

***PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE  
Regulatory Committee  
Agenda***

Date Thursday 24 June 2021

Time 6.00 pm

Venue Council Chamber, Civic Centre, Oldham, West Street, Oldham, OL1 1NL

- 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 Constitutional Services in advance of the meeting.
  2. CONTACT OFFICER for this Agenda is Constitutional Services Tel. 0161 770 5151 or email [constitutional.services@oldham.gov.uk](mailto:constitutional.services@oldham.gov.uk)
  3. PUBLIC QUESTIONS – Any member of the public wishing to ask a question at the above meeting can do so only if a written copy of the question is submitted to the Contact officer by 12 Noon on Monday, 21 June 2021.
  4. ATTENDANCE DURING COVID-19 – Due to current restrictions, a limited number of members of the public are be able to attend the meeting, therefore this will be on a first come first served basis. Face coverings must be worn at all times and details for track and trace will be required on arrival. The meeting will be streamed live on the Council’s website for the public to watch.
  5. FILMING - The Council, members of the public and the press may record / film / photograph or broadcast this meeting when the public and the press are not lawfully excluded. Any member of the public who attends a meeting and objects to being filmed should advise the Constitutional Services Officer who will instruct that they are not included in the filming. Please note that anyone using recording equipment both audio and visual will not be permitted to leave the equipment in the room where a private meeting is held.

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

MEMBERSHIP OF THE PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE IS AS FOLLOWS:

Councillors Ahmad (Chair), G. Alexander, Byrne, Hindle, Iqbal, Islam, Kenyon and Malik

Item No

- 1 Appointment of Vice Chair  
The Committee is asked to appoint a Vice-Chair for the 2021/22 Municipal Year.
- 2 Apologies For Absence
- 3 Declarations of Interest  
To Receive Declarations of Interest in any Contract or matter to be discussed at the meeting.
- 4 Urgent Business  
Urgent business, if any, introduced by the Chair
- 5 Public Question Time  
To receive Questions from the Public, in accordance with the Council's Constitution.
- 6 Minutes - Overview and Scrutiny Board (Pages 1 - 10)  
The Minutes of the meeting of the Overview and Scrutiny Board held on 9<sup>th</sup> March 2021 are attached for approval.
- 7 Minutes - Overview and Scrutiny Performance and Value for Money Select Committee (Pages 11 - 20)  
The Minutes of the meeting of the Overview and Scrutiny Performance and Value for Money Select Committee held on 11<sup>th</sup> March 2021 are attached for approval.
- 8 Council Performance Report March 2021 (Pages 21 - 70)
- 9 Corporate Performance Reporting Process 2021/22  
Committee to receive a presentation on future performance reporting.
- 10 Key Decision Document (Pages 71 - 82)
- 11 Performance Overview and Scrutiny Committee Work Programme (Pages 83 - 90)



**OVERVIEW AND SCRUTINY BOARD**  
**09/03/2021 at 6.00 pm**

**Present:** Councillor McLaren (Chair)  
Councillors Taylor, Toor, Jacques, Curley, Price (Vice-Chair),  
Surjan and Williamson

Also in Attendance:

Councillor Chadderton	Cabinet Member for HR and Corporate Reform
John Garforth	Trading Standards and Licensing Manager
Neil Crabtree	Head of Public Protection
Rebekah Sutcliffe	Strategic Director - Communities and Reform
Neil Consterdine	Assistant Director for Youth, Leisure and Communities
Nicola White	Senior Business Analyst
Rachael Dyson	Thriving Communities Hub Leader
Mark Hardman	Constitutional Services
Kaidy McCann	Constitutional Services

1           **APOLOGIES FOR ABSENCE**

There were no apologies for absence received.

2           **DECLARATIONS OF INTEREST**

Councillor Surjan declared a personal interest in agenda item 12 'Thriving Communities Update' insofar as her employer had received grant funding from the Thriving Communities programme.

3           **URGENT BUSINESS**

There were no items of urgent business.

4           **PUBLIC QUESTION TIME**

No public questions had been received for consideration.

5           **MINUTES OF PREVIOUS MEETING**

**RESOLVED** that the minutes of the meeting of the Overview and Scrutiny Board held on 19<sup>th</sup> January 2021 be approved as a correct record.

6           **MINUTES OF THE GMCA CORPORATE ISSUES AND REFORM OVERVIEW AND SCRUTINY COMMITTEE**

**RESOLVED** that the minutes of the GMCA Corporate Issues and Reform Overview and Scrutiny Committee meetings held on 18<sup>th</sup> December 2020 and 19<sup>th</sup> January 2021 be noted.

7

### **MINUTES OF THE GMCA ECONOMY, BUSINESS GROWTH AND SKILLS OVERVIEW AND SCRUTINY COMMITTEE**

**RESOLVED** that the minutes of the GMCA Economy, Business Growth and Skills Overview and Scrutiny Committee meeting held on 4<sup>th</sup> December 2020 be noted.



8

### **MINUTES OF THE GMCA HOUSING, PLANNING AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE**

**RESOLVED** that the minutes of the GMCA Housing, Planning and Environment Overview and Scrutiny Committee meetings held on 12<sup>th</sup> November 2020 and 14<sup>th</sup> January 2021 be noted.

9

### **LICENSING POLICY - REVIEW OF THE POLICY**

The Board gave a consideration to the proposed Statement of Licensing Policy that would be submitted to the Council for adoption in due course.

Members were reminded that the Licensing Act 2003, the primary piece of legislation which regulates the alcohol, entertainment and late-night refreshment industry, requires licensing authorities to prepare and publish a statement of their licensing policy every five years. The Policy must be kept under review and the licensing authority may make such revisions to the Policy as it considers appropriate. The Policy is underpinned by four licensing objectives, comprising the prevention of crime and disorder; the prevention of public nuisance; public safety; and the protection of children from harm, which must be considered by both operators and regulators.

The submitted proposed revised Policy was presented to the Committee, with principal areas of change or update being highlighted in the text. These areas particularly addressed –

- protection of children from harm where advice had been received from the Safeguarding Children Board, for example in updating definitions;
- Child Sexual Exploitation (CSE) and Child Criminal Exploitation (CEE) where advice had been received from the Safeguarding Children Board and a number of recommendations or encouragements were being made to licence holders and operators of licensed premises;
- alcohol delivery services which had developed in recent years;
- boxing, particularly in the consideration of 'White Collar Boxing', often undertaken for charity and involving non-boxers;
- considerations following the inclusion of a Local Authority's 'Public Health' department as a responsible Authority, including the use of public health data in considering licensing applications and reviews; and
- pavement licences, the application for and issue of which had been encouraged during the Covid pandemic.

The Committee was advised that, since preparation of the draft Policy, the government had announced its intention to legislate to introduce a 'Protect' duty in respect of publicly accessible locations. This legislation would not be introduced prior to approval of the Council's Policy, but it was proposed to insert the following content to highlight the duty -

“At the time of issuing this policy statement the Council is aware that a consultation has recently been launched by HM Government in relation to a proposed protect duty. This duty, through legislation, would compel operators and owners of premises such as entertainment and sports venues, tourist attractions, large retail stores, operators of parks, pedestrianised areas, town squares to give considerations to security implications and assess threats and implement appropriate mitigating measures. Whilst it is acknowledged that decisions have yet to be taken on this issue it is clear that security is a high priority for the Government and that legislation of some kind is highly likely to follow. It is for that reason that we would ask operators of licensed premises/venues and open spaces to consider the threats they could face and consider some examples of good practice as outlined in possible conditions to licences in Appendix 1 to this licensing policy statement.”

With regard to the proposed Policy content relating to CSE and CEE, in noting that this was a complex area it was queried whether there was any training either provided or which could be signposted. The Committee was advised that the training package for taxi licensing was being reviewed, the use of which for these purposes could be considered. In the meantime, it may be possible to provide links in the Policy to relevant training. Further to the issue of training and in response to a further query, the Training Standards and Licensing Manager undertook to look into whether there could be a requirement for certification of training provided to be on display in pubs to provide public awareness of training delivered, or at the least for there to be some reference in the Policy that this issue was being looked into.

The Trading Standards and Licensing Manager undertook to investigate the existence of, or the potential to develop, a scheme for young men or for young people generally that was similar to the 'Ask Angela' scheme whereby young women who felt vulnerable could seek assistance. Noting the requirements for 'Challenge 25' schemes in the proposed Policy, the application of this to home delivery services and what steps companies were expected to take to promote age restrictions on their websites and on delivery was queried. The Committee was advised that such applications were considered high risk and that applicants and their practices were always vetted, which included a consideration as to whether website content could be bolstered.

Further to the proposed Policy, details as to checks made on licensed premises were sought. The Committee was advised that with hundreds of different licensed premises across differing sectors, it was not possible to visit them all on a regular basis. An intelligence led approach was adopted, with issues and complaints raised by various agencies and the public being investigated. With a knowledge of the area and the trade, Council Officers were also aware of those areas or premises more likely to present issues or concerns.

**RESOLVED** that

1. the report be noted;
2. subject to a consideration by the Trading Standards and Licensing Manager as to content relating to the provision of or signposting to training and to the display of certification or confirmation of training provided as discussed by the Committee, and the inclusion of content related to the proposed Protect duty, the adoption of the proposed Statement of Licensing Policy by the Council be endorsed.

10

**GREATER MANCHESTER CLEAN AIR PLAN: UPDATE**

The Board received an update on the development of the Greater Manchester Clean Air Plan (GM CAP), including details of a report and recommendations that had been considered by the Cabinet at a meeting held on 22<sup>nd</sup> February 2021.

The Greater Manchester Combined Authority (GMCA), Transport for Greater Manchester (TfGM), and the ten Greater Manchester local authorities (collectively “GM”) had worked together to develop a CAP to tackle NO<sub>2</sub> exceedances at the roadside. A linkage to the developing Minimum Licensing Standards (MLS) for taxi and private hire services was noted. Key developments with regard to the CAP advised included information that there had been no confirmation or offer of government funding for light goods vehicle (LGVs) or hackney replacement, or for taxi and private hire electric vehicle charge points; and that GM had been awarded £14.7m of funding for the retrofitting of buses operating on registered bus services within Greater Manchester, this work commencing in December 2020.

Air quality is legally monitored, and GM (and other areas) were required by law to address exceedance of the Annual Average standard for NO<sub>2</sub> which is set at 40 ug/m<sup>3</sup>. As the GM CAP is required to take action to tackle nitrogen dioxide exceedances until compliance with legal limits has been demonstrated over a number of years, modelling indicated that the influence of Covid-19 on air quality was not expected to lead to sufficiently long term reductions in pollution and that legal NO<sub>2</sub> limits would not be met without implementing a Clean Air Zone (CAZ).

Consultation responses regarding the GM CAP and MLS were being analysed and reported on by an independent research agency to enable GM authorities to fully consider all of the

information and evidence gathered, including the consequences Covid-19 has had on vehicle owners and trades which will be directly affected by the GM CAP and MLS. TfGM was undertaking preparatory implementation work and contract arrangements required to deliver the CAZ and other GM CAP measures, such work being required to maintain delivery momentum in line with the funding arrangements agreed with regard to, for example, automatic number plate recognition (ANPR) cameras, back office systems and service providers. The final GM CAP was to be brought to decision makers no later than summer 2021, alongside the MLS proposals.

Members sought further detail regarding engagement with taxi drivers over the proposed arrangements. It was advised that difficulties had been encountered generally in getting responses from drivers and operators across GM to both the CAP and MLS consultations and it was a concern, for example, that electric taxi charging points might be determined on the basis of a very small response rate. A Member noted that taxi drivers as a group could be vocal and queried whether the response rate might be led by uncertainty over costs. This was acknowledged, with impacts on business and implications arising from the impacts of Covid being other possible considerations.

Members considered the implications of and for owner drivers who might be delivering parcels, takeaway food etc from private vehicles and how these could be checked. It was acknowledged that registration numbers would be picked up by ANPR and charges would only be made if a number was registered to a business, not to private owners. It was noted that, unfortunately, the biggest impact may fall on smaller operators as many larger operators already had compliant fleets.

With regard to clean air generally, it was noted that traffic levels were increasing due to people being less likely to use public transport and being discouraged from car sharing as a result of Covid. The Committee was advised that promotion of these transport modes as well as cycling and walk to school initiatives would be re-introduced as Covid restrictions permitted.

It was queried whether all the taxi drivers in the Borough would need to change their vehicles and what funding was available to assist those who needed to replace their vehicles. The Committee was advised that current modelling indicated that less than 50% would need to change their vehicles and that figure was falling over time as vehicles came up for renewal naturally. It was noted that non-compliance rates were higher for hackney taxis, possibly due to their specialist nature and being more expensive than saloons. The funding support available for vehicle replacement would be determined as part of the decision making process, but drivers should have a 4-5 month window to buy a replacement vehicle. Similarly, the charge to be applied for non-compliant vehicles was still to be determined.

The intention to bring a further report to the Board prior to decisions being taken in the summer was advised.

**RESOLVED** that the report be noted.

11

## **PLACE BASED MODEL UPDATE**

The Cabinet Member for HR and Reform led a presentation updating the Board on progress made to date in developing the Council's Place Based approach to service delivery based in five Areas or 'Clusters' in conjunction with partners in the public and voluntary sectors. The need to develop integration of services was put in a context of budget challenge over coming years that would be exacerbated by the impacts of Covid. Difficult challenges would be faced taking the approach forward, with Council staffing and budgets not increasing and cuts being most likely. It was clear that Council would not look the same in five years time.

The Strategic Director introduced the presentation that reflected on progress made to date in developing the approach and defined the features and characteristics of Place Based Integration in Oldham. It was noted that examples of good practice could be identified across the five identified areas, notably around the health and social care sectors, reflecting accelerated work undertaken as a result of Covid-19. Notwithstanding, it was recognised that there was still some way to go to join up and deliver across the system, and a number of key activities being led by senior Council Officers were highlighted. Considering the Place Based approach in responding to the financial challenge, examples of a number of costs and benefits considered in developing a Business Case were presented.

Resources for the five Areas would be targeted by using evidence-based profiles, and headline profiles for each of the five areas were presented. Operational leadership and the democratic roles within the five Areas was considered. Early thinking on the composition and the roles and responsibilities of Operational Leadership Teams, which would include representation from across partners and sectors and which were subject to further discussion with partners, was presented. The roles of elected Members within the Place Based approach was currently under consideration via a number of elected Member briefings, initial feedback from which was provided.

In responding to questions from Members, it was advised that the new structure should enhance responses to issues raised as services were intended to be more connected: this would be through making better use of the people we have, not through employing more staff. The diversity of need between the five Areas was recognised, as was the possible need for differing partners to be involved between areas. It was envisaged that there would be a 'Core Team', but importantly there would be services unique to the particular Area. There would in time be a need for a Communications Strategy but there remained some



detailed design work to be done. It was however recognised that some developments would come sooner than others so an incremental approach to communications could be seen.

Issues were raised with regard to the voluntary sector whose importance as an integral part of the system was noted. It was suggested that there were issues of support and training to consider, as well as the failure of Community Asset Transfer. Reference was made to a previous overview and scrutiny consideration of related matters that might be referred to in this regard. Considering the financial challenge, there were questions around funding that groups and organisations could bring into the Areas but which would require support in the form of advice and assistance with the writing of bids. It was confirmed that the integral nature of the voluntary sector was recognised, and this was visible from the presentation content and in the vital role played in the Covid response. It was noted that funding issues were considered within the Thriving Communities Update item elsewhere on the Board agenda, but the Board was advised that work was being undertaken with Action Together to look strategically at how funds are brought into the Borough.

The role and capacity of elected Members was raised, including the support that might be needed and be available. It was acknowledged that Members would need administrative and casework support and that there was a need to consider the most effective model for this while acknowledging that the needs of individual Members would vary.

The Board noted the draft timeline and milestones for delivery in 2021 that had been shared in the presentation, considering when the Board might usefully receive a further update. In considering a proposal that the update would most usefully be made in 12 months time when scrutiny could undertake a whole system review, it was noted that this should not preclude the Board from asking for an earlier update or being consulted on a particular matter should circumstances so dictate, and that discussions would be ongoing with elected Members at the local level.

**RESOLVED** that

1. the update on the development of the Place Based Model be noted;
2. a further update be provided in 12 months time.

12

## **THRIVING COMMUNITIES UPDATE**

The Board was provided with an update on the progress of the Thriving Communities Programme that was funded largely by £2.69m allocated from the Greater Manchester (GM) Transformation Fund in 2018 as part of the GM Health and Social Care Transformation Fund to support devolution. The aim of the Programme was to accelerate the Thriving Communities element of the Oldham Model and deliver the common objectives of health and social care integration through

a three year programme focused on building upon our strengths and supporting groups in the voluntary, community, faith and social enterprise (VCFSE) sector; supporting people earlier in the care pathway; and driving the shift to increasing earlier intervention and prevention. The next steps for the Programme in the context of the Council's wider transformation programme was further considered.

Highlight updates were provided in respect of the Social Prescribing Network that bridged the gap between medical care and the community; the five Social Action Fund projects of VCFSE-led projects tackling loneliness and isolation; the 'Fast Grants' scheme which had supported a range of activities from sports, arts and crafts and gardening to mental health support groups and singing groups, and which had contributed to the Covid response; the arrangements for the evaluation of the Thriving Communities programme; and inputs into the Covid-19 response.

It was noted that Thriving Communities funding from the GM Transformation Fund is non-recurrent meaning that the Social Prescribing Network, the Social Action Fund projects and funding for Fast Grants was time limited. The evaluation findings would advise future decision making in respect of activities within the Programme and would be key in making the case for further investment in social prescribing and community activity, the work being undertaken to explore other levers for funding and investment into these areas being advised. Considerations linked to the wider transformation programme included the sustainability of Thriving Communities where its embedding within wider service transformation as part of the transformation programme was key, ongoing investment into VCSFE capacity to enable alignment with, for example, key priorities such as poverty and community wealth building as well as place-based working, and revised governance arrangements to ensure responsibility for delivery and implementation of both Thriving Communities and Place Based Working was sustainable and joined up.

In response to a query, it was advised that the 'Wellbeing leisure' Social Action Fund project offered a range of activities to a wide range of age groups. The positive response over the past 12 months to on-line provision was noted, the positive impacts for people in terms of tackling isolation and encouraging participation that might not otherwise have happened in usual in-person activities being further noted.

With regard to the Social Prescribing Network and the monitoring of success, the Board was advised that patient reviews to assess the impact of social prescribing were undertaken at 3 and 6 months. Linking to Place Based considerations, it was advised that social prescribing was already arranged on the basis of the five Areas and that the further aligning of staff from, for example housing providers and social care staff, should benefit the offer as a result of the greater connectivity.

**RESOLVED** that

1. the progress made with delivery of the Thriving Communities programme to date and the proposal to bring the Programme together with the wider Communities strand of the Council's transformation programme be noted;
2. the Board receive the final Thriving Communities Programme evaluation report in March 2022.

13

**GENERAL EXCEPTIONS AND URGENT DECISIONS**

**RESOLVED** that it be noted that there had been no requirement for any decision to be taken under the provisions of Access to Information Procedure Rules 13 or 14 since the last meeting of the Board.

14

**KEY DECISION DOCUMENT**

The Board gave consideration to the latest Key Decision Document published on 19<sup>th</sup> February 2021.

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

15

**OVERVIEW AND SCRUTINY BOARD WORK PROGRAMME**

The Board gave consideration to the updated Overview and Scrutiny Board Work Programme for 2020/21. Members' attention was drawn to the proposed implementation of the revised overview and scrutiny terms of reference, agreed by the Council in June 2020, with effect from the forthcoming Municipal Year.

**RESOLVED** that the Overview and Scrutiny Board Work Programme 2020/21, as presented, be noted.

The meeting started at 6.00 pm and ended at 8.18 pm

This page is intentionally left blank



**Present:** Councillor Ahmad (Chair)  
Councillors Alyas (Substitute), Haque, Ibrahim (Substitute),  
Harkness and Shuttleworth

Also in Attendance:

Councillor Mushtaq	Cabinet Member for Education
Councillor Steve Bashforth	MioCare Board Chair
Matt Drogan	Head of Strategy and Performance
Caroline Lee	Head of Revenues and Benefits
Richard Lynch	Director of Education, Skills and Early Years
Tony Shepherd	Head of Learning
Donna Lewis	Head of Inclusion and Post 16
Jenny Dennis	Early Years Provision Manager
Lisa Oates	Head of Fostering and Adoption
Karen Barrick	Head of Adoption Now
Karl Dean	MioCare Group Managing Director
Anne Ryans	Director of Finance
Mark Stenson	Head of Corporate Governance
Sian Walter-Browne	Constitutional Services
Mark Hardman	Constitutional Services

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

Apologies for absence were received from Councillors Byrne, Salamat and Stretton.

#### 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 PREVIOUS MEETINGS**

**RESOLVED** that the Minutes of the meetings of the Overview and Scrutiny Performance and Value for Money Select Committee held on 17th December 2020, 28th January and 9th February 2021 be approved as correct records.

## QUARTER 3 PERFORMANCE REPORT

The Select Committee gave consideration to a report which presented a review of the Council performance as at December 2020.



The presentation of performance commenced with the provision of an 'Oldham Profile in Numbers' comprising basic data in respect of population, housing, education, crime, income and benefits, household information, health, and community in the Borough. Performance against each of the three corporate objectives of an Inclusive Economy, Thriving Communities and Co-operative Services was then reported. It was noted that 23 measures had achieved their target, 4 were within tolerance and 5 were currently outside tolerance.

A review of achieve-ability against corporate performance measures was undertaken in September 2020 to better understand the ongoing impact of reporting against corporate performance measures following the outbreak of covid-19. The review resulted in 11 measures being temporarily suspended and these were detailed at appendix VI to the submitted report. Since that review, further local and national restrictions had subsequently impacted on the ability to report against performance measures which was highlighted in the report. Performance measures and their associated risks were considered in detail at Appendices I, II, III and IV of the report as submitted.

Members asked for and received clarification on the following:

- it was queried why the achievement of measure 548(CP) had remained at 3.2% but the rating had changed from Green to Red. The Committee was advised that the outcome had a staggered target of 3.2% at month 6 rising to 4% at month 9 and it was this stretched target that was not being met;
- the large drop in performance in the percentage of minor planning applications determined in time shown in measure M275(CP) was highlighted, the Committee being advised that the Service considered this to be as a result of systems issues and that better results were hoped for in the following report;
- the reason for staff resignations was further queried. Noting there was a cost to recruitment and training, and that to lose staff after 1-2 years had a cost, it was asked whether this issue might be considered in terms of length of service prior to resignation;
- noting that sickness absence had reduced during the Covid period, it was suggested that people may have worked from home in circumstances when they may not have gone into the workplace;
- noting the percentage of eligible adults aged 65+ who had received the flu vaccination being below target, it was asked whether there was data available for Covid vaccination take-up;

- in response to queries relating to the reported non-achievement of £1M approved 2020/21 budget reductions, this was attributed to the effects of Covid and how Treasury income is reported. The figure had been built into the budget and it was noted that this amount was in areas of lost income which the government had chosen not to provide recompense.

**RESOLVED** that the Corporate Performance Report December 2020 be noted.

7

## **LOCAL GOVERNMENT OMBUDSMAN ANNUAL REVIEW OF PERFORMANCE**

The Select Committee gave consideration to a report which provided an update on Council performance in relation to enquiries received from the Local Government and Social Care Ombudsman (LGSCO).

The Council dealt with complaints about the services it provided according to the requirements of the Local Government Act 1974 for corporate complaints; the Children Act 1989 for Children's Social Care complaints; and the Local Authority Social Services and NHS Complaints Regulations 2009 for Adult Social Care complaints. All these complaints procedures had the LGSCO as the last stage in the process. The Ombudsman's role was to enquire into cases where the Council and the complainant still did not agree after the Local Authority's complaints procedure had been exhausted and the complainant still wanted the case to be reviewed.

The submitted report considered the LGSCO's Annual Review of Complaints for 2019/20 and national, regional and local perspectives arising. Nationally, the LGSCO had reviewed 17,019 cases, of which 5,723 were resolved at initial investigation stage, while 4,215 required a detailed investigation of which 2,586 were ultimately upheld. The highest proportion of complaints upheld were about education and children's services (72%), while over a third of the public interest reports published also related to those issues. Regionally, figures provided for the numbers of complaints reviewed by the LGSCO for each of the Greater Manchester Authorities in the years 2018/19 and 2019/20. Oldham's figure had fallen from 80 to 71 in this period. The number of cases investigated in 2019/20 was likewise reported: Oldham had 13 cases investigated of which seven were upheld.

Locally, in 29% of those upheld cases the LGSCO found that the Council had provided a satisfactory remedy before the complaint reached the Ombudsman: this compared to an average of 11% in similar authorities. It was noted that the number of cases reviewed by and investigated by the LGSCO was low when compared with the overall complaints caseload. The Council was currently reviewing the Complaints Service which would include review of policies and procedures, improving timescales for resolution and placing stronger emphasis on service

development and improvement following complaints. Best practice training had also been commissioned.



**Oldham**  
Council

Members sought and received clarification on the following –

- complaints tended to be spread across the Council generally, though with particular focus on certain areas such as children’s services, adult services and Council Tax. If a particular type of concern was arising, work would be undertaken to see if an overall improvement could be made;
- in considering where and how complaints arose, a particular issue such as a disputed planning application might produce a spike in complaints;
- it was noted that while a person may complain, it could be that the Council had acted correctly. If it was found that an individual was at fault, work would be undertaken with the Service to ensure services were provided respectfully and correctly;
- it was noted that different services attracted different types of complain, for example Council Tax debt enforcement attracted complaints though many were not upheld as correct procedures had been followed, and waste collection attracted greater feedback because of the higher level of public contact with the service.

**RESOLVED** that the Local Government Ombudsman Annual Review of Performance be noted.

8

## **SECONDARY SCHOOL AND SIXTH FORM PERFORMANCE**

Consideration was given to a report which provided the Select Committee with a review of secondary school and sixth form performance.

Members were informed that the pandemic caused the closure of schools and cancellation of examinations in 2020, with students being awarded their centre assessment grade or calculated grade, whichever was higher. This increased grades and meant that results for 2020 could not be directly compared to other years. In addition, performance data was not available at the school level making 2020 analysis very limited. The report provided a performance overview by summarising the 2020 published data and reflecting on trends in 2017-2019 published data.

In 2020, GCSE and A’ level outcomes for Oldham pupils were below national averages and the gaps between Oldham and national averages were wider than previously, the trends from 2017 to 2019 also showing a widening gap in GCSE and A’ level outcomes. It was important that children and young people in Oldham should have an education which enabled them to achieve as well as those from any other parts of England. To realise this vision, the Borough’s students must firstly attain in line with their peers in statistical neighbour boroughs and then



with national averages. This had started to happen at Early Years and Key Stages (KS) 1 and 2, but at KS4 this appeared difficult to shift and the position was unclear at KS5.

Oldham Learning was the Council's approach to creating a sustainable, sector-led school improvement system which involves a wide range of stakeholders including schools and colleges, academies and multi-academy trusts. It was noted that, in order to facilitate this and to prevent the potential for fragmentation across a disparate education provider landscape, Oldham Learning will need to develop a clear and coherent strategy for improving education outcomes across the Borough. This will be developed through the Summer term 2021, ready for implementation from September 2021. The University of Manchester had been commissioned to consult with sector and system stakeholders to establish a robust outcomes framework by end of June 2020 which will inform the strategy direction and production.

Members queried the performance gap between Oldham and the national position, being advised that the Service was impatient for the improvements at Early Years to KS2 to work their way through to KS 4 and 5, and that a Covid Recovery Plan was aimed at getting children back to school over the coming weeks and then working to address the imbalance in performance. Responding to a request for sight of the Recovery Plan, the Cabinet Member noted that there were issues of performance to consider that existed prior to the Covid pandemic and which were picked up in the Recovery Plan. A Member noted that information was presented for Oldham as a whole and suggested that future reports might have performance broken down on the basis of school and Ward level data to assess levels of achievement across the Borough.

**RESOLVED** that

1. the secondary school and sixth form performance be noted;
2. the sector-led school improvement activity be noted.

9

**PARTICIPATION OF YOUNG PEOPLE AGED 16-18 IN EDUCATION, EMPLOYMENT OR TRAINING (EET)**

The Select Committee gave consideration to a report which updated them on current participation and NEET (Not in Education, Employment or Training) rates. A summary on activity undertaken during Covid pandemic was provided, along with planned activity for the future to ensure that the Council was shaping and influencing opportunities where possible for Oldham's 16-18 year olds.

The Council continued to fulfil its duties around encouraging, enabling and assisting young people to participate in education or training and tracking those aged 16 and 17 through the commissioning of the targeted support offer delivered by Positive Steps, which included some dedicated resource for those with Special Educational Needs and Disabilities (SEND)

and the Children Looked After (CLA) cohort. The effects of Covid on young people had been well reported with concerns about the effects on their education and wellbeing, including their concerns about the future, all affecting levels of engagement and motivation. The approach across partners in Oldham was to ensure that young people can access the advice and support they require; that opportunities are available, albeit in a restricted format in some cases; and to engage with young people to hear their voices and respond as best as possible.

It was reported that currently 94.2% of Year 12s were participating in some form of EET, this rate being consistent in the past 12 months despite the additional challenges brought by Covid-19, though there was some variation for those with SEND and the CLA cohort with whom further work was being undertaken. The NEET rate currently sat at 3.4% and had similarly been steady over the past 12 months. Positive Steps careers advisors continued to engage with those NEET and reported a number of reasons for withdrawal from EET.

During the first lockdown a number of workstrands had been put in place to support children and young people looking to ensure that young people arrived at their expected setting in September; were ready to engage in learning on arrival at their setting; were in a good place with their mental health; and were able to settle and socially engage with other students. It was acknowledged that engagement programmes, while essential, were restricted due to Covid. However, there were seven organisations offering provision in Oldham that would support young people to engage and obtain skills for education, employment or training, and work had been undertaken with a number of other potential providers of engagement type activity to raise awareness of needs in Oldham ahead of a funding opportunity with the Princes Trust. GMCA funding had been secured for work in removing barriers to apprenticeships for underrepresented groups, with activities during Apprenticeship Week 2021 and opportunities made available through a monthly bulletin being further advised.

The huge improvement in this service which had been of concern to the Committee over a number of years was noted and acknowledged by the Committee, including the continued delivery of support over the Covid period.

**RESOLVED** that

1. the improvement in services provided to promote the participation of young people in education, employment and training be noted;
2. the current landscape and experiences of 16-18 year olds which is impacting on their participation in education, employment or training be noted.

## FREE EARLY EDUCATION ENTITLEMENTS FOR 2, 3 AND 4 YEAR-OLDS: OVERVIEW OF KEY TRENDS AND DEVELOPMENTS

The Committee received a report providing an overview of key trends and developments in the delivery of free early education entitlements for two, three and four-year olds. The report considered the most recent national statistics released by the Department for Education (DfE) in June 2020 to enable benchmarking of Oldham's position against other local authorities at that time and also reflected on the impact of the Covid-19 pandemic on the availability and uptake of early education over the past year, setting out priority actions to redress a recent decline in uptake rates.

Despite a recent trajectory of improvement, school readiness in Oldham as measured by the percentage of children reaching the Good Level of Development in the Early Years Foundation Stage at age 5 remained below national and regional averages. The impact of the Covid-19 pandemic on access to an early learning environment for many children was likely to further exacerbate the situation and made it more important that a proactive approach was taken to improving take-up rates for the free early education entitlements.

The three early years entitlements, along with the national qualifying conditions and locally adopted criteria that extended eligibility, were reported, and benchmarking of Oldham's performance against national, Greater Manchester (GM) and statistical neighbour authorities was presented, along with Ward uptake data. Headline data was that -

- with regard to the Universal early education entitlement (3 and 4-year olds), an uptake rate of 98% placed the Borough above the national average (93%) and GM and statistical neighbours;
- with regard to the two-year old entitlement, a national uptake rate of 69% in 2020 was recorded against a peak in 2018 of 72%, a picture mirrored in Oldham, albeit with a sharper fall, with respective figures of 70% and 84%;
- with regard to quality, 99% of two-year-olds and 90% of three and four year olds were accessing their free entitlement in good and outstanding settings in January 2020, compared to national figures of 97% and 92% respectively.

It was reported that the Covid pandemic had placed pressures on early years providers. They had faced the combined challenges of lockdown closures, part closures, parental caution and additional requirements to comply with social distancing and infection control measures. However, despite this, to date the market in Oldham had remained reasonably stable.

To address the decline in uptake rates, a Childcare Recovery Plan had been developed to ensure the Council's sufficiency

duty can be met in the mid to long-term and can help support recovery of the local economy. The Plan aimed to:

- i) support the financial sustainability of the local childcare market, recognising that many settings may not be able to operate at full capacity and that parental demand may be reduced;
- ii) support the re-opening of childcare provision to ensure childcare is available as far as possible for parents who need it, and when they need it, taking account of changing parental needs and preferences; and
- iii) return uptake rates for the 2, 3 and 4 year-old free early education entitlements to their pre-Covid levels and beyond.



**Oldham**  
Council

The following issues were raised and considered -

- where take-up rates indicated, for example, a termly take-up of 103%, this arose from the processing of attendances across ward boundaries and attendances from outside the Borough;
- the reported increase in the number of potentially eligible parents between 2018 and 2020, which had been disproportionately higher when compared with other local authorities and had been a factor in reduced uptake, was attributed to Universal Credit data provided to the authority that set the baseline for eligibility. It was noted that this data had since returned to a more normal position but it remained unclear what caused the increase in the earlier data provided;
- in terms of provision going forward from the Covid pandemic, the Council had a statutory duty to ensure sufficient childcare provision and needed to be proactive in areas where it looked to be lacking. The current focus was on protection of existing places, as set out in the Recovery Plan and in linking to national agencies working with providers and providing business support grants.

**RESOLVED** that the report be noted.

11

### **KEY DECISION DOCUMENT**

The Committee gave consideration to the latest Key Decision Document published on 19<sup>th</sup> February 2021.

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

12

### **OVERVIEW AND SCRUTINY PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE WORK PROGRAMME**

The Board gave consideration to the updated Overview and Scrutiny Performance and Value for Money Select Committee Work Programme for 2020/21. Members' attention was drawn to the proposed implementation of the revised overview and scrutiny terms of reference, agreed by the Council in June 2020, with effect from the forthcoming Municipal Year. The Chair noted major projects, such as Northern Roots, new partnerships being established, Spindles Information and the Housing

Strategy, where money was being spent and expectations raised over the coming year, would need oversight by scrutiny Members.

**RESOLVED** that the Overview and Scrutiny Performance and Value for Money Select Committee Work Programme 2020/21, as presented, be noted.

13 **EXCLUSION OF 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 either paragraph 2 or 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.

14 **REGIONAL ADOPTION AGENCY REVIEW OF PERFORMANCE AND FINANCE**

The Committee received an update on matters relating to adoption activity in the half year period 1<sup>st</sup> April to 30<sup>th</sup> September 2020, including measures against performance indicators and the adoption 'journey' for a number of children to demonstrate the issues needing to be addressed for young people and potential adoptive parents. The Committee further received and considered the half year executive report of 'Adoption Now', the regional adoption agency providing adoption services for six local authorities, including Oldham, in the north west.

Members queried and received responses in respect of the approaches undertaken to recruit potential adopters, including promotional activities within the community; what considerations were given to people who put themselves forward as potential prospective adoptive parents; and the considerations given prior to the placement of individual children for adoption.

**RESOLVED** that the report be noted.

15 **MIOCARE GROUP - ANNUAL UPDATE ON FINANCIAL PERFORMANCE**

The Committee received an update on the financial performance of the MioCare Group Community Interest Company during the financial year 2020/21 which gave an overview of business developments and which further considered current and future operating environments and the issues these presented for the company's budget for 2021/22.

The Committee queried and received responses in respect of the reported financial performance and in respect of staffing issues as they affected both the company and the care sector in general.

**RESOLVED** that the report be noted.

The meeting started at 6.00 pm and ended at 7.58 pm



**Report to PVFM**

## **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: 24 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 (including Eng & Maths)  
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%** 

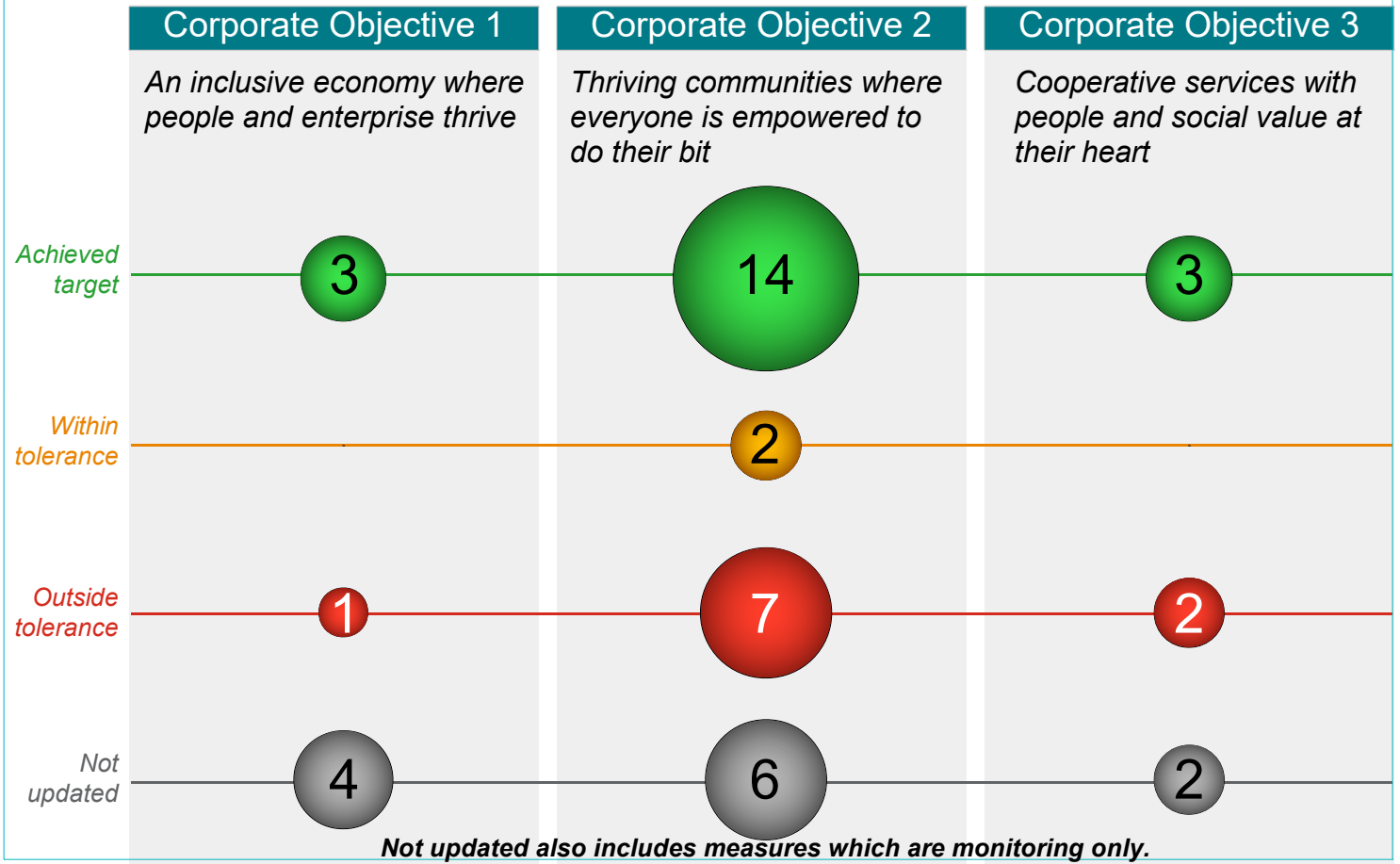
38% Volunteered in Last 12 Months  
31% Local Election Turnout  
26% Feel Involved in Community

YYC 2013 / UK Electoral Commision 2018



# Performance Measures by Objective

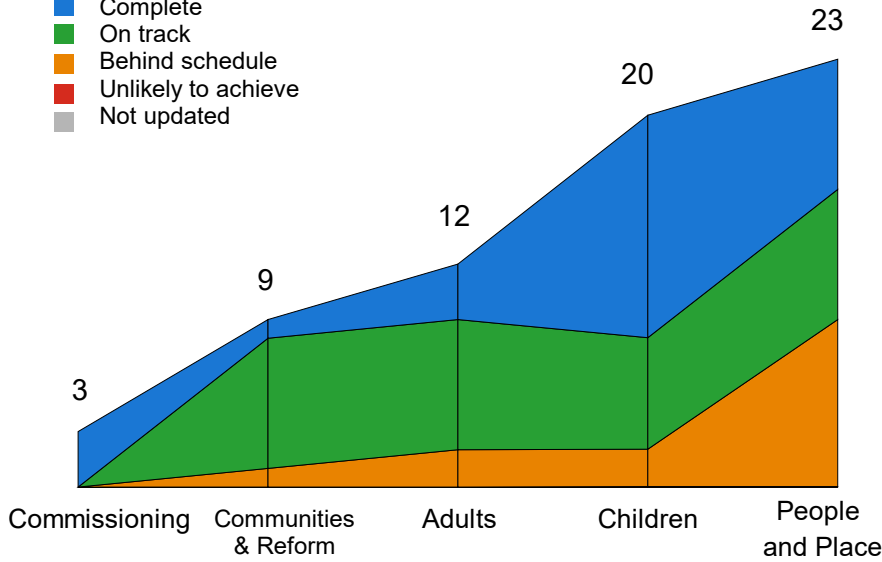
Details in Appendices I and II



## 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

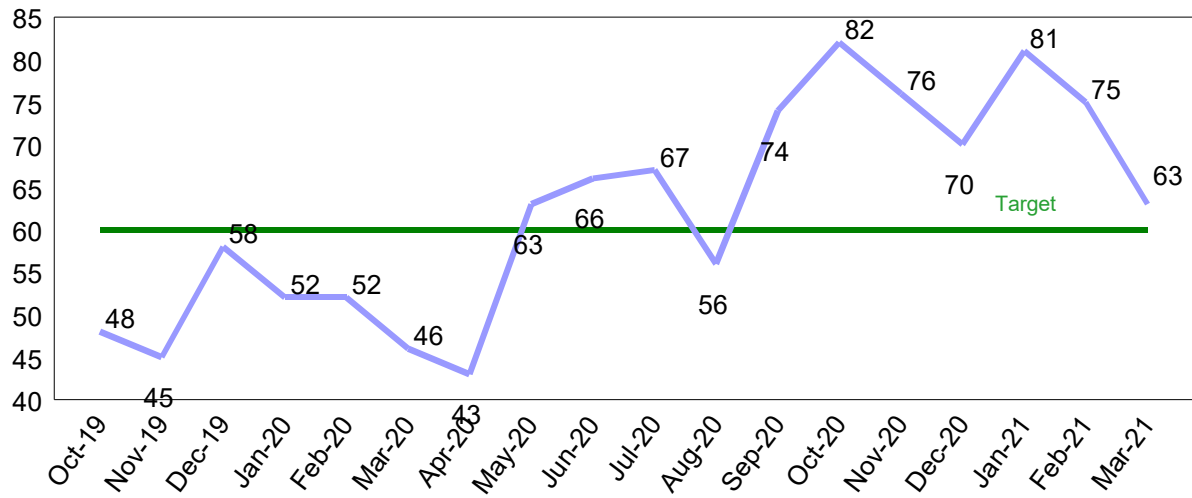
- I Catastrophic
- II Critical
- III Marginal
- IV Negligible

## Likelihood

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

## RAG-rated Performance Measure Trend (March 2021)

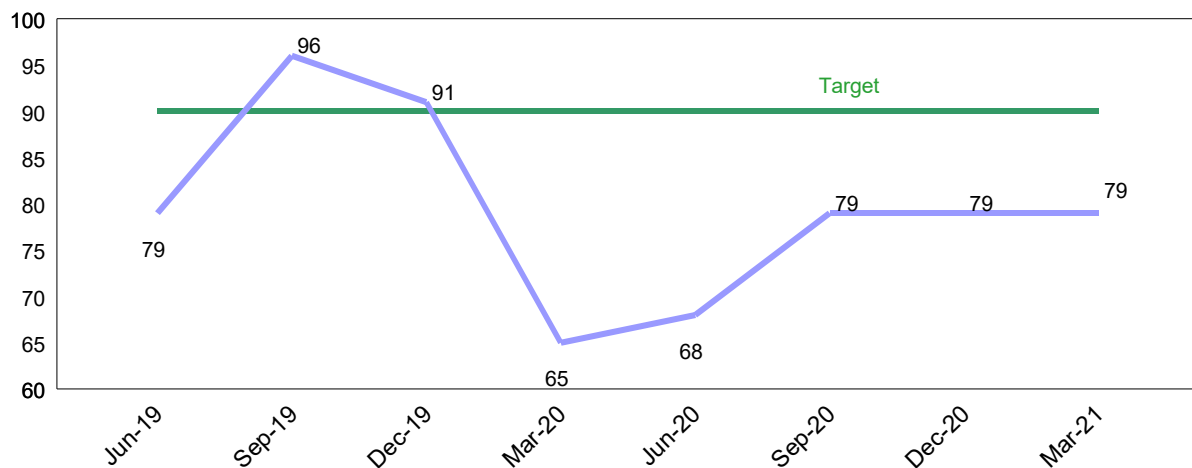
Performance Measures that achieved their target as a percentage of all reported Performance Measures. The aim is for 60% or more of the Performance Measures to have met their target.



	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



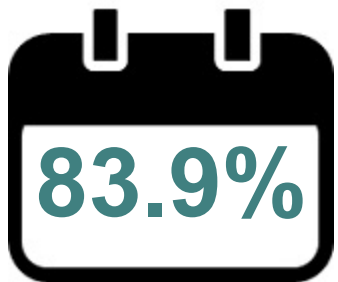
current trend



top 3 reasons

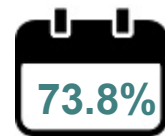
The top 3 reasons for sickness absence are Mental Health (3.13 days per FTE), Musculo-skeletal (2.16 days per FTE) and Heart and Blood related (0.5 days per FTE).

**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

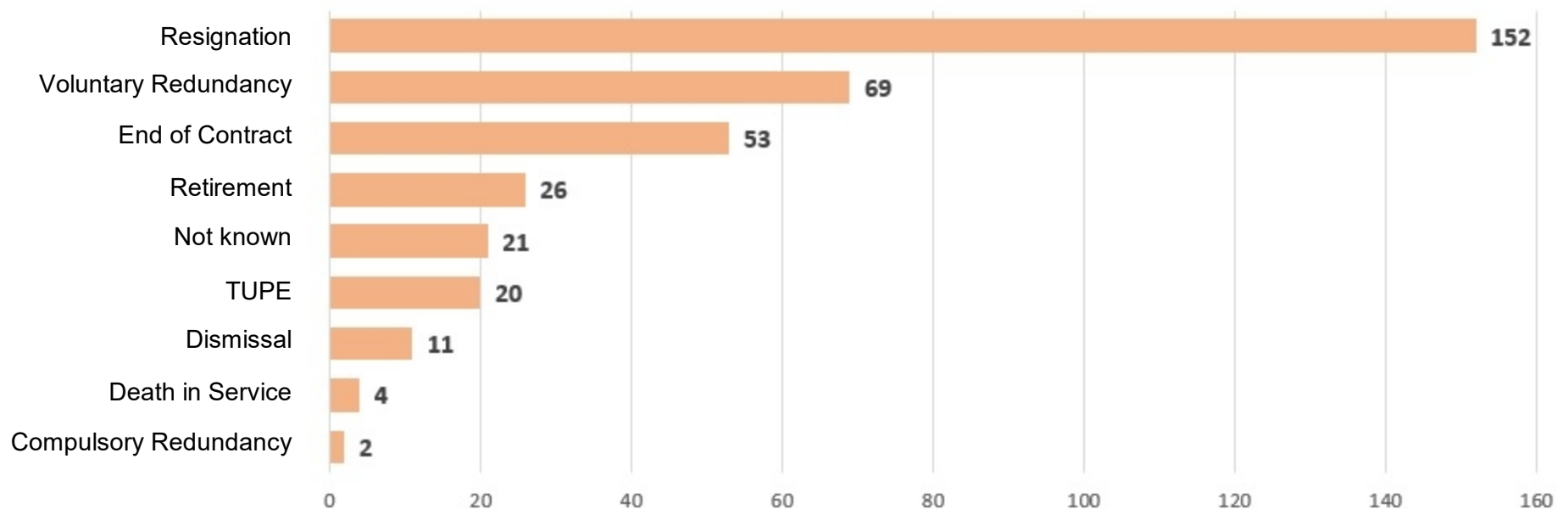


\* 360 members of staff left the Council in the period from April 2020 – March 2021. This represents a turnover a rate of 11.96% which is lower than the UK average of 15% (the higher the turnover the more leavers an organisation has).

\* 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:

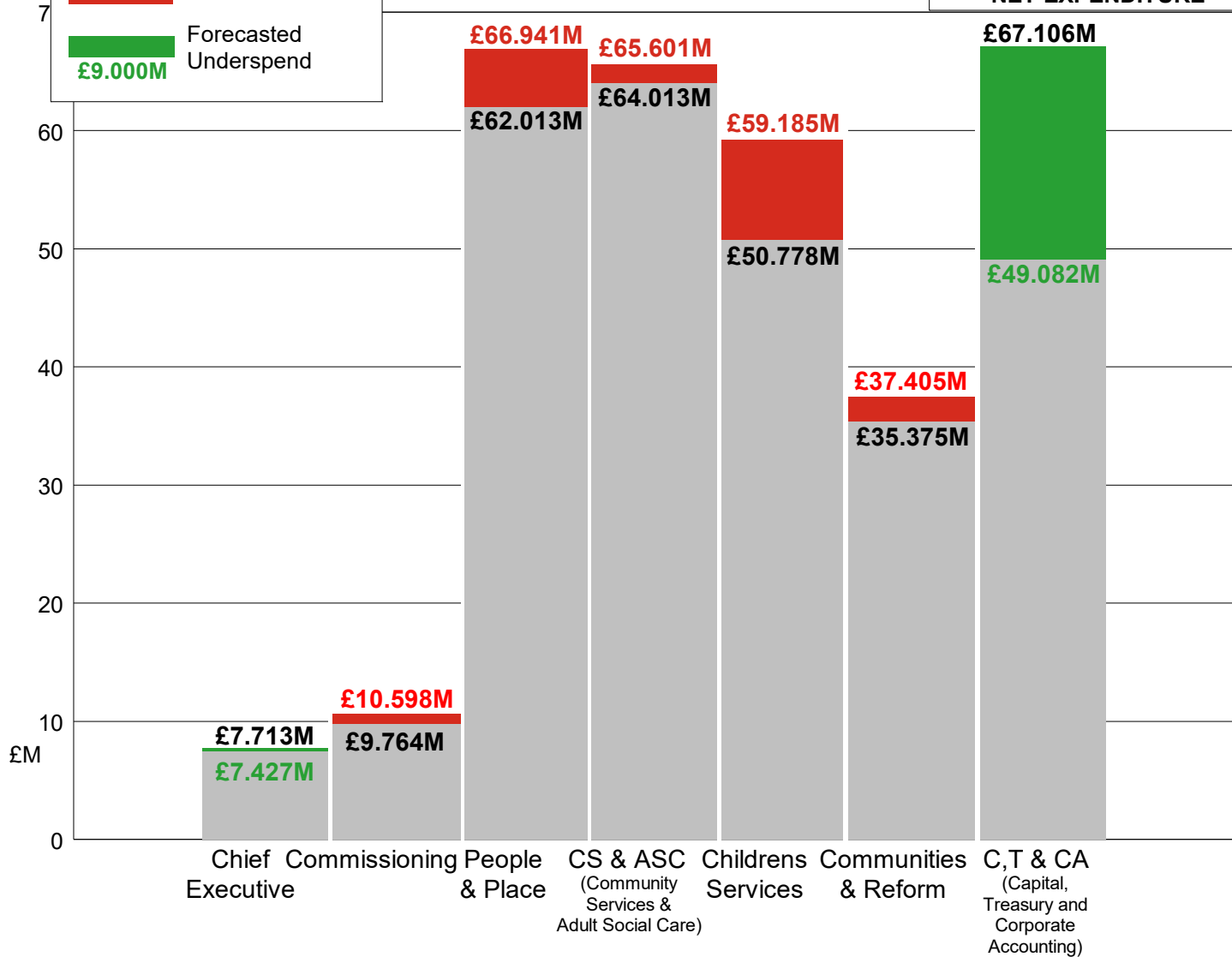
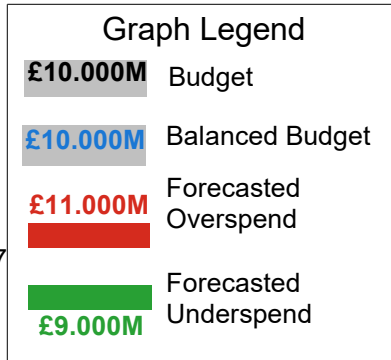
- The development of a Career Pathways and Talent Management approach to ensure all roles have clear career progression routes
- New skills and leadership development programmes to ensure all staff are supported to progress their career with the Council
- The revision of the #TeamOldham reward and benefits 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
			<b>5.83</b>

# 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)
	<b>296.762</b>	<b>296.239</b>	<b>-0.522</b>
	<b>NET EXPENDITURE</b>		



## 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
<b>START WELL : Children and Young people get the best start in life and make the most of their education</b>										
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								
<b>Corporate Objective 1 : An inclusive economy where people and enterprise thrive</b>										
DA113	Engagement with GMHSP(Health and Social Care Partnership) for the tender for Supported Employment Service and enable local improvement of employment of people with Learning Disabilities, Autism and Mental Health	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
<b>Corporate Objective 2 : Thriving communities where everyone is empowered to do their bit</b>									
DA104	Implement GM Learning Disabilities priorities ensuring all 10 priorities become BAU	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
-------	---	--------------	----------------	-----------	-----------	-----------	---	-------------	-----------

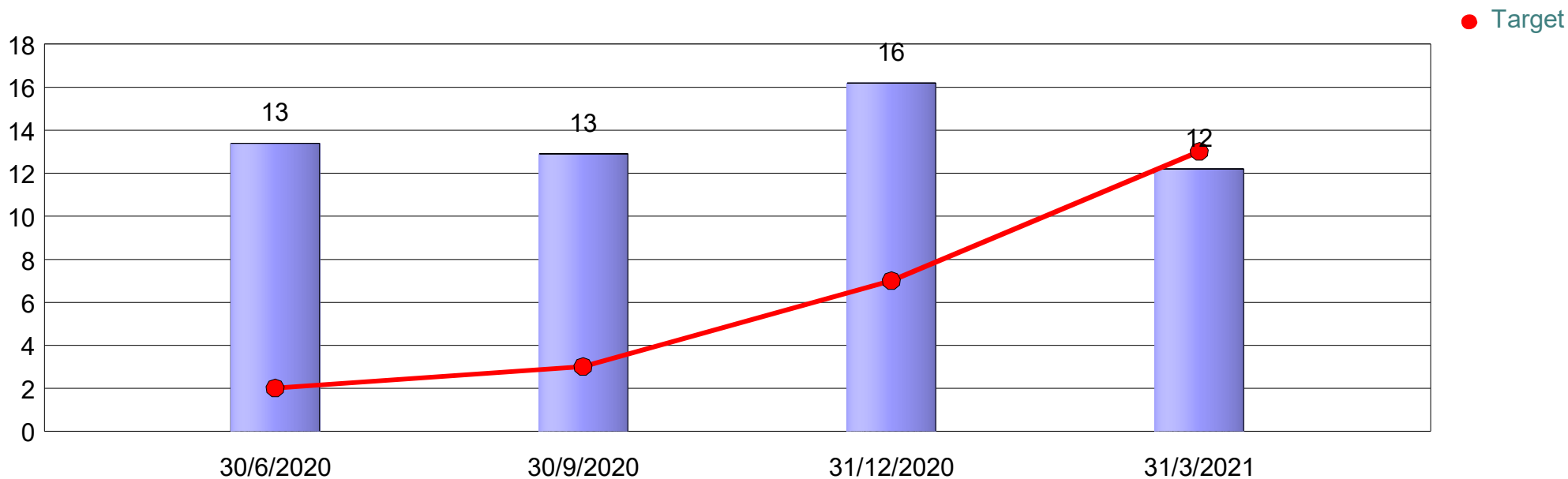
Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DA108	Implementation of the phase 2 cluster and specialised service integration programme to realise true integrated service delivery (links to several business 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**

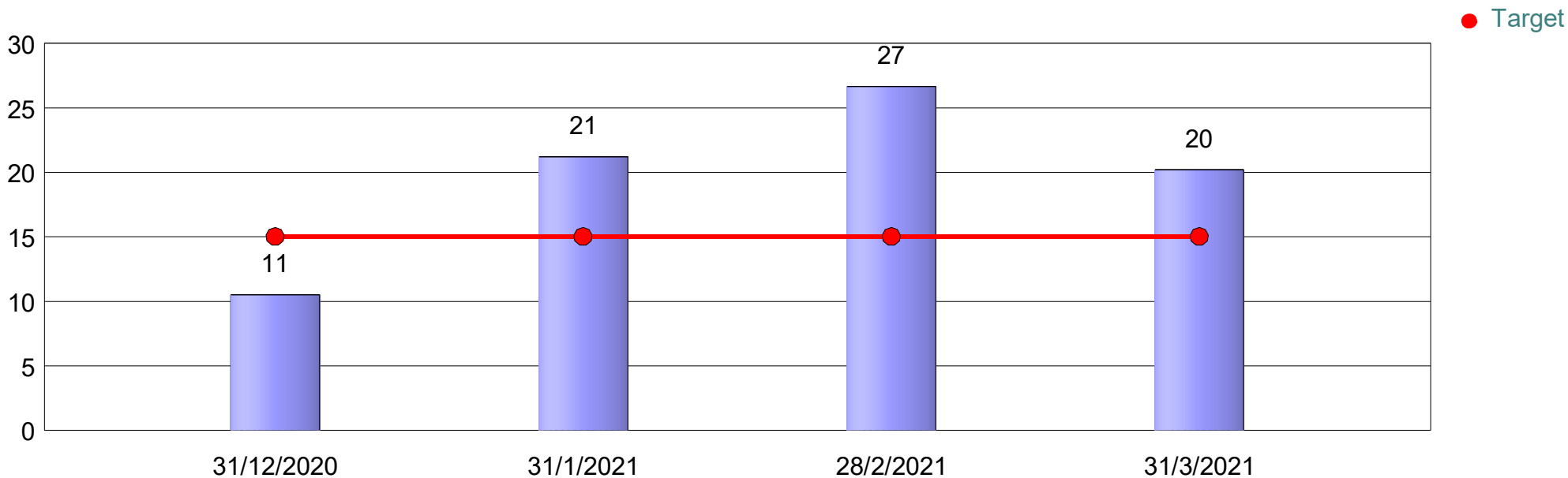
The target was on track to be met until the last quarter. No further transfers have been made due to continued Covid-19 challenges affecting businesses. The government Kickstart programme has also seen businesses favour this scheme over apprenticeships in the short-term.

**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**

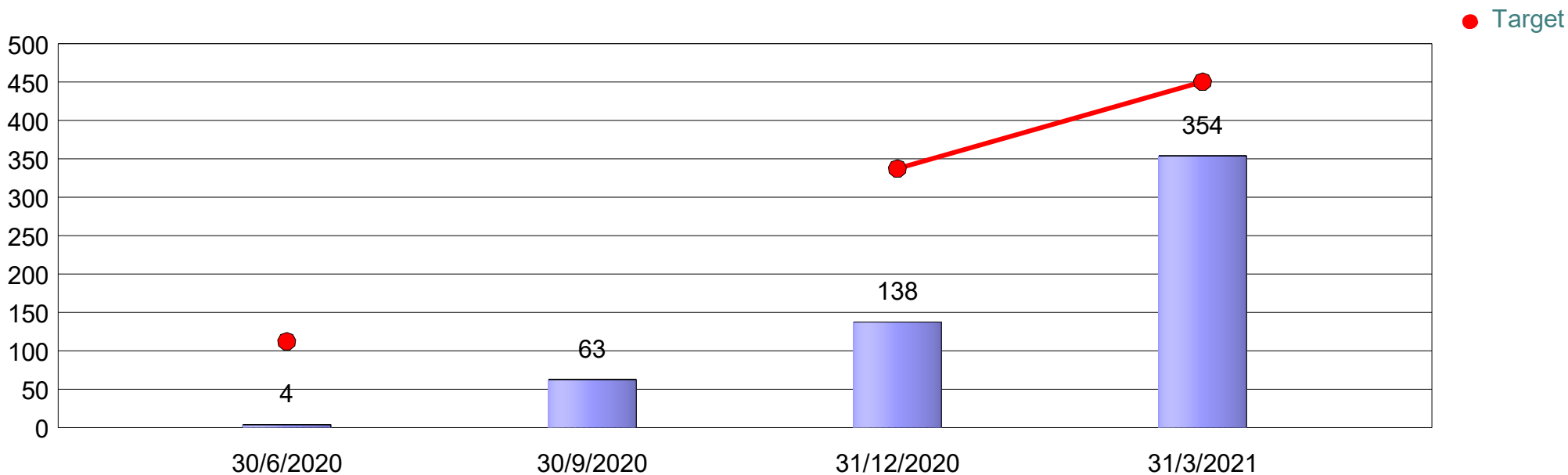
Claims and changes of circumstances for Council Tax Reduction increased significantly during the course of the year as a result of the COVID crisis. Remote access to core benefit processing systems reduced productivity in the early stages of lockdown by an estimated 20% but improved over the course of 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

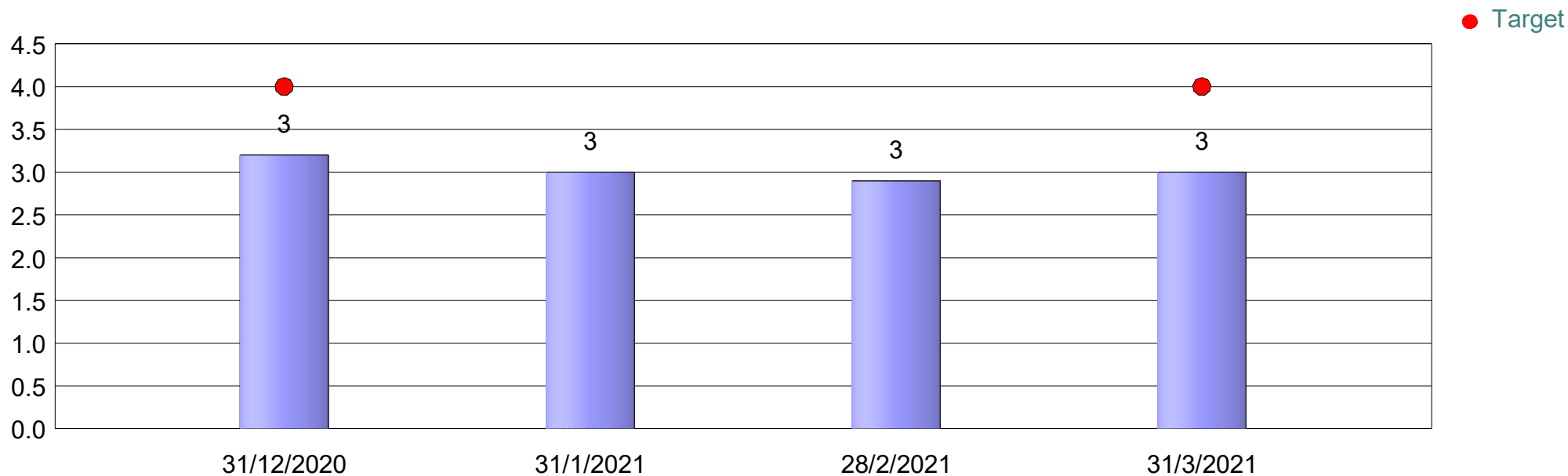
354 new homes were built during 2020/21, which is 96 less than the annual target of 450 new homes. The low level of completions is likely to be due to a fall in completions over the last 12 months resulting from the Covid-19 pandemic. It is hoped that there will be a rise in completions during the following 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

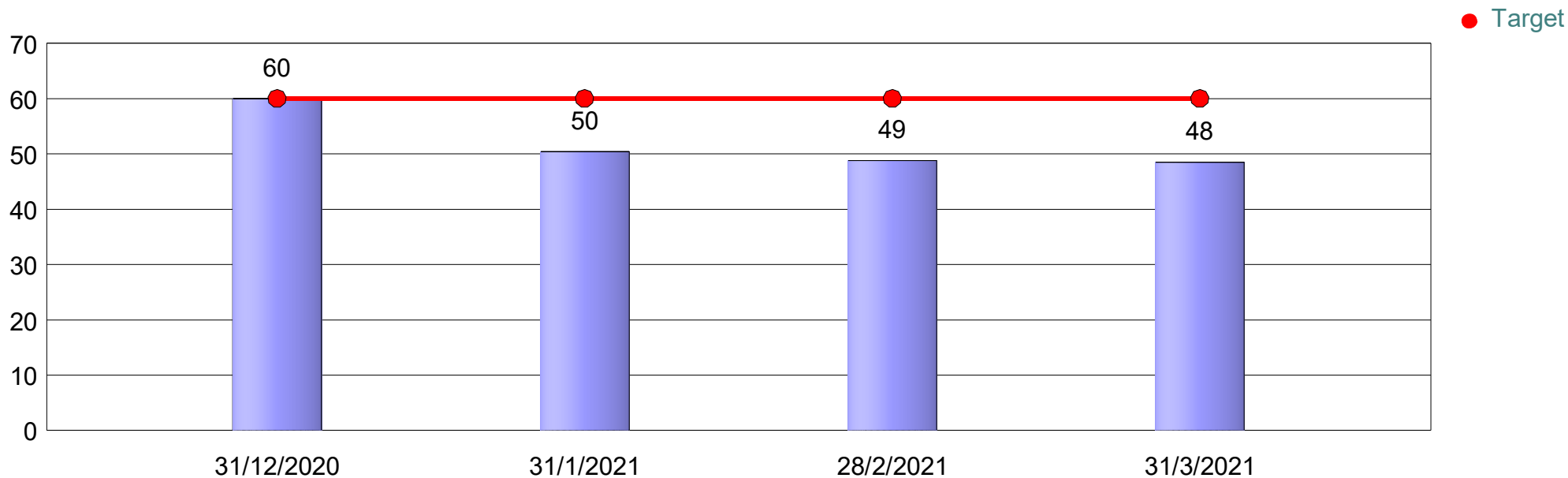
The Covid 19 pandemic continues to impact on the employment workstream for the LD and Autism strategies locally. It also continues to impact on job availability especially in this area. With the national changes around lockdown, this situation is improving & we are meeting with workstream colleagues 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

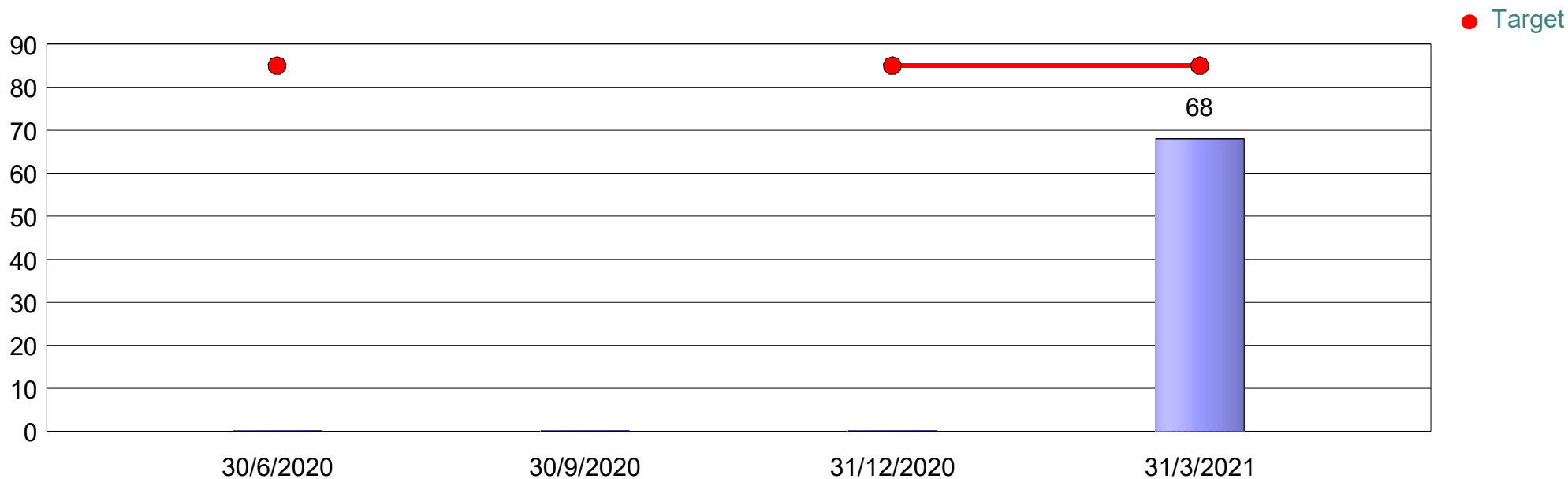
Current position: There has been a decrease due to some young people not starting their gained employment. The cohort is inclusive of 132 young people, 68 are recorded as NEET for a range of reasons; parents with young children (under the age of 3 years) or parents of unborn children, illness and unable 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.

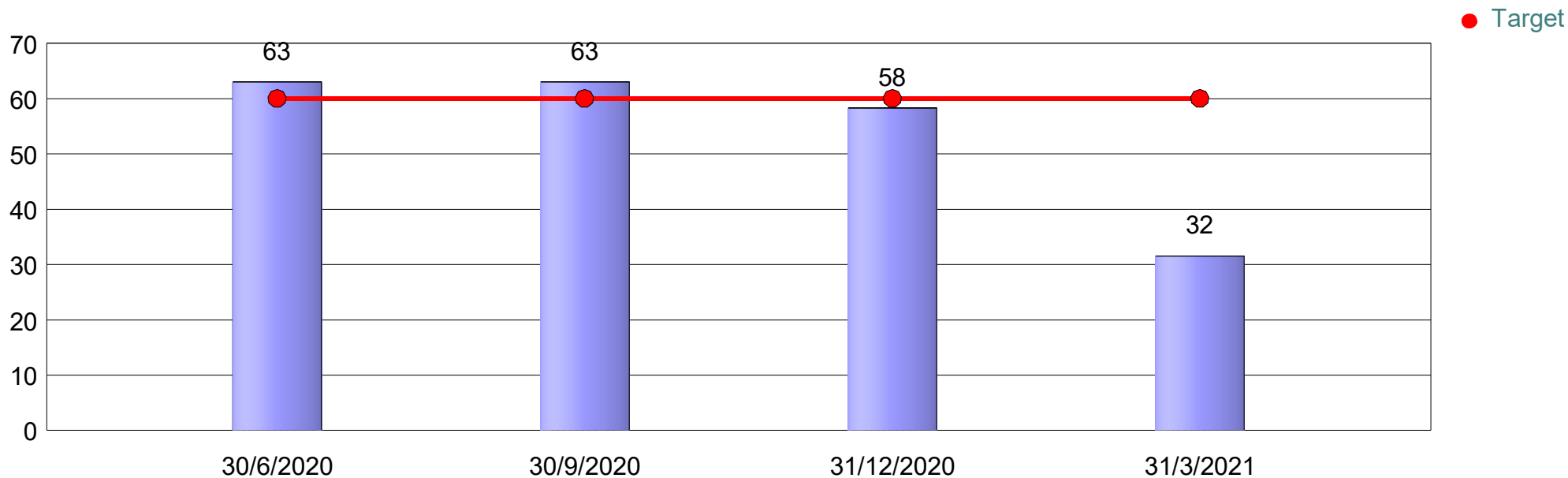
Director Assurance

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**

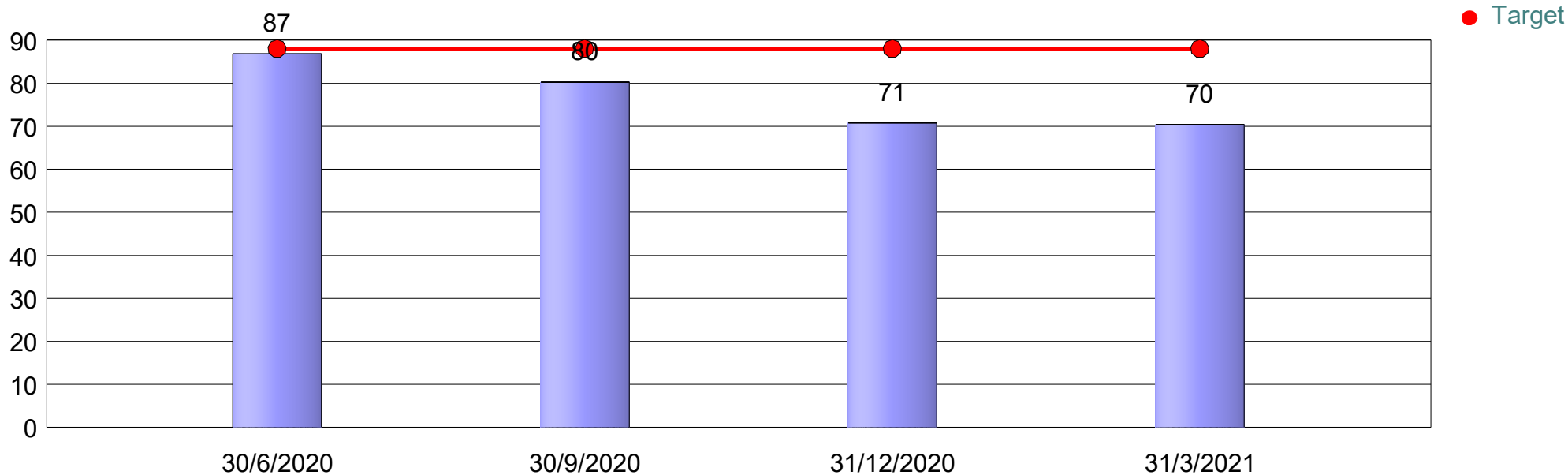
To limit COVID-19 transmissions, dental practices were instructed to close and cease all routine dental care from the 25th March 2020. The data reported here includes that time, therefore activity is lower than expected. For England this measure is 30% and in the North West it is 32%. Therefore in Oldham, 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**

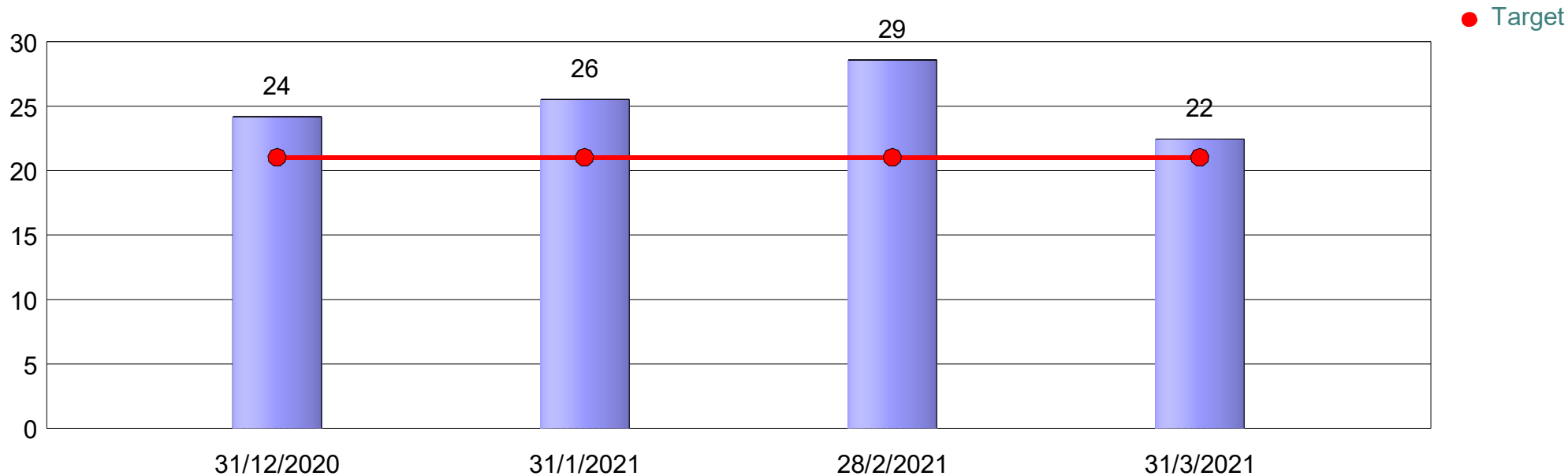
The service has had significant challenges in completing the mandated reviews face to face - initially due to the NHS guidance during COVID but also family anxieties around visitors to the home. All vulnerable families are prioritised for face to face visits, as are the New Birth Visits and 6/8 week 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.

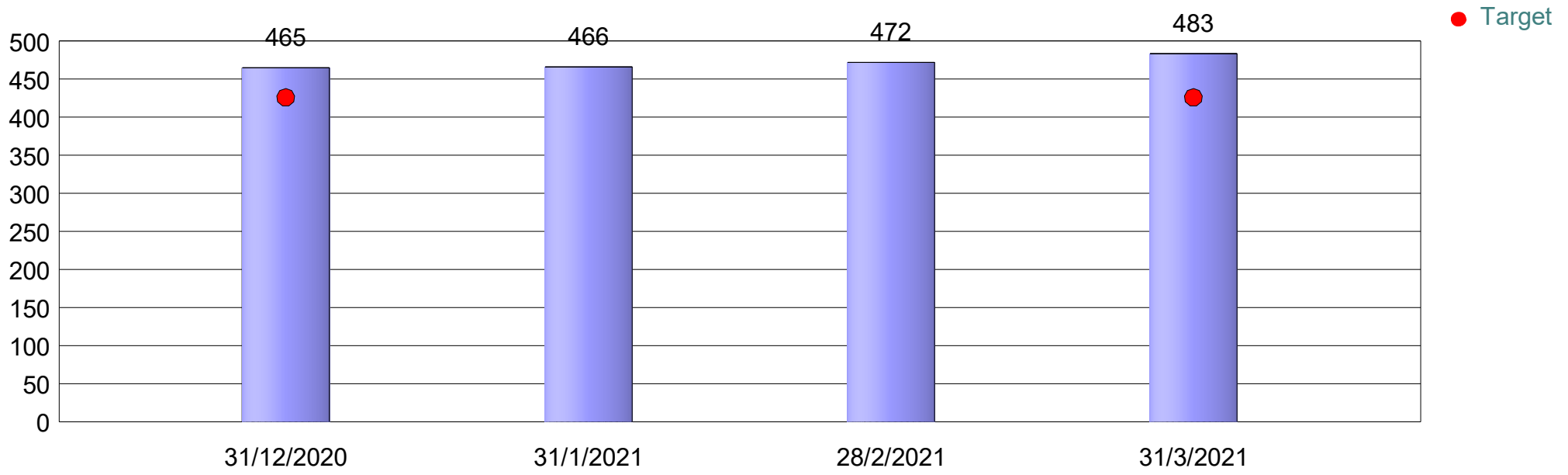
Action: There is an identified need for continued social care strength in the early help provision at the front door and a new integrated system went fully live in February 2021. The refreshed Continuum of Need went live in March 2021 as a pathway to strengthen the focus and understanding of earliest 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.

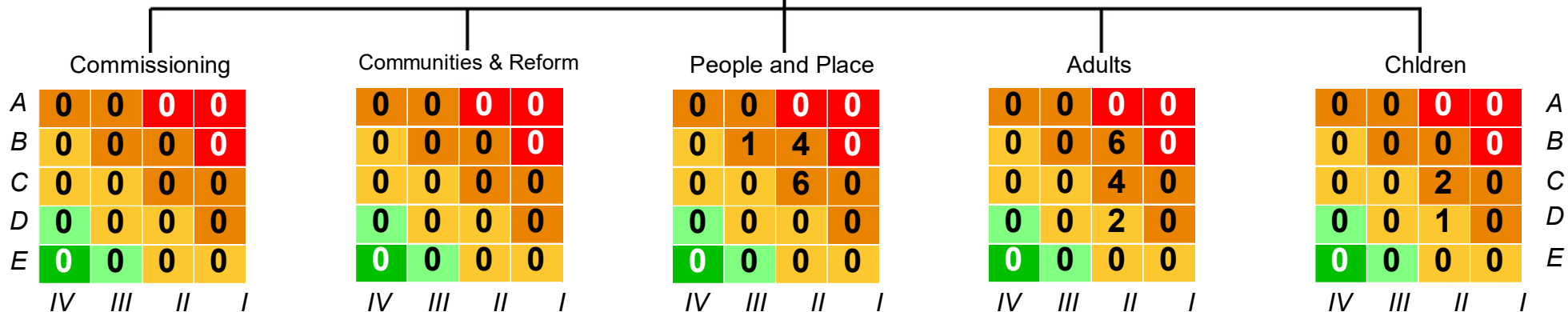
# Appendix IV - Risks associated with Actions

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)

<b>Measure Name</b>	<b>Amendment</b>
	None requested this month.

Action amendment(s)

<b>Action Name</b>	<b>Amendment</b>
Page 68	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 PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE**

### **Key Decision Document**

**Portfolio Holder: Various**

**Report Author: Constitutional Services**

**24<sup>th</sup> June 2021**

---

---

#### **Purpose of the Report**

For the Performance Overview and Scrutiny Committee to review and note the latest published Key Decision Document.

#### **Executive Summary**

Overview and Scrutiny has access to the Key Decision Document and timetable for decisions and intentions for consultation. Where the overview and scrutiny function has not scrutinised an item on the Key Decision Document, but that item has implications for policy/service development, then the overview and scrutiny body will have full opportunity to be able to submit any comments to the relevant Cabinet Member/Chief Officer during the course of the consultation process in relation to any key decision.

#### **Recommendations**

The Performance Overview and Scrutiny Committee is asked to note the Key Decision Document and to provide any comments.

This page is intentionally left blank

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JUNE 2021**

<b>Key Decision Reference</b>	<b>Subject Area For Decision</b>	<b>Led By</b>	<b>Decision Date</b>	<b>Decision Taker</b>
-------------------------------	----------------------------------	---------------	----------------------	-----------------------

**Economic and Social Reform Cabinet Portfolio**

RCR-10-14	Western Gateway Town Centre Land and Property Acquisitions	Director of Economy	June 2021	Cabinet
Description: To acquire strategic land and properties across the Western Gateway of the Town Centre Document(s) to be considered in public or private: Private for financial and commercial reasons				
ES-12-20	Oldham town centre property acquisition	Deputy Chief Executive – Helen Lockwood	June 2021	Cabinet
Description: Strategic property acquisition Document(s) to be considered in public or private: Private NOT FOR PUBLICATION by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 and it is not in the public interest to disclose the information because it relates to the financial or business affairs of the Council and a third party.				
Es-01-21	Alexandra Park Eco Centre - Substation/LV Enabling Works	Director of Economy	July 2021	Cabinet Member - Economic and Social Reform (Leader - Cllr Arooj Shah)

## KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JUNE 2021

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: Works associated with the installation of a new substation, LV and battery equipment in advance of the main Alexandra Park Eco Centre works. Document(s) to be considered in public or private: Alexandra Park Eco Centre Cabinet Report (Part A) of 25th January 2021				
ESR-01-21 <b>New!</b>	GM Electric Vehicle Charging Infrastructure Strategy (EVCI)	Deputy Chief Executive – Helen Lockwood	June 2021	Cabinet
Description: The GM EVCI Strategy is a sub-strategy of the GM2040 Transport Strategy. It will provide a clear vision, objectives and strategic principles to inform a delivery plan for the deployment of public charging infrastructure across the city region. Cabinet will be asked to recommend the GM EVCI Strategy for approval by the GM Combined Authority. Document(s) to be considered in public or private: GM Electric Vehicle Charging Infrastructure Strategy				

## Education and Skills Cabinet Portfolio

EDS-08-19	Secondary Education Provision - Expansion of North Chadderton School	Managing Director, Children and Young People - Gerard Jones	November 2021	Cabinet Member - Education and Skills (Councillor Shaid Mushtaq)
Description: The report is seeking approval to award a contract for the expansion of North Chadderton School, following the completion of a tender procurement exercise. Document(s) to be considered in public or private: Private				
ED-01-21 <b>New!</b>	Fir Bank Primary School - Nursery Extension	Director of Economy	July 2021	Cabinet

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JUNE 2021**

<b>Key Decision Reference</b>	<b>Subject Area For Decision</b>	<b>Led By</b>	<b>Decision Date</b>	<b>Decision Taker</b>
Description: Document(s) to be considered in public or private: N/A				
ED-02-21 <b>New!</b>	SEN Transport Contract Extension	Managing Director, Children and Young People - Gerard Jones	June 2021	Cabinet
Description: The purpose of the report is to seek approval for awarding the 12-month extension option within the agreement between Oldham Council and Transport Providers for the provision of the statutory SEN Transport Service Document(s) to be considered in public or private:				

Page 75

**Children and Young People Cabinet Portfolio - None**

**Health and Social Care Cabinet Portfolio - None**

**Housing Cabinet Portfolio**

HSG-07-20	Local Plan Review: Issues and Options	Deputy Chief Executive – Helen Lockwood	June 2021	Cabinet Member - Housing (Councillor Hannah Roberts)
-----------	---------------------------------------	---	-----------	--

## KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JUNE 2021

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: Oldham's Local Plan will guide development in the borough up to 2037. It will eventually replace the current plan (Joint Core Strategy and Development Management Policies DPD) which was adopted in November 2011 and any saved older planning policies.</p> <p>The Issues and Options document describes key challenges facing Oldham, sets out broad issues and presents options and questions that we need residents, businesses and interested parties in the borough to help us answer.</p> <p>Document(s) to be considered in public or private:</p>				
HSG-01-21	Chadderton Neighbourhood Area and Forum applications	Deputy Chief Executive – Helen Lockwood	July 2021	Cabinet Member - Housing (Councillor Hannah Roberts)
<p>Description: To publish and consult for six weeks the application to designate the Chadderton Partnership as a Neighbourhood Forum and the application to designate the three Chadderton wards as a neighbourhood area, in line with the requirements set out in the Neighbourhood Planning (General) Regulations (2012).</p> <p>Document(s) to be considered in public or private: Area application Forum application Chadderton neighbourhood area map constitutions</p>				
HSG-02-21 <b>New!</b>	Local Development Scheme 2021 Update	Director of Economy	July 2021	Cabinet
<p>Description: The Local Development Scheme (LDS) is the project plan for the Local Plan. It sets out details and timetables about the planning documents that are to be prepared as part of the Local Plan, including joint development plan documents.</p> <p>Document(s) to be considered in public or private:</p>				

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JUNE 2021**

<b>Key Decision Reference</b>	<b>Subject Area For Decision</b>	<b>Led By</b>	<b>Decision Date</b>	<b>Decision Taker</b>
HSG-03-21 <b>New!</b>	Housing Delivery Action Plan Update	Director of Economy	July 2021	Executive Director - Economy, Skills and Neighbourhoods
<p>Description: The Housing Delivery Action Plan Update has been prepared in response to the Housing Delivery Test (HDT) measurement published January 2021. It sets out the root causes for housing delivery within Oldham, the key issues and how the council intends to improve delivery, in order to ensure that we provide a diverse Oldham Housing offer that is attractive and meets the needs of different sections of the population at different stages of their lives.</p> <p>Document(s) to be considered in public or private:</p>				
HSG-04-21 <b>New!</b>	Education Contributions Interim Planning Position Paper	Director of Economy	July 2021	Executive Director - Economy, Skills and Neighbourhoods
<p>Description: The planning position paper sets out how the council will deal with education developer contributions for the borough when determining planning applications for new residential development which may impact on school place provision.</p> <p>Document(s) to be considered in public or private: Education Contributions Interim Planning Position Paper - public.</p>				
HSG-05-21 <b>New!</b>	Statement of Community Involvement 2021 Update	Director of Economy	July 2021	Cabinet
<p>Description: The Statement of Community Involvement (SCI) outlines when and how we will engage the community in the preparation of the Local Plan and other planning documents.</p> <p>Document(s) to be considered in public or private:</p>				

## KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JUNE 2021

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
HSG-06-21 <b>New!</b>	Places for Everyone Publication Plan 2021: A Joint Development Plan Document for 9 Greater Manchester Local Authorities (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Tameside, Trafford and Wigan)	Director of Economy	July 2021	Cabinet
Description: Places for Everyone Publication Plan 2021: A Joint Development Plan Document for 9 Greater Manchester Local Authorities (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Tameside, Trafford and Wigan) Document(s) to be considered in public or private:				

## Neighbourhoods Cabinet Portfolio

NC-04-21 <b>New!</b>	GM Clean Air Final Plan	Deputy Chief Executive – Helen Lockwood	July 2021	Cabinet
Description: To agree Greater Manchester's Clean Air Plan (GM CAP) following a review all the information gathered through the GM CAP and Minimum Licensing Standards consultations. Document(s) to be considered in public or private: Report (public)				
NC-05-21 <b>New!</b>	Oasis Leesbrook Academy School - New Signalised Junction (A669 Lees Road / Breeze Hill Road / Wellyhole Street)	Deputy Chief Executive – Helen Lockwood	June 2021	Cabinet Member - Neighbourhoods (Deputy Leader - Councillor Amanda Chadderton)



**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JUNE 2021**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	<p>Description: To seek approval for the delivery of a new signalised junction, plus associated works, at A669 Lees Road / Breeze Hill Road / Wellyhole Street, Lees. These works are relating to a planning condition associated with Oasis Leesbrook Academy School and are to be carried out by Oldham Council's Highways Operations Team and fully funded by the Department for Education.</p> <p>Document(s) to be considered in public or private: Original Planning Application and associated planning conditions  <a href="https://planningpa.oldham.gov.uk/online-applications/applicationDetails.do?keyVal=ZZZSILMCTV690&amp;activeTab=summary">https://planningpa.oldham.gov.uk/online-applications/applicationDetails.do?keyVal=ZZZSILMCTV690&amp;activeTab=summary</a></p> <p>Private - due to financial information</p>			
<p>NEI-03-20  <b>New!</b>                      Page 79</p>	<p>Highways Improvement Programme 2019/20 - 2021/22</p>	<p>Deputy Chief Executive – Helen Lockwood</p>	<p>May 2022</p>	<p>Executive Director - Economy, Skills and Neighbourhoods</p>
	<p>Description: Cabinet approved the £12m Highways Improvement Programme for delivery over the financial years 2019/20 to 2021/22 in March 2019.</p> <p>As part of the Programme there will be several schemes/groups of schemes with values exceeding £250,000 hence the need for an item on the key decision document. This item relates to any decisions made on tenders exceeding £250,000 in the 2021/22 financial year to ensure prompt delivery of the programme.</p> <p>Document(s) to be considered in public or private: N/A</p>			

**Corporate Services Cabinet Portfolio - None**

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JUNE 2021**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
------------------------	---------------------------	--------	---------------	----------------

**Finance and Low Carbon Cabinet Portfolio - None**

---

**Employment and Enterprise Cabinet Portfolio**

CVR-01-21	Voluntary, Community, Faith & Social Enterprise (VCFSE) Sector Infrastructure Grant	Strategic Director Communities and Reform – Rebekah Sutcliffe	June 2021	Cabinet
-----------	---	---	-----------	---------

Description: Decision regarding the award of the VCFSE Infrastructure Grant  
 Document(s) to be considered in public or private: Private - NOT FOR PUBLICATION by virtue of Paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972 and it is not in the public interest to disclose the information because the report contains information relating to the financial and business affairs of an organisation.

**Commissioning Partnership Board**

---

## KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JUNE 2021

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
CPB-06-20	Section 75 Agreement	Chief Executive/Accountable Officer NHS Oldham CCG	June 2021	Commissioning Partnership Board
<p>Description: To provide notification of decisions to be taken by the Commissioning Partnership Board                      Document(s) to be considered in public or private: Reports to be considered in private due to commercial sensitivity and details related to financial and business affairs of the Council, its partners and service providers</p>				

### Key:

**New!** - indicates an item that has been added this month

### Notes:

1. The procedure for requesting details of documents listed to be submitted to decision takers for consideration is to contact the Contact Officer contained within the Key Decision Sheet for that item. The contact address for documents is Oldham Council, Civic Centre, West Street, Oldham, OL1 1UH. Other documents relevant to those matters may be submitted to the decision maker.
2. Where on a Key Decision Sheet the Decision Taker is Cabinet, the list of its Members are as follows: Councillors Arooj Shah, Abdul Jabbar MBE, Amanda Chadderton, Shaid Mushtaq, Zahid Chauhan, Jean Stretton, Shoab Akhtar, Eddie Moores and Hannah Roberts.
3. Full Key Decision details (including documents to be submitted to the decision maker for consideration, specific contact officer details and notification on if a report is likely to be considered in private) can be found via the online published plan at: <http://committees.oldham.gov.uk/mgListPlans.aspx?RPId=144&RD=0>

This page is intentionally left blank



**Report to PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE**

## **Performance Overview and Scrutiny Committee Work Programme 2021/22**

**Chair:** Councillor Riaz Ahmed

**Lead Officer:** Elizabeth Drogan, Statutory Scrutiny Officer

**Report Author:** Mark Hardman, Constitutional Services Officer

**24<sup>th</sup> June 2021**

---

### **Purpose of the Report**

For the Performance Overview and Scrutiny Committee to review the Committee's Work Programme for 2021/22.

### **Recommendations**

The Performance Overview and Scrutiny Committee is asked to note and comment on the attached Performance Overview and Scrutiny Committee Work Programme 2021/22.

## 1. Background

- 1.1 Overview and Scrutiny Procedure Rule 4.1 requires each Overview and Scrutiny Committee to prepare and maintain a Committee Work Programme.
- 1.2 The Performance Overview and Scrutiny Committee Work Programme presents the issues that the Committee will be considering and scrutinising during the 2021/22 Municipal Year. The Performance Overview and Scrutiny Committee is a new Committee that will be working to the following terms of reference as agreed by the Council in June 2020 -
- a) To monitor and hold to account the performance of service delivery within Oldham Council and of strategic partners such as Oldham Community Leisure Limited (OCLL), Oldham Partnership etc with particular reference to the Corporate Plan and all other strategic plans.
  - b) In reviewing the performance of Council and other services, to scrutinize plans for improvement where performance is weak and to maintain oversight until performance improves.
  - c) To scrutinise the financial performance of the Council against the approved budget and efficiency savings identified therein.
  - d) To scrutinise issues identified as requiring improvement by external assessors (with the exception of social care matters) ensuring that there is appropriate statutory representation of co-opted members in respect of education matters.
  - e) To establish Task and Finish groups, Inquiries etc to give in depth consideration to issues within the purview of the Committee.
  - f) To consider relevant matters referred from Council in accordance with Council Procedure Rule 10.11(g).
  - g) To monitor the implementation of scrutiny recommendations that have been accepted by the Cabinet.
  - h) To make recommendations to the Cabinet or to any partner organisation on issues scrutinised relevant to those bodies.
- 1.3 In drafting the Committee Work Programme, the work programmes and outcomes from the three overview and scrutiny bodies that worked through the 2020/21 Municipal Year were reviewed by the Statutory Scrutiny Officer and officers from Constitutional Services in consultation with the Chairs of the former and current Overview and Scrutiny Committees, with business being assigned in accordance with the agreed terms of reference for the three new Overview and Scrutiny Committees. This process is not intended to replicate previous years business but looks to ensure that ongoing, longer term oversight of particular issues is not lost in the move from one structure to another.
- 1.4 The Performance Overview and Scrutiny Committee has a key role to play in looking to ensure that the Budget and Policies approved by the Council and/or the Cabinet and put into action by the Cabinet, Portfolio Holders and Council Officers deliver efficient and effective services. Where deficiencies in services might be identified, whether this is via a submitted monitoring report, a report from a regulatory body or through some other means, including via the Committee membership more generally, the Committee can scrutinize the progress of improvement activities and can look to support, encourage and offer advice in looking to secure service improvement.

- 
- 1.5 Overview and scrutiny should be regarded as a 'dynamic' process in that issues should be expected to pass from one Committee to another at appropriate times: for example, activities and services following from approval of a Policy would in many cases be expected to be monitored by the Performance Overview and Scrutiny Committee. In all cases, the flow of business across Committees would be managed by the Statutory Scrutiny Officer in consultation with the Chairs and Vice Chairs of the Overview and Scrutiny Committees. It should, however, be noted that the scheduling of Committee business is, to some degree, in the hands of others: for example, the Council and the various partners contributing to the work of the Committee each have their own business cycles.
  - 1.6 The Performance Overview and Scrutiny Committee Work Programme at this stage only notes business scheduled for meetings of the Committee. However, the use of workshops or of task and finish groups are a tool of the overview and scrutiny function, enabling longer and more in-depth consideration of issues than is possible in a Committee setting. Such events will be recorded in the Work Programme as they are called for, scheduled and held.
  - 1.7 The initial Performance Overview and Scrutiny Committee Work Programme 2021/22 is attached as an Appendix to this report. The Work Programme will be updated and re-submitted to each meeting of the Committee (excluding dedicated budget meetings) as the year progresses.

This page is intentionally left blank



## PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE

### WORK PROGRAMME 2021/22

Thurs 24 <sup>th</sup> June 2021	Performance Report – Quarter 4, 2020/21	To scrutinize Council performance against agreed performance measures	Portfolio – Leader of the Council. Strategic Director – Communities and Reform. Matt Drogan, Head of Strategy and Performance.	
	Corporate Performance Reporting Process 2021/22	To advise the Committee on the Council’s new corporate performance reporting process for 2021/22	Portfolio – Leader of the Council. Strategic Director – Communities and Reform. Matt Drogan, Head of Strategy and Performance.	
Thurs 26 <sup>th</sup> August	Financial Outturn for 2020/21	To scrutinize the Council’s financial performance against the agreed Budget.	Portfolio – Finance and Low Carbon. Anne Ryans, Director of Finance.	
	Revenue Monitor and Capital Investment Programme 2021/22 Month 3	To scrutinize the Council’s financial performance against the agreed Budget.	Portfolio – Finance and Low Carbon. Anne Ryans, Director of Finance.	
	SEND Review Update	To update progress against the completion of improvement actions and actions to improve attendance, reduce exclusions and raise achievement for	Portfolio – Education and Skills Managing Director – Children and Young People David Shaw, Assistant Director SEND.	Report requested by the Performance and Value for Money Select Committee, February 2021

		children and young people with SEND;		
	Unity Partnership Limited Annual Report 2020/21	To scrutinize the performance of Unity Partnership.	Portfolio – Finance and Low Carbon. Dominic Whelan, Chief Operating Officer, Unity Partnership Limited.	
	Update on Additional School Places and Admissions	Update Report	Portfolio – Education and Skills Managing Director – Children and Young People Andy Collinge, Head of School Support Services	Report requested by the Performance and Value for Money Select Committee, August 2020
	Oldham Safeguarding Adults Board Annual Report 2020/21 and Three Year Strategy	To receive and consider the Board's Annual Report and Three Year Strategy.	Dr Henri Giller, Chair of the Board Portfolio - Health and Social Care Julie Farley, Business Manager, Oldham Safeguarding Adults Board.	
	Oldham Safeguarding Children Board Annual Report 2020/21.	To receive and consider the Board's Annual Report.	Dr Henri Giller, Chair of the Board Portfolio - Children and Young People Lisa Morris, Business Manager, Oldham Safeguarding Children Partnership.	
Thurs 7 <sup>th</sup> October	Performance report – Quarter 1, 2021/22	To scrutinize Council performance against agreed performance measures.	Portfolio – Leader of the Council. Strategic Director – Communities and Reform. Matt Drogan, Head of Strategy and Performance.	Service performance reporting

Thurs 18 <sup>th</sup> November	Revenue Monitor and Capital Investment Programme 2021/22 Month 5	To scrutinize the Council's financial performance against the agreed Budget.	Portfolio – Finance and Low Carbon. Anne Ryans, Director of Finance.	
	Local Government Ombudsman – Annual Report	To scrutinize the Council's position regarding complaints and complaints pursued through to the Ombudsman.	Portfolio – Finance and Low Carbon. Anne Ryans, Director of Finance. Caroline Lee, Head of Revenues and Benefits	
Thurs 16 <sup>th</sup> December	Performance Report Quarter 2, 2021/22	To scrutinize Council performance against agreed performance measures.	Portfolio – Leader of the Council. Strategic Director – Communities and Reform. Matt Drogan, Head of Strategy and Performance.	Service performance reporting
	Revenue Monitor and Capital Investment Programme 2021/22 Month 6	To scrutinize the Council's financial performance against the agreed Budget.	Portfolio – Finance and Low Carbon. Anne Ryans, Director of Finance.	
	Children's Services - update on financial performance and Improvement Plan	To receive updates in respect of financial performance in Children's Services and delivery of the Improvement Plan	Portfolio – Education and Skills Managing Director – Children and Young People	
	Repeat Referrals in Children's Social Care	To receive an update on re-referral performance, an overview of the five key	Portfolio – Education and Skills Managing Director – Children and Young People	Item required by Performance and Value for Money Select Committee, December 2020

		themes relating to the re-referral rate and actions to ensure close management of this key performance indicator.	Elaine Devaney, Director of Children's Social Care; Gemma Gerrish, Assistant Director Social Work Services	
Thurs 10 <sup>th</sup> February 2022	Revenue Monitor and Capital Investment Programme 2021/22 Month 8	To scrutinize the Council's financial performance against the agreed Budget.	Portfolio – Finance and Low Carbon. Anne Ryans, Director of Finance.	
Thurs 24 <sup>th</sup> March	Performance report Quarter 3, 2021/22	To scrutinize Council performance against agreed performance measures	Portfolio – Leader of the Council. Strategic Director – Communities and Reform. Matt Drogan, Head of Strategy and Performance.	Service performance reporting
	MioCare Group – Performance Report	To scrutinise the performance of the MioCare Group	Portfolio - Health and Social Care. Karl Dean, Managing Director, Miocare Group	

#### PENDING ISSUES

- Primary and Secondary School Performance – The Chair is to discuss with the Portfolio Holder and the Director of Education, Skills and Early Years the consideration of these issues.
- Further items from the Children and Young People's Directorate, including an update on financial performance and the Improvement Plan, and reporting from the Regional Adoption Agency, remain to be scheduled.