

CABINET Agenda

Date Monday 21 June 2021

Time 6.00 pm

Venue Council Chamber, Civic Centre, Oldham OL1 1UL

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, 16 June 2021.

4. FILMING - The Council, members of the public and the press may record / film / photograph or broadcast this meeting when the public and the press are not lawfully excluded. Any member of the public who attends a meeting and objects to being filmed should advise the Constitutional Services Officer who will instruct that they are not included in the filming.

Please note that anyone using recording equipment both audio and visual will not be permitted to leave the equipment in the room where a private meeting is held. Recording and reporting the Council's meetings is subject to the law including the law of defamation, the Human Rights Act, the Data Protection Act and the law on public order offences.

Public access to the meeting is limited as restrictions are in place due to COVID-19 and Members of the public will be given access to the meeting room on a first come first served basis. The meeting will also be streamed live at https://www.oldham.gov.uk/info/200608/meetings/1940/live_council_meetings_online

MEMBERSHIP OF THE CABINET IS AS FOLLOWS:

Councillors Akhtar, Chadderton, Chauhan, Jabbar, Moores, Mushtaq, Roberts, Shah and Stretton

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 22nd March 2021 (Pages 1 - 12)

6 Covid-19 Recovery Strategy 2021 - 2022 (Pages 13 - 40)

7 Council Performance Report March 2021 (Pages 41 - 90)

8 Special Education Needs (SEN) Travel Assistance Service - Contract Extension (Pages 91 - 98)

9 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 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.

10 Special Education Needs (SEN) Travel Assistance Service - Contract Extension (Pages 99 - 106)

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

1 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Moores.

2 **URGENT BUSINESS**

There were no items of urgent business received.

3 **DECLARATIONS OF INTEREST**

There were no declarations of interest received.

4 **PUBLIC QUESTION TIME**

There were no public questions received.

5 **MINUTES OF THE CABINET MEETINGS HELD ON 22ND
FEBRUARY 2021 AND 23RD FEBRUARY 2021**

RESOLVED – That the minutes of the Cabinet meetings held on
22nd February 2021 and 23rd February 2021 be approved.

6 **REVENUE MONITOR AND CAPITAL INVESTMENT
PROGRAMME 2020/21– MONTH 9 DECEMBER 2020**

The Cabinet gave consideration to a report of the Director of
Finance which provided Members with an update on the
Council's 2020/21 forecast revenue budget position at Annex 1
and the financial position of the capital programme as at 31
December 2020 (Quarter 3), together with the revised capital
programme 2020/21 to 2025/26, as outlined in section two of the
report at Annex 2. Both elements of the report incorporated
more recent information as appropriate.

Revenue Position

It was reported that the current forecast outturn position for
2020/21 was a projected favourable variance of £0.522m after
allowing for approved and pending transfers to and from
reserves.

The position also included additional costs and pressures that
have been identified by the Authority in this financial year as a
direct result of the Governments ongoing arrangements to
mitigate the spread of COVID-19 which commenced on 23
March 2020. The additional pressures included forecasts of both
income shortfalls and additional expenditure that have impacted
on the Authority's budgets as a result of the pandemic

The pandemic has affected nearly all aspects of Council service
delivery; however, most significantly People and Place,
Children's Services and Community Health & Adult Social Care
Portfolios. Action had been taken and would continue up to the
year end to address variances and take mitigating action as
detailed in the report.

The overall corporate position was partly being offset by the application of the £25.802m un-ringfenced Government COVID related grant funding from the Ministry for Housing, Communities and Local Government (MHCLG), of which £7.641m was received in 2019/20 and held in a specific Earmarked Reserve to underpin the 2020/21 budget. There had been actual, in-year, receipts of £17.261m of COVID Emergency Funding, including £1.281m for the first submission for loss of income in relation to sales, fees and charges under the income compensation scheme (SFC). Further provision was made for the second and third SFC submissions in the sum of £0.924m and £0.900m respectively, the former had been submitted but not yet paid, the latter was an estimate for the period December 2020 to March 2021.

The COVID pressure was further offset by actual and anticipated refunds from the Greater Manchester Combined Authority (GMCA) of £3.133m together with a contribution from Oldham CCG to support the cost of adult social care services via the Section 75 Pooled Funding Agreement that was in place between the Council and the CCG.

In Annex 1 to the report, both the full Government grant and the GMCA refunds were presented as single sums so that it highlighted the level of variation across all Council budgets. However, this summary report presented the position after applying the Government grant and the refunds across Portfolio areas.

An update on the major issues driving the projections were detailed within Annex 1, Section 3.

Section 4 of the report supplemented by Appendices 3 and 4 advised the Cabinet of the grants that the Council had received. There had been a number of developments particularly in relation to support for businesses and to provide additional for the Council. Further grant funding and external contributions were possible, as a result, both the overall financial position and the application of Government grant could change before the end of the financial year.

As this financial monitoring report reflected the financial position at Quarter 3 updated with more recent information where possible, it could be regarded as a reliable indicator of the potential year end position. Therefore, based on current projections it was anticipated that the Council would retain at least the current, favourable position to the end of the financial year.

Capital Position

The report outlined the most up to date capital spending position for 2020/21 to 2025/26 for approved schemes. The revised capital programme budget for 2020/21 was £71.012m at the close of Quarter 3, a net decrease of £76.620m from the original budget of £147.632m. Actual expenditure to 31 December 2020 was £56.080m and had increased to £61.483m at the end of February 2021 (86.58% of the forecast outturn). The forecasts for 2021/22 onwards reflected the Capital Strategy and Programme approved at the Budget Council on 4 March 2021.

It is probable that the forecast position would continue to change before the year end with additional re-profiling into future years.



Oldham
Council

Options/alternatives considered

Option 1 – To approve the suggested recommendations

Option 2 – Not to approve the recommendations

RESOLVED – That:

1. The forecast revenue outturn for 2020/21 at Quarter 3, being a £0.522m favourable variance having regard to the action being taken to manage expenditure be approved.
2. The forecast positions for the Dedicated Schools Grant, Housing Revenue Account and Collection Fund be approved
3. The use of reserves as detailed in Appendix 1 to Annex 1 of the report be approved.
4. The revised capital programme for 2020/21 to 2025/26 at Quarter 3 as presented in Annex 2 of the report be approved.

7

ARRANGEMENTS FOR THE PREPARATION OF 'PLACES FOR EVERYONE': A PROPOSED JOINT DEVELOPMENT PLAN DOCUMENT ON BEHALF OF NINE GREATER MANCHESTER DISTRICTS

The Cabinet gave consideration to a report of the Deputy Chief Executive, People and Place which sought approval to the arrangements necessary to formulate and prepare the joint development plan document (DPD) 'Places for Everyone', including the establishment of a joint committee to represent Oldham Council and the eight other GM districts (Bolton, Bury, Manchester, Rochdale, Salford, Tameside, Trafford, Wigan). It was reported that on 11 December 2020, following the withdrawal of Stockport Council from the production of the Greater Manchester Plan for Jobs, Homes & the Environment (the Greater Manchester Spatial Framework), the Association of Greater Manchester Authorities (AGMA) Executive Board agreed in principle to the a joint Development Plan Document (DPD) of the nine remaining Greater Manchester (GM) districts, to cover strategic policies including housing and employment land requirements and, as appropriate, strategic site allocations and Green Belt boundary amendments and associated infrastructure.

A report was taken to AGMA Executive Board on 12th February 2021 setting out the next steps in relation to the Joint DPD of the nine GM districts, to be known as 'Places for Everyone', including the required decisions by individual Districts to initiate this process as set out below in the recommendations and discussed further in this report.

The approval to establish the new Joint Committee was a decision for each district according to their own Constitutional arrangements and approval to delegate the formulation and preparation of the Joint DPD to that committee was a Cabinet function.

Option 1: To approve the arrangements necessary to formulate and prepare the joint development plan document (DPD) “Places for Everyone” as set out in the recommendations to this report, including the establishment of a joint committee to represent Oldham Council and the eight other GM districts (Bolton, Bury, Manchester, Rochdale, Salford, Tameside, Trafford, Wigan).

Option 2: To not approve the arrangements necessary to formulate and prepare the joint development plan document (DPD) “Places for Everyone” as set out in the recommendations to this report, including the establishment of a joint committee to represent Oldham Council and the eight other GM districts (Bolton, Bury, Manchester, Rochdale, Salford, Tameside, Trafford, Wigan)

RESOLVED – That: (subject to Full Council approving recommendations on the 24th March 2021 in relation to the Joint Development Plan and the establishment of a Joint Committee)

1. The required approval of Full Council to the making of an agreement with the other 8 Greater Manchester councils (Bolton, Bury, Manchester, Rochdale, Salford, Tameside, Trafford, Wigan) to prepare a joint development plan document to cover strategic policies including housing and employment land requirements and, as appropriate, strategic site allocations and Green Belt boundary amendments and associated infrastructure across the nine districts be noted.
2. The formulation and preparation of the joint development plan document to cover housing and employment land requirements including, as appropriate, strategic site allocations and Green Belt boundary amendments and associated infrastructure across the nine Greater Manchester districts insofar as such matters are executive functions be delegated to a Joint Committee of the nine Greater Manchester councils.
3. It be noted that the following are the sole responsibility of full Council:
 - a. Responsibility for giving of instructions to the Cabinet to reconsider the draft plan submitted by the Cabinet for the Council’s consideration.
 - b. The amendment of the draft joint development plan document submitted by the Cabinet for the full Council’s consideration.
 - c. The approval of the joint development plan document for the purposes of submission to the Secretary of State for independent examination.
 - d. The adoption of the joint development plan document.

ACCESSIBLE OLDHAM FRAMEWORK CONTRACT

Consideration was given to a report of the Deputy Chief Executive which sought approval to delegate authority the Deputy Chief Executive in consultation with the Leader the award of the Accessible Oldham Strategic Partnership Agreement and reserve supplier agreement, and to delegate authority to the Director of Environmental Management in

consultation with the Director of Finance and the Director of Legal Services to award the individual call off orders for the separate projects, due to the urgency to deliver a programme of works in accordance with the funding timeline constraints. It was reported that the Transportation and Planning Team in collaboration with Unity Partnership had successfully bid for several capital funded multi-disciplinary highway improvement programme of work, namely Growth Deal 3 (GD3) and Mayor's Cycling and Walking Challenge Fund (MCF). The funds (cumulatively amounting to circa £16.5m) are managed by Transport for Greater Manchester (TfGM) under the overarching administration of Department for Transport (DfT).

For Oldham Council to deliver the programme it was considered necessary to seek a mid-term (4 years) Strategic Partner (Partner) to assist the Delivery Team at key stages of the design and construction work. The current method of delivery of the highway construction work was described below which can take upwards of 12 weeks from tender stage to commencement on site. Ultimately, in order to deliver the GD3 and MCF programme within the set timeframe, a more streamlined method of procuring construction work was required. The intention was that individual projects would be procured via a Call Off procedure under the Strategic Partnership Agreement. This would require Director sign off (in liaison with the Directors of Finance and Legal Services) rather than an individual Cabinet report for each element of work.

The Accessible Oldham Strategic Partnership Agreement was scheduled to be advertised by the Commercial Services Team before the end of the year and it was expected to be available for use in March/April 2021. An initial sift would be undertaken with a shortlist of three Contractors being invited to enhance/review their respective bids with one being awarded as the outright winner.

Options/alternatives considered

Option 1 - Delegated authority is given to:

- the Deputy Chief Executive in consultation with the Leader to award the Strategic Partnership Agreement and Reserve Supplier Agreement.
- the Director of Environmental Management in consultation with the Director of Finance and the Director of Legal Services , in consultation with the Director of Finance and Director of Legal Services to award the individual call off contracts for the works packages under the Strategic Partnership Agreement and Reserve Supplier Agreement if necessary.
- the Director of Legal Services to affix the Council's seal to the Strategic Partnership Agreement and Reserve Supplier Agreement any incidental and ancillary documentation and also to the individual call off contracts under the Strategic Partnership Agreement and Reserve Supplier Agreement any incidental and ancillary documentation. This would minimise the time taken to award the Strategic Partnership Agreement and call off contracts under the Agreement and be ready to commence the project on site without any unnecessary delay.

Option 2 – Wait until the contractor is selected and seek approval to award the Strategic Partnership Agreement and Reserve Supplier Agreement once the outcome of the evaluation is known. There would therefore be a delay in implementation of the projects and potential delay in the delivery of certain aspects of the programme which must meet the tight timescales under the GD3 funding agreement.

RESOLVED – That:

1. Authority be delegated to the Deputy Chief Executive in consultation with the Leader to award the Strategic Partnership Agreement and Reserve Supplier Agreement, in consultation with the Director of Finance and Director of Legal Services.
2. Authority be delegated to the Director of Environmental Management in consultation with the Director of Finance, and the Director of Legal Services to award the individual call off contracts for the separate works packages under the Strategic Partnership Agreement and Reserve Supplier Agreement.
3. Authority be delegated to the Director of Legal Services to affix the Council's seal to the Strategic Partnership Agreement and Reserve Supplier Agreement any incidental and ancillary documentation and also to the individual call off contracts under the Strategic Partnership Agreement and Reserve Supplier Agreement any incidental and ancillary documentation.

9

STREET BIN REPLACEMENT

Consideration was given to a report of the Deputy Chief Executive, People and Place which sought approval to secure funding to replace the street bins, two vehicles and the need to minimise manual handling and reduce the dangers associated with needles and glass contained within street bins.

The new bins would no longer require the constant replacement of plastic bin bags which would normally end up in the waste stream assisting with the councils target of becoming carbon neutral by 2025. The new bins have a greater capacity than the existing bins, with approximately 3 times the waste volume which can be currently held before requiring emptying. This new type of bin would allow for a reduction in the number to be installed, however, keeping the same number as current may allow the option to locate bins in more built up residential areas giving greater widespread coverage than we currently have on non-primary routes. This decision will be made following the consultation and ultimately the level of finance secured for this proposal.

In addition it was proposed to replace bins within Oldham Town Centre with a new (ecofriendly) solar powered type. These are similar to those currently in use within Manchester City Centre. The town centre bins are serviced on average 4 times a day; sometimes more depending on season. The new bins which utilise solar power to power a compactor, allows a normal 240 litre wheelie bin to hold the capacity of a large commercial 1100 litre bin.

If the above proposals were accepted it would require the replacement of two existing 3.5-ton crew cab caged vehicles with two new purpose built 7.5-ton small compacting waste vehicles. These new vehicles would take up the role of street litter bin servicing across the whole Borough, but will also take on a secondary role currently serviced by a second crew and vehicle, servicing the existing 19 static dandy staff operating across the districts and main corridor routes. These larger capacity vehicles (3-ton waste carrying capacity) will allow for a full day servicing of bins, requiring only one recycling site visit either early morning or end of day.

Options/alternatives considered

Option 1 – New proposal

| Capital implications of purchasing | | | | |
|---|----------|------------------------------------|------------------------------|----------------|
| Vehicle/ bin receptacles | Quantity | Purchase costs £ | Useful Economic Life (years) | Total cost (£) |
| *7.5-ton compactors | 2 | 86000 | 7 | £172,000 |
| Wheelie Bins | 1172 | 35 | | £41,020 |
| ** Wheelie Bin Housing | 1152 | 260.00 | 15 | £299,520 |
| Wheelie Bin installation cost | 1152 | 75 | | £86,400 |
| Solar-Bin | 20 | 5150 | 10 | £103,000 |
| Solar-Bin installation cost | 20 | 100 | | £2000 |
| Software and servicing costs for Solar bin | 20 | Software license £800 | Covers 10yrs | £800.00 |
| | 20 | Maintenance cost per bin £550/5yrs | 10 | £22,000 |
| Grand Total, with replacement vehicles funded through this program. | | | | £726,770.00 |
| Grand Total | | Page 7 | | £554770.00 |

| | | | | |
|---|--|--|--|--|
| if Vehicles funded through Fleet replacement programme. | | | | |
|---|--|--|--|--|

Option 2 - Replacement of existing street litter bins on a like for like basis.

| Bin receptacles/Consumables | Quantity | Purchase costs £ | Useful Economic Life (years) | Total cost (£) |
|-----------------------------|----------|-----------------------------|------------------------------|--------------------|
| Replacement bins | 1172 | 215 | 15 | £251,980 |
| Installation costs | 1172 | 65 | | £76,180 |
| Replacement steel liners | 1172 | 70 x 3 over lifetime of bin | 3.5 | £246,120 |
| Consumables (plastic bags) | 1172 | Average £13 per bin / annum | £15,236 x 15yr life | £228,540 |
| Grand Total | | | | £802,820.00 |

*Excluding the purchase of any vehicles.

Total storage capacity for litter with existing 1172 x 120ltr bins is 140,640 litres.

Proposal will see capacity of 298,480 litres for 1172 x 240ltr of new units.

RESOLVED – That Option 1 replacing the bins with a new proposal be approved.

10

TELEPHONY MODERNISATION

The Cabinet gave consideration to a report of the Chief Technology Officer, Unity Partnership which sought approval to modernise the Council's Telephony system.

Oldham Council currently maintained a traditional, fixed desk telephony system provide by Mitel. Since 2004 this system had grown and adapted and now required significant investment to bring it in line with the current standards and the council's needs. The system did not cater for remote working and lacked many modern features.

If left, the current provision will become less reliable and pose cyber security risks for Oldham Council.

Additionally, staff had access to systems with overlapping features.

- a. Microsoft Teams

- b. Mitel Fixed Desk Telephony
- c. A mobile phone (where necessary)

Option alternatives considered

Option1 - Do nothing.

This option would see Oldham Council retain the outdated telephone system resulting in reliability and cyber security issues. This would be a strategic barrier.

Annual charges for mobile phones and fixed desk telephony remain the same.

Option 2 - Upgrade the current system.

This option would upgrade the current system, bringing it up to date with modern components, including those needed for Agile working. This would cost a projected £1.9m over 5 years and is not a good strategic fit.

Option 3 - Migrate to Cloud telephony system.

Allocate £1.6m from the current ICT Capital Programme to fund moving to a modern cloud-based Telephony system. This option was a strategic enabler, improved service availability and resilience and reduced cyber security risks.

RESOLVED – That the allocation of £1.6m from the current ICT Capital Programme be agreed to fund moving to a cloud based telephony system.

11

CONSTRUCTION FRAMEWORK DELIVERY AND MANAGEMENT PARTNER CONCESSION CONTRACT

Consideration was given to a report of the Strategic Director of Commisioing which sought approval to award a Concession Contract to Procure Partnerships Limited following a fully compliant procurement process that would enable them to commence working with the Council to procure a Construction Works Framework, sought to delegate authority to the Director of Economy in consultation with the Director of Finance and Director of Legal Services to award the planned Framework on behalf of the Council, and authorise the Director of Legal Services to sign the contractual documentation and any incidental and ancillary documentation to enable the required deadlines to be achieved.

The request to award the five year Concession Contract to Procure Partnerships Limited (the “Concessionaire”) following a fully compliant procurement process was to enable the Council and the Concessionaire to commence working together to procure a Construction Works Framework which will facilitate the award of contracts from the Council’s own projected pipeline of works requirements. By virtue of procuring the Framework in a manner which enabled it to also be used by other Public Sector Bodies, the planned Framework was also expected to generate a monetary income for the Council and the Concessionaire which will contribute to the Council’s challenging savings targets.

Option 1 – To approve the award

Option 2 – Not to approve the award



RESOLVED – That the Cabinet would consider the commercially sensitive information at Item 15 of the agenda before making a decision.

12

REQUEST FOR APPROVAL TO COLLABORATIVELY COMMISSION AN INTEGRATED SEXUAL HEALTH SERVICE WITH ROCHDALE AND BURY COUNCILS

Consideration was given to a report of the Director of Public Health which sought approval to recommission the Integrated Sexual Health Service as part of a cluster commissioning arrangement with Bury and Rochdale Councils, to ensure that Oldham had a high quality integrated sexual health service to support population health and meet our mandated responsibilities for open access sexual health services. The current Integrated Sexual Health Service had been provided by the current provider since January 2016 as part of a cluster commissioning arrangement with Bury and Rochdale Councils. In June 2020, Cabinet agreed 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. This paper outlined proposals to recommission the service, with the same cluster arrangement, and proceed to market for procurement of a new service for commencement from 1 April 2022. Rochdale Council would act as the lead commissioner for the service, and STAR Procurement (Stockport, Trafford and Rochdale Procurement) would lead the procurement.

RESOLVED – That the Cabinet would consider the commercially sensitive information contained at Item 16 of the agenda before making a decision.

13

0-19 YEARS INTEGRATED PARTNERSHIP MODEL

Consideration was given to a joint report of the Managing Director, Children's Services, Director of Public Health, Strategic Director of Communities and Reform, Strategic Director Commissioning which sought to outline proposals for the future design and delivery of a high quality universal and targeted services for children and families including meeting our mandated public health services for 0-19 year old children, Children's Centre core offer and support for early years education

The current Right Start and School Nursing Service had been provided by Bridgewater since 1st April 2016. The contract was extended in 2020 for one year from 2020 to 2021 and approval has recently been given to extend it for another year from 2021 to 2022 due to the COVID-19 outbreak.

No further extensions to the service are permissible under the Contract Procedure Rules, and this is the key opportunity to redesign the delivery to meet the wider aims of the services in Oldham.

This paper outlined proposals for the future design and delivery of the service, ahead of a new contract from 1 April 2022. The COVID pandemic has impacted on our capacity for this work until now and there was limited time before a new contract needs to be agreed.



RESOLVED – That the commercially sensitive information contained at Item 17 of the agenda would be considered before a decision was taken.

14 **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.

15 **CONSTRUCTION FRAMEWORK DELIVERY AND MANAGEMENT PARTNER CONCESSION CONTRACT**

The Cabinet gave consideration to the commercially sensitive information in relation to Item 11 Construction Framework Delivery and Management Partner Concession Contract.

RESOLVED – That recommendations as detailed within the report be approved.

16 **REQUEST FOR APPROVAL TO COLLABORATIVELY COMMISSION AN INTEGRATED SEXUAL HEALTH SERVICE WITH ROCHDALE AND BURY COUNCILS**

The Cabinet gave consideration to the commercially sensitive information in relation to Item 12 - Request for approval to collaboratively commission an Integrated Sexual Health Service with Rochdale and Bury Councils.

RESOLVED – That the recommendations as contained within the report be approved.

17 **0-19 YEARS INTEGRATED PARTNERSHIP MODEL**

The Cabinet gave consideration to the commercially sensitive information contained at Item 13 of the agenda.

RESOLVED – That the recommendations contained within the commercially sensitive report be approved.

The meeting started at 6.00pm and finished 6.37pm

This page is intentionally left blank



Report to Cabinet

Covid-19 Recovery Strategy 2021 – 2022

Portfolio Holder:

Councillor Shah, Leader of the Council and Cabinet Member for Economic and Social Reform

Officer Contact:

Rebekah Sutcliffe, Strategic Director of Communities & Reform
Shelley Kipling, Assistant Director Communications, Strategy and Performance

Report Author: Jonathan Downs, Corporate Policy Lead

21st June 2021

Reason for Decision

Oldham's current Corporate Plan expired in December 2020. Work to refresh Oldham's Corporate Plan was due to be completed by summer 2020, however, the impact of the COVID-19 pandemic meant that this was no longer viable. Instead, it was agreed at Cabinet that a COVID-19 Recovery Strategy would be developed, acting as an interim Corporate Plan until at least September 2022.

Recommendations

It is recommended that the Covid-19 Recovery Strategy is forwarded to Full Council for approval.

COVID-19 Recovery Strategy 2021 – 2022**1 Background**

- 1.1 Oldham's current Corporate Plan expired in December 2020. Work to refresh Oldham's Corporate Plan was due to be completed by summer 2020, however, the impact of the COVID-19 pandemic meant that this was no longer viable. Instead, it was agreed by SMT, Leadership and ultimately Cabinet, that a COVID-19 Recovery Strategy would be developed, acting as an interim Corporate Plan until at least September 2022.
- 1.2 As a Co-operative Council, Oldham is committed to tackling the impact of COVID-19, protecting our most vulnerable residents and communities. The steps we are taking to tackle the pandemic and the subsequent recovery planning aim to support people across the borough, especially those groups who have been most impacted.
- 1.3 Building on the learning so far and the anticipated events to come, we have developed a comprehensive Recovery Strategy, which will help shape our approach and vision for Oldham over the next 18 months. We do this whilst we continue to respond to an ongoing critical incident.
- 1.4 Our objectives and approach to the Recovery Strategy are rooted in our vision, the Oldham Model, ensuring as we adapt to a changing world that we remain focused on building thriving communities, an inclusive economy and to deliver co-operatively.

2 Current Position

- 2.1 To develop the new COVID-19 Recovery Strategy priorities, consultation has taken place at Directorate Management Team Meetings (DMT), with Cabinet Members individually, through a workshop at SMT and through engagement with overview and scrutiny.
- 2.2 The Recovery Strategy is attached at **Appendix 1** for approval, prior to progressing to Council. Key priority areas in the strategy are:
 1. **Driving equality:** Oldham is rich in diversity with a wealth of people from different backgrounds and cultures living and working together. However, we know that there are groups who are more likely to face inequality and discrimination than others. As we recover from the impact of COVID-19 it is critical that we tackle inequality and discrimination head on. We will continue to identify and mitigate the equality impacts caused by the pandemic, informing our recovery planning through lived experience.
 2. **Investing in quality housing:** Poor-quality housing has a profound impact on health. The condition of homes, insecure tenure, and wider neighbourhood characteristics all have a considerable effect on health and wellbeing. Groups in the population who are more likely to live in poor housing are often the same groups who are vulnerable to COVID-19 and other health conditions. To tackle this, we will improve housing quality, while bringing forward significant investment in new and affordable homes.
 3. **Championing a green recovery:** In Oldham, we want to respond to the impacts of Coronavirus in a bold and ambitious way. We want to use this as an opportunity to stimulate a green recovery that accelerates our ambitions around reducing the borough's carbon footprint and protecting our parks and greenspace for residents to enjoy.

-
4. **Creating and protecting jobs and supporting businesses:** Many businesses, especially across hospitality and retail, have been impacted by the COVID-19 pandemic, with repeated forced closures due to national and local lockdowns. We will continue to create good jobs for our residents, while supporting local businesses to restart and recover from the effects of the pandemic.
 5. **Prioritising education and skills:** The COVID-19 pandemic has had a huge impact on education and skills, with many young people needing support to 'catch up' in learning after several months of lockdown. We will work with schools and colleges to support children and young people to catch up and succeed in learning. We will also prioritise training for adults who have been made redundant, helping them retrain and secure employment.
 6. **Promoting health and wellbeing and supporting the most vulnerable:** We will continue to promote and improve the health and wellbeing of our communities, contain the spread of COVID-19 locally and target action to protect our most vulnerable residents and communities.

2.3 Each of these focus areas forms a key strand of the COVID-19 Recovery Strategy, with individual actions attached to each priority area. The Strategy reflects the difficult and challenging times ahead and the opportunities that are arising as we recover from the pandemic as Team Oldham. The Strategy also sets out how we can embrace the 'new normal' to build a stronger local economy, increase community resilience and public participation, support our local health system, and support our most vulnerable residents.

3.0 **Monitoring the Recovery Plan**

3.1 The Council's annual business planning process is the mechanism through which we will assure delivery against the Recovery Plan actions. Quarterly reporting via the Corporate Performance Framework will be provided against identified actions. In addition, our Corporate Performance Framework will be redeveloped to ensure oversight of the key performance metrics relating to our agreed priorities as well as to ensure effective service delivery of business as usual activity. An annual performance report detailing progress against the Recovery plan priorities will be produced.

3.2 To ensure continued oversight of delivery and performance against our six agreed priority areas, we will schedule focused Leadership sessions on each over the coming months.

3.3 Following Full Council approval, we will launch the Covid-19 Recovery Strategy, ensuring the priorities are embedded across Team Oldham. This will include creating a full communications and engagement programme, both within Team Oldham, with stakeholders and residents. We will also create an online tool to regularly update on progress.

4 **Options/Alternatives**

4.1 Option one – to recommend that the Covid-19 Recovery Strategy is taken to Council for approval.

4.2 Option two – to recommend that the Covid-19 Recovery Strategy is not taken to Council for approval.

5 **Preferred Option**

5.1 Option one is the preferred and recommended option.

6 **Consultation**

6.1 Consultation has taken place at DMTs, with Cabinet Members individually, through a workshop at SMT and through engagement with overview and scrutiny.

7 **Financial Implications**

7.1 The Council approved its 2021/22 revenue budget and capital programme on 4 March 2021. This sets out the financial framework for the year and the total funding envelope (subject to any further 2021/22 funding notifications).

7.2 There are within the approved budget, some resources to support the Councils response to COVID. In addition, some specific grant funding received in 2020/21 will be carried forward. These resources can be used, within eligibility criteria to support the COVID recovery plan. However, it is important to note that the Council must deliver £8.8m of savings in 2021/22 and has a significant financial challenge to be addressed in 2022/23 and 2023/24. Therefore, the COVID Recovery Plan must be guided by the financial context in which the Council is operating. (Anne Ryans, Director of Finance)

8 **Legal Services Comments**

8.1 N/A (Colin Brittain)

9. **Co-operative Agenda**

9.1 The Corporate Plan is the strategy which will help us to achieve our co-operative ambition over the next eighteen months.

10 **Human Resources Comments**

10.1 N/A

11 **Risk Assessments**

11.1 N/A

12 **IT Implications**

12.1 N/A

13 **Property Implications**

13.1 N/A

14 **Procurement Implications**

14.1 N/A

15 **Environmental and Health & Safety Implications**

15.1 N/A

16 **Equality, community cohesion and crime implications**

-
- 16.1 N/A
 - 17 **Equality Impact Assessment Completed?**
 - 17.1 N/A
 - 18 **Key Decision**
 - 18.1 No
 - 19 **Key Decision Reference**
 - 19.1 N/A
 - 20 **Background Papers**
 - 20.1 N/A
 - 21 **Appendices**
 - 21.1 Appendix 1: COVID-19 Recovery Plan

This page is intentionally left blank

Oldham Council Covid Recovery Strategy

June 2021





Foreword

Councillor Arooj Shah,
Leader, Oldham Council

This last year has been a tough one for our borough and its people. COVID-19 has hit Oldham hard. Many of us have lost loved ones, and seen others seriously ill or with long-term complications from Coronavirus. We also know that it has hit some of our areas and some of our communities much harder than others due to the existing inequalities in health, in income and in opportunities.

Oldham was the first Council in the country to appoint a Cabinet Member for Covid Recovery back in May 2020. At the time of accepting the role I had no idea that a full year later we would still be in the midst of the pandemic, but also facing the need to deal with the very real long-term impacts that COVID-19 has had on local people's physical and mental health, their finances, local jobs and businesses and the education of our children.

This strategy is about acting quickly to do exactly that. While we are still responding to the very real challenges of managing a pandemic we have also established and will deliver against the key things needed to give Oldham the best change to recover as quickly as possible. And we'll do this while always acknowledging that the situation isn't the same for everyone. Some will need more help than others.

It would be easy to reflect simply on the challenges but we have so much to be hopeful about and thankful for. Not least the amazing response of our communities over the last year. As a borough we have pulled together – helping our friends, family and neighbours, building stronger relationships in our communities and creating a legacy of care and understanding that will last way beyond this pandemic.

Oldham has come together – local people, businesses, the voluntary and community sector and public services to support and care for each other like never before.

Thank you so much for playing your part.





Foreword

Dr Carolyn Wilkins OBE

Chief Executive Oldham Council and
Accountable Officer Oldham Clinical Commissioning Group

I'm delighted to be sharing our Covid Recovery Strategy – our clear plan for delivery over the next period.

While the last year has been incredibly challenging it has shown what the public sector, working closely with its communities, can achieve. Together Oldham has shown the strength of its commitment, its resolve and its undeniable sense of teamwork.

Team Oldham has been at the heart of our response – delivering care and support to those who need it, as well as delivering local testing, tracing and, most recently, the roll out of the Coronavirus vaccination programme. We have built new teams and services and reshaped others. Our helpline and door-to-door engagement teams have offered a lifeline to many thousands of residents and we have administered financial grants and advice to thousands of local businesses.

Alongside this we've continued to deliver other vital services – from health visiting to social care and from youth services to bin collections, our teams have continued to do what needed to be done. Throughout the last year we have been all too aware of the impact the pandemic was having on local people's health, their jobs, education, and finances. Alongside our response we have been planning for recovery; thinking about what more we can do to make things better for local people and businesses.

This plan allows us to look beyond the current pandemic, to restate our ambition, establish our priorities and drive forward with a relentless focus on delivery for Oldham and its people.



What you told us

To help us build this plan we asked Oldham residents to tell us their experiences of the pandemic, their thoughts, fears and hopes for the future and to help us set priorities for Team Oldham for the next 12-18 months.

In February 2021 we carried out an online survey of more than 600 Oldham residents and throughout March held focus groups with parents of school aged children, black and minority ethnic residents (who were underrepresented in the survey), and business owners.

We asked residents to talk to us about the ways that COVID-19 had impacted their lives and the level of concern they continued to have about the pandemic.

The real-life impacts were stark.

83% of residents told us they continued to be worried about COVID-19.

84% had been affected by social isolation and 77% felt their mental health had been affected. This rose to 81% among informal carers and 89% among parents of school-aged children. 88% of parents we spoke to were concerned about the impact the pandemic was having on children's mental health.

95% of parents were worried about the impact COVID-19 had on their children's education.

56% felt their ability to meet their caring responsibilities had been affected. This rose to 95% of informal carers.

65% felt their physical health had been affected, 66% had medical appointments cancelled or rescheduled and 50% say they had ignored other health concerns because of COVID-19.

54% told us their work or employment situation had been directly affected, rising to 90% among business owners.

44% said their overall finances were affected. In 30% of families we spoke to someone had lost their job, 56% said they or someone in their family had been furloughed.

32% said they needed financial support throughout the pandemic and 30% needed to borrow money at some point. 45% of residents we spoke to didn't feel or were uncertain they would financially recover from the pandemic.

63% of people had been forced to isolate, rising to 77% among parents of school-aged children.

We asked local people what we should focus on to make sure we boosted the recovery of the borough. We offered them a list of suggestions to prioritise and also offered the opportunity to identify any additional priorities they felt we had missed.

Overwhelmingly they told us that the number one priority should be to prioritise those most in need. They felt creating safe and decent homes and providing easy access to parks and green spaces were also important.

In addition, 24% felt we should support communities and/or tackle deprivation, 30% wanted us to prioritise them being able to safely spend time with family and friends or to access leisure and travel and 19% felt we should support local businesses.



The Impact of COVID-19 in Oldham

At the time of writing, the COVID-19 crisis is still ongoing.

Many of Team Oldham's services have been affected due to Government restrictions, increases in service demand, or staff being redeployed to help combat the impact of the pandemic. However, one is clear from the emergency response work - many of the challenges we have responded to during the pandemic existed before COVID-19, though in many cases these challenges have been exacerbated by the virus.

Oldham is home to a diverse range of people. This diversity is a strength, to be valued and promoted. However, as the pandemic has progressed, research has shown that some people across our communities are more at risk should they come into contact with the virus. Specifically those residents who are over the age of 70 years, clinically vulnerable due to a pre-existing medical condition, are from a Black, Asian or minority ethnic background, living in a care home or working in a job where they have greater contact with members of the public such as a nurse, taxi driver or security guard. In Oldham 17,589 residents were identified as being clinically extremely vulnerable and advised to shield. We continue to work across Team Oldham to mitigate and reduce the inequalities that exist in all areas including: health and wellbeing, economic prosperity, education, and service access and delivery.

According to our COVID-19 Resident Survey, the pandemic has also had a major impact on social and community life. The virus has brought loneliness, anxiety, financial insecurity, isolation and exclusion. Some residents will, for the first time, need to navigate the benefits system. Families have been bereaved and some individuals are dealing with the long-term medical implications of having had the virus. Many have lost their jobs or face future financial hardship, while key sectors of our economy have been severely impacted.

Going into the pandemic, one in three households had at least one major housing problem relating to overcrowding, affordability or poor-quality housing. The pandemic has highlighted the health implications of housing. Poor housing conditions such as overcrowding and high density are associated with greater spread of the virus, and people have had to spend more time in homes that are overcrowded, damp or unsafe. The economic fallout from the pandemic is likely to lead to an increase in evictions across the private rented sector, further exacerbating the challenges already faced across Oldham.

As Team Oldham continues to help and support our communities and businesses, Oldham Council is also working towards a cleaner and greener borough. One thing Coronavirus has shown us is there are solutions to the climate change emergency. Carbon emissions fell dramatically in spring 2020 as people moved to working from home, with a huge improvement in air quality. Lockdowns and social distancing restrictions have also meant more residents have explored our green spaces as they've had to stay local to get fresh air and exercise. Cleaner air quality, healthier water, effective waste management, and enhanced biodiversity protection not only reduce the vulnerability of communities to pandemics and improve resilience, but have the potential to boost economic activity, generate income, create jobs and reduce inequalities.

Businesses have reported significant stress as a result of the pandemic and contain measures, including decreased sales, cashflow issues and less than six months sustainability. Many are increasingly reliant on Government support. Even before additional COVID-19 restrictions were in place, in Oldham we saw unemployment claimants almost double from 6,545 in March 2020 to a total of 14,015 at peak in September 2021. The end of Government support schemes including furlough in September 2021 and the start of interest payments on business loans is likely to cause further economic challenges across Oldham.



For young people, the COVID-19 crisis has caused considerable disruption to education and employment, impacted upon mental health and reduced disposable income. But the main challenges for children's services are yet to come. As children return to school, and as the full, long-term impact of the pandemic becomes apparent, we anticipate a sharp increase in demand for everything from universal support services through to urgent child protection responses. We will also be working closely with schools to support children as they return, putting children's needs at the heart of our recovery.

Over the next six months COVID-19 continues to pose a very serious threat, compounded by the additional challenges faced as restrictions start to be relaxed. We need to learn from the lessons of this last year in how to safely reopen our society and economy and continue to suppress the virus. The contain measures we put in place will be crucial to doing this.

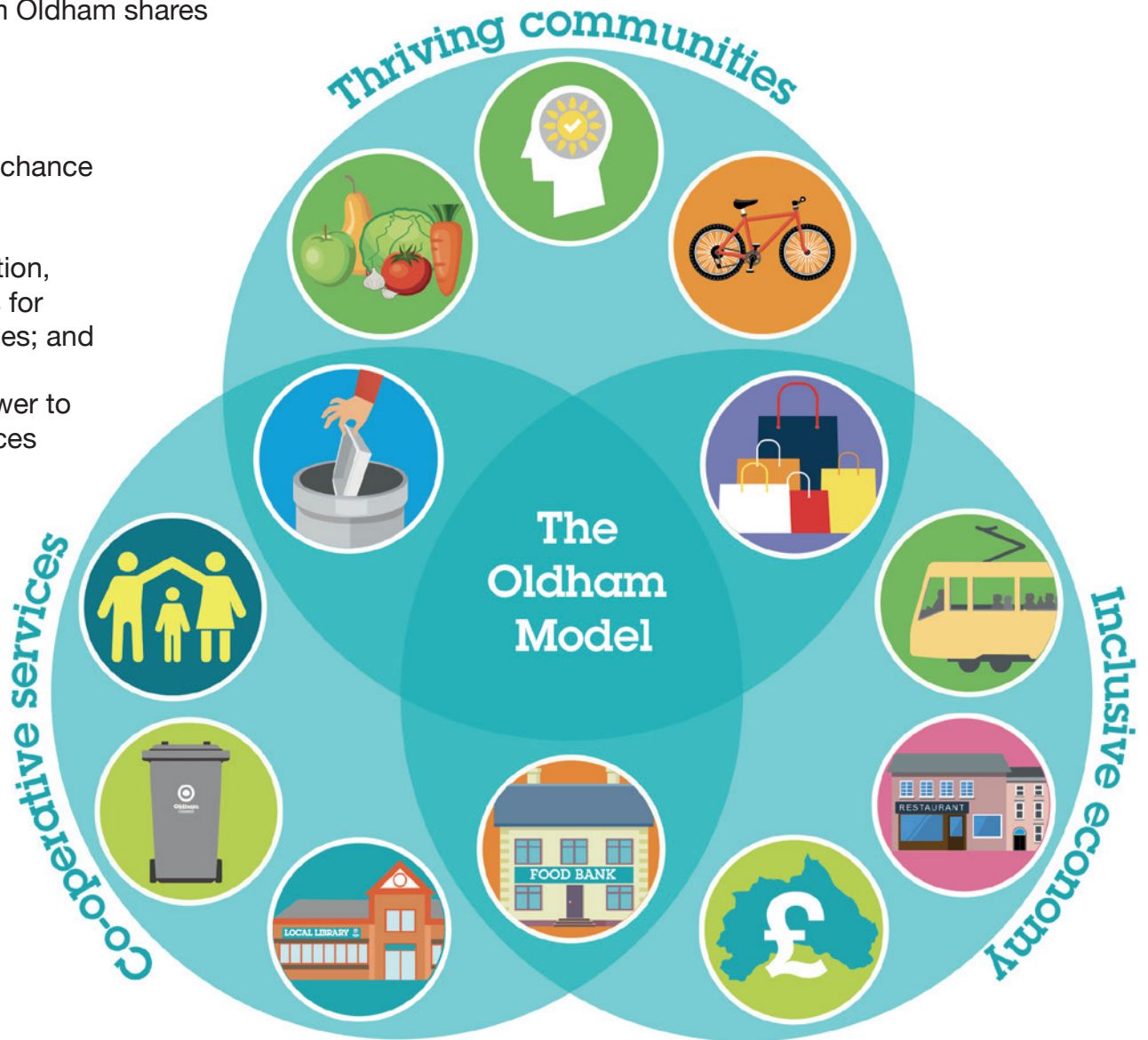


The Oldham Model – our vision for the borough

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

It outlines the shared goals of:

- **an inclusive economy**, where everyone has a fair chance to improve their living standards, wages and skills.
- **co-operative services**, underpinned by collaboration, integration and innovation, that improve outcomes for residents and create effective and seamless services; and
- **thriving communities**, where people have the power to be healthy and happy and can make positive choices about their lives.



Our Priority Areas

This strategy builds on the work already happening across Team Oldham to recover from the impact of the pandemic and will form the basis of our work as we start to transition from crisis support to recovery.

Our Recovery Strategy shows how Team Oldham will prioritise services and initiatives to build a stronger borough, helping our communities and economy recover.

The strategy therefore sets out how we will help residents and businesses to get through these tough times, either directly, or by signposting to where support is available across Team Oldham.

It covers the next 12 months to 18 months and, based on feedback from our residents and supported by data and evidence, includes six key themes:

- Driving Equality
- Investing in Quality Housing
- Championing a Green Recovery
- Creating and protecting jobs and supporting businesses
- Prioritising education, skills and early years
- Promoting health and wellbeing and protecting the most vulnerable



Covid recovery plan

2021–2022

We will continue to promote and improve the health and wellbeing of our communities, contain the spread of COVID-19 locally and target action to protect our most vulnerable residents and communities

We will work with schools and colleges to support children and young people to catch up and succeed in learning. We will also prioritise training for adults who have been made redundant, helping them retrain and secure employment.

We will continue to create good jobs for our residents, while supporting local businesses to restart and recover from the effects of the pandemic.



We will continue to identify and mitigate the equality impacts caused by the pandemic, informing our recovery planning through lived experience.

We will improve housing quality both inside and outside of the home, while bringing forward significant investment in new and affordable homes.

We want to use this as an opportunity to stimulate a green recovery that accelerates our ambitions around reducing the borough's carbon footprint and protecting our greenspace for residents to enjoy.



Driving Equality – The Context

- As we recover from the impact of COVID-19 it is critical that we tackle inequality and discrimination head on. The pandemic has exacerbated many pre-existing inequalities, including health and financial inequalities..
- The Marmot review ‘Fair Society, Healthy lives’ demonstrated how health inequalities are affected by a wide range of social and economic factors including where we live, our housing, our income, the environment, our relationship with the local community and the lifestyle choices we make.
- People living in deprived areas and in the lowest income group are much more likely to have a reduced life expectancy and a poorer health outcome than more affluent people.
- Public Health England (PHE) have found older people, males, those living in deprived areas, and those from Black, Asian and Minority Ethnicities (BAME) are at increased risk of poor outcomes.
- Oldham has a significant proportion of wards within the most deprived 10% or 20% in England on almost all of the measures within IMD.
- The Northern Health Science Alliance has found that 12.4 more people per 100,000 population have died with COVID-19 in the North from March to July than elsewhere in the country, with 57.7 more people per 100,000 dying of all causes.
- COVID-19 has also resulted in a further deepening and widening of poverty in the borough. Unemployment rates have doubled since March and rates are highest in our most disadvantaged communities. We are especially concerned about the rise in youth unemployment; now approaching 16% borough wide in some hotspots, within our poorer wards, as high as 37%.
- Child poverty has increased over the past five years with 38% of children in Oldham live in poverty, the worst in Great Britain (18.4% average).
- Inequalities are also experienced in how people are treated – in the assumptions that are made; the language that is used; the way we communicate; and how services are designed and accessed.

Driving Equality – over the next twelve months we will:

1. Enable those adversely impacted by COVID-19 to access the help they need

- Continue to identify, monitor and co-develop solutions to mitigate the impact of COVID-19 on our communities through the work of the Equality Advisory Group and our partners.
- Increase the number and quality of the services available online, making them easy to access for everyone.
- Target support to our most vulnerable residents, supporting residents based on need through our place-based approach.
- Support sustainability across the VCSFE sector, working as a system to explore how we do this.
- Target prevention, earlier intervention and support services to those most at risk of homelessness, working towards ending rough sleeping in Oldham.
- Provide additional support to help children from disadvantaged backgrounds catch-up on their education and development.

2. Reduce inequality and build resilience across Oldham's communities

- Deliver our Equality Strategy, working with partners and communities to make Oldham a fairer place for everyone.
- Increase the uptake of, and reduce inequalities in access to vaccination and screening programmes, including the Oldham Health Check and Covid vaccination programme.
- Improve mental health and wellbeing services, strengthening support for people at risk of emotional or mental health issues, including embedding mental health support for children and young people across children's services and educational settings.

3. Reduce poverty and help people get back on their feet –

- Continue to tackle the symptoms and causes of poverty across the borough, including funding a Poverty Truth Commission, to develop new ways to help people who are struggling.
- Refresh and update the Business Growth & Investment and Work & Skills strategies to provide an economic recovery roadmap that aligns with COVID-19 Recovery Plan and Poverty Strategy.
- Bring together financial support and debt advice services to make it easier for people to access the support they need.
- Improve people's access to good quality, affordable food by improving provision across the borough.
- Fund Citizens Advice, to help people access the support they're entitled to, and campaign to protect the £20 per week rise in Universal Credit.

Invest in Quality Housing – The Context

- Around one million owner-occupied homes in the North now fail to meet the Decent Homes Standard, in addition to 354,000 private rented homes.
- There is a positive correlation between rates of Covid infection and both overcrowding and population density.
- Public Health England (2020) found that issues of overcrowding and poor housing conditions contributed to an increase in cases amongst members of BAME communities.
- The National Housing Federation (2020) indicated in June that 31% of adults in the UK had experienced mental or physical health problems during lockdown linked to limited housing space.
- 230,000 private renters – who were not in arrears prior to the pandemic – having fallen behind on rent (Shelter, 2020). As of May 2020, 39% of private renters now claim housing benefits (ibid.), with new research revealing that Universal Credit claimants are now more likely to be owner-occupiers and from the PRS than from social housing (Edmiston et al., 2020).
- There is an increase in energy use, due to more people spending more time at home. These costs are causing increased anxiety to a wider range of households.
- Households feel financially insecure and renters feel insecure in their tenancies.

Invest in Quality Housing – over the next twelve months we will:

1. Build more affordable homes

- Speed up Council homebuilding, starting to deliver new homes in the town centre.
- Work with Registered Providers (RPs) across the borough to help deliver a minimum of 25% affordable homes.
- Work with RPs to accelerate and encourage Pathways to Ownership and Affordable Rent homes.
- Work with Children's Social Care to improve housing/semi-independent living provision for young people aged 16+ and care leavers.
- Make available a range of supported accommodation for people with learning disabilities, reflecting different levels of need.

2. Improve the quality and condition of existing homes

- Use the learning from our recent 'Empty Homes pilot' to put in place an improved scheme to tackle empty homes.
- Commission a private sector stock condition survey for Oldham which will highlight areas for improvement.
- Expand the award-winning Warm Homes Oldham service to keep people warm, safe and independent in their own homes and reduce demand for health and social care services.
- Review and agree selective licensing area scope following consultation.
- Focus on improving private sector housing/empty properties and enforce to habitable standards.
- Implement a new 'Private Tenants Charter', outlining what tenants can expect from us as their landlord and what we expect from our tenants.

3. Support rough sleepers into permanent accommodation

- Ensure the increasing numbers of people needing help because of actual or threatened homelessness receive a good standard of service and help into a long term home.
- Publish a Temporary Accommodation (TA) Strategy for Oldham – this includes bringing online the Council's own TA provision as well as leased accommodation (moving away from hotels, B&Bs and other nightly paid provision).
- Under our Corporate Parenting obligations deliver on our commitment to ensure Children Looked After 16+ and Care Leavers under the age of 25 remain in 'Priority Need', never letting them become 'Intentionally Homeless'.
- Deliver A Bed for Every Night to reduce Rough Sleeping and provide the support people need to move into secure homes.

Championing a Green Recovery – The Context

- Championing a green recovery is not only to ensure that we meet our climate change commitments, but also to ensure we realise the opportunity to make Oldham a green, healthy, fair, inclusive and socially just borough where everybody can thrive.
- Communities have suffered during this period of economic hibernation caused by local and national lockdowns and we need to ensure that we secure a recovery that delivers sustainable growth for all our residents.
- The only way to deliver sustainable long-term growth is to ensure that that growth is part of a transition to a decarbonised economy. Only growth that sustains industries that have a future will deliver the long-term jobs and investment that our communities need.
- Nearly 700,000 direct jobs could be created in England’s low-carbon and renewable energy economy by 2030, rising to more than 1.18 million by 2050. We need to think about how we support Oldham residents into those jobs and secure investment in the critical infrastructure to make the transition.
- Across Greater Manchester, empowering and resourcing communities to tackle issues such as poor air quality and congestion is also vital to achieving our climate goals.
- Net zero represents a once-in-a generation opportunity to upgrade England’s poorly performing housing stock. Net zero’s potential to improve the lives of people will only be maximised if policy makers view the programme as a wider opportunity to undertake holistic improvements to our housing stock.

Championing a Green Recovery – over the next twelve months we will:

1. Providing well maintained, accessible outdoor space for people to enjoy

- Progress our Local Plan to identify, protect and enhance the borough's green spaces, especially Sites of Biological Importance.
- Implement a Clean Air Zone as part of the GM Clean Air Plan, tackling air pollution across the borough.
- Support the development of Active Environments, reducing inactivity and increasing engagement in physical activity and sport.
- Identify land where remembrance and reflection trees could be planted to commemorate the people who have died during the pandemic. These will be established in six parks, with one in each district.
- Create cleaner environments for people to enjoy, reducing fly-tipping and improving rates of recycling.

2. Build a greener economy that reduces Oldham's carbon footprint

- Champion the Northern Roots project, helping local communities get involved in the green economy through growing and enterprise.
- Develop plans for a new District Heat Network which will use renewable heat from disused mines underneath the town centre.
- Start to deliver the Green Homes Grant Local Authority Delivery Scheme in private sector and social housing to improve energy efficiency, reduce fuel poverty and create new green jobs.
- Develop sustainable / green energy plans for corporate assets, and encourage growth in Oldham's low-carbon and environmental goods and services sector, encouraging local investment in infrastructure that supports the green economy.
- Reduce emissions by improving our ICT technology, supporting the ability to work from different places.
- Engage young people with planning for the borough's carbon neutral future, in line with the UN Conference on Climate Change.

3. Reduce carbon emissions from transport and increase cycling, walking and public transport use

- Improve walking and cycling routes in Oldham and continue to deliver the Bee Network.
- Implement a campaign to promote active travel including to schools, residents and workplaces.
- Work with partners to improve the public transport offer in Oldham.
- Facilitate and accelerate the shift to electric vehicles by expanding the public Electric Vehicle charging network.

Creating and Protecting Jobs and Supporting Businesses – The Context

- Unemployment in Oldham has doubled (+98%) over the last 12 months, to a current total of 13,655 claimants, to levels significantly above those seen at the peak of the last recession in 2009. This is broadly in line with GM (+105%), but lower than England rate (125%).
- Over the same period Oldham's monthly youth Claimant Count has increased by 117%, similar to GM (113%) but lower than England (133%).
- Increases to unemployment have hit more traditional deprived areas to a greater extent, rather than being spread proportionally across the borough. Social housing estates seem to have impacted the most, especially the isolated social housing estates such as Holts and Sholver.
- The Office for Budget Responsibility (OBR) are projecting that unemployment will continue to rise nationally until June 2021, and won't start to show a decrease until around September 2021. As Oldham's economy is less resilient (as shown during the previous recession) the recovery is likely to start and finish later.

Since March 2020, Oldham has provided more than £52M in grants to local businesses.

Data from the GMCA suggests footfall in town centres across GM has decreased by between 45-71% compared to last year. The consequences of hotel, pub and restaurant closures have been widespread and severe. The breadth of impact on the industry has made initial attempts to quantify the economic impact on the sector infeasible.

Creating and Protecting Jobs and Supporting Businesses – over the next twelve months we will:

1. Support businesses to get back on their feet

- Support the safe reopening of local businesses, building consumer confidence and encouraging residents back to the high street.
- Continue to promote Oldham as a place to live, to do business and to visit through our Creating a Better Place strategic framework, Town Centre Vision and Town Deal Investment Plan.
- Work with local businesses to capitalise on opportunities to sell more goods and services locally, and encourage commitment from the public and private sector to procure more locally and to support local innovation.
- Support businesses to survive and thrive through refocused business events and training in digital skills.
- Provide free business start-up support to kick-start new businesses in to life at pace.
- Provide targeted support to markets and market traders, helping them to access new markets.

2. Help people back into work or retrain for new careers

- Ensure responsive employment support for newly-unemployed, under-employed and those facing redundancy including disadvantaged groups and communities, especially young people have been disproportionately affected by the pandemic economically.
- Target provision at identified groups disproportionately impacted by COVID-19 e.g. young people, BAME, and those already disadvantaged in the Labour Market, in particular residents with disabilities.
- Ensure everyone has access to opportunities to upskill and reskill, adapting the skills provision so that it meets the changing needs of businesses and the aspirations of individuals, reflecting our Education and Skills offer.
- Prioritise entry level jobs across Team Oldham as a step to enable young people enter public service.
- Provide access to the Oldham Pledge to all Oldham's children and young people, helping them develop skills so they are life ready, school ready and work ready.

3. Creating the conditions for inclusive growth and a thriving town centre

- Encourage businesses to develop and use green processes and actively encourage green industries to establish in the borough.
- Create the conditions that will deliver a more inclusive, zero-carbon economy by investing in transport infrastructure, digital infrastructure and the environment.
- Develop and begin to implement the new Cultural Strategy and develop plans for a new performance space for the borough.
- Increase council spending with local businesses, and those who create local jobs.

Prioritising Education and Skills – The Context

- Compared to the UK as a whole, the North East and the North West of England both have a higher proportion of employment in ‘shutdown sectors’, such as retail and manufacturing.
- Research by the Institute for Student Employers (ISE) suggested that all types of entry-level roles have been reduced by 23% in 2020.
- Employers are also seeking 32% fewer entrants on apprentice or school leaver programmes than originally planned for this year (2021).
- Youth Unemployment in Oldham stands at 14.4% This is the highest rate across Greater Manchester and higher than the national rate of 9.0%.
- The effects of school closures and the lockdown in response to the COVID-19 pandemic has been particularly detrimental for the most disadvantaged groups in society, including vulnerable children and young people.
- To end of term December 2020, around 33,200 pupils have been affected by bubble closures. Over 855 bubbles have closed in total. Only 3 schools have not had a bubble closure.
- Recent figures from an online survey of 4,000 parents in England by the Institute of Fiscal Studies carried out between April and May shows that children from better-off households are spending 30% more time each day on educational activities than are children from the poorest fifth of households.
- Without the right support the economic and educational inequality for young people will be wider than ever. Many will struggle to find work, those in work will struggle to climb the income ladder and it will be even more difficult for young people to fulfil their aspirations regardless of their background.
- The First 1001 Days is the time between conception and age two. It is the period when brain development is at its peak growth period. It is a crucial period for young children’s learning, especially making relationships and language learning.

Prioritising Education and Skills – over the next twelve months we will:

1. Ensure school and college leavers move on to education, employment and training

- Work across Team Oldham to promote opportunities and careers to all young people leaving full-time education, ensuring every young person in Oldham will have the support they need to get into high quality education, employment, training, or an apprenticeship.
- Increase SEND transport provision and other work to support the most vulnerable children to attend school.
- Work with partners, children, young people and their families to identify the extent of hidden harm, for example, mental health impacts that will have been experienced by some of our most vulnerable children and young people during the pandemic.

2. Work with local schools, colleges and early years settings to ensure children and young people achieve their full potential

- Ensure all children and young people in Oldham have an equal opportunity to thrive within their families and communities; and those at risk of marginalisation, exclusion and underachievement are protected and supported.
- Support schools to develop their digital and remote learning strategies so that high quality provision is available everywhere.
- Support schools to maintain resilience and capacity to meet the changing demands through the waves of the pandemic and lockdowns, including forward planning on talent management and progression management.
- Support all children and young people and their parents to successfully return to education following the Covid pandemic, and feel confident and secure in doing so.
- Develop the early support and provision across Oldham schools to promote inclusion and meet SEND need in mainstream provision.
- Revise the placement sufficiency strategy in Oldham to reduce the number of children educated out of borough.

3. Enable the best start in life for our youngest children who have missed out as a result of COVID-19

- Increase take up of the 2 year old early education offer with a specific focus on targeted communities.
- Increase support to parents and families to help parents provide positive home learning experiences.
- Accelerate progress in achieving Good Level of Development (GLD) of pre-school children, reducing the gap between children in disadvantaged families and others and between boys and girls - gaps exacerbated by the impact of COVID-19.
- Launch our early years strategy to enable every child in Oldham to have the best possible start in life.

Promoting Health and Wellbeing and Supporting the Most Vulnerable – The Context

- Oldham residents overall experience poorer health than other parts of the country. Life expectancy is lower than the national average, and the proportion of the population who experience long term conditions such as high blood pressure and lung disease is significantly higher than the national average. This poorer underlying health has made Oldham particularly vulnerable to high rates of serious illness and deaths from COVID.
- The impact on the mental health on our residents is significant - with consequences of lockdown such as food insecurity, income loss, isolation and anxiety all worsening mental health outcomes.
- We have seen increases in mental health referrals from A&E and the community, and increases in mental health admissions for 34 hours and 3-5 days which are indicators of crisis.
- The physical health of our residents has also been impacted both by high COVID-19 mortality and morbidity and by the disruption to the wider health and social care system caused by the pandemic. The NHS has worked at times to capacity to manage increasing COVID-19 hospital and ICU admissions. This has had knock on impacts on the health and social care system including the disruption to non-Covid acute care across Oldham and a backlog of care across acute and primary care.
- Significant drops in A&E use, admissions for urgent conditions, and attendance rates for primary care also indicate that many residents have not been seeking the help they need. This is particularly the case for our most vulnerable residents and risks increasing the health inequalities that already exist within Oldham and causing more non-Covid deaths.
- Additionally there are also longer-term impacts on NHS and social care capacity and resilience, including the impact on a workforce that has tirelessly worked through many months of a pandemic.
- In November 2020 there was a 92% increase in IDVA referrals for high risk domestic violence. The average increase since March is 35%.
- Increase in injuries to under 2's - majority of cases were accidental injuries where wider impact of COVID-19 was a potential contributing factor, primarily linked to increased family pressure due to lockdown which lead to reduced supervision.

Promoting Health and Wellbeing and Supporting the Most Vulnerable – over the next twelve months we will:

1. Continue to contain the spread of COVID-19 in Oldham –

- Scale up testing in Oldham using new and existing technologies and increasing capacity.
- Deliver the vaccination program across Oldham, in line with JCVI Priorities, starting with the most vulnerable segments of our population.
- Proactively manage clusters of cases and outbreaks to prevent onwards transmission.

2. Work with residents and communities to improve health and wellbeing, preventing illness and premature death –

- Implement the GM Living Well at Home Strategy, supporting people to live at home as independently as possible.
- Provide mental health support that targets the whole population (including children and young people), populations at higher risk and people who need additional support, including Oldham's 23,000 unpaid carers.
- Work across the Oldham Cares system to agree a co-operative approach and response to the NHS People Plan, ensuring we have the staff and skills to support our services.
- Support recovery of leisure facilities, helping ensure residents are physically active and are able to make positive life choices.
- Increase capacity in substance misuse treatment , helping vulnerable people improve their health, rebuild relationships, find work and drive down crime and violence.
- Increase healthier behaviours, including healthy eating and physical activity, helping residents improve the quality of their lives.

3. Safeguard and supporting our most vulnerable residents –

- Continue identifying children at risk of harm and working to protect them through high quality assessment, planning and interventions.
- Ensure all young people know where and how to find support now and that there are smooth pathways between services.
- Develop the complex safeguarding offer across services to address need earlier.
- Ensure we have the right capacity and effective partnership working to improve the effectiveness of the response to domestic abuse, including through the provision of safe accommodation.
- Launch a new residential provision offer to reduce out of borough placements.
- Enabling our most vulnerable residents to be supported to retain their independence as close to home as possible by managing risk, and working with stakeholders to ensure a strength based approach where people have choice and control.
- Develop our whole system response to early intervention and prevention , which will include the role of communities and the VCSFE in promoting well-being.

Report to Cabinet

Council Performance Report March 2021

Portfolio Holder:

Councillor Jean Stretton, Corporate Services

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: 21 June 2021

Reason for Decision

The purpose of this report is to allow:

- The review of Council Performance for March 2021
- 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 2019) **237,110** 

Male 49.3% Female 50.7%

Aged 0-15 22.5% Aged 16-64 61.3% Aged 65+ 16.2%

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**

71.1% Employment Rate
12.2% Out of Work Benefits
10.0% Unemployment
5.7% ESA Benefits

CACI 2019/DWP 2019/Nomis 2020



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

56.9% 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

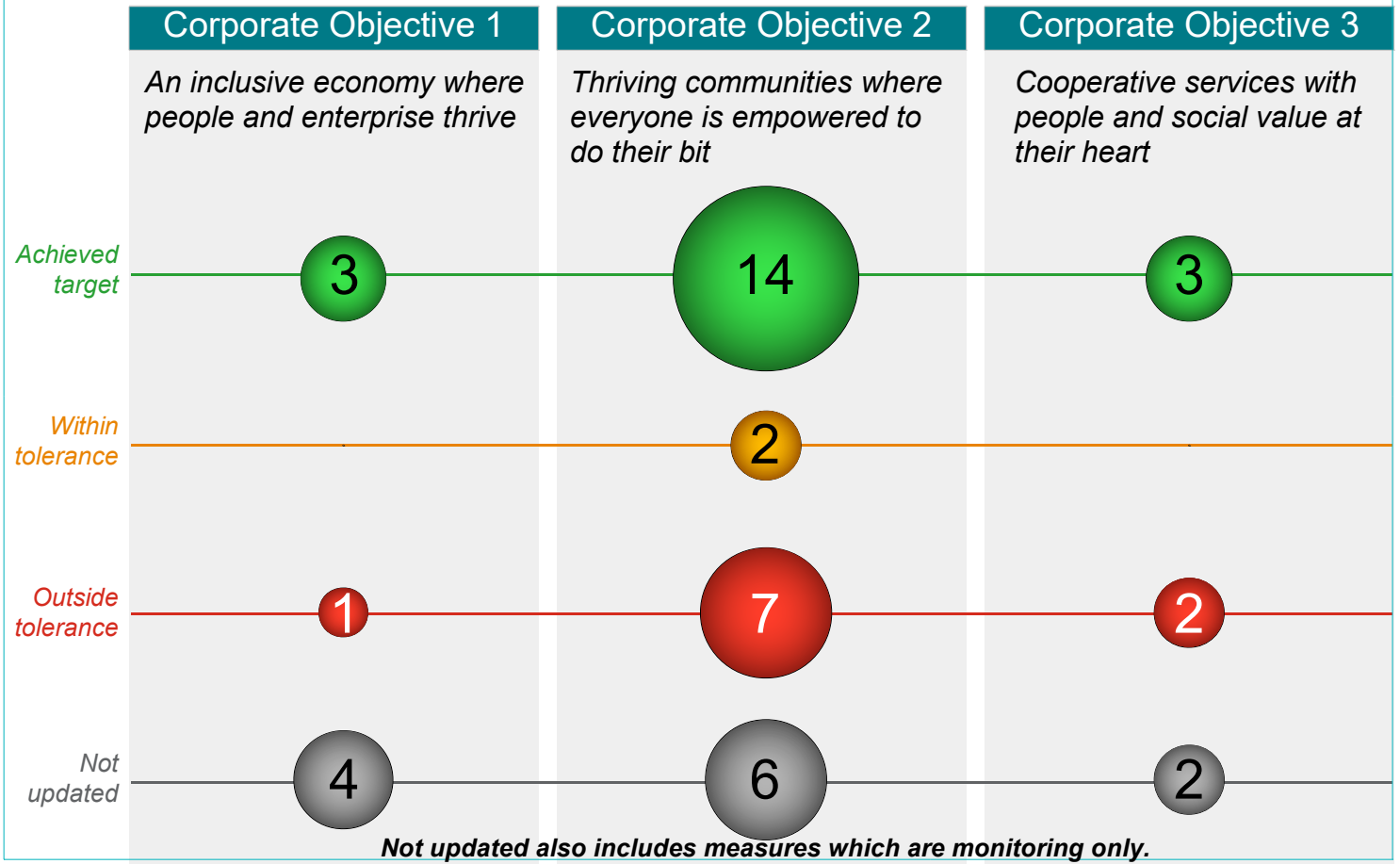
Satisfied with Local Area **71%** 

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

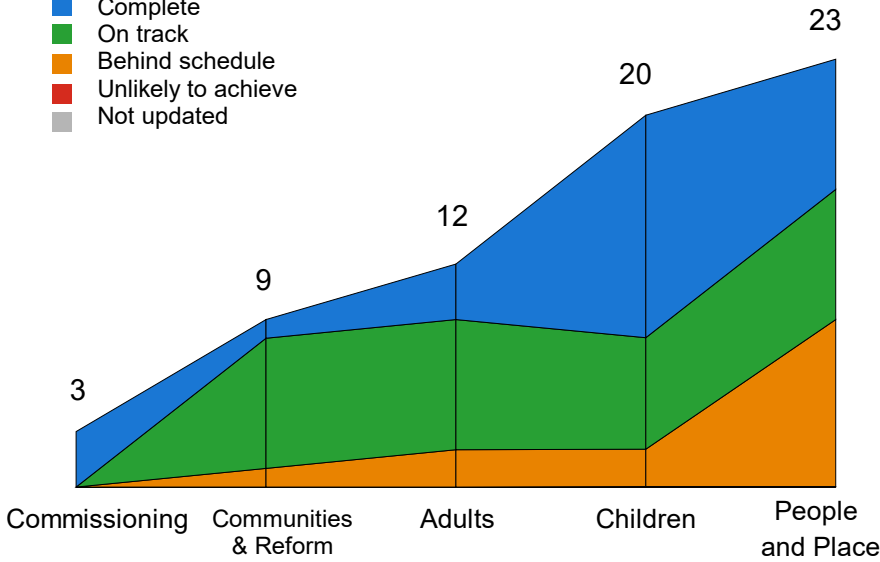
Details in Appendices I and II



Action Summary

Details in Appendix III

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



Comment

As anticipated, performance in 2021 has continued to be affected by Covid-19. Ongoing restrictions have impacted on the achievement of a number of performance measures. Whilst this was expected, a decision was made to continue to report against measures to demonstrate both the impact and challenges the pandemic has had locally. A Covid Recovery Strategy has been developed, outlining the priorities to support our recovery from the pandemic and will include revised performance measures which consider our current position.

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 | 0 | 0 | 0 |
| B | 0 | 0 | 10 | 0 | 0 | 1 | 9 | 0 | 0 | 1 | 10 | 0 | 0 | 1 | 10 | 0 |
| C | 0 | 0 | 15 | 0 | 0 | 0 | 14 | 0 | 0 | 0 | 12 | 0 | 0 | 0 | 12 | 0 |
| D | 1 | 3 | 4 | 0 | 1 | 0 | 5 | 0 | 1 | 0 | 5 | 0 | 0 | 0 | 3 | 0 |
| E | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Impact

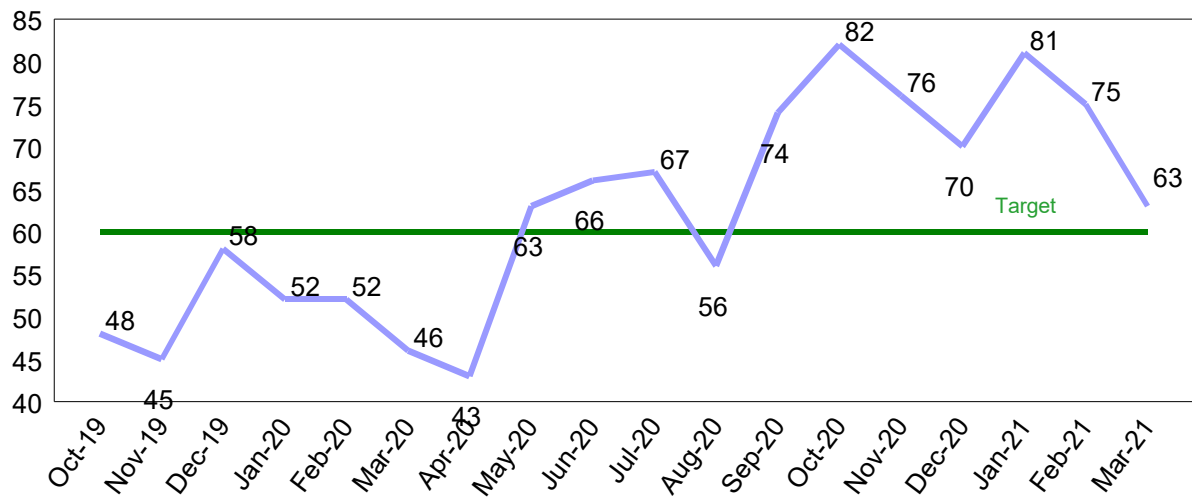
- I Catastrophic
- II Critical
- III Marginal
- IV Negligible

Likelihood

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

RAG-rated Performance Measure Trend (March 2021)

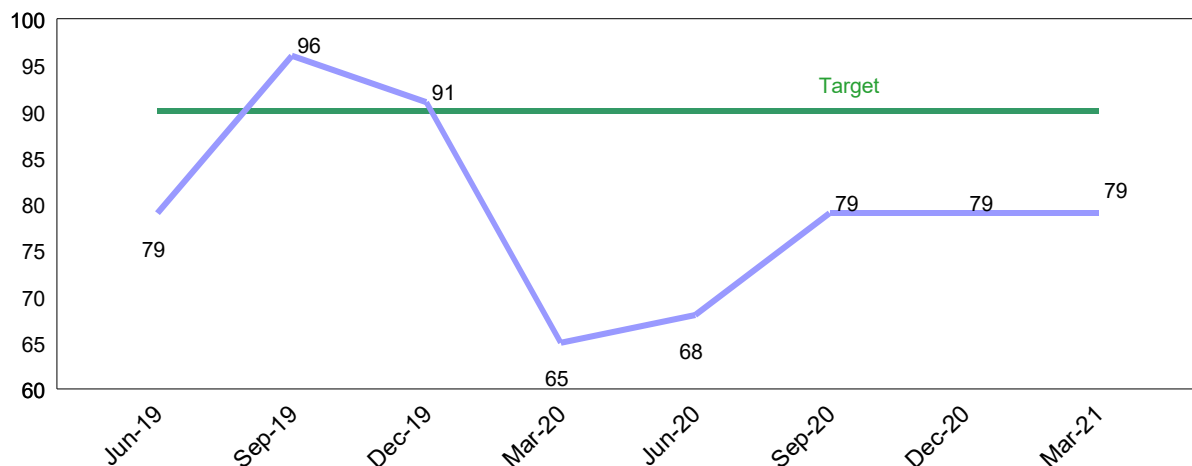
Performance Measures that achieved their target as a percentage of all reported Performance Measures. The aim is for 60% or more of the Performance Measures to have met their target.



| | Prev. Quarter (Dec 20) | This Quarter (Mar 21) |
|-----------------|---------------------------|--------------------------|
| No Update | 1 | 3 |
| > 5% off Target | 5 | 10 |
| Off Target | 4 | 2 |
| Achieved Target | 23 | 20 |

Action Trend (March 2021)

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 20) | This Quarter (Mar 21) |
|---------------------|---------------------------|--------------------------|
| No Update | 0 | 0 |
| Unlikely to achieve | 0 | 0 |
| Behind schedule | 14 | 14 |
| On track | 33 | 27 |
| Complete | 21 | 27 |

SICKNESS (year to date)



average days lost to sickness

same period previous year



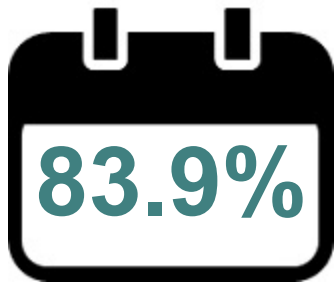
current trend



top 3 reasons

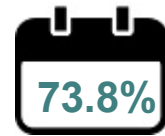
The top 3 reasons for sickness absence are Mental Health (3.13 days per FTE), Musculo-skeletal (2.16 days per FTE) and Heart and Blood related (0.5 days per FTE).

LONG TERM SICKNESS (year to date)



of days lost are due to long-term sickness

same period previous year



current trend



Long term absence is any absence longer than 20 days in duration

TOP 5 REASONS FOR LEAVING (year to date)

152

Resignation

69

Redundancy

53

End of Contract

26

Retirement

21

No reason provided

year end 2019/20

| | |
|-----------------|-----|
| Resignation | 158 |
| End of contract | 48 |
| Retirement | 35 |
| TUPE Transfer | 30 |
| Other | 18 |

SICKNESS TOP 3 DIVISIONS (year to date)

1 Adult Social Care

12.09 days per FTE

2 Economy

10.90 days per FTE

3 Environmental Management

9.00 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)

12.0%



Staff turnover

same period previous year

12.7%

current trend



TURNOVER (rolling 12 months)

100.0%

of people still in post after 12 months



same period previous year

87.0%

current trend

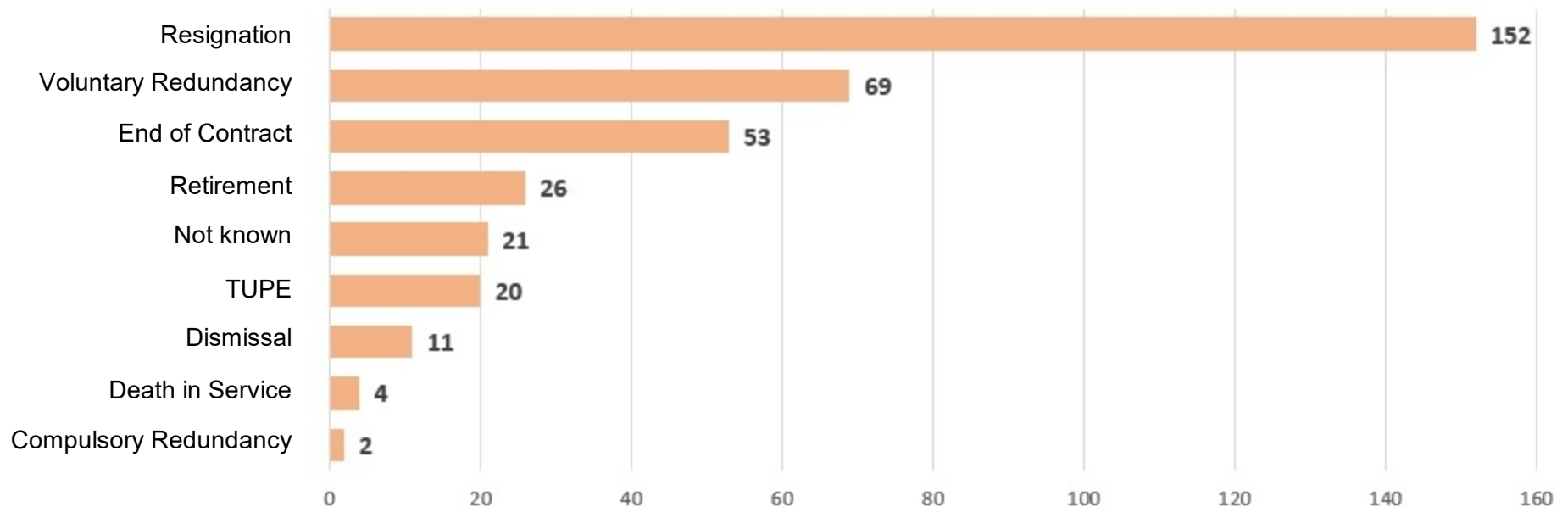


* 360 members of staff left the Council in the period from April 2020 – March 2021. This represents a turnover a rate of 11.96% which is lower than the UK average of 15% (the higher the turnover the more leavers an organisation has).

* The average length of service of leavers was 9.8 years which is significantly higher than the UK all industry average of 4.5 years.

* A significant proportion of leavers in the year 2020/21 left either through Voluntary Redundancy (VR) or Retirement (26% of all leavers). The high number of VRs follows a successful programme which ensured that the number of Compulsory Redundancies made through the budget reduction programme remained low.

2020-21 : Reason for Leaving



* 43% (152) of leavers from the Council resigned from their position.

* Whilst resignations are sometimes unavoidable and part of any healthy organisation there are a number of workstreams of the workforce strategy that will target the reduction of unwanted resignations. The workstreams include:

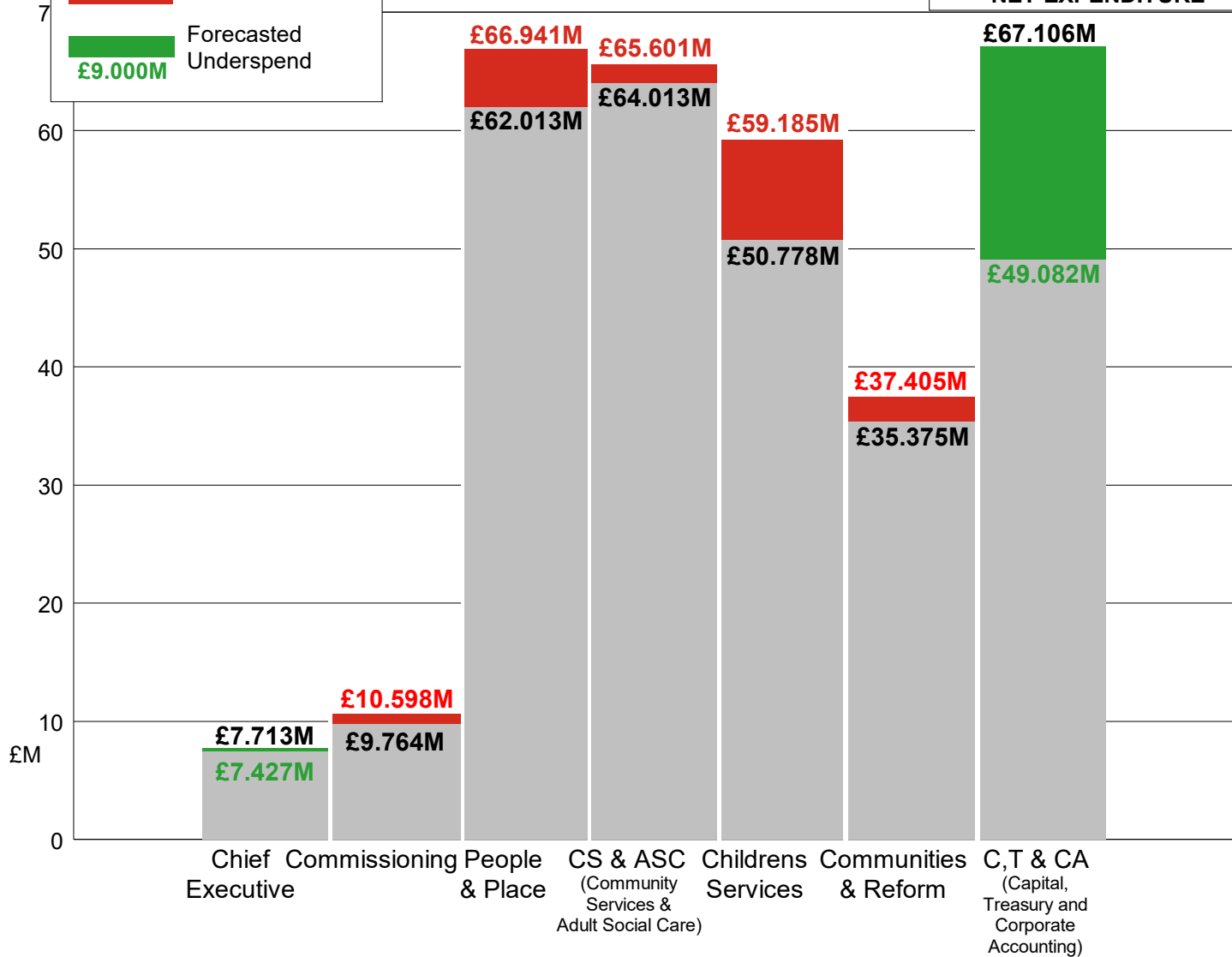
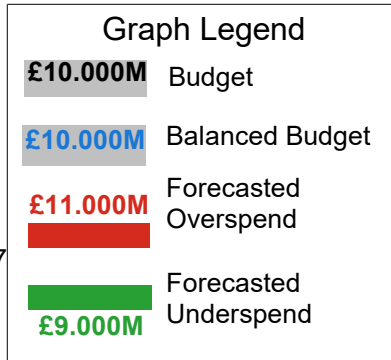
- The development of a Career Pathways and Talent Management approach to ensure all roles have clear career progression routes
- New skills and leadership development programmes to ensure all staff are supported to progress their career with the Council
- The revision of the #TeamOldham reward and benefits package to ensure we remain an attractive employer to work for
- Improving our exit interview process to better capture data on the reasons why employees leave

| Resignations: Reason for Leaving | Leavers % | Numbers | Average Length of Service |
|-------------------------------------|-----------|---------|---------------------------|
| Personal and/or Health Reasons | 31.58% | 48 | 7.0 |
| Career progression | 25.66% | 39 | 6.4 |
| Career change or retraining | 20.39% | 31 | 5.2 |
| No longer liked the role | 12.50% | 19 | 4.3 |
| Relocated | 7.24% | 11 | 4.7 |
| Improved Salary or Benefits | 2.63% | 4 | 1.6 |
| | | | 5.83 |

Budget Forecast

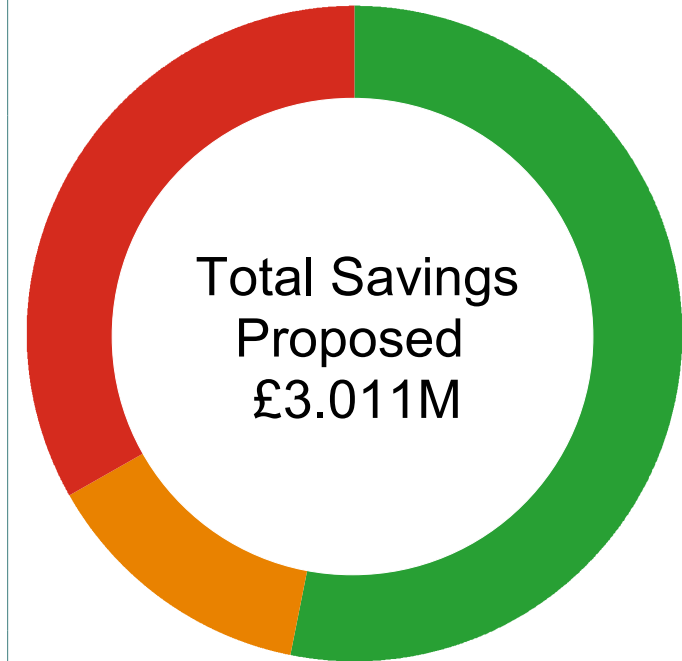
Month 9 2020/21

| Portfolio | Budget £M | Forecast £M | Variance £M |
|----------------|------------------------|----------------|----------------|
| Chief Exec | 7.713 | 7.427 | (0.286) |
| Commissioning | 9.764 | 10.598 | 0.834 |
| People & Place | 62.013 | 66.941 | 4.928 |
| CS & ASC | 64.013 | 65.601 | 1.588 |
| Childrens Svcs | 50.778 | 59.185 | 8.407 |
| Reform | 35.375 | 37.405 | 2.030 |
| C,T & CA | 67.106 | 49.082 | (18.024) |
| | 296.762 | 296.239 | -0.522 |
| | NET EXPENDITURE | | |



Approved 2020/21 Budget Reductions

Not achieved
£1.000M



Delivered
£1.600M

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
- VI Suspended Corporate Measures

Appendix I - Corporate Measure Detail

| Measure Name | Portfolio | Notes | GMCA Average | 2019/20 Year End Outturn | Previous Period | Current Month Target | Current Month Actual | Current Month Actual and Status | | |
|--|----------------|-----------|--------------|--------------------------|--|----------------------|----------------------|----------------------------------|--------|--|
| | | | | | | | | tolerance (+/- 5% of target) | LEGEND | ● on or better than target ● within tolerance ● worse than tolerance |
| START WELL : Children and Young people get the best start in life and make the most of their education | | | | | | | | | | |
| 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 | | 92.2% | (Prev Yr) ACTUAL 92.2% TARGET 92.0% | 92.0% | 93.0% | | | |
| M716(CP) Timeliness of quality EHC plans: Percentage completed within 20 weeks over 12 months | Cllr S Mushtaq | Monthly | 65.4% | 77.8% | (Prev Mth) ACTUAL 94.1% TARGET 70.0% | 70.0% | 93.6% | | | |
| M700(CP) Attendance rates in Oldham Primary and Secondary Schools | Cllr S Mushtaq | Annual | | 95.4% | (Prev Yr) ACTUAL 95.4% TARGET 95.2% | | 94.3% | MONITORING ONLY - NO TARGETS SET | | |
| M683a(CP) 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 (in month) | Cllr E Moores | Monthly | | N/A New Measure | (Prev Mth) ACTUAL 96.7% TARGET 80.0% | 80.0% | 97.8% | | | |
| M649(CP) Percentage take up of 2 year-old children benefitting from funded early education places | Cllr E Moores | Bi-Annual | | 73.0% | | 85.0% | 68.0% | | | |

| Measure Name | Portfolio | Notes | GMCA Average | 2019/20 Year End Outturn | Previous Period | Current Month Target | Current Month Actual | Current Month Actual and Status |
|--|----------------|-----------|--------------|--------------------------|--|----------------------|----------------------|---|
| M640(CP) Percent of 16 to 17 year olds who are not in education, employment or training (NEET) | Cllr S Mushtaq | Monthly | 3.4% | 3.4% | (Prev Mth) ACTUAL 3.4% | | 3.5% | MONITORING ONLY - NO TARGETS SET |
| M619a(CP) Percentage of Care Leavers aged 16-18 (post year 11) in Education, Employment or Training | Cllr E Moores | Monthly | | N/A New Measure | (Prev Mth) ACTUAL 76.0% TARGET 60.0% | 60.0% | 78.0% |  |
| M619b(CP) Percentage of Care Leavers aged 19-21 in Education, Employment or Training | Cllr E Moores | Monthly | | N/A New Measure | (Prev Mth) ACTUAL 49% TARGET 60% | 60% | 48% |  |
| M639(CP) Achieve the expected standard for the childhood immunisation programme as indicated by uptake of MMR at age 5 | Cllr Z Chauhan | Quarterly | | 96.9% | (Prev Qtr) ACTUAL 97.3% TARGET 95.0% | 95.0% | 97.3% |  |
| M655(CP) Percentage of children seen in the previous 12 months by an NHS dentist | Cllr Z Chauhan | Quarterly | | 63% | (Prev Qtr) ACTUAL 58% TARGET 60% | 60% | 32% |  |
| M656(CP) Percentage of Health Visitor mandated reviews completed within timescale | Cllr Z Chauhan | Quarterly | | 88.6% | (Prev Qtr) ACTUAL 70.8% TARGET 88.0% | 88.0% | 70.4% |  |

| Measure Name | Portfolio | Notes | GMCA Average | 2019/20 Year End Outturn | Previous Period | Current Month Target | Current Month Actual | Current Month Actual and Status |
|--|----------------|-----------|--------------|--------------------------|--|----------------------|----------------------|---|
| M738(CP) Participation of 17 year olds in education or training (counted as Year 12 year group under CCIS) | Cllr S Mushtaq | Monthly | | 95.40% | (Prev Mth) ACTUAL 94.00% TARGET 94.00% | 94.00% | 94.10% | <p>A horizontal bar chart with a scale from 0 to 100. A grey bar represents the target at 94.0%. A green dot and vertical line represent the actual performance at 94.1%.</p> |
| M941(CP) Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days) per year | Cllr E Moores | Quarterly | | 488 days | (Prev Qtr) ACTUAL 465 days TARGET 426 days | 426 days | 483 days | <p>A horizontal bar chart with a scale from 0 to 500. A grey bar represents the target at 426 days. A red dot and vertical line represent the actual performance at 483 days.</p> |

| Measure Name | Portfolio | Notes | GMCA Average | 2019/20 Year End Outturn | Previous Period | Current Month Target | Current Month Actual | Current Month Actual and Status |
|--------------|-----------|-------|--------------|--------------------------|-----------------|----------------------|----------------------|---------------------------------|
|--------------|-----------|-------|--------------|--------------------------|-----------------|----------------------|----------------------|---------------------------------|

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 | | 47.3% | (Prev Qtr) ACTUAL 50.3% TARGET 50.0% | 50.0% | 51.9% | <p>A bar chart with a horizontal axis from 0 to 60. A grey bar represents the target at 50.0%. A green dot represents the actual value at 51.9%.</p> |
| M408(CP) Total new homes built | Cllr H Roberts | Quarterly | 770 | 695 | (Prev Qtr) ACTUAL 138 TARGET 337 | 450 | 354 | <p>A bar chart with a horizontal axis from 0 to 500. A grey bar represents the target at 337. A red dot represents the actual value at 354.</p> |
| M356(CP) Number of work related opportunities created by Get Oldham Working | Cllr S Fielding | Monthly | | 8,056 | (Prev Mth) ACTUAL 9,004 | | 9,094 | MONITORING ONLY - NO TARGETS SET |
| M63(CP) Number of visitors to Gallery Oldham | Cllr B Brownridge | Quarterly | | | | | | DATA NOT AVAILABLE |
| M67(CP) Total number of e-books, e-audio books and e-magazines loaned per month | Cllr B Brownridge | Monthly | | N/A New Measure | (Prev Mth) ACTUAL 8,685 TARGET 5,600 | 5,600 | 9,388 | <p>A bar chart with a horizontal axis from 0 to 10,000. A grey bar represents the target at 5,600. A green dot represents the actual value at 9,388.</p> |
| M69(CP) Number of library visits per 1000 population. To library service points - not including web visits | Cllr B Brownridge | Monthly | | 5,183 | (Prev Mth) ACTUAL 478 | | 153 | MONITORING ONLY - NO TARGETS SET |

| Measure Name | Portfolio | Notes | GMCA Average | 2019/20 Year End Outturn | Previous Period | Current Month Target | Current Month Actual | Current Month Actual and Status |
|--|-------------------|-----------|--------------|--------------------------|--|----------------------|----------------------|---|
| M197(CP) Number of visits to OCL Leisure Centres per 1000 population | Cllr B Brownridge | Quarterly | | | | | | DATA NOT AVAILABLE |
| M256(CP) Number of life long learning enrolments | Cllr S Fielding | Monthly | | 5,176 | (Prev Mth) ACTUAL 2,116 | | 2,207 | MONITORING ONLY - NO TARGETS SET |
| M357a(CP) Number of Get Oldham Working related Job opportunities filled | Cllr S Fielding | Monthly | | 4,568 | (Prev Mth) ACTUAL 4,981 | | 5,093 | MONITORING ONLY - NO TARGETS SET |
| M409(CP) Percentage of completed homes that are affordable | Cllr H Roberts | Quarterly | 18.0% | 25.3% | (Prev Qtr) ACTUAL 26.1% TARGET 25.0% | 25.0% | 36.4% | <p>A horizontal bar chart with a scale from 0 to 40. A grey square represents the target at 25.0%. A green dot represents the actual performance at 36.4%.</p> |
| M548(CP) Proportion of adults with learning disabilities in paid employment in England | Cllr Z Chauhan | Quarterly | 5.6% | 3.05% | (Prev Qtr) ACTUAL 3.2% TARGET 4.0% | 4.0% | 3.0% | <p>A horizontal bar chart with a scale from 0.0 to 4.5. A grey square represents the target at 4.0%. A red dot represents the actual performance at 3.0%.</p> |
| M715(CP) Annual EHCP (SEND) statutory reviews completed within legal time frame | Cllr S Mushtaq | Monthly | | 49.2% | (Prev Mth) ACTUAL 97.8% TARGET 70.0% | 70.0% | 95.3% | <p>A horizontal bar chart with a scale from 0 to 100. A grey square represents the target at 70.0%. A green dot represents the actual performance at 95.3%.</p> |

| Measure Name | Portfolio | Notes | GMCA Average | 2019/20 Year End Outturn | Previous Period | Current Month Target | Current Month Actual | Current Month Actual and Status |
|--------------|-----------|-------|--------------|--------------------------|-----------------|----------------------|----------------------|---------------------------------|
|--------------|-----------|-------|--------------|--------------------------|-----------------|----------------------|----------------------|---------------------------------|

AGE WELL : Older people live fulfilling lives and form part of an engaged and resilient community

| | | | | | | | | |
|--|----------------|-----------|-------|-------|--|-------|-------|--|
| M543(CP) Number of individuals (65+) in a permanent residential or nursing placement – per 10,000 population 65+ | Cllr Z Chauhan | Monthly | | 204 | (Prev Mth) ACTUAL 176 TARGET 200 | 200 | 178 | |
| M863(CP) Percent of eligible adults aged 65+ who have received the flu vaccine | Cllr Z Chauhan | Quarterly | 75.4% | 72.8% | (Prev Qtr) ACTUAL 73.1% TARGET 75.0% | 75.0% | 73.1% | |

| Measure Name | Portfolio | Notes | GMCA Average | 2019/20 Year End Outturn | Previous Period | Current Month Target | Current Month Actual | Current Month Actual and Status |
|--------------|-----------|-------|--------------|--------------------------|-----------------|----------------------|----------------------|---------------------------------|
|--------------|-----------|-------|--------------|--------------------------|-----------------|----------------------|----------------------|---------------------------------|

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

| | | | | | | | | |
|---|-------------------|-----------------------|--------|-----------------|--|--------|--------|----------------------------------|
| M915(CP) Customer satisfaction (Contact Centre) | Cllr A Jabbar | Monthly | | 96.11% | (Prev Mth) ACTUAL 96.39% TARGET 94.00% | 94.00% | 97.97% | |
| M631a(CP) Early Help - Proportion of cases where at least one individual shows an improvement in one or more assessed scores - excluding smoking & work and skills (in mth) | Cllr A Chadderton | Monthly | | N/A New Measure | (Prev Mth) ACTUAL 83.2% TARGET 65.0% | 65.0% | 77.5% | |
| M501(CP) Percentage of Household waste sent for Reuse, Recycling or Composting | Cllr B Brownridge | Monthly | 49.65% | 43.96% | (Prev Mth) ACTUAL 41.06% | | 45.81% | MONITORING ONLY - NO TARGETS SET |
| M275(CP) Percentage of minor planning applications determined in time | Cllr H Roberts | Quarterly | | 89.9% | (Prev Qtr) ACTUAL 76.0% TARGET 80.0% | 80.0% | 85.0% | |
| M126(CP) Percentage CO2 reduction on 1990 baseline | Cllr B Brownridge | Annual 3yr in arrears | | 45% | (Prev Yr) ACTUAL 45% TARGET 41.6% | 43.2% | 44% | |
| M274(CP) Percentage of major planning applications determined in time | Cllr H Roberts | Quarterly | | 90.9% | (Prev Qtr) ACTUAL 100.0% TARGET 80.0% | 80.0% | 100.0% | |

| Measure Name | Portfolio | Notes | GMCA Average | 2019/20 Year End Outturn | Previous Period | Current Month Target | Current Month Actual | Current Month Actual and Status |
|---|-------------------|---------|--------------|--------------------------|--|----------------------|----------------------|---------------------------------|
| M333(CP) Percentage Council spend in Oldham | Cllr A Jabbar | Monthly | | 57.00% | (Prev Mth) ACTUAL 50.70% TARGET 55.00% | 55.00% | 52.50% | |
| M493(CP) Streets and grounds inspection issues | Cllr B Brownridge | Monthly | | 14% | (Prev Mth) ACTUAL 12% TARGET 21% | 21% | 17% | |
| M890(CP) Highways: Classified Network Surface Condition (Percentage of principal roads requiring maintenance) | Cllr B Brownridge | Annual | | 4.7% | (Prev Yr) ACTUAL 4.7% TARGET 4.0% | 4.0% | | DATA NOT AVAILABLE |

| Measure Name | Portfolio | Notes | GMCA Average | 2019/20 Year End Outturn | Previous Period | Current Month Target | Current Month Actual | Current Month Actual and Status |
|--------------|-----------|-------|--------------|--------------------------|-----------------|----------------------|----------------------|---------------------------------|
|--------------|-----------|-------|--------------|--------------------------|-----------------|----------------------|----------------------|---------------------------------|

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

| | | | | | | | | |
|---|-------------------|-----------|-----------|--------------------|---|-----------|----------|----------------------------------|
| S202(CP) Council Sickness Absence | Cllr A Chadderton | Monthly | 10.0 days | 11.3 days | (Prev Mth) ACTUAL 6.9 days TARGET 10.5 days | 11.3 days | 7.8 days | |
| M664a(CP) Percentage of referrals which are repeat referrals to Children's Social Care (in month) | Cllr E Moores | Monthly | | N/A New Measure | (Prev Mth) ACTUAL 28.6% TARGET 21.0% | 21.0% | 22.5% | |
| M340(CP) Percent of Internal Audit Opinions resulting in Weak, Inadequate, Limited Assurance | Cllr A Jabbar | Quarterly | | 11% | (Prev Qtr) ACTUAL 10% TARGET 15% | 15% | 14% | |
| M365(CP) Percentage of Council annual apprentice levy distributed to employers and apprenticeship training agencies within Oldham | Cllr A Chadderton | Quarterly | | 43.7% | (Prev Qtr) ACTUAL 16.2% TARGET 7.0% | 13.0% | 12.2% | |
| M682a(CP) Children's Social Care – Percentage of completed assessments to timescale (in month) | Cllr E Moores | Monthly | | N/A New Measure | (Prev Mth) ACTUAL 85.6% TARGET 80.0% | 80.0% | 94.0% | |
| S357(CP) Percentage of council tax in year collected of the total owed (cumulative) | Cllr A Jabbar | Monthly | 95.03% | 94.05% | (Prev Mth) ACTUAL 91.55% | | 93.29% | MONITORING ONLY - NO TARGETS SET |

| Measure Name | Portfolio | Notes | GMCA Average | 2019/20 Year End Outturn | Previous Period | Current Month Target | Current Month Actual | Current Month Actual and Status |
|--|---------------|---------|--------------|--------------------------|--|----------------------|----------------------|----------------------------------|
| S368(CP) Percentage of national non domestic rates (NNDR) collected in year as a % of the total owed | Cllr A Jabbar | Monthly | 96.73% | 96.18% | (Prev Mth) ACTUAL 86.80% | | 90.48% | MONITORING ONLY - NO TARGETS SET |
| S370(CP) Average time taken to process Council Tax Reduction (new claims and change events) | Cllr A Jabbar | Monthly | | N/A New Measure | (Prev Mth) ACTUAL 27 days TARGET 15 days | 15 days | 20 days | |

Appendix II - Corporate Plan Actions Detail

| Ref | Actions | | Action Updater | Cabinet Member | Date Comments Reviewed | Due Date | Forecasted Completion Date | Comments | Action Owner | Director Approve Date |
|--|---|------------------|----------------|----------------|------------------------|-----------|--|--------------|--------------|-----------------------|
| | Complete | Behind Schedule | | | | | | | | |
| 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 | Charlotte Walker | Cllr Z Chauhan | 13/4/2021 | 31/3/2020 | 31/3/2021 | The scheme started in August 2020 and runs for a period of three years. | Mark Warren | 15/4/2021 | |
| DC100 | Support Oldham Education Partnership Board in prioritising all the recommendations of Education & Skills Commission | Tony Shepherd | Cllr S Mushtaq | 1/10/2020 | 31/3/2020 | 31/8/2020 | All of the work of the Oldham Education Partnership (OEP), Local Authority and Opportunity Area was 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 OEP has now ended at the end of the four years and the work is continued through Oldham Learning. | Gerard Jones | 20/10/2020 | |
| DC101 | Focus on raising standards in reading writing, maths and phonics to level up educational outcomes at the end of all key stages | Tony Shepherd | Cllr S Mushtaq | 1/10/2020 | 31/3/2020 | 30/9/2020 | 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. Work in this area has now moved to Oldham Learning. | Gerard Jones | 14/1/2021 | |

| Ref | Actions | Action Updater | Cabinet Member | Date Comments Reviewed | Due Date | Forecasted Completion Date | Comments | Action Owner | Director Approve Date |
|-------|--|----------------|-----------------|------------------------|-----------|----------------------------|---|--------------|-----------------------|
| DC105 | Invest £37 million in new primary and secondary school facilities in order to meet demands on projected pupil need. | Andy Collinge | Cllr S Mushtaq | 13/4/2021 | 31/3/2020 | 1/4/2024 | A comprehensive programme of investment in additional school places continues at pace and further plans are being formulated to enhance the offer to parents and meet our statutory obligations to provide sufficient school places and offer parents a choice of good school places. | Gerard Jones | 30/4/2021 |
| DC111 | Ensure all children are school ready when they are due to start school | Paula Healey | Cllr E Moores | 19/4/2021 | 31/3/2020 | 30/9/2020 | Completion of the EYFS Profile assessment in 2021 isn't mandatory. Schools have been asked to make 'best endeavours' to undertake. The LA is working with schools to consider options for the collection of data. Any data collected should be treated with caution. Evidencing Oldham's continuing trajectory in outcomes in the EYFS profile is unlikely. | Gerard Jones | 30/4/2021 |
| DC155 | Get Oldham Working to engage with 6,000 residents and fill 5,000 new employment-related opportunities by 2020 | Jon Bloor | Cllr S Fielding | 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 Fielding | 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 |

| Ref | Actions | Action Updater | Cabinet Member | Date Comments Reviewed | Due Date | Forecasted Completion Date | Comments | Action Owner | Director Approve Date |
|-------|--|----------------|-----------------|------------------------|-----------|----------------------------|--|--------------|-----------------------|
| DC157 | Fight for a Fair Employment borough, and lead the way as a GM Good Employment Charter member | Jon Bloor | Cllr S Fielding | 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 |
| DC191 | Explore options to support parents as co-educators, strengthening the partnership between council, schools and parents | Tony Shepherd | Cllr S Mushtaq | 7/7/2020 | 31/3/2020 | 30/6/2020 | Engagement through PCF, POINT and updates to the Local Offer. Co-production with partners has, and will continue to take place into the future as part of the SEND Strategy. | Gerard Jones | 22/7/2020 |
| DC193 | Improve support for schools recruiting governors, particularly from underrepresented communities | Andy Collinge | Cllr S Mushtaq | 13/4/2021 | 31/3/2020 | 1/4/2021 | We continue to look at innovative ways to widen uptake of Governor vacancies across all communities in Oldham. | Gerard Jones | 30/4/2021 |
| 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. | Tony Shepherd | Cllr S Mushtaq | 19/4/2021 | 31/3/2022 | 30/9/2022 | Additional places completed in 2020 at Crompton House (rated Good) and new school opened at Leesbrook (no judgement). Additional places planned for North Chadderton and a new Blue Coat 2 school in 2022 are on track. | Gerard Jones | 30/4/2021 |
| DC195 | Oldham to match the national level of school readiness by 2021 through supporting best practice in early family learning support programmes | Paula Healey | Cllr S Mushtaq | 9/10/2020 | 31/3/2021 | 31/7/2021 | Given the current COVID-19 situation no EYFSP data will be available nationally or locally for 2020. Work continues to ensure children are school ready through a range of support programmes and will be monitored through the new EYs partnership. Future updates around school readiness will continue to be provided in DC111. | Gerard Jones | 20/10/2020 |

| Ref | Actions | Action Updater | Cabinet Member | Date Comments Reviewed | Due Date | Forecasted Completion Date | Comments | Action Owner | Director Approve Date |
|-------|---|------------------|-------------------|------------------------|-----------|----------------------------|--|----------------|-----------------------|
| 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. | Natalie Williams | Cllr S Mushtaq | 19/4/2021 | 31/3/2021 | 31/3/2021 | We cannot measure this & compare to national, the whole school approach work undertaken by the MW team with school leads has had significant impact of increasing confidence of staff & pupils around MH at a universal level. Interventions have increased to prevent the escalation to targeted services. MHST is being mobilised to support low level intervention. | Gerard Jones | 30/4/2021 |
| DC197 | Promote the Children's Champions scheme so that every child looked after has a champion to support them | Elaine Devaney | Cllr E Moores | 11/1/2021 | 31/3/2020 | 31/3/2021 | We have maintained the number of Children in Care and Care Leavers with a Children's Champion throughout the Covid-19 pandemic. At the recent Ofsted focused visit, the Children in Care Council shared with the inspector that they really value the support from Children Champions, and this is a development that they are proud of. | Gerard Jones | 14/1/2021 |
| DC198 | Explore the options to provide free prescriptions to all children looked after and care leavers under 25 | Elaine Devaney | Cllr E Moores | 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 |
| DE117 | Improve security at bus stations, metrolink stops and car parks | Carol Brown | Cllr B Brownridge | 14/4/2021 | 31/3/2020 | 31/3/2021 | Appropriate interventions requested through TfGM as the responsible authority. | Helen Lockwood | 15/4/2021 |

| Ref | Actions | Action Updater | Cabinet Member | Date Comments Reviewed | Due Date | Forecasted Completion Date | Comments | Action Owner | Director Approve Date |
|-------|---|-----------------|-------------------|------------------------|-----------|----------------------------|---|----------------|-----------------------|
| 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 | 9/4/2021 | 31/3/2020 | 30/9/2020 | Greaves sale completed, and fully refurbished and will open shortly once lockdown eases. All schemes in Lees, Shaw and Failsworth have been completed and paid out. Royton scheme still open but not actively promoted, due to Covid-19. Relaunch planned for April 2021 with new leaflet drop. | Helen Lockwood | 15/4/2021 |
| 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 | 9/4/2021 | 31/3/2021 | 31/3/2021 | The remaining nine GM districts sought approval to prepare 'Places for Everyone – a joint development plan document' and establish a new joint committee to delegate Places for Everyone to. The timetable for preparation of Places for Everyone will be agreed at the first meeting. | Helen Lockwood | 15/4/2021 |
| DE148 | Maintain our 24-hour road repair promise for priority routes and invest in our secondary routes and highways | Gordon Anderson | Cllr B Brownridge | 15/4/2021 | 31/3/2020 | 31/3/2021 | Work is underway to progress the third year of the three year £12m Highways Investment Programme on both the priority routes and secondary routes and monitor the condition of the network via an Annual Engineers inspection. | Helen Lockwood | 15/4/2021 |
| 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 | 5/1/2021 | 31/3/2020 | 30/9/2020 | Completed | Helen Lockwood | 12/1/2021 |

| Ref | Actions | Action Updater | Cabinet Member | Date Comments Reviewed | Due Date | Forecasted Completion Date | Comments | 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 | 7/10/2020 | 31/3/2021 | 31/3/2021 | | Helen Lockwood | 20/10/2020 |
| DE172 | Develop and deliver the transformation of Oldham Mumps (Princes Gate) area | Emma Barton | Cllr S Fielding | 9/4/2021 | 31/3/2021 | 31/3/2021 | Lidl-discussions continue in light of Travelodge administration. The Old Bank– disposal progressing. Site C now linked to future town centre heating project for this location. | Helen Lockwood | 15/4/2021 |
| 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 | 9/4/2021 | 31/3/2020 | 30/6/2020 | Work around the potential relocation of the market and office accommodation within Spindles continues. Further design development is underway on the linear park. Final confirmation of the outcome of the Towns Fund bid is still awaited. | Helen Lockwood | 15/4/2021 |
| 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 | 9/4/2021 | 31/3/2020 | 30/6/2020 | The Council is in advanced discussions to appoint an operator for the Egyptian Room food hall. Fit-out works could start in June. The GMCA is exploring a night-time event (indie festival for new music). | Helen Lockwood | 15/4/2021 |
| DE187 | Double the number of co-operative enterprises active in the borough | Emma Barton | Cllr S Fielding | 9/4/2021 | 31/3/2020 | 30/6/2020 | Work is on-going to support the Oldham In Place Partnership LAP application. We are currently working with the team leading it to find them a town centre location that will act as a one-stop-shop for social enterprise support. | Helen Lockwood | 15/4/2021 |
| DE190 | Identify sites for public water fountains to support our green agenda | Gail Aspinall | Cllr B Brownridge | 9/4/2021 | 31/3/2020 | 30/6/2020 | This action is closed as the project is not going ahead. | Helen Lockwood | 15/4/2021 |

| Ref | Actions | Action Updater | Cabinet Member | Date Comments Reviewed | Due Date | Forecasted Completion Date | Comments | Action Owner | Director Approve Date |
|-------|---|------------------|-------------------|------------------------|-----------|----------------------------|---|-------------------|-----------------------|
| DE191 | Extend our free weekend car parking pledge (up to 3 hours) with unlimited free parking on weekdays after 3pm. | Emma Barton | Cllr B Brownridge | 5/1/2021 | 31/3/2020 | 30/6/2020 | Completed | Helen Lockwood | 12/1/2021 |
| 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 | 6/4/2021 | 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. Work paused due to Covid-19. | Rebekah Sutcliffe | 12/4/2021 |
| DP414 | Create a programme of events and activities to tackle social isolation and increase access to culture | Katrina Stephens | Cllr Z Chauhan | 6/4/2021 | 31/3/2020 | 30/6/2020 | Audio-Described & BSL tours and activities at Gallery Oldham on-going. The Unexpected activity programme engaging older people with history collections. Libraries of Sanctuary programme on-going. Reading Friends which targeted older social isolated people now includes younger LGBT groups. Autism & dementia friendly activities. Work paused due to Covid-19. | Rebekah Sutcliffe | 12/4/2021 |
| DP415 | Develop the Local Cultural Education Partnerships | Katrina Stephens | Cllr B Brownridge | 6/4/2021 | 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. Work paused due to Covid-19. | Rebekah Sutcliffe | 12/4/2021 |

| Ref | Actions | Action Updater | Cabinet Member | Date Comments Reviewed | Due Date | Forecasted Completion Date | Comments | Action Owner | Director Approve Date |
|---|---|-------------------|----------------|------------------------|------------|----------------------------|---|--------------|-----------------------|
| 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 | Charlotte Walker | Cllr Z Chauhan | 11/1/2021 | 31/3/2020 | 31/12/2020 | All 10 GM Learning Disabilities priorities are embedded in the Local LD strategy. This is ongoing work and forms part of the workplan and the local Learning Disabilities strategy in Oldham. We are in the process of collating and cross referencing GM LD Delivery Board post Covid expectations to align locally. | Mark Warren | 19/1/2021 |
| 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 | 12/4/2021 | 31/12/2019 | 31/3/2022 | This continues as an ongoing area of work that requires ongoing monitoring of legislation and statutory guidance impacting on the work of community health & social care. In 2021 a number of significant changes are to be implemented across health & social including the health & care white paper, ASC green paper, MH reform & Integrated Care Systems. | Mark Warren | 15/4/2021 |
| 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 | Hayley Eccles | Cllr Z Chauhan | 13/4/2021 | 31/3/2021 | 31/3/2021 | BIA training now completed and refresher training completed. Focus work to be commenced in implementing LPS transition. MCA training to commence in mental health services. | Mark Warren | 15/4/2021 |
| 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 | 15/7/2020 |

| Ref | Actions | Action Updater | Cabinet Member | Date Comments Reviewed | Due Date | Forecasted Completion Date | Comments | Action Owner | Director Approve Date |
|-------|---|----------------|----------------|------------------------|-----------|----------------------------|--|--------------|-----------------------|
| DA123 | OMBC to continue to take a lead GM role in the GM transformation agenda, working across the core features of the GM ASC Transformation model (which includes supporting people to live independent lives for longer in their own homes) | David Garner | Cllr Z Chauhan | 12/4/2021 | 31/3/2020 | 31/3/2022 | 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. This will remain a key area of work throughout 2021-22 with significant activity relating to health & social care across GM. | Mark Warren | 15/4/2021 |
| 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 | 15/4/2021 | 31/3/2020 | 31/3/2021 | Priorities continue to be developed and remain at multiple stages of implementation. This forms a key part of the C-19 recovery planning and CHASC business plan. This is an ongoing priority for CHASC with a focus on the ongoing development of the integrated approach to health and social care both locally and as we respond to a range of national policies incl | Mark Warren | 15/4/2021 |
| DC167 | Deliver on the corporate parenting strategy to significantly improve the life chances of every child in Oldham's care. | Elaine Devaney | Cllr E Moores | 15/4/2021 | 31/3/2022 | 31/3/2022 | A recently established Multi-agency Planning and Support Panel (MaPaS) comprising of education, health and social care is identifying and putting in place packages of support for Children Looked After identified as requiring additional support with their education and children and young people whose education has been significantly impacted by COVID | Gerard Jones | 30/4/2021 |

| Ref | Actions | Action Updater | Cabinet Member | Date Comments Reviewed | Due Date | Forecasted Completion Date | Comments | Action Owner | Director Approve Date |
|-------|---|-------------------|-------------------|------------------------|-----------|----------------------------|---|--------------|-----------------------|
| 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 | 20/4/2021 | 31/3/2020 | 31/3/2021 | Schools and settings closed on 23 March 2020 owing to Covid-19. Alternative model for FSM feeding is in place locally and nationally. The government has announced a package of support for pupils in receipt of FSM during summer holidays and schools are engaged with the implementation of this. A report will go to Portfolio in due course re: breakfast clubs. | Gerard Jones | 30/4/2021 |
| 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 E Moores | 11/1/2021 | 31/3/2020 | 31/3/2021 | 59% of Children in Care are placed with Oldham Fostering Service. 66% of children placed out of borough are with our own foster carers, placed with parents or in pre-adoptive placements which remains strong. Within the Oldham Regional Adoption Agency children are matched in suitable placements that are stable and well supported by us. | Gerard Jones | 14/1/2021 |

| Ref | Actions | Action Updater | Cabinet Member | Date Comments Reviewed | Due Date | Forecasted Completion Date | Comments | Action Owner | Director Approve Date |
|-------|---|----------------|-------------------|------------------------|-----------|----------------------------|--|----------------|-----------------------|
| DC200 | Continue to work to ensure that all our Children Looked After are placed in the borough | Elaine Devaney | Cllr E Moores | 15/4/2021 | 31/3/2021 | 31/3/2021 | Children Looked After are placed within Oldham residential and fostering provision where safe to do so. Regular reviews of out of borough placements remains a priority for the service. To improve placement stability we have reviewed our residential offer and developed our Sufficiency Strategy to meet future needs so children can remain close to Oldham. | Gerard Jones | 30/4/2021 |
| DE124 | Deliver pipeline of 1,000 new homes across the borough – with a range of high quality affordable and aspirational housing | Emma Barton | Cllr H Roberts | 9/4/2021 | 31/3/2022 | 31/3/2022 | Successful Brownfield Land Fund allocation for grant to deliver 513 homes at Southlink, Derker and Crossbank. Delivery Strategy commissioned for 12 council owned sites with capacity for 1200 homes. Over 200 new affordable homes set for completion in 2021/2. | Helen Lockwood | 15/4/2021 |
| DE126 | Commit to preserving and enhancing the quality of our environment. Prosecuting fly tippers and people who drop litter | Carol Brown | Cllr B Brownridge | 14/4/2021 | 31/3/2020 | 31/3/2021 | Enforcement work reacting to service requests continues and area cleaning is directed to cover hotspots. | Helen Lockwood | 15/4/2021 |
| DE132 | Review, adopt and implement a new Oldham Housing Strategy 2019 | Emma Barton | Cllr H Roberts | 9/4/2021 | 31/3/2022 | 31/3/2022 | New Homelessness Pledges agreed with OSHP centred around four themes of financial inclusion; a corporate commitment to care leavers; preventing and responding to domestic abuse; and tenancy support. Primrose Bank completed and homes now occupied. SI's being commissioned for HRA sites. | Helen Lockwood | 15/4/2021 |

| Ref | Actions | Action Updater | Cabinet Member | Date Comments Reviewed | Due Date | Forecasted Completion Date | Comments | Action Owner | Director Approve Date |
|-------|---|----------------|-------------------|------------------------|-----------|----------------------------|---|----------------|-----------------------|
| DE140 | Local Plan Review (Issues and Options) | Emma Barton | Cllr H Roberts | 9/4/2021 | 31/3/2021 | 31/3/2021 | Consultation on Issues and Options is scheduled for summer 2021. A revised Local Scheme will be prepared, incorporating an amended timetable for the Local Plan, once the timetable for Places for Everyone has been agreed (see above). | Helen Lockwood | 15/4/2021 |
| DE144 | Develop a joint programme of works to improve Air Quality across the Borough and Greater Manchester area | Carol Brown | Cllr B Brownridge | 14/4/2021 | 31/3/2020 | 31/3/2021 | Consultation response currently being analysed and impact on the original business case assessed. Final response to be submitted summer 2021 to Government for Clean Air Zone. | Helen Lockwood | 15/4/2021 |
| DE169 | Improving Private Rented Sector standards | Emma Barton | Cllr H Roberts | 9/4/2021 | 31/3/2022 | 31/3/2022 | The Empty Homes Pilot delivered 3 refurbished properties. Conversations have been had with HE to renew the scheme and bid for more funding, this is being taken forward HE reps. The Bond Scheme continues to work with Landlords. A PRS Group has also been set up, chaired by Cllr Roberts to introduce a Tenants Charter and other PRS intervention after elections. | Helen Lockwood | 15/4/2021 |
| DE188 | Establish the Oldham Code, setting our expectations for the quality of new homes | Emma Barton | Cllr S Fielding | 9/4/2021 | 31/3/2020 | 30/6/2020 | Consultation on Issues and Options is scheduled for summer 2021. A revised Local Scheme will be prepared, incorporating an amended timetable for the Local Plan, once the timetable for Places for Everyone has been agreed (see above). | Helen Lockwood | 15/4/2021 |
| 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 | 20/10/2020 |

| Ref | Actions | Action Updater | Cabinet Member | Date Comments Reviewed | Due Date | Forecasted Completion Date | Comments | Action Owner | Director Approve Date |
|-------|---|--------------------|-------------------|------------------------|-----------|----------------------------|---|-------------------|-----------------------|
| 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 B Brownridge | 14/4/2021 | 31/3/2020 | 31/3/2021 | Work to support cleaner air around schools and the appropriate use of legislation is currently underway. | Helen Lockwood | 15/4/2021 |
| DP293 | Lead the strategic development of place based integration and reform across the borough and implement planning for the GM reform white paper. | Nicola White | Cllr S Fielding | 20/4/2021 | 31/3/2020 | 31/3/2022 | Communities board established. PBI Members briefing sessions completed for each of the five areas and update provided to Overview and Scrutiny. Date extended to reflect PBI forms part of Communities Programme and work has commenced in line with approach for delivering transformational change. | Rebekah Sutcliffe | 20/4/2021 |
| 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. | Shelley Kipling | Cllr S Fielding | 13/4/2021 | 31/3/2020 | 31/3/2021 | Work on a narrative for Oldham continues and will form part of the corporate recovery plan currently going through sign off processes | Rebekah Sutcliffe | 13/4/2021 |
| DP363 | Work with Oldham Coliseum and Arts Council England to agree a sustainable model for the future of performing arts in the borough | Subnum Hariff-Khan | Cllr S Fielding | 6/4/2021 | 31/3/2020 | 30/6/2020 | Still awaiting outcome of Towns Fund Application. Development of Cultural Strategy (scheduled completion end April 21) will take account of potential offered by a new performance space | Rebekah Sutcliffe | 12/4/2021 |
| DP366 | Review of prevention and early intervention to inform recommissioning of Early Help | Liz Lyons | Cllr A Chadderton | 6/1/2021 | 31/3/2020 | 31/12/2020 | Preferred providers appointed and mobilisation complete, services now live under new contract agreements. | Rebekah Sutcliffe | 11/1/2021 |

| Ref | Actions | Action Updater | Cabinet Member | Date Comments Reviewed | Due Date | Forecasted Completion Date | Comments | Action Owner | Director Approve Date |
|-------|---|------------------|-----------------|------------------------|-----------|----------------------------|---|-------------------|-----------------------|
| DP413 | Develop Northern Roots, building relationships with partners and stakeholders, and consulting with residents. [An action in the Economy portfolio re the Alexandra Park depot exists – DE142] | Anna Da Silva | Cllr S Fielding | 12/4/2021 | 31/3/2020 | 30/9/2020 | NR charitable company is operational, applied for charitable registration & recruiting final board members. Consultation with residents, partners & stakeholders ongoing. Funding app to Towns Fund subm in Dec 20; result pending. Grants received from Green Recovery Challenge Fund & Places to Ride. Design Team to develop & submit planning app now in contract | Rebekah Sutcliffe | 13/4/2021 |
| 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 | 6/4/2021 | 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. Work paused due to Covid-19. | Rebekah Sutcliffe | 12/4/2021 |

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

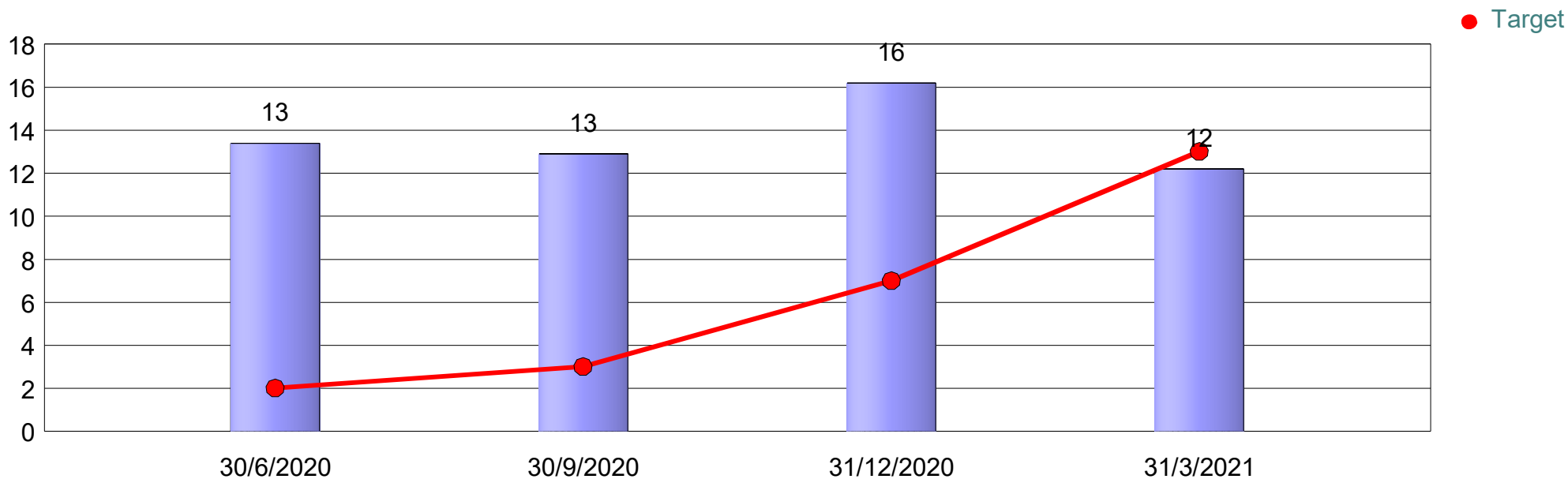
| | | | | | | | | | |
|-------|---|--------------|----------------|-----------|-----------|-----------|---|-------------|-----------|
| DA105 | Lead the work being undertaken with partner organisations to implement a new approach to the delivery of community enablement | David Garner | Cllr Z Chauhan | 12/4/2021 | 31/3/2021 | 31/3/2022 | The Community Enablement Programme is ongoing. The enablement teams are a key part of the response to C-19 and plans are in place to ensure that the provision of community enablement meets the longer term requirements of Oldham residents as well as being able to respond on an ongoing basis to the C-19 pandemic. This is ongoing. | Mark Warren | 15/4/2021 |
|-------|---|--------------|----------------|-----------|-----------|-----------|---|-------------|-----------|

| Ref | Actions | Action Updater | Cabinet Member | Date Comments Reviewed | Due Date | Forecasted Completion Date | Comments | Action Owner | Director Approve Date |
|-------|--|----------------|----------------|------------------------|------------|----------------------------|---|--------------|-----------------------|
| DA108 | Implementation of the phase 2 cluster and specialised service integration programme to realise true integrated service delivery (links to several business planning actions) | Katie Lockey | Cllr Z Chauhan | 14/4/2021 | 31/3/2020 | 31/3/2021 | Due to C-19 we have experienced delays, whilst prioritising hospital discharge alongside current workloads. We are currently implementing and aligning the work of strand 3a; the Neighbourhood Service model, to inform the restructure of CHASC services aligned with PCN's. The present focus is with North PCN and supporting the formation of a Shadow board. | Mark Warren | 15/4/2021 |
| 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 | Mike Barker | Cllr Z Chauhan | 19/4/2021 | 31/12/2019 | 31/3/2022 | Work continues with an adjusted focus in light of the White Paper unveiled in Feb. We are now working to a national timetable. The CCG move from EH is complete, the new governance structure is developed in draft and we are seeking organisational approvals by the end of Q1. Staffing structures and people impacts will be determined now by national timelines | Mark Warren | 19/4/2021 |

| Ref | Actions | Action Updater | Cabinet Member | Date Comments Reviewed | Due Date | Forecasted Completion Date | Comments | Action Owner | Director Approve Date |
|-------|---|----------------|-----------------|------------------------|-----------|----------------------------|---|----------------|-----------------------|
| DA117 | Implement a redesigned, integrated safeguarding model | Hayley Eccles | Cllr Z Chauhan | 13/4/2021 | 31/3/2020 | 1/7/2021 | Integration is progressing well. Risk Huddles are being expanded to include Quality & Focus Care practitioners. Mental Health Safeguarding project is ongoing; lead by John Moran. Complex Safeguarding project work across GM; progressing well with local & National leads; on track. | Mark Warren | 15/4/2021 |
| 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 | 6/4/2021 | 31/3/2020 | 31/3/2021 | Requests for EHCP needs assessments & the process of assessment continue despite C-19. EHCP recovery plan is underway through SEND annual review team. Due to Covid response the SEND strategy has been revised with year one outcomes identified. The strategy will be further developed in early 2021 to include 3 and 5 year outcomes. | Gerard Jones | 30/4/2021 |
| 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 | 9/4/2021 | 31/3/2022 | 31/3/2022 | No change to Q1, Q2 or Q3 update. In addition to a disposals programme, an accommodation review, placed based integration and working differently strategies are being developed. | Helen Lockwood | 15/4/2021 |
| DS103 | Through our Welfare Rights Service, support people adversely affected by Welfare Reform. | Anne Ryans | Cllr A Jabbar | 7/4/2021 | 31/3/2020 | 31/3/2021 | The team has proactively supported those who who contact the team for assistance and have developed outreach arrangements with cluster teams. The team has exceeded its target of achieving £1m of additional financial support for customers. | Mike Barker | 12/4/2021 |

| Ref | Actions | Action Updater | Cabinet Member | Date Comments Reviewed | Due Date | Forecasted Completion Date | Comments | Action Owner | Director Approve Date |
|-------|---|------------------|-----------------|------------------------|-----------|----------------------------|---|----------------|-----------------------|
| 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 | 7/4/2021 | 31/3/2020 | 31/3/2021 | Work continued to support these strategies but due to C-19 & the need to make financial savings there was a major review of the Creating a Better Place strategy - approved by Cabinet on 24 Aug.2020. Finance officers attended all meetings, working groups & Member briefings to progress the town centre vision. Work planned for 2020/21 has been completed. | Mike Barker | 12/4/2021 |
| DS232 | Procurement will carry out a due diligence exercise establishing by category of spend business types within Oldham | Steve Boyd | Cllr A Jabbar | 8/7/2020 | 31/3/2020 | 30/6/2020 | Procurement have now completed the task of identifying local businesses by category type, and have now started the process of targeted engagement with Oldham Suppliers within the various cohorts. | Mike Barker | 15/7/2020 |
| DS240 | Review council report templates to include the impact on children and young people on every report | Elizabeth Drogan | Cllr S Fielding | 1/10/2020 | 31/3/2020 | 30/9/2020 | Templates have been completed. | Paul Entwistle | 4/8/2020 |
| DS242 | Deliver IT Strategic Roadmap within agreed timeframes in project plan. | Chris Petrie | Cllr A Jabbar | 8/1/2021 | 31/3/2021 | 31/3/2021 | The IT strategic roadmap has been reprofiled and approved by the Strategic Investment Board (SIB). Individual projects are reported and tracked through the SIB monthly meetings which will continue into 2021/22. | Helen Lockwood | 15/4/2021 |

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Vikki Morris

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

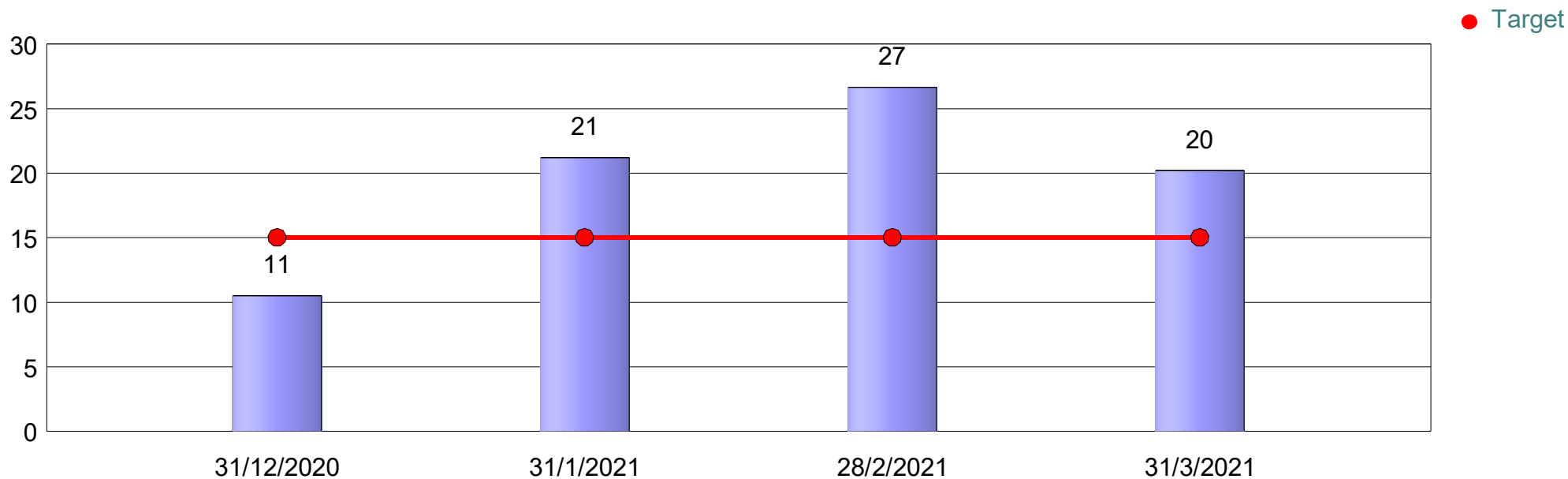
The target was on track to be met until the last quarter. No further transfers have been made due to continued Covid-19 challenges affecting businesses. The government Kickstart programme has also seen businesses favour this scheme over apprenticeships in the short-term.

Director Assurance

Julia Veall

Impact of the pandemic on local businesses meant no levy transfers occurred in Q4. As the government funds new initiatives such as Kickstart, businesses have been moving focus to access these programmes; perceived to be more cost effective. Moving forward, there will be opportunity to use the momentum of such programmes to support creation of new apprenticeships through levy transfers. We remain committed to using ambitious targets for all entry level opportunities as part of recovery strategy.

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Caroline Lee

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

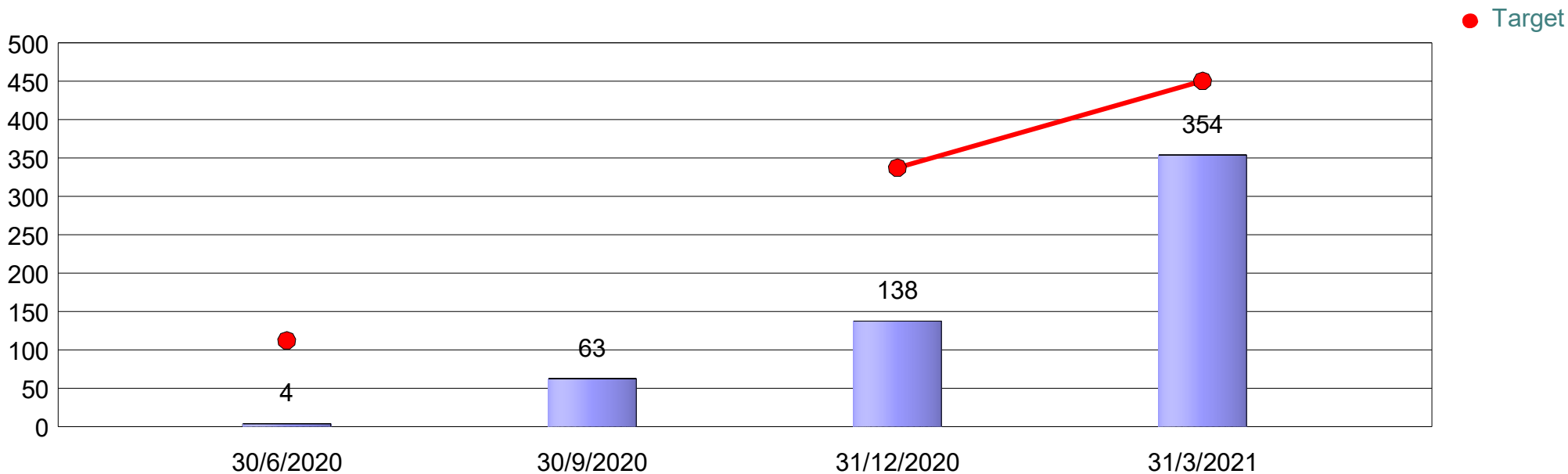
Claims and changes of circumstances for Council Tax Reduction increased significantly during the course of the year as a result of the COVID crisis. Remote access to core benefit processing systems reduced productivity in the early stages of lockdown by an estimated 20% but improved over the course of 2020/21 as a result of on-going work by ICT to strengthen the ability to homework. The service expects the current high levels of Universal Credit files received to continue in 2021/22 and the target has been adjusted (from 15 days to 18 days). The likelihood that the service would not achieve the 15 day outturn for 2020/21 was flagged up in previous commentaries on performance. The 15 day target was set at the outset of the pandemic when the position on the length and frequency of lockdowns and the impact on residents was not clear. The revised target for 2021/22 represents a stretch target for the service and is subject to variation depending on how far the roadmap out of lockdown and the impact on jobs is successful. The service retained 2 fte agency staff in 2020/21 to augment the resources available to process Council Tax Reduction (CTR) claims and the Council has committed to fund 3 staff on fixed term 12 month contracts in 2021/22. Overtime has also been offered to benefit staff over 2020/21 to assist in reducing the backlog.

Director Assurance

Anne Ryans

The increased workload reported throughout most of the year, as expected, has continued into March & will continue into 2021/22. Achieving the target has therefore not proved possible. The Revenues & Benefits team is working hard to reduce the delay in response time. Management action has been taken to improve performance with additional temporary staff engaged & overtime offered. Recognising the challenge of COVID-19, target has been revised for 2021/22. The position is being closely monitored.

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Elizabeth Dryden-Stuart

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

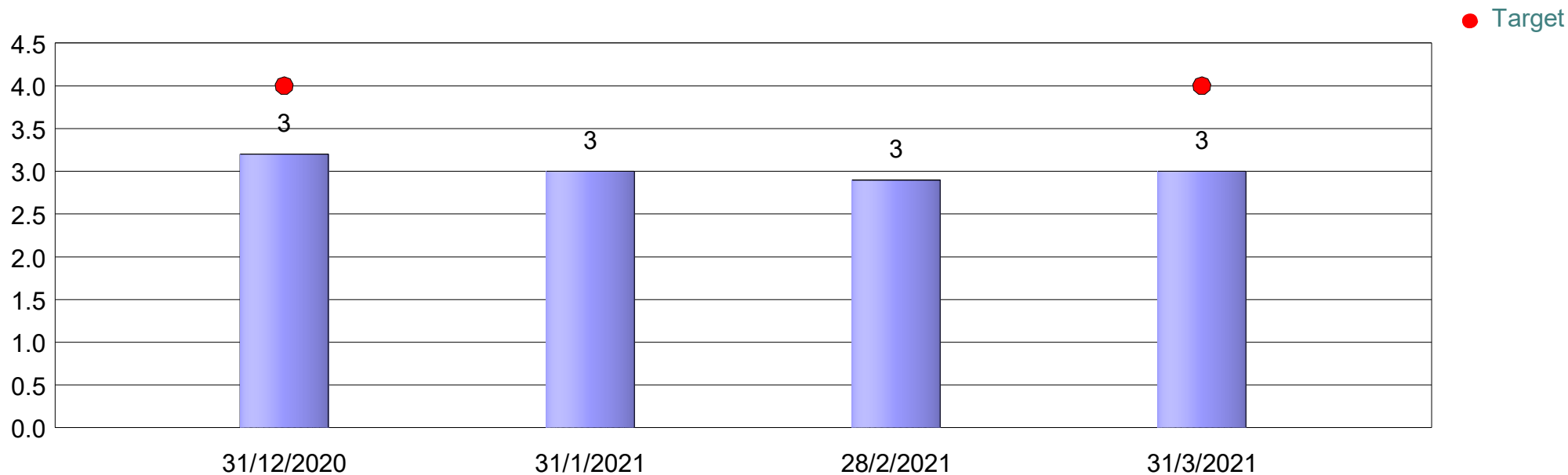
354 new homes were built during 2020/21, which is 96 less than the annual target of 450 new homes. The low level of completions is likely to be due to a fall in completions over the last 12 months resulting from the Covid-19 pandemic. It is hoped that there will be a rise in completions during the following monitoring year, however we will need to see what the short / medium term impacts of the Covid-19 pandemic are. Nevertheless there has been a rise in major planning applications for residential development being submitted over recent months.

Director Assurance

Emma Barton

The low level of completions is due to a fall in completions. Given the challenges with material supplies and trade routes, shielding and home schooling, we are pleased that construction work has managed to continue safely to facilitate the completion of much needed homes across the borough. It is hoped that there will be a rise in completions during the next 12 months linked to the national recovery roadmap, however the impact of the Covid-19 pandemic is still having an impact at this time.

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Charlotte Walker

Target Date

15 Jun 2021

No Benchmarking Available

Accountable Lead Follow Up Action

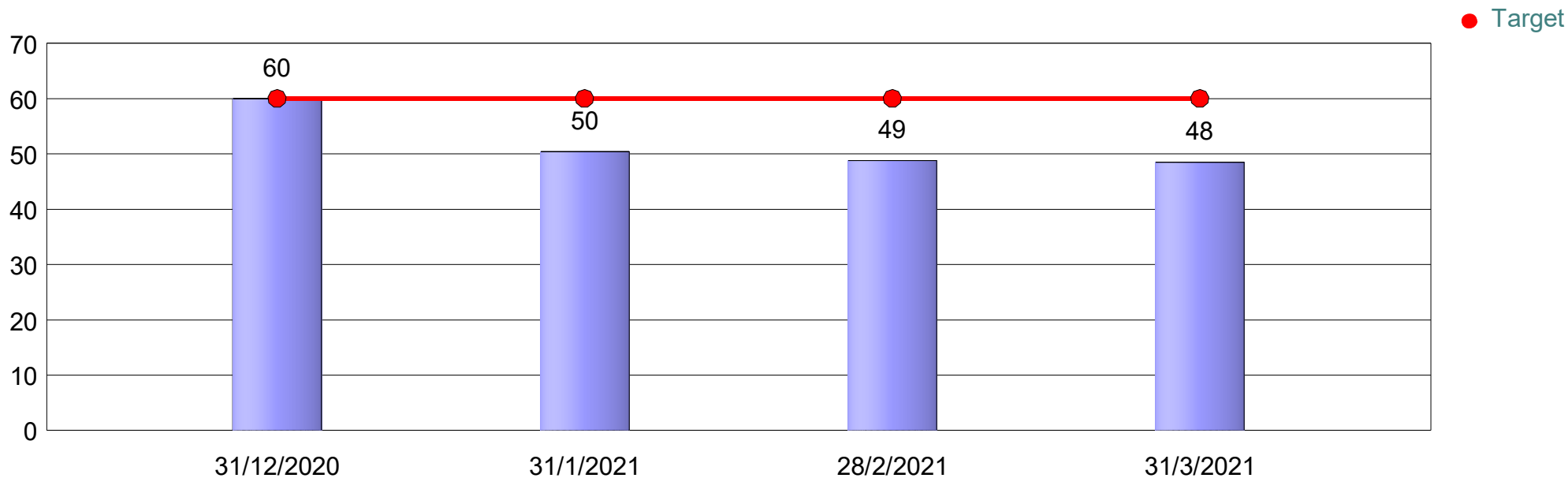
The Covid 19 pandemic continues to impact on the employment workstream for the LD and Autism strategies locally. It also continues to impact on job availability especially in this area. With the national changes around lockdown, this situation is improving & we are meeting with workstream colleagues including the job centre and GOW to relaunch the programme. The Supported employment service in place since Sept 20 is now starting to lead to jobs, and the LD service are proactively working with clients to understand aspirations & job options. Over the next 12 months we are undertaking a gradual cleanse of the MOSAIC system to ensure that relevant recording mechanisms are being used appropriately, that the data is accurate re. employment, and working with colleagues in Performance to ensure that there are options to capture alternatives to paid employment/ schemes that lead to employment on the database. It is hoped this will improve the performance data in addition to the work to support people into paid employment. As such, it is likely that performance data will improve - this will be monitored closely over the next 12 months to ensure accuracy and relevance.

Director Assurance

Mark Warren

Covid has had an impact on the LD employment position, which is an initiative within in the GM LD strategy. In Oldham there is an employment group that meets monthly, the Supported employment service has been in place since Sept 20 and is now starting to lead to jobs and strong links are in place with get Oldham working. The LD service are proactively working with clients to understand aspirations & job options, which is intended to increase the the number of people with a LD in employment.

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

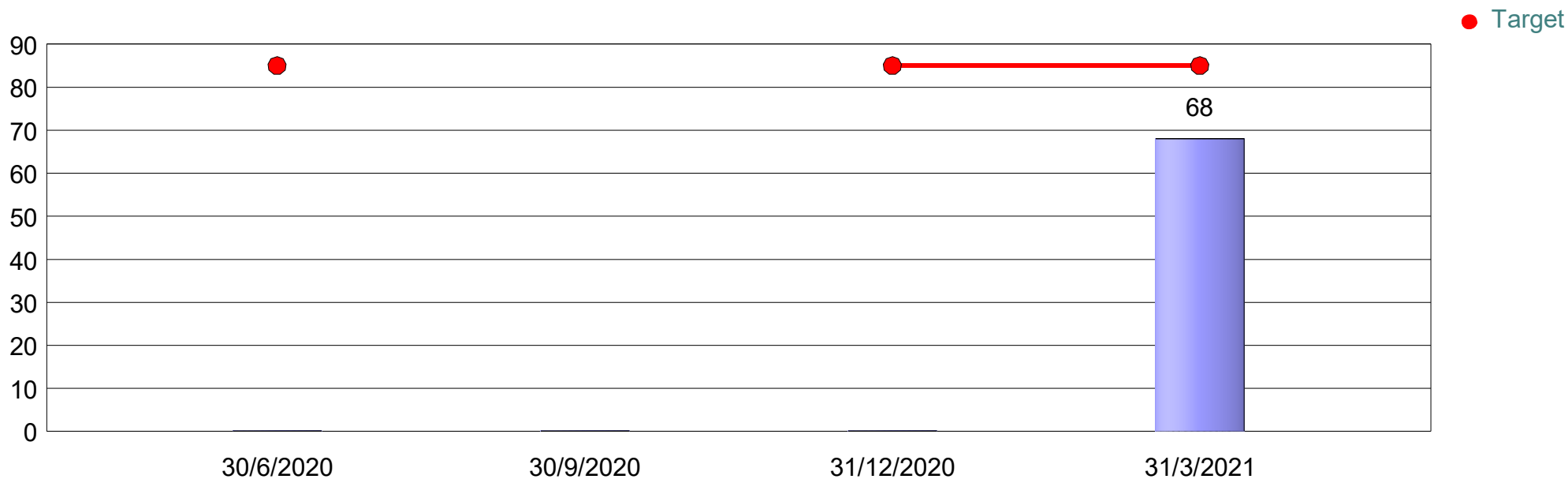
Current position: There has been a decrease due to some young people not starting their gained employment. The cohort is inclusive of 132 young people, 68 are recorded as NEET for a range of reasons; parents with young children (under the age of 3 years) or parents of unborn children, illness and unable to work and in custody. Outside of the fortnightly panel meeting, the service has continued to focus on the EET ready group of 25 young people where opportunities and plans to gain EET are discussed with Get Oldham Working, North Lancs training provider, DWP and the After Care Service. Action: With the lifting of the Covid restrictions we envisage an increase in the numbers of young people that are EET as businesses start to re-open and training providers get back to face to face engagement. The After Care Service will be considering the development of taster work placements that can provide a further step up for those that are NEET. This is a venture that is being considered alongside the recruitment of the short term Kick Start position within After Care, that will support Care Leavers further.

Director Assurance

Elaine Devaney

The service has a variety of programmes supported with partners started in April such as the Get a Job programme and Prince's Trust programme. We anticipate that after such a difficult year for young people their opportunities will increase. The After Care Service are supporting the Kick Start Programme to provide opportunities for Care Leavers.

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

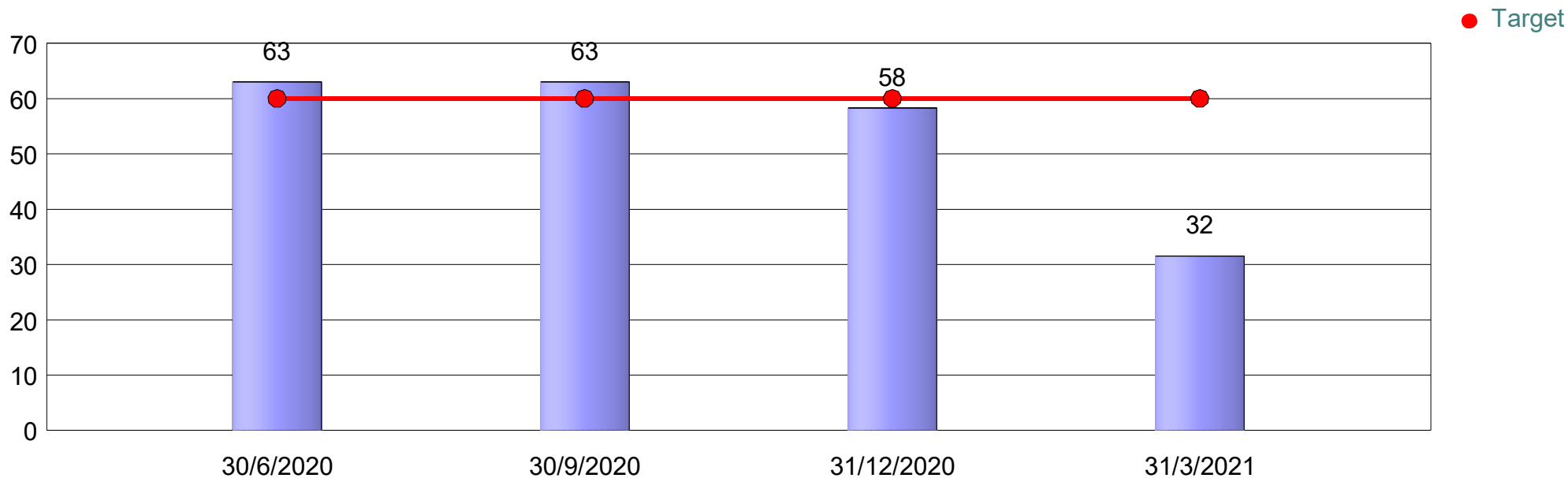
Uptake of 2 year old offer has been significantly affected by the pandemic owing to the closure of early years settings during the peak of the pandemic, and slow return to provision by some families. The temporary suspension & delay of lists of eligible children from DFE has impacted on outreach activity which in turn resulted in lower numbers of children accessing free entitlement. The uptake rate during the spring term 2021 was 68% compared with 73% at the same time last year, pre-pandemic. As part of the wider GM Behavioural Insights project targeted work will be taking place with groups with historically low uptake. We will improve marketing and use of social media messaging; workshops and materials to raise awareness and maximise the advocacy role of key frontline professionals in alleviating barriers to take-up. A review of the parent/customer journey to minimise administrative barriers; embed 2-year old parent engagement & support in new 0-19 Commissioning arrangements ;re-establish a home learning pathway as a gateway for parents who are reticent about taking up the offer; establish specialist 2-year old provision to compliment that provided in mainstream settings; target & incentivise maintenance of existing places/development in areas with the greatest sufficiency gap; establish a robust attendance monitoring process to identify & deliver further support where needed.

Director Assurance

Richard Lynch

Increasing uptake of 2-year old entitlement is a priority within the Council's Early Years strategy under the stewardship of the Early Years Strategic Partnership. A robust action plan is in place to ensure families are suitably informed and supported to access the 2-year old entitlement. We continue to work with key partners and families to support the deliverables outlined in the action plan; recognising the impact the pandemic has had on our early years

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Mike Bridges

Target Date

16 Apr 2021

No Benchmarking Available

Accountable Lead Follow Up Action

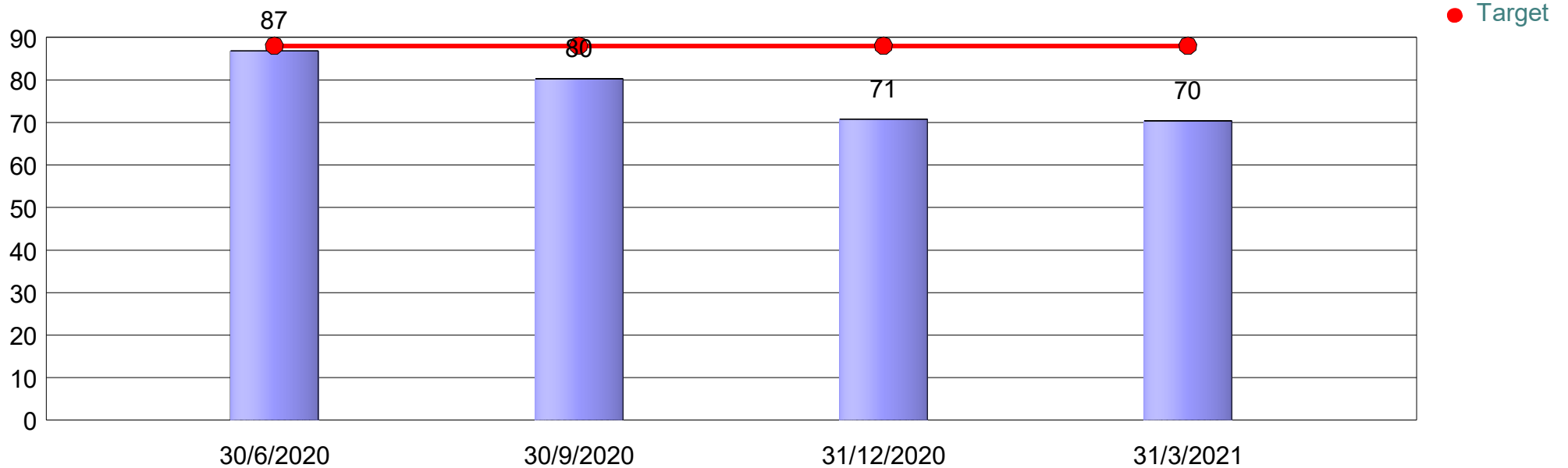
To limit COVID-19 transmissions, dental practices were instructed to close and cease all routine dental care from the 25th March 2020. The data reported here includes that time, therefore activity is lower than expected. For England this measure is 30% and in the North West it is 32%. Therefore in Oldham, we are in line with the national and local picture. We are working with PHE Dental Health leads, and our local providers to support families on oral health, including access to dentistry. The Right Start Service and our health improvement service (Your Health Oldham) are working together to ensure that oral health is included in support around health.

Director Assurance

Katrina Stephens

Performance during this period has been affected by the impact of COVID on service delivery. It is anticipated that performance will return to pre-COVID levels as we move through the covid recovery period.

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Rebecca Fletcher

Target Date

16 Apr 2021

No Benchmarking Available

Accountable Lead Follow Up Action

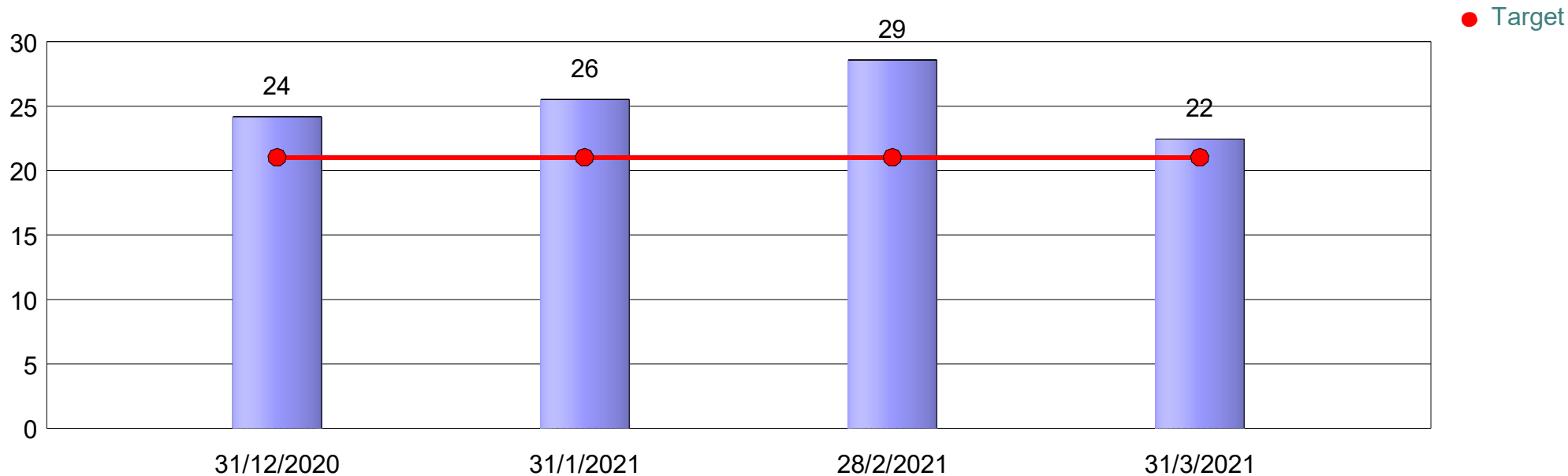
The service has had significant challenges in completing the mandated reviews face to face - initially due to the NHS guidance during COVID but also family anxieties around visitors to the home. All vulnerable families are prioritised for face to face visits, as are the New Birth Visits and 6/8 week checks. We are having fortnightly meetings to support the service and ensure that all mandated visits are carried out. Catch ups are being carried out to ensure that families that missed out on New Birth Visits, 6/8 week checks, or 12 month visits receive catch up face to face visits. The service is prioritising face to face contacts for those that are most vulnerable rather than relying on telephone contacts. We continue to monitor this and support that approach.

Director Assurance

Katrina Stephens

Performance during this period has been affected by the impact of COVID on service delivery. It is anticipated that performance will return to pre-COVID levels as we move through the covid recovery period.

Current and Previous Performance



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: At 22.5% this is a significant positive decrease in repeat referral rate when compared to 28.5% in February 2021. When compared to our Statistical Neighbour benchmarks at 31 March 2020 (23.5%) our March 2021 data is lower and shows positive improvement. It is important to consider the weekly re-referral rate varies by week and reflects a very fluctuating period of contacts into the MASH during March 2021, with a significant increase in overall contacts received – reaching 1,800 contacts during the month. The impact of Covid-19 continues to be closely monitored, however with school returns during March 2021 it is positive to note a reduced re-referral rate. There are continued concerns relating to domestic abuse and mental health.

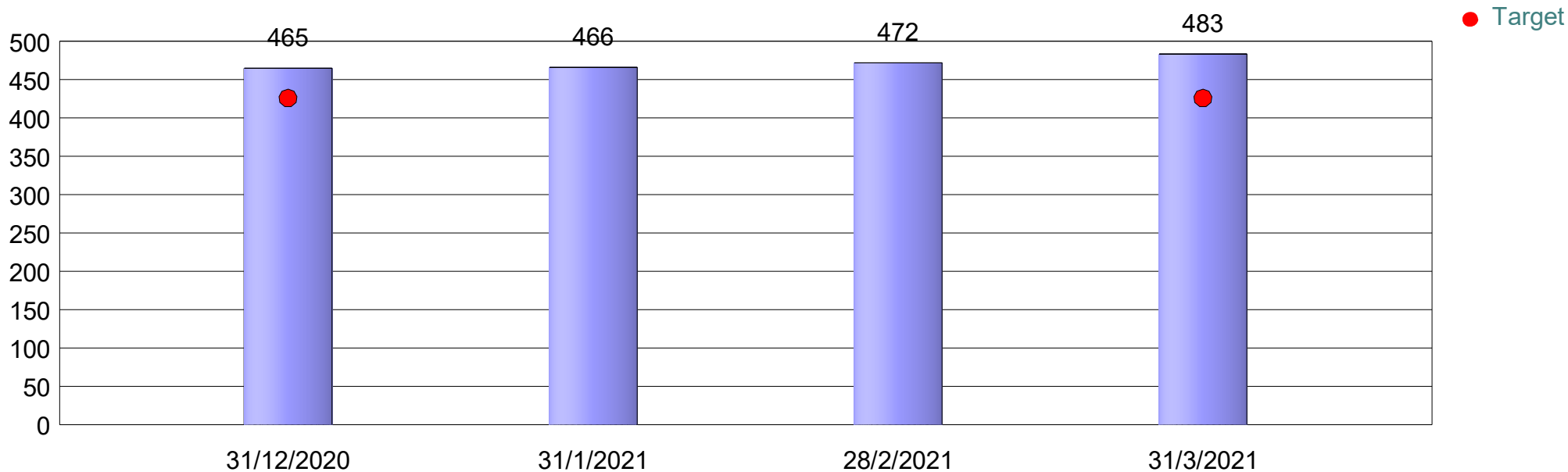
Action: There is an identified need for continued social care strength in the early help provision at the front door and a new integrated system went fully live in February 2021. The refreshed Continuum of Need went live in March 2021 as a pathway to strengthen the focus and understanding of earliest possible help. A clear quality assurance analysis report has looked at this corporate measure and a detailed action plan is in place.

Director Assurance

Elaine Devaney

We have dedicated time within the Performance Clinic and Children's Assurance Board to focus the service on repeat referrals and have consequently developed a comprehensive action plan around the issues following a deep dive into this data.

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: A1 performance has increased from 472 days to 483 days in March 2021, an increase out of timeliness by 11 days. Reasons include; children looked after for a significant period of time and circumstances that changed into a plan of adoption. We were aware that this would impact on the A1 indicator, it is however very positive that they have been successfully placed.
 Action: Overall, in 2020/21 30 children have ceased care through an adoption which is an increase from 27 in 2019/20. This increase in performance has been achieved against the backdrop of the Covid pandemic which is a very positive outcome for those children. We have matched 19 children with prospective adopters since October 2020, these cases will progress to an adoption outcome over the coming months.

Director Assurance

Elaine Devaney

The service is still working through some legacy issues within the permanence planning process. There has been a development of pre-proceedings processes to promote the timeliest approach. The service is working with the courts on the delay issues due to the impact of Covid.

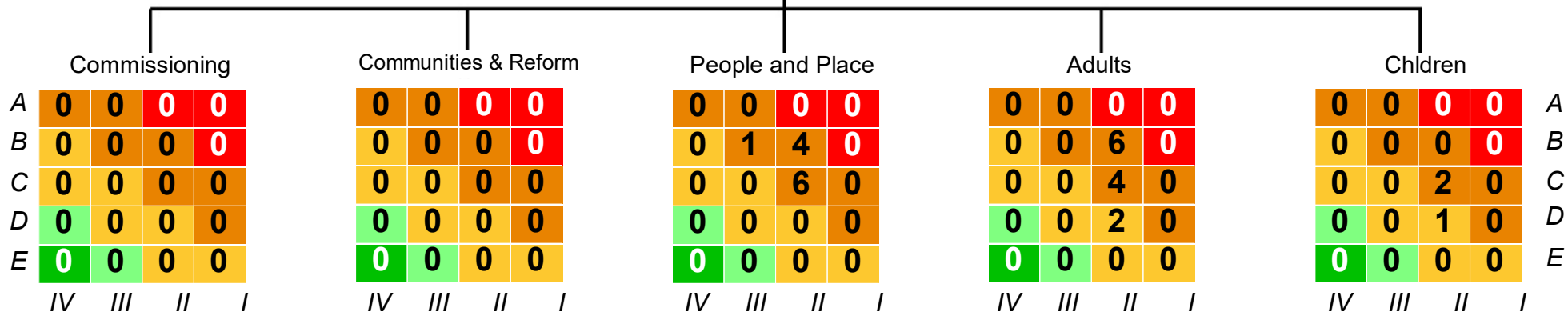
Appendix IV - Risks associated with Actions

Details of any Red risks will appear below the matrices

All risks

| | | | | |
|---|----|-----|----|---|
| A | 0 | 0 | 0 | 0 |
| B | 0 | 1 | 10 | 0 |
| C | 0 | 0 | 12 | 0 |
| D | 0 | 0 | 3 | 0 |
| E | 0 | 0 | 0 | 0 |
| | IV | III | II | I |

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



| Action | | Ref | Risk Description | Likelihood | Impact | Mitigation | Date Risk Reviewed |
|-------------------------|---------------|-----|------------------|------------|--------|------------|--------------------|
| Action Description | Action Update | | | | | | |
| 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 88 | None requested this month. |

Appendix VI - Suspended Corporate Measures

Suspended Measures - owing to the impact of Covid-19

| | |
|----------|--|
| M393(CP) | Number of businesses supported after being successfully included in a referral package / programme. |
| M494(CP) | Number of food hygiene inspections |
| M565(CP) | Delayed days (per 100,000 of the population) aged 18+ attributable to social care in England |
| M566(CP) | Percentage of care home beds rated as `Good` or `Outstanding` (NW ADASS CQC Data reports) |
| M567(CP) | Percentage of community based providers rated as 'Good' or Outstanding |
| M648(CP) | % of children who have reached a Good Level of Development (GLD) at the end of the Early Years Foundation Sta |
| M657(CP) | Percentage of children who pass the Year 1 Phonics screening test. |
| M659(CP) | Percent of NHS Health Checks offered which were taken up in the Quarter |
| M722(CP) | Percentage of pupils in good/outstanding Oldham schools |
| M730(CP) | Percentage of pupils achieving the national standard in reading, writing and mathematics at the end of Key Stage 2 |
| M804(CP) | Percentage of young people who achieve level 5+ in both English and mathematics at KS4 |

This page is intentionally left blank



Report to CABINET

Special Education Needs (SEN) Travel Assistance Service – Contract Extension

Portfolio Holder: Councillor Shahid Mushtaq, Cabinet Member for Education and Skills

Officer Contact: Gerard Jones, Managing Director of Children & Young People

Report Author: Ben Holt, SEN Transport Manager
Ext. 3224

21 June 2021

Reason for Decision

To award the optional 1-year extension to the current Special Educational Needs Transport Service Contract.

Executive Summary

The report details the tender allocation process completed in July 2019. It also outlines the current provision of Home to School Transport, provided by the SEN Travel Assistance Team

Recommendations

Cabinet is required to authorise the optional 1-year extension to the current Special Educational Needs Transport Service Contract.

Special Education Needs (SEN) Travel Assistance Service – Contract Extension**1 Background**

- 1.1 The Travel Assistance Team currently provide home to school & college transport for a total of approximately 750-800 children and young people attending between 50/60 schools/colleges both within and outside the borough of Oldham. The transport required includes mini-buses, tail lift/ramp vehicles, saloon cars, Eurocabs and Hackney Carriage vehicles provided by a mixture of Public Service Vehicles ("PSV's), Private / Public Hire.
- 1.2 It is the Local Authority's statutory function to provide travel assistance to those children and young people with special educational needs, disabilities or mobility issues that are eligible according to the SEN Travel Assistance Policy. The transport service operates over 190 school days as determined by the School Holidays Calendar and considering other occasional days determined by individual schools governing bodies. All pupils with SEN are provided with free travel assistance, in accordance with the Council's current Travel Assistance Policy (July 2019), IPSEA Legal guidance and the Education Act 1996.
- 1.3 The provision of transport is determined by the needs of the individual pupil. Those with severe and complex health, physical or educational needs can be transported by either individual taxis or adapted vehicles. Children or young people with less severe needs ordinarily travel via a multi-passenger minibus/PSV vehicle.
- 1.4 The SEN Travel Assistance Policy aims to ensure that all pupils eligible to access transport, will receive the appropriate provision which meets their needs. When assigning the appropriate provision to be provided, the Transport Moderation panel consistently applies the following principles:
- The aim of the service is to support parents, not absolve them of their responsibility to ensure their child attends school on time with regular attendance.
 - The SEN Transport team ensures all arrangements put in place shall be cost-effective, so the Authority receives value for money.
 - Wherever possible, the provision provided will look to build and promote independence, to help prepare children and young people for later life.
 - The health, safety and well-being of the children and young people will remain paramount.
- 1.5 A dynamic purchasing system (DPS) is used for procuring and awarding routes which is accessed via the Chest. Both a quality assurance score and price check are used to ensure that operators offer value for money for the local authority.
- 1.6 There are currently 23 contractors providing specialist vehicles and qualified drivers to undertake the service. All contractors submitted competitive pricing based on transport being operational for 38 weeks of the year.
- 1.7 The DPS was procured and awarded in 2019 on a 2-year basis with two x 1-year optional extension periods. The initial contract period started on 1st September 2019 and will end on 31st August 2021; the subsequent call off contracts also follow the same duration.

-
- 1.8 The estimated costs associated with awarding the initial 2-year contract was £1.86m per annum. During the extension period a full-service review will take place with the intention of re-procuring the DPS for the 1st September 2022.
- 1.9 COVID-19 has impacted on the initial 2-year SEN Transport contract. With three periods of National Lockdown and two sustained periods of School closures. In March 2020, a decision was made, in line with government PCN guidelines to support our contractors, carrying out the SEN Transport contract, by paying the contract value in full, whilst Schools were closed from March 2020 to July 2020.
- 1.10 The above decision ensured contractors did not cease to operate, saving additional costs being incurred by the authority, with contractors potentially submitting higher pricing (due to a possible reduced pool of contractors available to carry out routes, which will allow them to submit increased prices, with less competition available, which could've potentially ran into the 2021/22 academic year) and disruption to the children and young people accessing the service.
- 1.11 Furthermore, in January 2021 a decision was made via delegated decision for full contract payments for routes still in operation during lockdown, with 50% contract payments made to drivers where the route has been cancelled due to COVID-19. Again, this decision ensured contractors did not cease to operate, saving additional costs being incurred by the authority and causing no disruption to the children and young people accessing the service.
- 1.12 Despite all the challenges the service has faced over the last two academic years, along with ever changing COVID guidelines issued by the Department of Education, the contract has been successfully delivered. Therefore, due to the ongoing uncertainty regarding COVID-19, a contract extension will support all parties during this period, with our exit strategy for navigating our way out of the pandemic.

2 Current Position

- 2.1 A dynamic purchasing system is used for procuring routes which is accessed via the Chest. Both a quality assurance score and price check are used to ensure that operators offer value for money for the local authority. Contractors are awarded routes via this process. Routes can change daily due to availability of personal assistants, change of school, change of home address and change of composition of group pick-ups.
- 2.2 In accordance with the Council's Procurement regulations and European Legislation, Oldham Council put out to tender routes for home to school transport for children and young. The tender process began in March 2019 with a deadline of 15th April 2019. The subsequent contracts commenced in September 2019.

Bidders were requested to review and complete the following documents:

- Standard Questionnaire
- Mini Competition

The standard questionnaire looked to assess the quality aspect of bidders and their eligibility to perform the services. The table below outlines the criteria used:

| SQ Section | Selection criteria | Weighting |
|----------------------|----------------------|-----------|
| Supplier information | For information only | N/A |

| | | |
|---|---|-------------|
| Grounds for mandatory exclusion | Pass or Fail | N/A |
| Grounds for discretionary exclusion – Part 1 | Pass or Fail | N/A |
| Grounds for discretionary exclusion – Part 2 | Pass or Fail | N/A |
| Economic and Financial Standing | Pass or Fail | N/A |
| Technical and Professional Ability | Pass or Fail | N/A |
| Project specific questions to assess Technical and Professional Ability | Pass or Fail and the weightings stated against the questions: Safe & Appropriate Service – 35% Complaints – 30% Business Continuity – 30% Social Value – 5% | 100% |
| Insurance | Pass or Fail | N/A |
| Compliance with equality legislation | Pass or Fail | N/A |
| Environmental Management | Pass or Fail | N/A |
| Health and Safety | Pass or Fail | N/A |
| Data Protection | Pass or Fail | N/A |
| Modern Slavery Act | Pass or Fail | N/A |

- 2.3 In addition, the service requested information on each driver which included driver's license, operator's license, DBS checks, and vehicle insurance. If a bidder passed the first stage of checks, their mini competition submission was evaluated. The mini competition document was evaluated purely on price, with the bidder offering the lowest price awarded the highest marks.
- 2.4 All new contractors will comply with and sign, a contract for the provision of transport for children and young people in Oldham. In addition, they will have qualified through the Chest and signed the standard Council form of tender.
- 2.5 The decision was taken to request written bids on both a price per mile and fixed price basis for all contracts.
- 2.6 All tender submissions have been done via the chest and evaluated by both Procurement and Transport. So far, the Council has been able to award all of the 208 routes currently available.
- 2.7 The SEND Transport budget has been increased to £2.9m since the contract commenced in in July 2019. Transport and Oldham's Finance team have worked together, to set a cost-effective budget, to ensure the service can financially meet increased demand for Oldham's most vulnerable pupils to be able to get to School.

3 **Options/Alternatives**

- 3.1 Option 1 To award the optional 1-year extension to the current contractors who have provided a high-quality service and have shown a real commitment to the children and young people of Oldham with SEND, particularly through the current pandemic.
- 3.2 Option 2 That the 1-year extension is not approved. However, due to value of the contract a new tender exercise would be required. Not having a SEND Transport Contract in place for September 2021, will leave the Council open to challenge and there would be a real risk the Local Authority would be unable to provide a statutory function, by law, as outlined in the Education Act 1996.

4 **Preferred Option**

- 4.1 Option 1, It is recommended that the option to extend for a further 12 months with the current SEND Transport contract providers.

5 **Consultation**

- 5.1 Consultation with the Commercial Procurement Unit (Emily Molden – Category Manager) (Ben Holt – Transport Manager)
- 5.2 Consultation with SEND Senior Management Team (Paula Green – SEND Service Manager) (David Shaw – SEND Assistant Director) and (Ben Holt – Transport Manager)
- 5.3 Consultation at DMT on 11th May 2021.
- 5.4 Consultation at SMT on 20th May 2021.
- 5.5 Portfolio Holder, Cllr Shahid Mushtaq fully briefed and has had sight of the full report.

6 **Financial Implications**

- 6.1 The preferred option is Option 1, To award the optional 1-year extension to the current contractors who have provided a high-quality service and have shown a real commitment to the children and young people of Oldham with SEND, particularly through the current pandemic.

The total budget for financial year 2021-22 is £2.9m for Contract Hire of Vehicles. (R33020 37113).

(Vicki Hayes)

7 **Legal Services Comments**

- 7.1 There is provision within Rule 17.1 (a) of the Council's Contract Procedure Rules to permit a modification to a contract in circumstances where the original tendered contract contains clauses allowing for such modifications; provided the clauses limit the scope and nature of the possible modifications and the conditions under which they may be used and that the modification does not alter the overall nature of the contract. The circumstances outlined in the body of the report would support the application of the rule to enable the existing Dynamic Purchasing System contract to be extended for a further period of one year.

(Elizabeth Cunningham Doyle)

8. **Co-operative Agenda**

8.1 The Special Education Needs and Disability (SEND) Transport Service has been developed to support the Council's co-operative agenda. The service is focussed on supporting children and young people to travel to school safely and ready to learn as well as enabling individuals to thrive in their local community.

9 **Human Resources Comments**

9.1 None (Daksha Mistry Senior HR Advisor)

10 **Risk Assessments**

10.1 The routes awarded as per the recommendations in this report give certainty on the price to be charged for the majority of routes. For those routes subject to a revised tender process estimated costs could either increase or decrease to that currently estimated.

(Mark Stenson, as per original report July 2019)

11 **IT Implications**

11.1 None

12 **Property Implications**

12.1 None

13 **Procurement Implications**

13.1 The Commercial Procurement Unit supports the recommendation outlined in the report. The extension will ensure continuous uninterrupted delivery and will allow time to undertake a full-service review and tender process.

Procurement are supporting the service area in the revision of the terms and conditions and will manage the re-procurement to ensure it is carried out in line with the Council's Contract Procedure Rules & Cabinet Office guidelines as well as achieving value for money.

(Emily Molden)

14 **Environmental and Health & Safety Implications**

14.1 None (Laura Smith, as per original report July 2019)

14.2 With a consultation currently out on a Clean Air Plan for Greater Manchester, future tendering of compliant vehicles with the Clean Air Zone needs to be part of the contract. All vehicles i.e. Adapted Vehicles, Multi Passenger Vehicles and Taxis will be affected by this i.e. a daily penalty if non-compliant but there is also a reputational risk to the organization.

(Justine Addy, as per original report July 2019)

15 **Equality, community cohesion and crime implications**

-
- 15.1 None
- 16 **Implications for Children and Young People**
- 16.1 None
- 17 **Equality Impact Assessment Completed?**
- 17.1 Yes
- 18 **Key Decision**
- 18.1 Yes
- 19 **Key Decision Reference**
- 19.1 ED-02-21
- 20 **Background Papers**
- 20.1 Education Act (1996)
- 20.2 IPSEA Legal Guidance/SEND Code of Practice
- 20.3 https://www.oldham.gov.uk/downloads/file/5171/travel_assistance_policy_july_2019
- 21 **Appendices**
- 21.1 None

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank