lockwood	30/4/2020
DE187	Double the number of co-operative enterprises active in the borough	Emma Barton	Cllr S Fielding	8/4/2020	31/3/2020	30/6/2020	Oldham in Place Partnership bid was successful as part of a GM proposal to enter into the final bidding phase. Work is ongoing with a hope that activity will begin from January 2021.	Helen Lockwood	30/4/2020
DE190	Identify sites for public water fountains to support our green agenda	Gail Aspinall	Cllr A Ur Rehman	8/4/2020	31/3/2020	30/6/2020	On hold due to Covid-19.	Helen Lockwood	30/4/2020
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	8/4/2020	31/3/2020	30/6/2020	Report prepared to be submitted to Portfolio meeting. However – all parking arrangements relaxed and / or suspended to support key workers during Covid-19 period.	Helen Lockwood	30/4/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
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	8/4/2020	31/3/2020	30/6/2020	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.	Rebekah Sutcliffe	1/5/2020
DP414	Create a programme of events and activities to tackle social isolation and increase access to culture	Katrina Stephens	Cllr Z Chauhan	8/4/2020	31/3/2020	30/6/2020	Audio-Described & BSL tours and activities at Gallery Oldham on-going. Encountering the Unexpected activity programme engaging older people with natural history collections. Libraries of Sanctuary programme on-going. Reading Friends which targeted older social isolated people now includes younger LGBT groups. Autism and dementia friendly activities	Rebekah Sutcliffe	1/5/2020
DP415	Develop the Local Cultural Education Partnerships	Katrina Stephens	Cllr S Fielding	8/4/2020	31/3/2020	30/6/2020	Funding has been secured to appoint a co-ordinator. Core group has broken in to task teams to progress key activities. Continuing to explore match funding options to release Curious Minds development funds to progress objectives.	Rebekah Sutcliffe	30/4/2020

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

DA104	Implement GM Learning Disabilities priorities ensuring all 10 priorities become BAU	Jayne Ratcliffe	Cllr Z Chauhan	30/4/2020	31/3/2020	30/6/2020	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	30/4/2020
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Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
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	30/4/2020	31/12/2019	31/12/2019	This continues as 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	30/4/2020
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	30/4/2020	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	30/4/2020
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	30/4/2020	31/3/2020	30/6/2020	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	30/4/2020
DA124	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	30/4/2020	31/3/2020	30/6/2020	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	30/4/2020
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	30/4/2020	31/3/2020	30/6/2020	Priorities continue to be developed and remain at multiple stages of implementation.	Mark Warren	30/4/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
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	14/4/2020	31/3/2022	31/3/2022	The corporate parenting annual report has been signed off by Cllr Amanda Chadderton. The report outlines our successes and achievements against the action plans for 2019/20. Housing are undertaking a review of our Homeless Young People offer for 16/17 year olds.	Gerard Jones	30/4/2020
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	14/4/2020	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	30/4/2020
DC190	Support schools to set up breakfast clubs in every ward, and continue projects to tackle holiday hunger	Amanda Richardson	Cllr S Mushtaq	23/4/2020	31/3/2020	30/9/2020	Schools and settings closed on 23 March 2020 owing to Covid-19. Alternative model for FSM feeding in place locally and nationally. Will need to consider summer holidays. Future support for breakfast clubs will form the basis of a report to Portfolio in due course, once Covid-19 restrictions are removed/relaxed.	Gerard Jones	30/4/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
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	14/4/2020	31/3/2020	30/6/2020	The retention of foster carers in the Fostering Service is strong. The payment scheme has been revised to improve recruitment and stability and widen placement choice. There has been a net gain of 12 new, mainstream households and a reduction in the use of Independent Fostering Agencies with 27 children placed at 31.03.20 compared to 32 children in 2019.	Gerard Jones	30/4/2020
DC200	Continue to work to ensure that all our Children Looked After are placed in the borough	Shirley Woods -Gallagher	Cllr A Chadderton	1/4/2020	31/3/2021	1/4/2021	CLA placed in borough is at 56% over the last six months which is slightly below statistical neighbours at 58%. 93.2% of CLA are placed within a 20 mile radius of the child's home. This is above statistical neighbours at 84%. Reviewing out of borough placements remains a priority at the Access to Resource Panel.	Gerard Jones	30/4/2020
DE129	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	8/4/2020	31/3/2022	31/3/2022	Cabinet have approved the following:- - purchase of 19 homes at Primrose Bank, - Countryside as Developer Partner at Fitton Hill (360 mixed tenure homes) and - Flexible Housing Fund. Initial work underway with developer for town centre location – potential for 210 town centre units. All development sites closed due to Covid-19.	Helen Lockwood	30/4/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
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	1/4/2020	31/3/2020	30/6/2020	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	30/4/2020
DE132	Review, adopt and implement a new Oldham Housing Strategy 2019	Emma Barton	Cllr H Roberts	8/4/2020	31/3/2022	31/3/2022	New Housing Partnership launched in Feb with key stakeholders. Flexible Housing Fund Approved. MoU's being worked up with key partners. Remote engagement during Covid-19	Helen Lockwood	30/4/2020
DE140	Local Plan Review (Issues and Options)	Emma Barton	Cllr H Roberts	8/4/2020	31/3/2021	31/3/2021	Work on Issues and Options continues. Timetable in Local Development Schemes needs to be reviewed in light of Covid 19 and windows for site work / community consultation and engagement.	Helen Lockwood	30/4/2020
DE144	Develop a joint programme of works to improve Air Quality across the Borough and Greater Manchester area	Carol Brown	Cllr A Ur Rehman	1/4/2020	31/3/2020	30/6/2020	Delays from Government in the response to the submitted Outline business case. Consultation delayed and work affected by the Covid-19 outbreak.	Helen Lockwood	30/4/2020
DE169	Improving Private Rented Sector standards	Emma Barton	Cllr H Roberts	8/4/2020	31/3/2022	31/3/2022	Empty homes pilot completed P&R on 1 property, 2 pending L&R delayed due to Covid-19. TA leasing scheme secured first property, more in pipeline. Bond scheme in operation but slowed down, work to increase amount of properties coming through. Work ongoing re: tenants charter. Some staff redeployed due to Covid-19 to support critical/emergency housing support.	Helen Lockwood	30/4/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
DE188	Establish the Oldham Code, setting our expectations for the quality of new homes	Emma Barton	Cllr S Fielding	8/4/2020	31/3/2020	30/6/2020	Draft papers completed outlining approach - this will look specifically at space standards and other relevant optional technical standards. The wider Oldham Code will be developed as part of the Local Plan review.	Helen Lockwood	30/4/2020
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	8/4/2020	31/3/2020	30/6/2020	Resolved.	Helen Lockwood	30/4/2020
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	1/4/2020	31/3/2020	30/6/2020	Work to support cleaner air around schools and the appropriate use of legislation is currently underway.	Helen Lockwood	30/4/2020
DP292	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	8/4/2020	31/3/2020	30/6/2020	Geography agreed SDA paper outlining programme phase 1 and 2 has been agreed Design partner tenders have come back & will be awarded shortly Place plans are being mobilised as part of Covid 19 Community Bronze & 5 Place Based Hubs have been established to deal with the crisis. This includes Districts, Community Safety, Youth, Housing, Early Help and MH	Rebekah Sutcliffe	1/5/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
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	27/4/2020	31/3/2020	30/9/2020	Work on the development of a narrative for the Council is being taken forward as part of plans for the Team Oldham Corporate Plan delayed owing to Covid-19. A separate place narrative for Oldham has been commissioned by Emma Barton as part of Creating a Better Place.	Rebekah Sutcliffe	1/5/2020
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	8/4/2020	31/3/2020	30/6/2020	Design principles agreed and initial site assessment concluded that the footprint of 84 Union St/Museum site could accommodate the required facilities. Early design concept shared with stakeholders and governance board. Wider stakeholder engagement scheduled for late March delayed.	Rebekah Sutcliffe	1/5/2020
DP366	Review of prevention and early intervention to inform recommissioning of Early Help	Liz Lyons	Cllr S Fielding	8/4/2020	31/3/2020	30/6/2020	Review completed– Ext to external commissions granted by Cabinet in Nov. Procurement on track for 2 main features of contract for Early Intervention (Formally low & medium level Early Help) & Health Improvement & Weight management services. Additional month on ITT granted due to COVID 19 situation, new go live Nov 20	Rebekah Sutcliffe	1/5/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	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	8/4/2020	31/3/2020	30/6/2020	Northern Roots is progressing well, activation of the Northern Roots charitable company is underway, consultation with residents, partners and stakeholders is ongoing, the process to develop a planning application and business model and plan is underway. Pilot projects commenced in early 2020 but have had to be paused due to Covid-19.	Rebekah Sutcliffe	1/5/2020
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	8/4/2020	31/3/2020	30/6/2020	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	1/5/2020

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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	30/4/2020	31/3/2021	31/3/2021	The Community Enablement Transformation Programme is ongoing. A longer term planning review for implementation of the overall enablement programme is now underway along with the development of a business case for phase 2 being developed. This work has been impacted by the response to COVID-19. The enablement teams are a key part of the response.	Mark Warren	30/4/2020
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Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	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	30/4/2020	31/3/2020	30/6/2020	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	30/4/2020
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	30/4/2020
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	30/4/2020	31/12/2019	30/9/2020	Oldham has published its refreshed Locality Plan, within which the SCF is referenced. There is a strategic working group on the development of the SCF which Mike Barker leads on. However, due to health and social care's efforts currently being focused on COVID-19 response the operation of these groups has been put on hold.	Mark Warren	30/4/2020

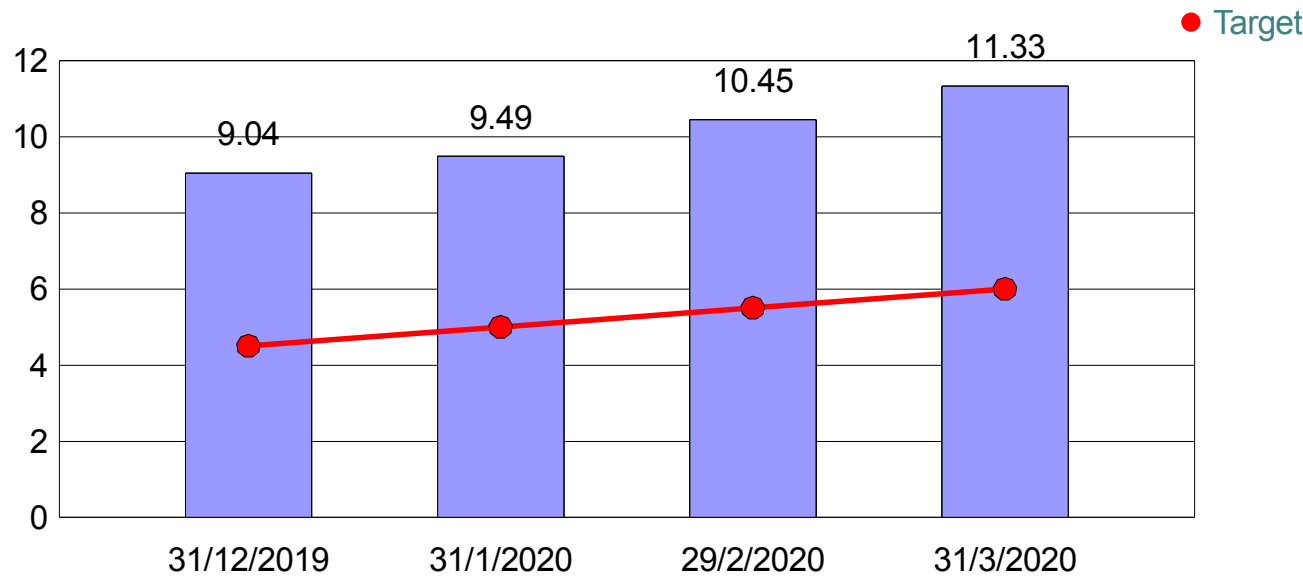
Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
DA117	Implement a redesigned, integrated safeguarding model	Helen Ramsden	Cllr Z Chauhan	30/4/2020	31/3/2020	30/6/2020	Staff have now been appointed and are due to commence their roles in April. There is one outstanding post, Head of Safeguarding. Applications received for this post, and interview date was set, however this was postponed due to Covid-19 outbreak. The interview has been rescheduled, and will take place in June. Interim Head of Safeguarding has been appointed	Mark Warren	30/4/2020
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	30/4/2020	31/3/2020	30/6/2020	Requests for EHCP needs assessments & the process of assessment continue despite C-19. The EHCP recovery plan is underway through SEND annual review team. The impact of the SEND Strategy is being reviewed during summer term 2020 as part of a wider review in to the high needs block provision. Recommendations will be finalised by 1st May.	Gerard Jones	30/4/2020
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	8/4/2020	31/3/2022	31/3/2022	New MTPS delivered as part of Creating a Better Place. A number of theme work streams are progressing review land and property requirements and support savings plans and future disposals.	Helen Lockwood	30/4/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
DS103	Through our Welfare Rights Service, support people adversely affected by Welfare Reform.	Anne Ryans	Cllr A Jabbar	5/4/2020	31/3/2020	30/6/2020	The team continues to proactively support those who who contact the team for assistance and have developed out reach arrangements with cluster teams. At the end of Q3 the target for the achievement of additional financial support for customers (£1m for a full year) had been exceeded showing excellent performance by the team	Mike Barker	27/4/2020
DS184	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	5/4/2020	31/3/2020	30/6/2020	Work continues to support these strategies with an update of the CPIS approved at Cabinet on 16 Dec. 2019 together with the Creating a Better Place overarching development strategy approved as part of the capital programme at 26 Feb. 2020 Council. Finance officers attend all meetings, working groups and Member briefings to progress the town centre vision	Mike Barker	27/4/2020
DS236	Procurement will carry out a due diligence exercise establishing by category of spend business types within Oldham	Steve Boyd	Cllr A Jabbar	13/4/2020	31/3/2020	30/6/2020	We are now in the process of scheduling targeted engagement with local suppliers in specific cohorts.	Mike Barker	27/4/2020
DS240	Review council report templates to include the impact on children and young people on every report	Elizabeth Drogan	Cllr S Fielding	21/4/2020	31/3/2020	30/6/2020	Template currently being finalised.	Paul Entwistle	
DS242	Deliver IT Strategic Roadmap within agreed timeframes in project plan.	Chris Petrie	Cllr A Jabbar	6/4/2020	31/3/2021	31/3/2021	The IT strategic roadmap is on track and being monitored/reviewed at monthly IT Strategic Investment Board meetings.	Helen Lockwood	30/4/2020

Accountable Lead

Martyn Bramwell

Current and Previous Performance



Follow-up Action

The Improving Attendance Project has been placed on hold as a result of COVID-19. Work to date has assisted in framing the next phase of activities to further progress improvement work to the council's approach to managing attendance.

An action plan has been developed to outline the next steps for the project. This includes assessing root causes, delving into demographics to identify proactive health promotion and support, undertaking qualitative checks with absentees to understand what interventions may have facilitated an earlier return, understanding the impact of early intervention, the effectiveness of wellness action plans, better usage or replacement of EAP services, maximisation of impact associated with physiotherapy services, developing management capability in absence and performance management, consideration of introducing nurse led services, exploring a potential move away from national conditions of pay for sickness, maximising ITrent as an enabler to improved absence management.

All actions have been collated into a plan, leads assigned and indicative timescales for completion pending the return to normal council duty and service provisions.

Director Assurance

Julia Veall

Whilst the absence management project has paused we will be able to make good progress once services resume to a more stable position. In the meantime we have set up systems to manage absence created by COVID-19 which is supporting movement of staff (volunteers) to key service areas.

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Benchmarking Period

Financial year
01-Apr-2018
to
31-Mar-2019

Updated
Annual

Averages

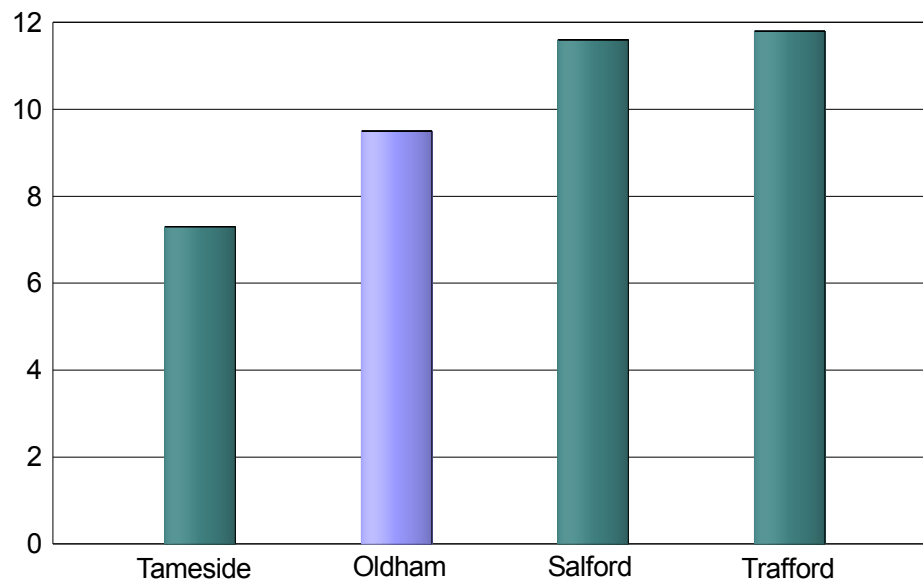
Geographical neighbours 8.4

English authorities 14.1

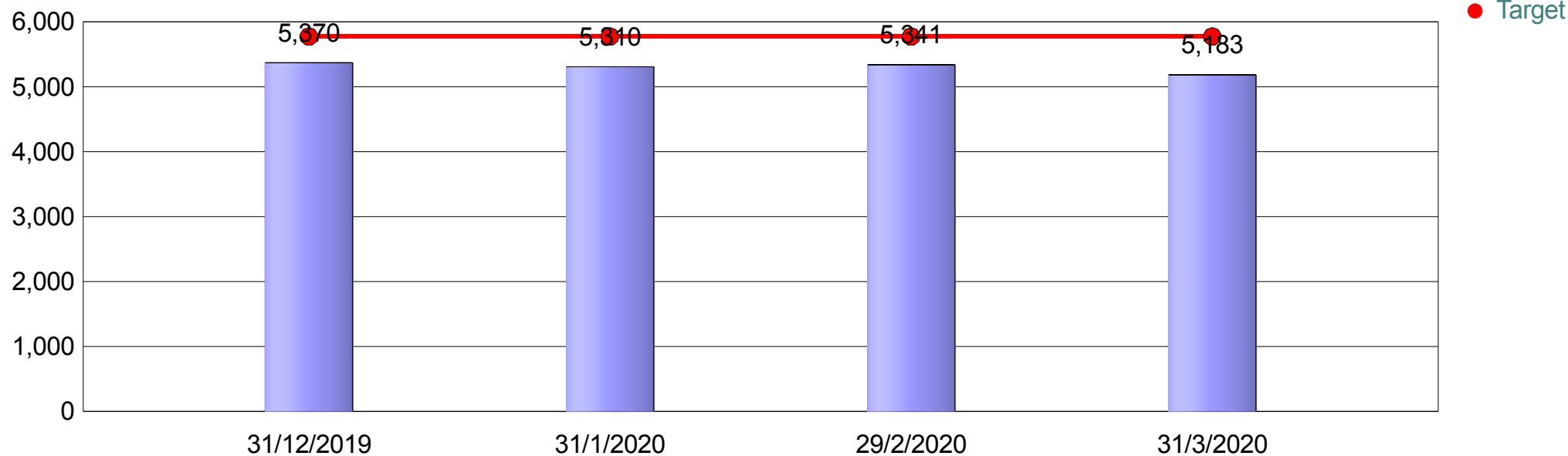
GMCA 10.0

CIPFA nearest neighbours 9.9

Benchmarking Definition : Sickness absence FTE days per employee



Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Subnum Hariff-Khan

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

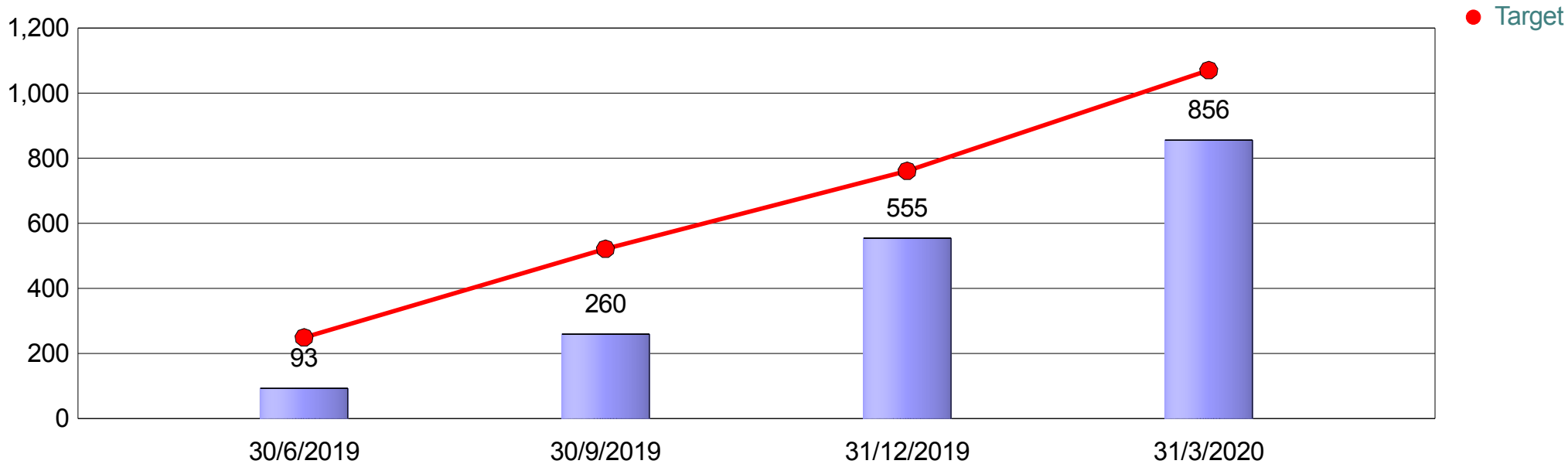
In line with national trend, library visitor figures have declined in Oldham. We have seen an increase in access to digital services and supporting those that are housebound or in residential care home to access services from home or in their community settings. March 2020 visitor figures have also been hugely impacted by the Covid-19 and all libraries were closed from Monday 23rd March.

Director Assurance

Katrina Stephens

Figures for the final quarter have been affected by Covid-19 and the associated closure of libraries. Access to digital resources has been increasing over the course of the year, and has increased particularly significantly since the closure of services due to Covid-19.

Current and Previous Performance



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Follow Up Action and Assurance Details

Accountable Lead

Neil Crabtree

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

Due to Covid-19 on 20th March 2020 the Food Standards Agency instructed all Local Authorities to stop carrying out food inspections to reduce unnecessary footfall in food businesses and ensure resources were redirected to deal with Covid-19. The FSA have reviewed and further instruction issued to suspend all inspections until the 17th July 2020 at the earliest.

Director Assurance

Carol Brown

The figure recognises the impact of current Covid-19 restrictions.

Accountable Lead

Craig Dale

Follow-up Action

Due to Covid-19 we have moved to a temporary weekly refuse collection only, this is to ensure that we maintain a collection of the most essential waste produced. This is on the back of reduced staffing numbers and the need to protect those staff in work. This will affect our recycling rate significantly.

Target Date

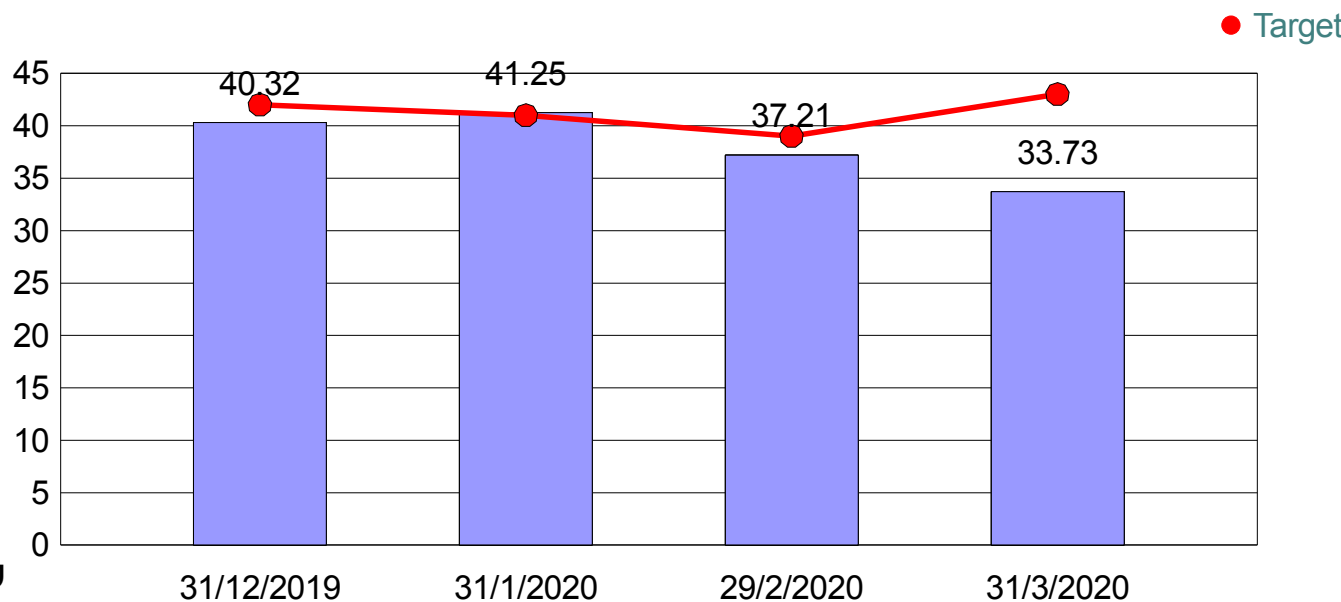
no date available

Director Assurance

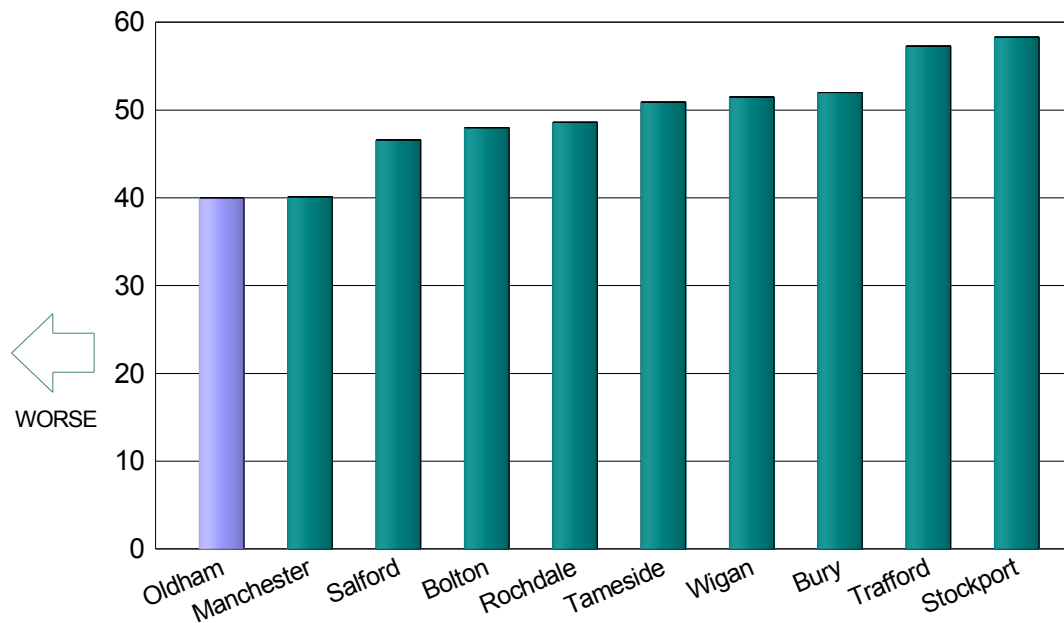
Carol Brown

The temporary measures put in place will inevitably impact on the out turn figure. This will be reflected in the annual position. The reinstatement of recycling collections is programmed from the 27th April 2020.

Current and Previous Performance



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



← WORSE

→ BETTER

Benchmarking Period
Financial year

01 Apr 18
to
31 Mar 19

Updated
Annually

Averages

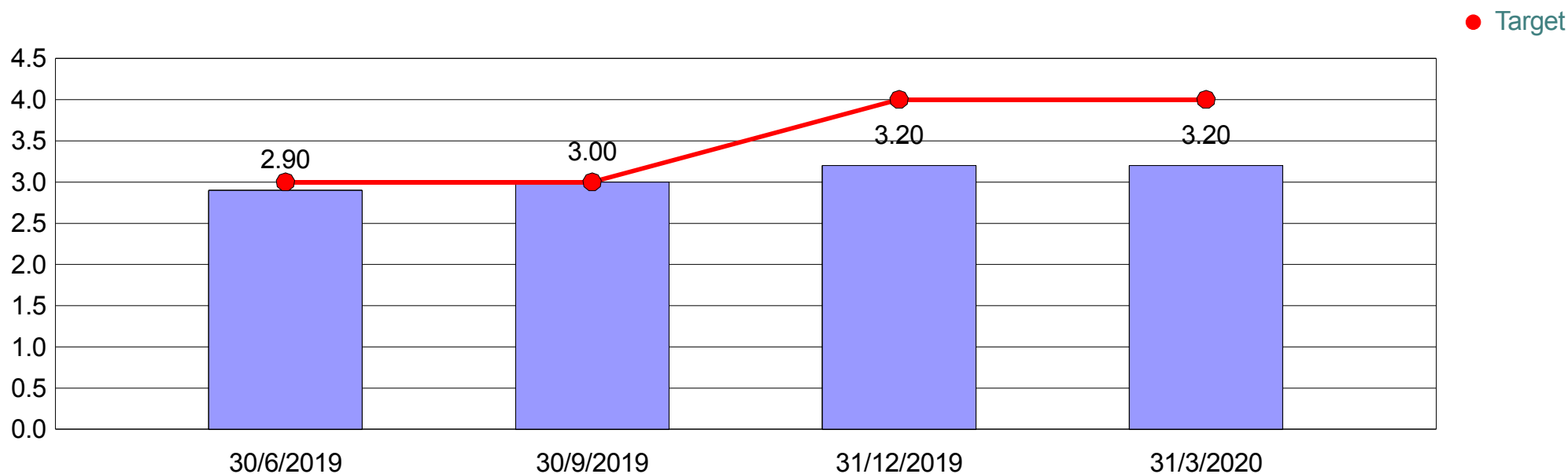
Geographical neighbours 43.78

English authorities 41.97

GMCA 49.33

CIPFA nearest neighbours 41.17

Current and Previous Performance



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Follow Up Action and Assurance Details

Accountable Lead

Jayne Ratcliffe

Target Date

31 Jul 2020

No Benchmarking Available

Accountable Lead Follow Up Action

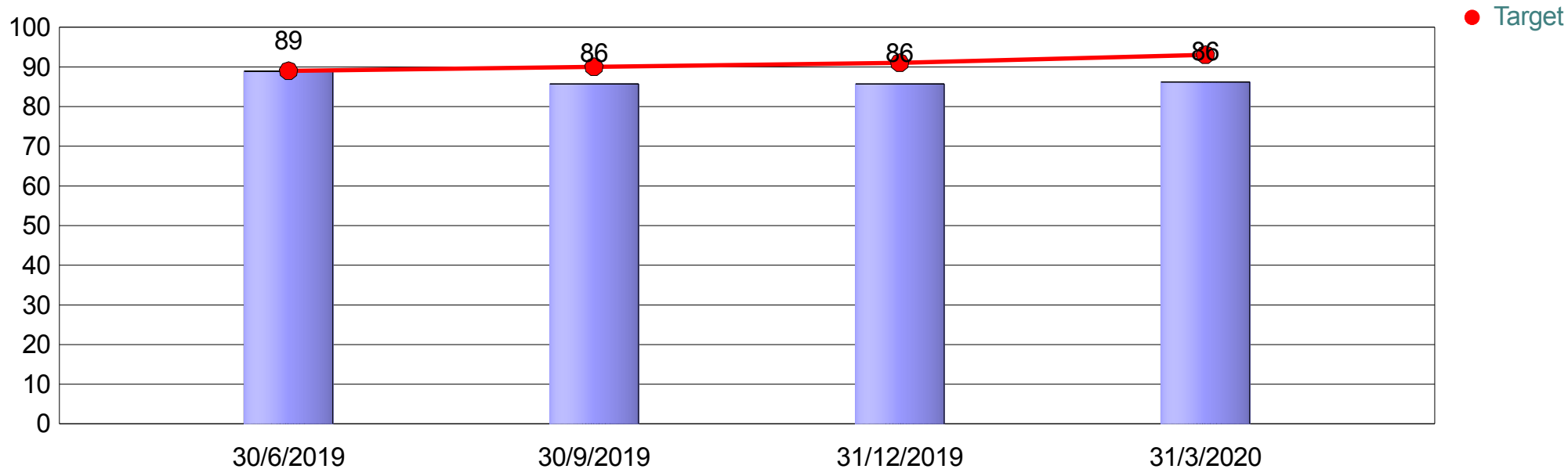
Immediately prior to Covid escalation, a paper was due to be finalised for JLT which linked an update on the work of the Oldham Learning Disability & Autism Employment workstreams, 'Routes to Employment'; the intentions around workforce training and development around neurodiversity; and the NICE (Neuro-diverse Inclusivity Caring Employer) Kytemark corporate intention for recruitment in the Council. As a workstream, we have been working with partners across Oldham and GM to focus on increasing the employment opportunities for adults with learning disabilities and/ or autism. This includes supported employment schemes, internships, apprenticeships and placements, as well as vocational training and shadowing. The various support services have been mapped in the locality and the working group includes representatives from each service. A Supported Employment Scheme via Pure Innovations was due to start in Oldham in April, but has been put on hold during covid lockdown. This is a 3 year scheme funded by GM and ESF monies.

Director Assurance

Mark Warren

Some successful work and progress has already been achieved on this workstream however unfortunately owing to Covid escalation this has now been delayed.

Current and Previous Performance



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Follow Up Action and Assurance Details

Accountable Lead

Helen Ramsden

Target Date

31 Jul 2020

No Benchmarking Available

Accountable Lead Follow Up Action

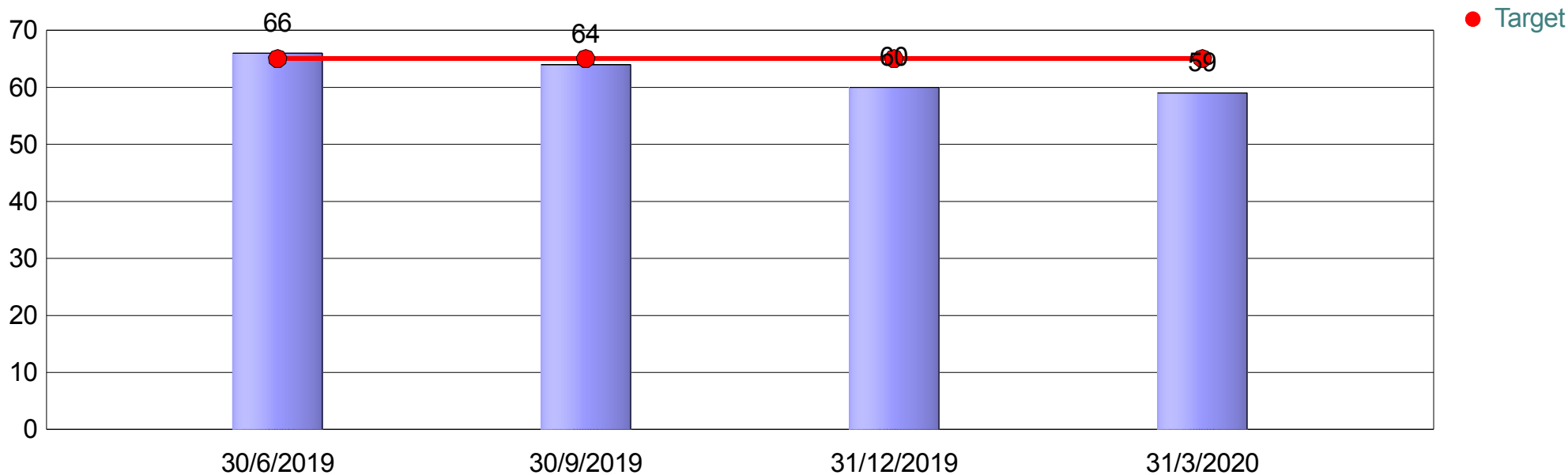
Due to significant restrictions in activity from mid March onwards, as a result of covid-19, including the cessation of CQC inspections for ratings purposes, we have been unable to affect any change on the CQC rating of providers. Where improvement plans were already in place, these are, as far as is possible, being monitored and updated virtually, but any improvements in provider performance will not have any impact on the CQC rating of the service until the regulators resume their inspection activity. At this point, that timescale is not known. We are continuing to undertake safeguarding and quality monitoring activity, with much of this occurring virtually where possible, and addressing any concerns arising as a result.

Director Assurance

Mark Warren

At present, due to COVID -19, we are unable to affect any change on the CQC rating of providers. Safeguarding and quality monitoring work continues to provide assurance and any concerns raised are addressed and monitored.

Current and Previous Performance



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Follow Up Action and Assurance Details

Accountable Lead

Bruce Penhale

Target Date

30 Jun 2020

No Benchmarking Available

Accountable Lead Follow Up Action

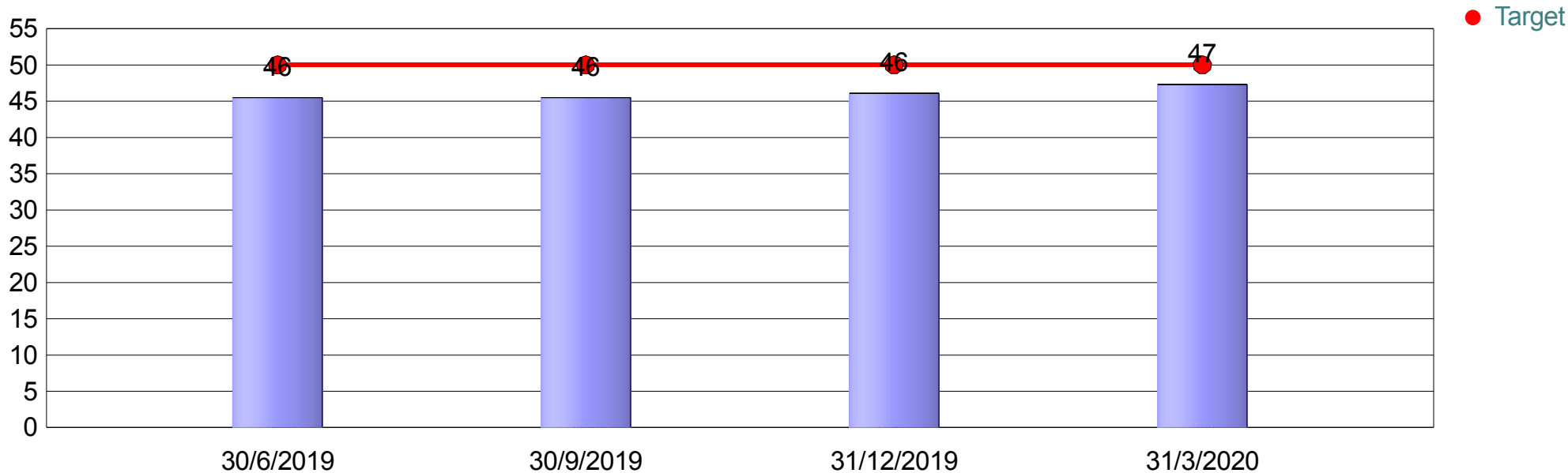
Current position: This is a complex measure which incorporates information about Early Help Assessment scores for all members of the family. Although still below target, in month data shows an improvement in performance over February (63.6%) and March (62%).
 Action: Detailed analysis has been undertaken to understand the drivers of the decline in performance. It is clear that this is particularly associated with an increase in the percentage of cases where someone has failed to give up smoking, or where worklessness remains a problem. A more detailed write up of this and an improvement plan are in preparation. But it is also clear that the current measure is not fit for purpose in measuring the impact of Early Help support on children's lives, and part of the plan is to develop an indicator which more effectively achieves this.

Director Assurance

Elaine Devaney

The indicator has been skewed during Covid due to the impact on employment and smoking outcomes. Upon evaluating the other factors and interventions received from assessment to case closure, feedback from families shows a positive picture of the impact and progress on children and family's lives.

Current and Previous Performance



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Follow Up Action and Assurance Details

Accountable Lead

Rebecca Fletcher

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

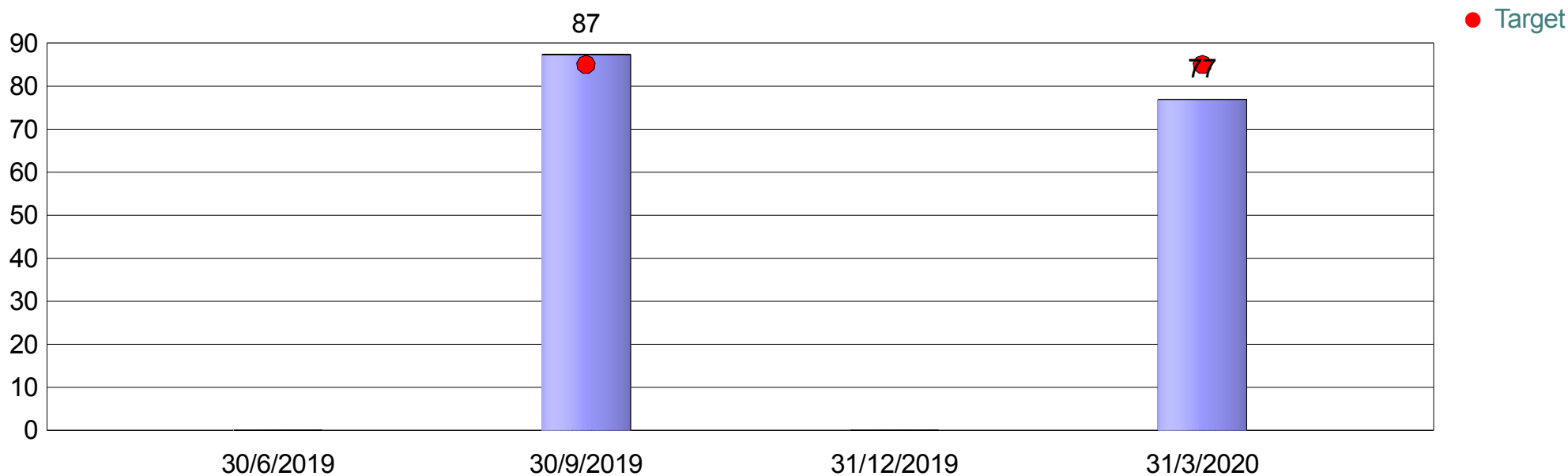
We missed the end of year target by 2.7 percentage points. In order to improve access to smoking cessation in the coming year, we are implementing NRT via a pharmacy scheme and have moved our smoking in pregnancy service into the midwifery service. This will ensure that our smoking cessation offer will focus on other vulnerable groups. We were out to tender a new health improvement service (including smoking cessation) but this is currently on hold due to COVID-19. This specification includes a focus on smoking and an increased budget.

Director Assurance

Katrina Stephens

Work to improve uptake & access with stop smoking service (part of Early Help) continues. A process of redesign & retendering had commenced prior to lockdown. Ambition for redesigned service is to improve access to stop smoking supp & increase quit rates, particularly in groups with the highest rates

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Paula Healey

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

The annualised uptake rate for the two-year old entitlement is 75.6%. This represents a slight increase on the previous year (73%) but is significantly below the 85% level reached in 2017/18. It is reflective of a national decline.

It should be noted that baseline against which two-year old uptake is measured is provided by the DfE, based on lists of potentially eligible parents drawn from the DWP and Universal Credit claims. However, the DfE has been unable to supply complete data since November last year. Therefore, there is a significant margin for error in the uptake rates reported.

Uptake has remained largely consistent but has not recovered to the previous level for several reasons:

- The impact of the 30 hours free childcare policy on places for two-year olds continues to be reported by many LA's as a factor in falling 2 year-old uptake,
- Capacity within the Right Start commission has continued to be at a premium and has forced new ways of working. For example an appointment system has been introduced for parents in need of support with the eligibility-checking process, rather than an open drop-in approach.
- On-going issues with data sharing between the Council and the Bridgewater Healthcare Trust System1, which means that 'live' engagement data to enable close monitoring of uptake and consequent targeting of resources is limited.

Director Assurance

Matt Bulmer

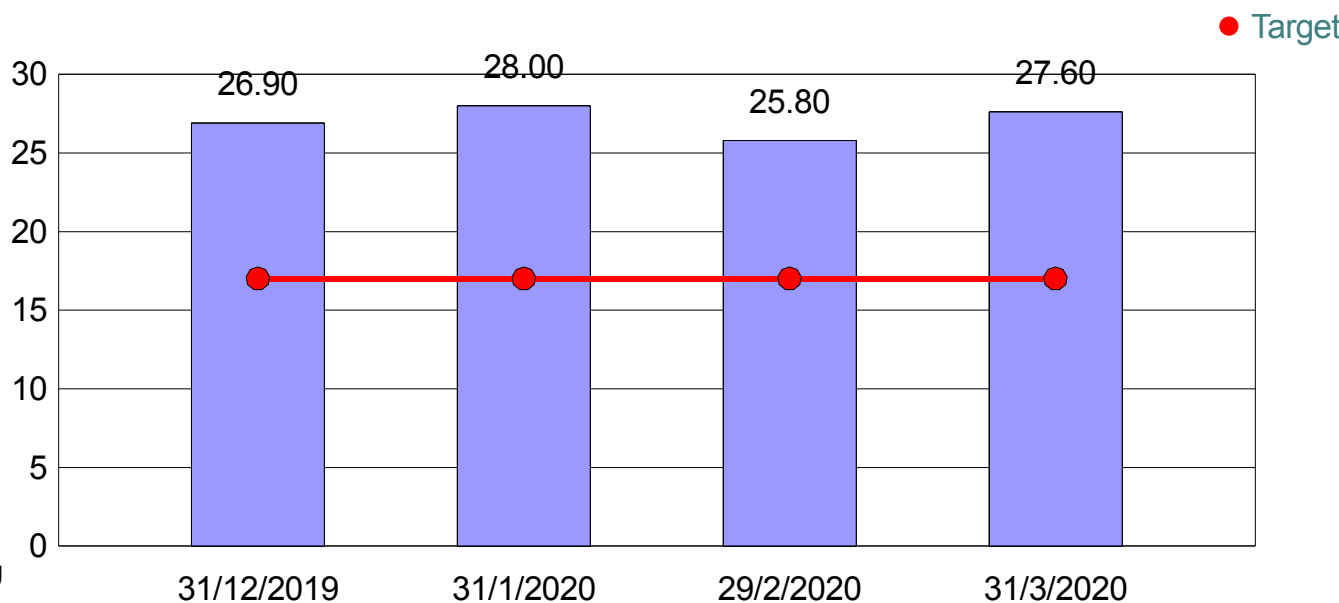
Whilst the target of 85% has not been met, it should be noted that baseline against which two-year old uptake is measured is provided by the DfE, based on lists of potentially eligible parents drawn from the DWP and Universal Credit claims. The DfE has been unable to supply complete data since November last year. Therefore, there is a significant margin for error in the uptake rates reported.

There will be no national data this year due to Covid-19. The DfE have temporarily stopped providing data on eligible children. A recovery plan is being developed for September 2020.

Accountable Lead

Gemma Gerrish

Current and Previous Performance



Follow-up Action

Current position: The re-referral rate had shown signs of improved performance at 17-19% in month in Jan and Feb, which is within the expected target. However, March performance showed an increase in re-referral rate to 23.9% which is considered as a result of overall reduction in contacts (number of referrals 65% of those received Jan and Feb) and impact of early requests for support during COVID-19 being incorrectly directed to the MASH.

Action: All Children's Social Care (CSC) Assessments that result in No Further Action are reviewed by their Head of Service and there is joint challenge around any referral query. We are actively reviewing partner's conversion rate to identify trends indicating need for training or support. As a result of action taken to improve our processes, there is better integration between Early Help, MASH and Children's Social Care Teams. Any case that has been referred back to CSC, is evaluated by the Head of Service. Assessment quality is also a key factor – high quality assessment and intervention leads to less likely requirement for return to CSC as a re-referral and two key elements for improvement in progress are: monthly Social Work Practice and Trend Forums alongside the launch of new Practice Standards. Daily Risk Meeting in MASH has also established multi-agency review to ensure improved holistic consideration of threshold response.

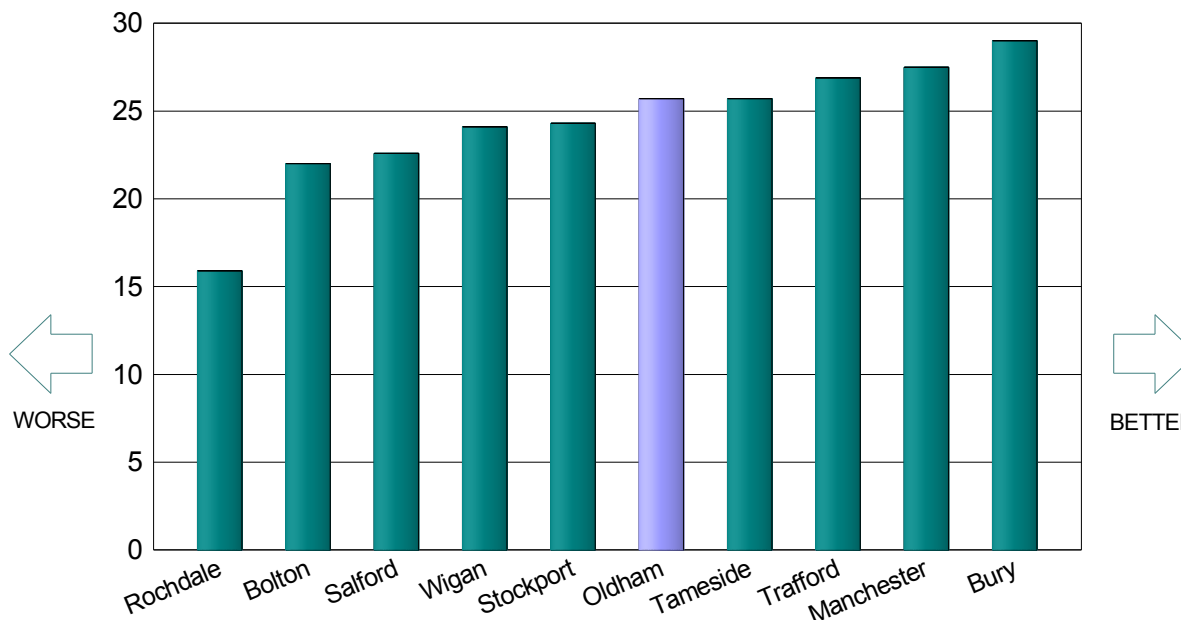
Director Assurance

Elaine Devaney

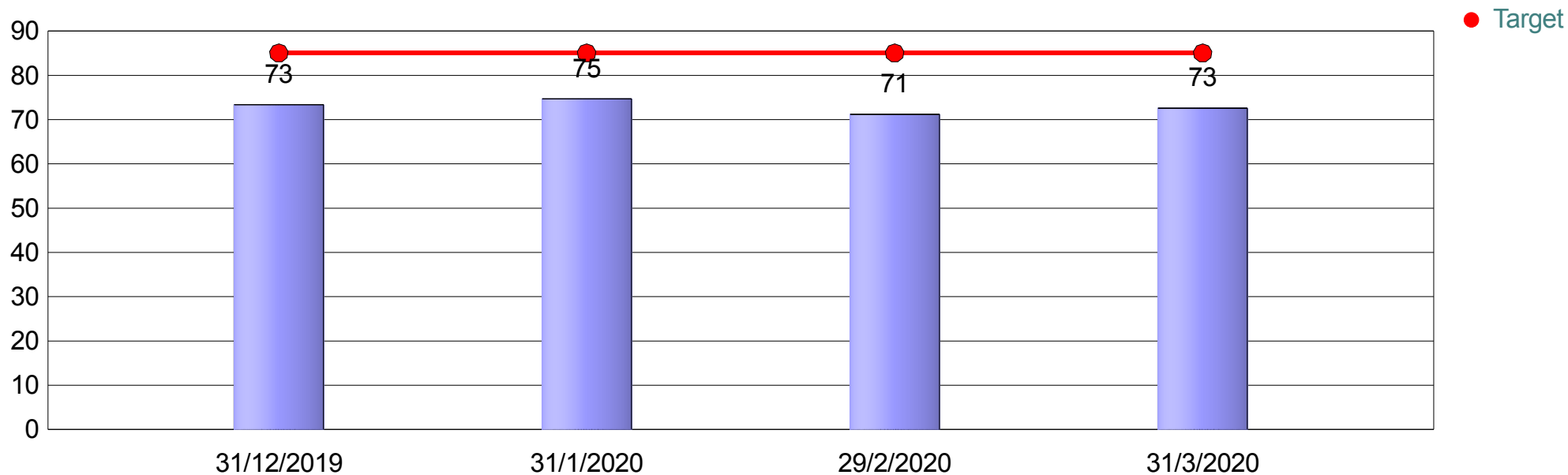
Performance tools have been developed and launched to effectively analyse child level data. Training has been rolled out to support staff usage of the new tools. More Early Help referrals due to Covid has impacted the referrals into MASH which has also affected the percentage of repeat referrals.

Page 3
 Benchmarking Period
 Financial year
 01 Apr 18
 to
 31 Mar 19
 Updated
 Annually
 Averages
 Geographical neighbours 22.7
 English authorities 20.7
 GMCA 24.4
 CIPFA nearest neighbours 22.1

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



Current and Previous Performance



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Follow Up Action and Assurance Details

Accountable Lead

Gemma Gerrish

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

Current position: There remains challenge as in month timeliness of assessments is slightly below the expected target at 82.4%. This is above statistical neighbours at 80.7% but below the England average of 83.1%. There is improved performance from the previous two months which needs to be sustained to improve the corporate target.
 Action: The service has received significant investment to fill outstanding vacancies across Children's Social Care and the staffing position has improved overall. This has led to a reduction in caseloads to improve social work capacity. To improve current performance, team managers are scrutinising and challenging both individual and team performance on a daily basis through improved performance reporting. Where there is a concern that timescales may not be met, the Head of Service is putting in place action plans with timescales for completion to ensure that families are receiving timely assessment and interventions. New Practice Standards are being launched with increased expectation on assessments to offer time for management oversight to ensure improved quality and timeliness. It is notable that this measure is closely linked with the re-referral measure – a careful balance between timeliness and quality is needed as data trends indicate a risk of re-referral where timeliness of assessment improves without appropriate scrutiny and challenge.

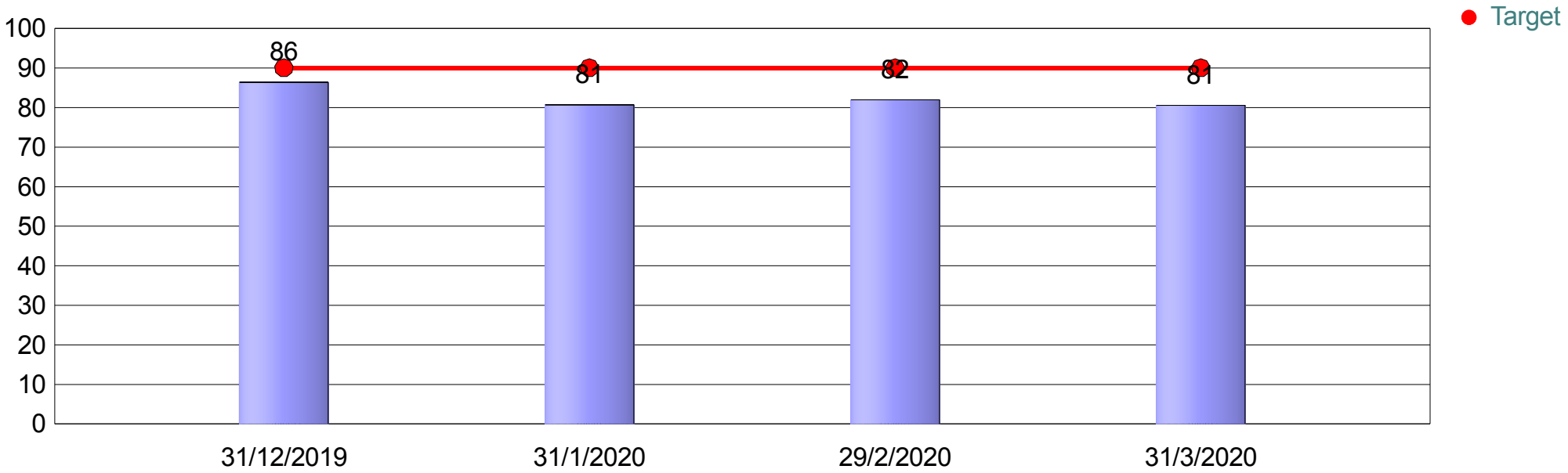
Director Assurance

Elaine Devaney

The service is in the process of recruiting permanent staff to support the quality and timeliness of assessments. Practice standards have been reviewed and the implementation process will be rolled out over the next month.

M683 Percentage of ICPCs that take place within 15 working days of a strategy discussion, or the strategy discussion at which section 47 enquiries were initiated if more than one has been held (rolling 12 months)

Current and Previous Performance



Page 105

Follow Up Action and Assurance Details

Accountable Lead

Francine Salem

Target Date

no date available

No Benchmarking Available

Available

Accountable Lead Follow Up Action

The timeliness of ICPCs within 15 working days is 80% which is below the target of 90%. Our performance remains above Statistical Neighbours and England for the last 11 months. A factor impacting our ability to reach our target was an operational direction to allow up to 8 days before a notification was sent to the Safeguarding Team to request a conference. This practice had adversely impacted on timeliness.

Actions: In January 2020 this process changed with the expectation that notifications should be sent on the day of the strategy discussion at which the S47 was initiated (as per Working Together 2018 Guidance). This has led to a 36% improvement from January. The practice of Child Protection chairs providing “consultation” has also been removed from the process in order to remove any barriers to timeliness. However, robust discussions and challenge continue to take place regarding the appropriateness of proceeding to an ICPC. The newly developed S47 performance report is supporting the Safeguarding Team to proactively monitor and track any S47s that are ongoing/open that have not been the subject of a notification.

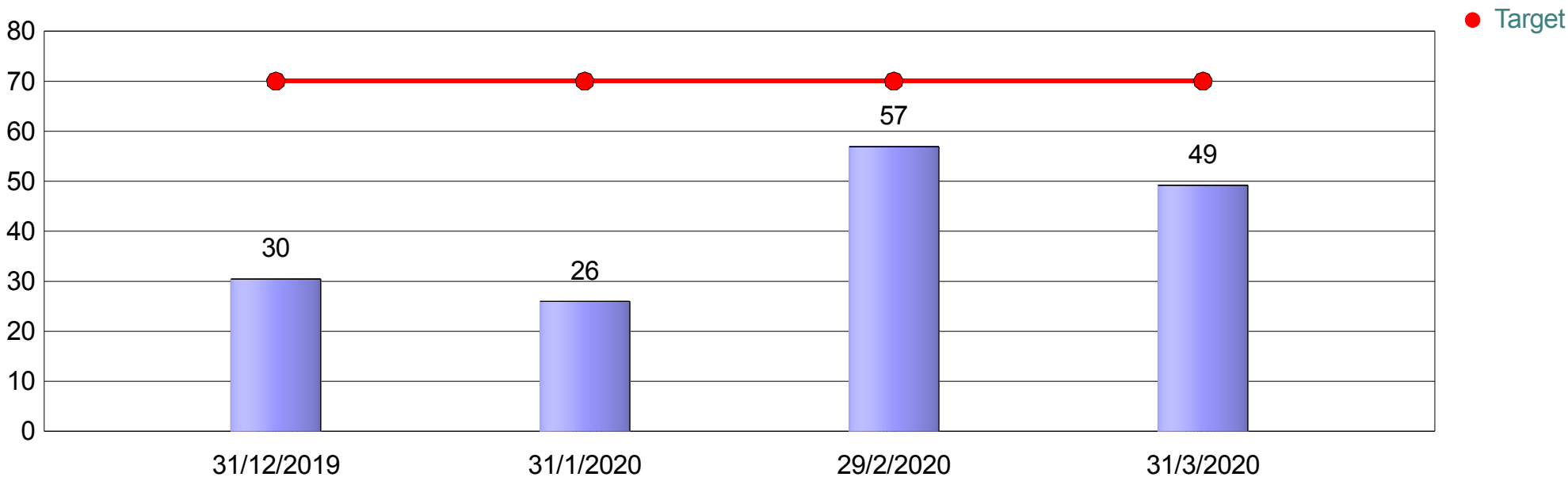
Further action: changes are planned within the Mosaic system during spring 2020 which will change the S47 workflow to include a “request” for conference following management oversight to include the list of potential invitees to conference to speed up the process

Director Assurance

Elaine Devaney

The ICPC process has been reviewed to improve the timeliness and quality of S47s. In the initial weeks of Covid there was an impact on the process that affected the figure this month. This has been resolved with additional daily scrutiny and improvement to the process that supports ICPC timescales.

Current and Previous Performance



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Follow Up Action and Assurance Details

Accountable Lead

Paula Green

Target Date

31 Mar 2020

No Benchmarking Available

Accountable Lead Follow Up Action

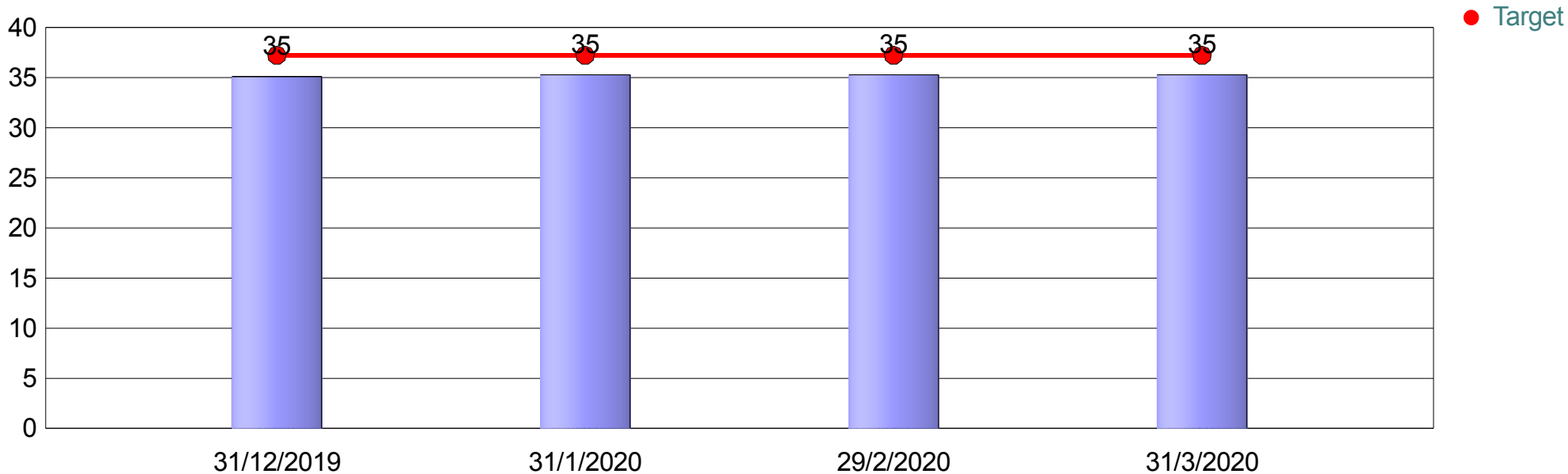
The cumulative % for timeliness on annual review paperwork has decreased due to Covid-19. They have been informed that ARs still need to take place and a virtual process has been devised by the LA to ensure this happens.

Director Assurance

Tony Shepherd

The team have now established a robust virtual model which involved all partners and we anticipate an improvement in the percentage moving in to the summer months, not withstanding Covid-19.

Current and Previous Performance



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Follow Up Action and Assurance Details

Accountable Lead

Adrian Calvert

Target Date

31 Mar 2020

No Benchmarking Available

Accountable Lead Follow Up Action

The outcomes were not as high as we would have hoped and we have continued to work with the schools, academies and the regional schools commissioner in a coordinated approach to support the schools and academies. There will be no national reporting of KS4 outcomes this academic year due to the Covid-19 pandemic.

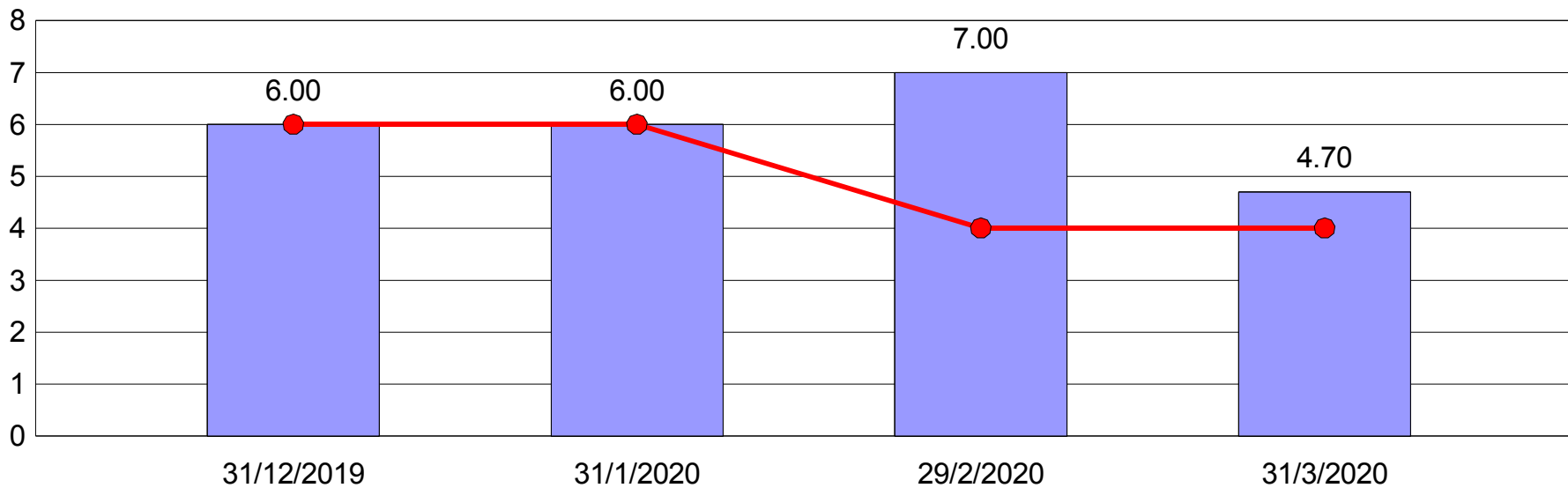
Director Assurance

Matt Bulmer

Although predicted data was suggesting there would be improvement across both English and Maths in September 2020. There will be no national data this academic year due to Covid-19.

Current and Previous Performance

● Target



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Follow Up Action and Assurance Details

Accountable Lead

Carol Brown

Target Date

31 Mar 2020

No Benchmarking Available

Accountable Lead Follow Up Action

The target of 4 was set as a stretch target and does not reflect this years capital programme as set to improve secondary routes and this indicator focuses on the improvement of primary routes.

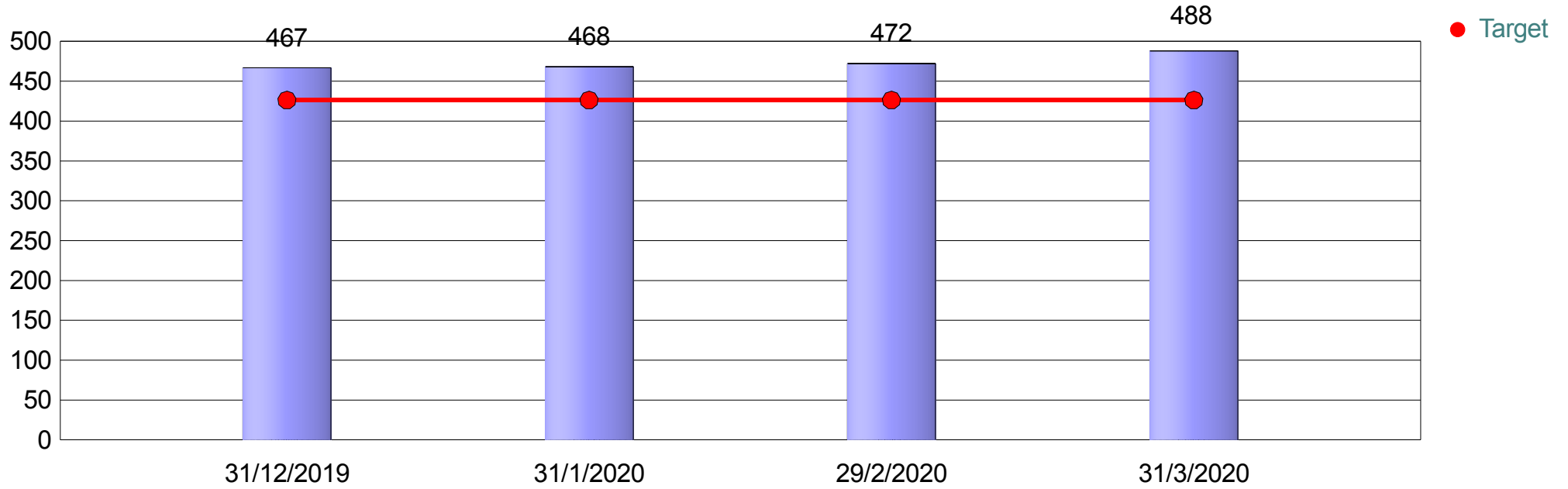
The final out turn however does demonstrate an improvement on the previous year which reflects the extended thin surfacing programme.

Director Assurance

Carol Brown

See Accountable Lead Follow Up Action comments

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Sara Scholey

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

Current position: Performance is above our target and Statistical Neighbours (486 days). Children ceasing being Looked After through Adoption in the last 6 months equates to 9 children; 3 children are above A1 timescales, with 2 children significantly exceeding time expectations due to complex issues relating to poor historical practice. This has an impact on our recording of timeliness as smaller numbers are considered within this 3 year rolling period, and the significant delay on a small number of historical cases will continue to impact for a period.

Actions: We have made progress over the last 3 months in seeking greater focus on early permanence with robust management oversight on timeliness of the pre-proceedings and care proceedings process, which will have a positive impact as this embeds and reduces our A1 timeliness to within target. All our current pre-proceedings work is now tracked on a minimum 4 weekly basis and only one family pre-proceedings plan is currently exceeding the recommended 6 month period due to seeking to ensure robust assessment. Our pre-proceedings work looks to ensure front loading of all assessments to enable focussed intervention or to ensure timely conclusion of any required care proceedings. A monthly panel chaired by the Assistant Director has commenced to ensure effective and regular oversight of our Early Permanence.

Director Assurance

Elaine Devaney

Permanence planning oversight has been reviewed and is monitored monthly. We are seeing progress in the timeliness of children entering care being placed with adoptive families. We have also improved the timeliness of public law outline concluding court cases within 26 weeks.

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	12	0
D	0	4	5	0
E	0	0	0	0
	IV	III	II	I

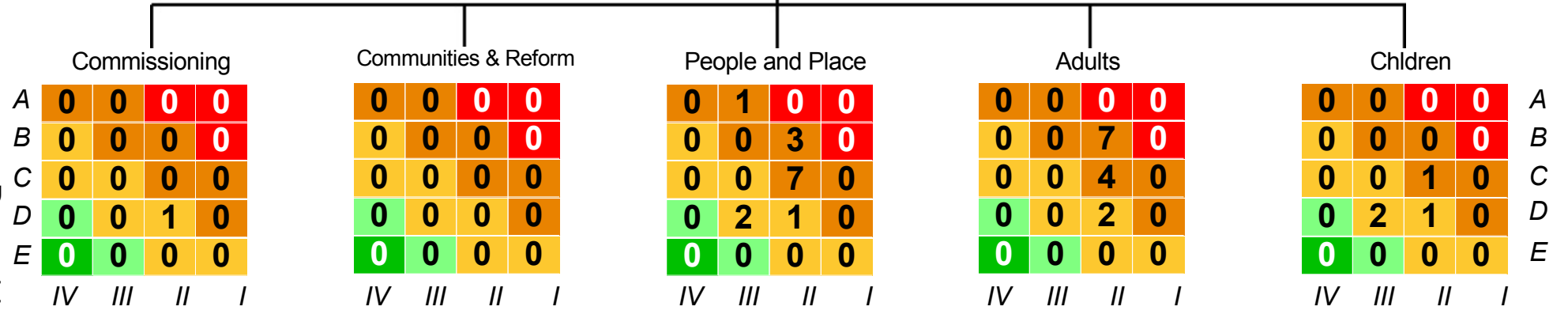
Likelihood

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

Impact

- I Catastrophic
- II Critical
- III Marginal
- IV Negligible

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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
	None requested this month.

Action amendment(s)

Action Name	Amendment
Page 111	None requested this month.

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Report to CABINET

Request for an extension to the Integrated Sexual Health Services contract

Portfolio Holder: Councillor Chauhan, Cabinet Member Health and Social Care

Officer Contact: Katrina Stephens, Director of Public Health

Report Author: Rebecca Fletcher, Consultant in Public Health
Ext. 3056

June 2020

Reason for Decision

To ensure that Oldham has a high quality integrated sexual health service to support population health and meet our mandated responsibilities for open access sexual health services and to minimise service disruption during the current response to Covid-19 and the anticipated recovery period.

Executive Summary

We are currently experiencing an outbreak situation in the UK and globally. Coronavirus Disease (COVID-19) was characterized as a global pandemic by the World Health Organisation on 11 March 2020. The extent of the pressures arising from the impact of the pandemic could not have been foreseen or planned for.

There are commercial actions that we must make swiftly to ensure we are able to stabilise services, rather than engage in the intended open tender exercises, whilst we collectively respond to the impact of COVID-19. In such exceptional circumstances this is permissible under current public procurement regulations, Regulation 72 (1)(c) of the PCR2015.

The Integrated Sexual Health Service has been provided by the current provider since January 2016 as part of a cluster commissioning arrangement with Bury and Rochdale

Councils. The contractual extension period to this contract is due to complete 31 March 2021. Preparatory work in advance of a tender process had commenced earlier in 2020 but has now been suspended as a direct result of the need to respond to COVID-19.

This paper outlines proposals to extend the contract under Regulation 72 (1)(c) of the PCR2015 for a period of 12 months (1 April 2021 to 31 March 2022) due to the COVID-19 outbreak.

If the contract extension is approved, then the planned redesign of the sexual health service and the associated procurement exercise would take place at a later date, when it is appropriate and safe to do so. Rochdale Council would act as the lead commissioner for the service, and STAR Procurement (Stockport, Trafford and Rochdale Procurement) would lead the procurement.

Recommendations

Cabinet are requested to:

1. Approve the decision to extend the current contract for the Integrated Sexual Health Service until 31 March 2022 in collaboration with Bury and Rochdale, at the current contract value, plus premises costs and any additional income received from Department of Health and Social Care for NHS pay awards or any potential pandemic related funding.
2. Delegate authority to Rochdale Council and STAR procurement to enact a 12 month contract extension on behalf of Oldham Council.

Request for an extension to the Integrated Sexual Health Services contract**1. Background**

- 1.1 The Health and Social Care Act 2012 divided responsibility for commissioning sexual health, reproductive health and HIV services between local government, CCGs and NHS England. Local authorities are mandated to commission and fund comprehensive, open-access HIV/STI testing services; STI treatment services (excluding HIV treatment); and contraception services for the benefit of all persons of all ages present in their area. Integrated Sexual Health Services (ISHS) include contraception and sexual health [CASH, also known as family planning] and genito-urinary services [GUM].
- 1.2 The current contract for the delivery of Integrated Sexual Health Services is a collaborative commissioning contract between Oldham Council, Bury Council and Rochdale Council (North East Sector [NES]) and has been in place since January 2016. Rochdale Council is the lead commissioner of this cluster arrangement and holds the contract, under a tripartite legal agreement whereby Oldham and Bury Councils are associates to the contract.
- 1.3 The specialist Sexual and Reproductive Health system in Greater Manchester experiences significant levels of demand, with over 300,000 face to face appointments taking place each year within specialist clinics. In line with the national picture, there has been an increase in incidence of some STIs in Oldham, Rochdale and Bury, including syphilis and gonorrhoea. The provision of PrEP (pre-exposure prophylaxis for HIV) has also increased the demand on services.
- 1.4 The Integrated Sexual Health Service contributes to several key public health outcomes including reducing STIs, reducing unwanted pregnancies, and reducing repeat abortions.

2. Current Position

- 2.1 The current contract ends on 31 March 2021, with no current option to extend.
- 2.2 Arrangements between the three Councils are set out in a tri-borough agreement, which will be reviewed and re-signed (for the new period but on the same terms) if the contract extension is agreed.
- 2.3 Prior to the COVID-19 pandemic, commissioners were working towards a recommendation to procure Sexual and Reproductive Health services that align to emerging public health priorities and address identified gaps in service provision.
- 2.4 Preparatory work had commenced to allow the completion of a full procurement exercise to ensure the continuity of service provision with a contract go live date of the 1 April 2021.
- 2.5 Work had also commenced on the redesign of sexual and reproductive health systems both locally and regionally to take in to account the increased opportunities given by Local Care Organisations/Alliances and Primary Care Networks.
- 2.6 However, all work in relation to the procurement has now been suspended as a result of the current global pandemic and the requirement for staff involved in the preparation to undertake tasks to respond to COVID-19 both locally and regionally.

3. Points to Consider

3.1 We are currently experiencing an outbreak situation in the UK and globally. Coronavirus Disease (COVID-19) was characterized as a global pandemic by the World Health Organisation on 11 March 2020.

3.2 Rochdale MBC (as Lead Commissioner) and Bury Council have both sought and received agreement to a contract extension period of 12 months for the Integrated Sexual Health Service.

3.3 Further points to consider are set out in the report in the restricted part of this agenda.

4. Options

4.1 These are set out in the report in the restricted part of this agenda.

5. Financial Implications

5.1 These are set out in the report in the restricted part of this agenda.

6. Legal Services Comments

6.1 These are set out in the report in the restricted part of this agenda.

7. Co-operative Agenda

7.1 All Public Health services fully support the Council's cooperative agenda as they promote the active engagement of Oldham residents and providers delivering in Oldham in Thriving Communities, Co-operative Services and an Inclusive Economy.

8. Human Resources Comments

8.1 None

9. Risk Assessments

9.1 As set out in the report in the restricted part of this agenda

10. IT Implications

10.1 None

11. Property Implications

11.1 These are set out in the report in the restricted part of this agenda.

12. Procurement Implications

12.1 These are set out in the report in the restricted part of this agenda.

14. Environmental and Health & Safety Implications

14.1 None

15. Equality, community cohesion and crime implications

15.1 Local authority commissioned integrated sexual and reproductive health (SRH) services are required to be open access, so people can choose where they attend, anywhere in the country. Many people choose out of borough services but most people in Greater Manchester (GM) attend services within GM. For sexual health services, the authority where the individual is resident is required to pay for service use wherever that is.

15.2 The GM sexual health commissioners from each Local Authority have worked together to provide shared service specifications and standards, to ensure that people are offered a consistent service, wherever they choose to attend.

16. Equality Impact Assessment Completed?

16.1 No

17. Key Decision

17.1 Yes

18. Key Decision Reference

18.1 HSC-03-20

19. Background Papers

19.1 None

20. Appendices

20.1 None

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Report to CABINET

Request to extend the contract for the provision of Oldham and Rochdale collaborative substance misuse treatment and recovery service

Portfolio Holder:

Councillor Chauhan, Cabinet Member Health and Social Care

Officer Contact: Rebekah Sutcliffe, Strategic Director of Communities and Reform

Report Author: Katrina Stephens, Director of Public Health
Ext. 8686

June 2020

Reason for Decision

On 23 October 2017, Cabinet approved to award the contract for the provision of an integrated substance misuse service for a period of three years commencing 1 April 2018, with provision in the contract to extend for up to 2 years (until 31 March 2023).

The contract was a collaborative commission with Rochdale Council. An Inter-Authority Collaboration Agreement has been signed by both Councils which agrees that Oldham Council is the lead contract authority. Rochdale Council has given delegated authority for Oldham Council to extend the contract on its behalf.

Recommendations

To extend the contract for the provision of an integrated substance misuse treatment and recovery service for a period of one year commencing 1 April 2021 until 31 March 2022.

Request to extend the contract for the provision of Oldham and Rochdale collaborative substance misuse treatment and recovery service**1. Background**

- 1.1 Under the Health and Social Care Act 2012, local authorities have a duty to reduce health inequalities and improve the health of their local population by ensuring that there are public health services aimed at reducing drug and alcohol misuse.
- 1.2 The first ever [Greater Manchester Drug and Alcohol Strategy](#) was approved in March 2019 and sets out the collective ambition to make Greater Manchester a place where everyone can have the best start in life, live well and age well, safe from the harms caused by drugs and alcohol. Reducing these harms is central to improving the safety, wellbeing and prosperity of our city-region. The strategy was subject to public consultation and co-designed with a wide range of stakeholders to provide a framework for localities and wider partners. Oldham and Rochdale Councils are contributing to its implementation both locally and regionally.
- 1.3 Oldham and Rochdale Councils collaboratively commission the current provider for the provision of adult drug and alcohol services for Oldham and Rochdale residents. The contract was for 3 years from 1 April 2018, with an option to extend for up to 2 years on an annual basis.
- 1.4 An Inter-Authority Collaboration Agreement has been signed by both Councils which agrees that Oldham Council is the lead commissioner. Rochdale Council has given authority for Oldham Council to award the contract on its behalf.

2. Current Position

- 2.1 The current contract ends on 31 March 2021. There is provision within the contract to extend by up to 2 years.
- 2.2 The current annual cost is shared equally between Oldham and Rochdale.
- 2.3 A saving from the contract value is not proposed for the extension period, particularly given the COVID-19 emergency and the likelihood of increased demand for the service as a result of restrictions measures. The substance misuse budget has also been reduced significantly in recent years.
- 2.4 Arrangements between the two Councils are set out in an Inter-Agency Collaboration Agreement, which will be reviewed and re-signed (for the new period but on the same terms), if the contract extension is agreed.

3. Points to Consider

- 3.1 We are currently experiencing an outbreak situation in the UK and globally. Coronavirus Disease (COVID-19) was characterized as a global pandemic by the World Health Organisation on 11 March 2020.

3.2 Rochdale Council has sought and received agreement to a contract extension from their Chief Executive and have delegated authority to Oldham Council to award the contract extension.

3.3 Further points to consider are set out in the report in the restricted part of this agenda.

4. Options

4.1 These are set out in the report in the restricted part of this agenda.

5. Preferred Option

5.1 As set out in the report in the restricted part of this agenda.

6. Financial Implications

6.1 These are set out in the report in the restricted part of this agenda.

7. Legal Services Comments

7.1 These are set out in the report in the restricted part of this agenda.

8. Co-operative Agenda

8.1 All Public Health services fully support the Council's cooperative agenda as they promote the active engagement of Oldham residents and providers delivering in Oldham in Thriving Communities, Co-operative Services and an Inclusive Economy.

9. Human Resources Comments

9.1 None

10. Risk Assessments

10.1 These are set out in the report in the restricted part of this agenda.

11. IT Implications

11.1 None

12. Property Implications

12.1 None

13. Procurement Implications

13.1 These are set out in the report in the restricted part of this agenda.

14. Environmental and Health & Safety Implications

14.1 None

15. Equality, community cohesion and crime implications

15.1 None

16. Equality Impact Assessment Completed?

16.1 Yes, as part of the original procurement – May 2017.

17. Key Decision

17.1 Yes

18. Key Decision Reference

18.1 HSC-02-20

19. Background Papers

19.1 Decision to award contract for the provision of Oldham and Rochdale collaborative substance misuse treatment and recovery service (Cabinet report, 23 October 2017)

19.2 Equality Impact Assessment – Joint commissioning substance misuse treatment in Oldham and Rochdale (May 2017)

20. Appendices

20.1 None

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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