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PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE Agenda

Date Thursday, 23rd June 2022

Time 6.00pm

Venue Crompton Suite, Civic Centre, 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 Peter Thompson, telephone: 0161 770 5151 or email peter.thompson@oldham.gov.uk

3. MEMBERSHIP of the Committee: - Councillors Ahmad (Chair), Marie Bashforth, Byrne, Sajed Hussain, Islam, Kenyon, Rea and Shuttleworth.

Item No

1 Appointment of Vice-Chair 2022/23

The Committee is asked to appoint a Vice-Chair for the 2022/23 Municipal Year.

2 Apologies for absence

To receive any apologies for absence.

3 Declarations of Interest

To receive Declarations of Interest in any contract or matter to be discussed at the meeting.

4 Minutes of Previous Meeting (Pages 1 - 4)

The Minutes of the meeting held on 24th March 2022 are attached for approval.

5 Urgent Business

Urgent business, if any, introduced by the Chair.

6 Public Question Time

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

- 7 Update on implementation of the Housing Strategy (Pages 5 - 22)
An update report on the implementation of the Borough's Housing Strategy
- 8 Council Performance Report - March 2022 (Pages 23 - 48)
For the period 1st January to 31st March 2022.
- 9 Performance Overview and Scrutiny Committee Work Programme 2021/22 -
Outturn (Pages 49 - 56)
- 10 Performance Overview and Scrutiny Committee Work Programme 2022/23
(Pages 57 - 66)
- 11 Key Decision Notice (Pages 67 - 76)
- 12 Exclusion of Press and Public

That, in accordance with Section 100A(4) of the Local Government Act 1972, the
press and public be excluded from the meeting for the following items of
business on the grounds that they contain exempt information under paragraph 3
of Part 1 of Schedule 12A of the Act, and it would not, on balance, be in the
public interest to disclose the reports.
- 13 MioCare Group - Annual Update on Financial Performance (Pages 77 - 86)



Present: Councillor Ahmad (Chair)
Councillors Byrne, Hindle, Iqbal, Islam, Kenyon and Malik

Also in Attendance:

Kaidy McCann	Constitutional Services
Anne Ryans	Director of Finance
Mark Stenson	Internal Audit & Corporate Assurance

1 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor G Alexander.

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 MEETING**

RESOLVED that the minutes of the meeting held on 10th February 2022 be approved as a correct record.

6 **COUNCIL PERFORMANCE REPORT DECEMBER 2021**

The Committee considered the Council's Performance Report for December 2021, which was presented by the Director of Finance.

The Council's corporate performance report monitored delivery against the Covid-19 Recovery Strategy. The Committee was informed that 90% of actions within the recovery strategy were on track for completion within the specified period or had already been completed. 66% of updated targeted measures were performing on or above target. The Council Senior Management Team would continue to closely monitor all actions, risks and other measures introduced that supported the successful delivery of the Covid-19 Recovery Strategy which was a key priority for the Council. The Committee's report provided Members with a breakdown by work area and themes and further details on exceptions were also included in the report.

The report highlighted the following actions/measures that were coded red (unlikely to achieve a positive outcome in the specified timescale), for which portfolio holders and lead officers were requested to be accountable.

- a. Safeguarding and supporting the Borough's most vulnerable residents
- b. Working with communities to improve health and wellbeing
- c. Reducing poverty and helping people get back on their feet

In considering these 'red coded' areas of work, the Committee sought assurances from Officers that remedial action was in place to attempt to rectify the various problems that had been highlighted in the report.

RESOLVED that the report be noted.

7

REVENUE MONITOR AND CAPITAL INVESTMENT AND PROGRAMME

The Committee scrutinised a report of the Director of Finance which provided Members with an update on the Council's 2021/22 forecast revenue budget position at Annex 1 and the financial position of the 2021/22 capital programme as at 31 December 2021 (Month 9 - Quarter 3) together with the revised capital programme 2022/23 to 2026/27, as outlined in section two of Annex 2. An opportunity was taken to update the forecasts and grant detail in the report where information had been received more recently and has an impact on the financial projections included in the report.

In terms of the revenue position, the current forecast outturn position for 2021/22 was a projected surplus variance of £2.680m after allowing for approved and pending transfers to and from reserves. The position included additional costs and pressures that had been identified by the Authority in the current financial year as a direct result of the COVID pandemic. The additional pressures included forecasts of both income shortfalls and additional expenditure that had impacted on the Authority's budgets. The pandemic continued to affect nearly all aspects of the Council service delivery. The most significant areas of concern remained the People and Place, Children's Services and Community Health & Adult Social Care Portfolios. Action was being taken and would continue right up to the end of the financial year to address variances and take mitigating action as detailed in the report.

Information on the Month 9 - Quarter 3 position of the Dedicated Schools Grant (DSG), Housing Revenue Account (HRA) and Collection Fund was also outlined in the report. There were currently no significant issues of concern in relation to the HRA. The Collection Fund position had improved in-year and the deficit of £12.159m remained unchanged from the previous month; the Council's share of the deficit was £11.785m. Government grant compensation of £13.092m would offset this to produce a forecast surplus of £1.307m which would be available to support the 2022/23 budget. Whilst the DSG continued to be an area which was facing a financial challenge, recent funding announcements in particular had contributed to an improved position, reducing the cumulative deficit, and

bringing the DSG towards an enhanced balanced position in 2023/24.

In terms of the Capital Position, the report outlined the most up to date capital position for 2021/22 to 2026/27 for approved schemes. The revised capital programme budget for 2021/22 was £38.709m which was considerable movement from the month 8 forecast of £52.588m and a net decrease of £47.293m from the original budget of £86.002m. Actual expenditure to 31 December 2021 was £29.304m (75.7% of the forecast outturn). It was anticipated that the forecast capital outturn would be close to the final position, however further reprofiling up to the year-end may be done.

RESOLVED that the report be noted.

8 **UPDATE ON IMPLEMENTATION OF THE HOUSING STRATEGY**

RESOLVED that the report be deferred to a future meeting on the Committee.

9 **KEY DECISION DOCUMENT**

RESOLVED that the Key Decision Document be noted.

10 **PERFORMANCE O&S COMMITTEE WORK PROGRAMME**

RESOLVED that the Performance Overview and Scrutiny Work Programme be noted.

The meeting started at 6.00pm and ended at 6.44 pm

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Report to PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE

Update on implementation of the Housing Strategy

Portfolio Holder:

Cllr Amanda Chadderton – Cabinet Member for Regeneration and Housing

Officer Contact: Emma Barton – Executive Director of Place & Economic Growth

Report Author: Bryn Cooke – Head of Housing
Ext. 4134

23 July 2022

Purpose of the Report

To provide Performance Overview & Scrutiny Committee with an update regarding the implementation of the Housing Strategy.

Executive Summary

This report sets out the current policy context and ambitions for housing delivery in the Borough as part of the Creating a Better Place regeneration programme. It considers the merits of a range of development options which the Council could progress to ensure delivery of housing on land under its control and updates on current housing activity and recent achievements in the borough. Progress towards developing brownfield land are highlighted. It also considers and makes recommendations regarding affordable housing, low and zero carbon housing and Modern Methods of Construction.

The report sets out 3 possible options (a land sale, delivery via Building Lease and procuring a Strategic Development Partner) available to the Council and the advantages and disadvantages of each, before making site specific recommendations for delivery.

Recommendations

To endorse the action being taken:

To note the housing delivery programme of work as follows:

- Immediate / Short Term Priority: To agree disposal/ delivery plans for the Derker and Southlink sites to stand the best chance of delivery within the Brownfield Housing Fund deadlines, as outlined in the separate reports.

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- Short to Medium Term: Procure delivery partners for sites, packaging sites where necessary to improve viability.
 - Short to Medium Term: Select a Strategic Development partner(s) to progress development of the strategic town centre residential sites with the Council. Prioritising Council resource and investment to help establish a housing market in the town centre.

1. Background

Set out below is a summary of the key housing and policy strategies for Oldham which form the background to recent achievements and current housing activity outlined in Section 2 and have also informed the preparation of the delivery options and work recommended in Sections 3 and 4.

- 1.1.1 ***Creating a Better Place*** incorporates significant programmes of work that have been progressed over the past eighteen months in order to set out a comprehensive vision and strategic framework for the borough. These include the:
- Updated vision for Oldham Town Centre;
 - Housing Strategy 2019; and
 - Updated Medium Term Property Strategy.
- 1.1.2 ***Creating a Better Place*** focuses on building more homes for our residents, creating new jobs through town centre regeneration, and ensuring Oldham is a great place to visit with lots of family friendly and accessible places to go.
- 1.1.3 This approach has the potential to deliver up to 2,000 new homes in the town centre designed for a range of different budgets and needs, 1,000 new jobs and 100 new opportunities for apprenticeships, and will help drive forward the Council's commitment to be the Greenest Borough.
- 1.1.4 Oldham Council is ambitious and bold, and it is on the cusp of an exciting programme of significant change, which is essential to achieve its wider objectives including health, education and improved transport connectivity and public realm. Corporate land and property assets are critical to this agenda and therefore the previously approved Medium-Term Property Strategy (MTPS) has been refreshed to ensure it meets the scale of the change required.
- 1.1.5 At a strategic level, the work completed across the last eighteen months has confirmed that the property portfolio can be a catalyst for building new homes, creating job opportunities, re-skilling residents through new apprenticeship opportunities, and re-engaging communities and partners through property / estate co-location and collaboration. This strategic work also supports the Council's ambitions for inclusive growth, thriving communities and co-operative services.
- 1.1.6 Delivery of the ambitious programmes of work within '*Creating a Better Place*' requires efficient and effective systems and processes in place. Significant work has already taken place during 2019 to ensure the right resources are in place for robust, fit for purpose governance and effective delivery. Changes to the Council's Land and Property protocols are also proposed to further strengthen this.

1.2 Oldham Housing Strategy (2019)

- 1.2.1 The Oldham Housing Strategy, published in 2019, underpins the Housing Delivery Action Plan and guides how the Council will take decisions and action in respect of housing delivery over the coming years. The Council acknowledged that the ambitions set out in the strategy to deliver more new homes will require a different approach to supporting viability in the most appropriate way on a site-by-site basis. In particular, if the Council are to be successful in redeveloping more of the borough's brownfield land it needs to adopt different strategies to improving viability. This could include considering our approach to planning obligations, packaging sites, providing greater clarity and exploring alternative sources of 'gap funding'.

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- 1.2.2 The Housing Strategy also notes that through housing insights evidence base and the Local Plan Review, the Council will provide a steer on the requirements for major development sites that come forward in order to support their comprehensive sustainable development and integration into the surrounding neighbourhoods. This includes homes built to high quality design and at a density that are appropriate to the location and nature of the site; and developing an 'Oldham Code' for low/zero-carbon homes.
- 1.2.3 With a new focus on economic recovery, aligned with ensuring Oldham meets its housing need continues to be of paramount importance. This has created the opportunity to review additional brownfield sites in the town centre and across the borough to help bring forward these opportunities for housing development within the Greater Manchester's Plan for Homes, Jobs, and the Environment (formerly the Greater Manchester Spatial Framework (GMSF) and now known as Places for Everyone), and Oldham's Local Plan.
- 1.2.4 Our aim is to provide a diverse housing offer that meets the needs of different sections of the population at different times in their lives. Our proposals go beyond numbers alone with a focus on the significant contribution that a quality housing offer makes to quality of life. For example, helping an older person to meet their need for a smaller more manageable home which, with the right adaptations, can protect and enhance independence.

1.3 Housing Delivery Action Plan

- 1.3.1 Oldham's current Local Housing Needs Assessment is for 683 new homes per year. Over the past 10 years Oldham has averaged 344 new homes per year. The Housing Delivery Action Plan published in 2021 highlights the step changes needed to meet this challenge in both housing delivery and land supply. The Council's land assets form an important part of the solution in increasing housing delivery. Oldham's land supply has capacity for over 10,700 homes with almost 3,000 of these planned for land in Council ownership.

1.4 Covid Recovery Strategy (June 2021)

- 1.4.1 The Covid Recovery strategy builds on the work already happening across Oldham to recover from the impact of the pandemic and will form the basis of the Council's work as it starts to transition from crisis support to recovery. A key priority area of the strategy is to *"improve housing quality both inside and outside of the home, while bringing forward significant investment in new and affordable homes"* whilst also *"championing a green recovery"*.
- 1.4.2 Poor-quality housing has a profound impact on health. The condition of homes, insecure tenure, and wider neighbourhood characteristics all have a considerable effect on health and wellbeing. Groups in the population who are more likely to live in poor housing are often the same groups who are vulnerable to COVID-19 and other health conditions. COVID-19 has widened existing health inequalities in Oldham and groups with the worst health outcomes are more likely to live in poor housing. To tackle this, the Council will improve housing quality, both in and outside of the home, while bringing forward significant investment in new and affordable homes.
- 1.4.3 The Council plans to respond to the impacts of coronavirus in a bold and ambitious way. We want to use this as an opportunity to stimulate a green recovery that accelerates our ambitions around reducing the boroughs carbon footprint and protecting our greenspace for residents to enjoy.

1.4.4 The Council has committed to:

- **Invest in Quality Homes** - Building more affordable homes through speeding up Council homebuilding, starting to deliver new homes in the town centre and working with Registered Providers (RPs) across the borough to help deliver a minimum of 25% affordable homes; and
- **Build a greener economy that reduces Oldham's carbon footprint** - Start to deliver the Green Homes Grant Local Authority Delivery Scheme in the private sector and for social housing to improve energy efficiency, reduce fuel poverty and create new green jobs.

1.5 Oldham Green New Deal Strategy

1.5.1 In July 2019, the Council announced its intention to develop an 'Oldham Green New Deal Strategy' to replace the Climate Change Strategy 2013- 2020. As part of this a new carbon neutrality target was declared for the Council as an organisation by 2025. These commitments are in the wider context of the GM Combined Authority target for carbon neutrality for the city region by 2038, with a programme of delivery set out in the GM five-year Environment Plan. Through the Green New Deal Strategy the Council will develop an Oldham Code for new build homes, which will set out expectations for energy and environmental performance across a wide range of metrics.

1.6 Oldham Draft Wealth Building Blueprint (2020)

1.6.1 A draft Local Wealth Building Blueprint is in production. The vision of this Blueprint for Community wealth building aims to "harness the spend, assets and wealth of the council and other key 'anchor' institutions within the borough to bring benefits to both the local economy and directly to residents". A key pillar of this blueprint is to increase how the Council makes best use of land and property for public good.

2 Recent Achievements and Current Activity

Recent Achievements

2.1 Since the launch of the Housing Strategy, there have been notable achievements and actions improving the housing offer for Oldham. Some of these are outlined below, whilst others are projects underway and described under Current Activity.

- Successfully brought the statutory functions (homelessness, temporary accommodation and allocations) back in house. We now deliver these functions directly to our residents to help solve housing issues and reduce homelessness.
- The Common Allocations Framework (CAF) has recently been reviewed and the partnership is made up of 7 registered social landlords within the borough, all of whom provide 100% of their properties to the council's housing register for allocation to our residents in housing need
- The revised Strategic Housing Partnership was launched at the start of the new housing strategy 2019 to oversee the delivery of the action plan. There are several workstreams ongoing which support its successful delivery, with the key emphasis being working on partnership. We are currently developing a new build allocations policy which will determine how new build properties are let within the borough and where their rent levels are pitched, ensuring greater accessibility and affordability for our residents. The partnership has also recently signed up to a number of homelessness pledges to assist with preventing and alleviating homelessness within the borough

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- Late last year saw the launch of our new Homelessness Strategy and Temporary Accommodation Strategy. The aim is to become more prevention focused and prevent homelessness by working in partnership with our key stakeholders. For those who do find themselves as homeless and need emergency temporary accommodation, we are re-profiling and remodeling our portfolio to ensure it is fit for purpose, offering minimum standards, providing value for money whilst keeping residents in the borough.
 - Warm homes – we have used monies secured through the green new deal to retrofit some of our housing stock to ensure energy efficiency. This in turn supports the green agenda and can mean reduced utility bills for our residents.
 - Primrose Bank - The Council has built 19 five-bed energy efficient homes at Primrose Bank on land vacant for around 10 years. Completed in January 2021, the houses provide much needed larger family accommodation that was not being provided by Registered Providers in the borough. Part of an EU funded project, all homes are fitted with Photo Voltaic Panels on the rooves, battery storage systems and storage heating providing low carbon homes and low energy costs.
 - Building more homes – Oldham has averaged 344 new homes each year over the last 10 years with 3,443 new dwellings built. However, during the last 3 years, we have averaged 548 – and this includes a period of building slow down caused by the Covid-19 Pandemic.

Current Activity

2.2 Review of Council-owned Housing Sites

- 2.1.1 In Summer 2021, the Council commissioned a report from Walker Sime to consider the development potential and viability of 12 key housing sites in Council ownership with capacity for around 1,700 units. Whilst the Council owns more than the 12 sites identified, the sites were selected as they were the most significant in either size or location (e.g. town centre sites)
- 2.1.2 Each site was reviewed, and a masterplan provided with unit type and massing relevant to its location, topography and surrounding area. An estimate of total development costs was provided. Each scheme was considered on a fully planning policy compliant basis and included additional assumptions to support the delivery of zero/low carbon housing.
- 2.1.3 This work informs a base line of information required for taking the sites forward.

2.2 Unlocking Brownfield Sites

- 2.2.1 The Housing Strategy makes a commitment to secure brownfield development and re-purpose derelict industrial sites. However, many of these sites are simply unviable to develop as it costs more to build the homes than they are worth – especially those in and around the town centre.
- 2.2.2 The Greater Manchester Combined Authority (GMCA) was awarded £81m of funding under the Brownfield Housing Land Fund (BHLF). The fund provides grant support to build new homes on unviable brownfield/industrial land. The first tranche of funding was only available to those schemes which could start on site before March 2021 and in Oldham Bullcote Lane, Royton received grant to deliver 77 mixed tenure homes
- 2.2.3 Under the remaining funding, the Council has secured:
 - Southlink (up to £4.5 m) – Development of land jointly owned by TFGM and Oldham Council.

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- The sites in Derker cleared as part of the Housing Market Renewal Programme, and have remained vacant for over 10 years have been awarded up to £2 m grant support via this fund. Derker has capacity for circa 150 homes and the grant could be used to help support zero carbon/highly energy efficient housing.

Further detail and proposals in relation to these two projects are outlined in separate reports.

2.2.4 With Council support, First Choice Homes Oldham have secured £1.1m for West Vale. Demolition of 2 vacant tower blocks and the building of 88 new affordable apartments and houses. The scheme has planning permission and demolition commenced in late 2021. Construction is due to start in mid-2022. Developments on privately owned brownfield sites at Maple Mill, Hathershaw and Vernon Mill, Royton are delivering a further 200 homes.

2.3 Infill Sites Project

2.3.1 The Council has already successfully built new homes in the borough at Primrose Bank and Holly Bank. There are a number of small sites with capacity to build 2 to 20 homes across the borough in Council ownership. All the sites have been cleared and are ready for development. However, given the size and location of the sites, they are unlikely to be of interest to a private developer. The sites are located at Lancaster House (Royton), Dew Way (Coldhurst), Flint Street (Derker), James Street (Failsworth), Wellington Street (Chadderton), Estate Street (Hathershaw) and Farm Road (Limehurst).

2.3.2 A Strategic Outline Business Case has been approved to construct around 43 wheelchair or accessible and adaptable homes across 7 brownfield sites. The homes will be a mix of 2 & 3 bed bungalows and 3 & 4 bed houses and will be either low or zero carbon. The project would be funded with Homes England Grant and resources from the Housing Revenue Account (HRA) which would be repaid over time via the rents received.

2.3.3 The homes will be owned by the Council and let at an affordable rent through the Housing Register to households containing a physically disabled person. This type of accommodation has been confirmed to be in high demand by Adult and Social Care (ASC) but in very short supply and unlikely to be provided by other housing developers due to the additional costs involved in constructing level access homes.

2.3.4 Due diligence including intrusive site investigations and detailed design work is now being undertaken so the project can be worked-up in sufficient detail and for the construction costings to be finalised. This includes meeting with modular building contractors to review designs and the logistics on site to ensure the right type of homes are delivered. Occupational Therapists are also involved in design of the homes to ensure the end-product meets customers' requirements. A Cabinet Report and Full Business Case will be completed for consideration this year.

2.3.5 The project will also bring cost savings to the Council through a reduction in demand for adaptations to existing housing and for health and social care services together with improvements in health, wellbeing and quality of life for disabled people and their families.

2.4 Broadway Green

2.4.1 Previously known as Foxdenton, Broadway Green is coming forward in phases and is progressing at pace. The spine road running through the site (named Lydia Becker Way) is now completed and open to traffic. A total of 234 new homes have been built or very nearly completed so far and work has started on site on the next residential phase of an additional 160 units. Planning consent has been secured for the new linear park and phase 1 of the linear park is due to start on site in Spring 2022.

2.4.2 In addition to the new homes, 30 acres of employment land has been sold this calendar year, which will deliver approximately 500,000 square feet of employment space. Works are due to start on the first employment site in early 2022.

2.5 **Hollinwood Junction/Kaskenmoor**

2.5.1 A new access road has been constructed opening up the site for development. A Costa coffee drive-thru has also been constructed on the northern part of the site and this is now open to trade. Up to 150 new homes are planned for the former Kaskenmoor school site and a planning application is likely to be submitted in Spring 2022. Homes England support and revenue funding to help complete due diligence on the site has been secured.

2.6 **Former South Chadderton School**

2.6.1 The council has secured Homes England support and revenue funding to help complete due diligence on the site before a procurement exercise is undertaken to secure a developer partner and this work will be completed by March 2022. The site has been identified as suitable for new housing with a high proportion of public open space and improved pedestrian links to the canal and local area.

2.7 **Fitton Hill**

2.7.1 Countryside Properties have submitted a planning application for 365 new homes at Fitton Hill. The two sites, which have been vacant for many years, are owned by Oldham Council and ForHousing. The development comprises of 2, 3 and 4 homes and will include affordable homes (both rent and shared ownership), private rent and open market sale. It is anticipated that the Planning Application will be considered in Spring and construction could start in the summer 2022.

2.8 **Securing more Affordable Housing**

2.8.1 This Interim Planning Position Paper was approved by Cabinet in February 2022. It provides an update to Policy 10 on Affordable Housing of Oldham's Joint Core Strategy and Development Management Development Plan Document (Joint DPD). The paper sets out the council's position in relation to:

- the dwelling threshold to which Policy 10 applies.
- First Homes; and
- Vacant Building Credit.

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- 2.8.2 On sites under Council ownership or control, the Council will seek a minimum of 25% on site delivery of affordable homes including First Homes and a mix of affordable tenures including affordable rent and shared ownership. Exact requirements will be set out on a site-by-site basis in agreement with the Lead Member for Housing.
- 2.8.3 Even at Affordable Rent Levels, some households struggle with the rent levels that are being set. Working with Registered Providers, the Council will seek to ensure that affordable rent levels are set to Local Housing Allowance levels to provide security for residents around affordability.
- 2.8.4 Affordability will be further supported by providing Zero Carbon affordable housing (Sect 3) where energy bills can be as low as £300 per year, compared to a traditional gas heated house where bills are on average £1,000 per year. This gap is likely to increase significantly when the domestic energy price cap scheduled to be lifted in April 2022.

2.9 Working with RP Partners

- 2.9.1 The council has a successful record of working with Registered Providers and they are an important partner in helping deliver both our housing and wider strategic objectives around issues such carbon reduction, social value and neighbourhood management.

Registered Providers have built 492 new affordable homes in Oldham between 2016 and 2021. There are many examples where the Council has successfully worked with RPs to build new homes such as at Acre Lane, Derker and Cherry Avenue, Alt to develop around 90 new homes. At Fitton Hill, Countryside are working with Great Places Housing Group to deliver 90 new homes.

- 2.9.2 The delivery pipeline and Strategy set out a number of new opportunities for RP Partners to work with the Council to deliver more affordable homes.

3 Sustainability in Design and Construction - Zero and Low Carbon Housing

- 3.1 In line with the Oldham New Green Deal Strategy the Council will seek to ensure that developers deliver low carbon quality homes for people to live in on land in its ownership/control. The Council will expect that all properties be constructed to Standard Assessment Procedure (SAP) (2012) 'Carbon Neutrality' standards, unless the developer can demonstrate special circumstances such as viability considerations or the Council sets other specific objectives on a site-by-site basis.

All developments will be encouraged to take a 'fabric first' approach and incorporate alternative primary energy sources for space heating including air/ground source heat pumps and photovoltaics. The installation of gas fired heating systems will generally not be supported.

- 3.2 The Council will expect developers to adhere to the following the energy hierarchy (with any residual carbon emissions offset), which in order of importance seeks to:
- i. Minimise energy demand;
 - ii. Maximise energy efficiency;
 - iii. Utilise renewable energy;

- iv. Utilise low carbon energy; and
- v. Utilise other energy sources.

Space Heat Demand ¹	Hot Water Energy Demand ²	Renewable Energy Generation Targets
Houses (30kWh/m ²)	20% energy demand reduction (compared to part L 2013)	*Photovoltaic installation: 20% ground floorspace
<p>* Ground floorspace used as proxy for available roof area</p> <p>¹ As calculated within SAP2012, Space Heating Requirement (Box98 or equivalent at later SAP versions). It does not take into account the efficiency of the space heating system. It is based on a fabric first approach (insulation and airtightness)</p> <p>² Reduction in expected DHW grid energy demand compared to the Part L concurrent notional building. Takes into account the efficiency of the domestic hot water generating system, on-site energy generation and direct use, and any other passive hot water energy recovery systems installed.</p>		

The approach taken by the developer to addressing the energy hierarchy should be clearly set out in a Detailed Energy Statement to be submitted with any planning application.

Developers and partners should seek to achieve the following energy demand reductions for residential development in terms of space heat demand; hot water energy demand and the delivery of on-site renewable energy generation:

3.3 Detailed Energy Statement

A detailed energy statement, in line with Core Strategy Policy 8 and emerging PFE policy JP-S 2, will be required to demonstrate via site relevant evidence how the development has sought to maximize reductions in carbon emissions, including the minimisation of overheating risks and appropriate measures for post occupancy evaluation. Whole life cycle emissions should be considered where practicable. The energy statement should also set out the costs of adopting this approach and any potential impact on viability.

3.4 Vehicle Charging Points

Developers should incorporate adequate electric vehicle charging points to future proof for the likely long-term demand, taking account of the potential maximum energy demand for the sites.

3.5 It is understood that technology is moving very quickly in this field and each site will have its own considerations as to how it approaches meeting the Council's requirements for zero carbon housing. At currently day pricing and depending on size and location, the additional cost of delivering a net zero home is in the region of £15,000.

Accelerating delivery through Modern Methods of Construction (MMC)

3.6 The Council is committed to working closely with a diverse range of development partners, who share our ambition to maximise the uptake of Modern Methods of Construction (MMC). MMC is where homes are part or fully built off site in a controlled environment and then either assembled or transported to site. There are various methods of how MMC is achieved but they all seek to reduce build time and increase the quality of homes. High levels of energy efficiency and insulation can also be easily achieved. Where possible, the Council will require the use of MMC to increase productivity in the housing market.

3.7 Requirements for each site will be detailed in site specific tender documentation at each call for competition.

4. Delivery Options for Council-owned Land

4.1 In addition to the key projects highlighted in Section 2, there are a range of options available to the Council in delivering housing on its land assets. The options vary in the likely speed of delivery, Council resource requirements and potential risk. Set out below are the advantages and disadvantages of four key options to be considered (albeit it should be noted that there are variations for each which could be explored further should the Council have the appetite to progress a particular option). The three delivery options considered are:

- Land sale
- Building Lease
- Strategic Development Partner for the Town Centre

4.2 Option 1 Land Sale to Delivery Partner

4.2.1 This option would see the Council disposing of sites as a traditional land sale, likely securing offers subject to planning consent. This has been the traditional disposal route used successfully by the Council for developments at North Werneth and Cherry Avenue. It offers the potential for a quick delivery route and has limited resource requirements for the Council. However, this option is only feasible where sites are viable (or where multiple sites can be packaged together to become a viable proposition). Council control is limited to the controls available through the planning system, but the sale is likely to be structured so that the land ownership only transfers upon the Delivery partner successfully securing planning permission.

4.2.2 A land sale can progress through a number of routes including:

- Negotiated direct disposal (where a case can be made to support this)
- Marketing of the site for disposal through a procurement framework (e.g. Procurement Hub)
- Open marketing of the site

Due to the limitations of Council control under this option, it is unlikely to be suitable for key strategic placemaking sites (e.g. in the town centre) but could be suitable for viable sites (or were made viable through grant) where there is an ambition or a requirement for early delivery such as Derker.

Key Advantages	Key Disadvantages
<ul style="list-style-type: none"> • Potential for fastest route to delivery, relying on existing expertise and capacity in development sector 	<ul style="list-style-type: none"> • Limited influence/ control to ensure planning consent is implemented (however this may be mitigated through a buy-back agreement)

<ul style="list-style-type: none"> • Lowest resource requirements for the Council • Potential for receipt to Council (depending on scheme viability or site packaging) 	<ul style="list-style-type: none"> • May not achieve zero carbon schemes if this has not been adopted into policy. • Relies on schemes being viable to ensure market appetite for delivery (this can be mitigated to some extent through packaging sites together or securing grant funding where applicable)
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4.3 *Option 2 Delivery through Building Lease*

4.3.1 Under this option Oldham could secure outline planning permission on the site and procure a preferred developer to enter a building lease to deliver the consented scheme (subject to conditions). Once conditions have been satisfied by the developer, an Agreement for Lease would be entered into with the land transferred once the development has reached an agreed milestone / practical completion of the units. Previously sites were disposed of via long lease (125 to 250 years) to help ensure the Council retained some control. However following recent Government legislation around new homes being sold on a freehold basis, this is now the preferred method of disposal.

4.3.2 The Lease could have an option to break / buy back option if works were not completed by an agreed date. The developer partner could be selected through a Public Contracts Regulations 2015 (PCR15) Compliant procurement framework (e.g. Procurement Hub and Homes England Dynamic Purchasing System) or through an open marketing exercise. As with option 1 above, opportunity exists to package sites together to pair less viable sites with more viable sites to ensure delivery partner interest.

4.3.3 This option is most likely to be suitable for sites where the Council is seeking to strike a balance between ensuring some control on product delivery and managing Council risk and resource requirements. This route has been used successfully for schemes at Lancaster Club, former Counthill School, St Augustine’s and Limehurst.

Key Advantages	Key Disadvantages
<ul style="list-style-type: none"> • Greater control on delivery and quality outcomes than Option 1 • Less resource intensive for the Council than options 3 and 4 • Potential for receipt to Council (depending on scheme viability or site packaging) 	<ul style="list-style-type: none"> • Limited control over speed of delivery (but offers more control than Option 1 to select an alternative partner if developer is not performing) • Longer initial lead-in time than Option 1 due to partner selection and contract negotiation process • Relies on schemes being viable to ensure market appetite for delivery (this can be mitigated to some extent through packaging sites together or securing grant funding where applicable)

4.4 **Strategic Development Partner for the Town Centre**

4.4.1 The option exists for the Council to establish a joint venture with a third-party developer partner(s). The appropriate form of partnership would need to be determined and an

agreement would exist between the project partners to establish roles, return on investment, principles of development and timescales for delivery.

4.4.2 This type of approach has been used by other councils where they wish to bring in the resources and expertise of a developer partner, but without ceding control via the traditional development agreement. It is typically only used for larger strategic projects where the Council has significant regeneration / placemaking objectives (e.g. the Manchester City Council JV with FEC at Victoria North and the Trafford Council JV with Bruntwood for Stretford Town Centre). Depending on the scale and complexity of the project, it can take c.18 months – 2 years for development to progress following selection of a partner.

4.4.3 A development partner would need to be procured through an PCR15 compliant route (e.g. procurement framework or full PCR15 selection). As with early options, opportunity exists to package sites together so the joint venture is responsible for delivering multiple sites. This option could help deliver housing on the town centre sites that because of viability issues would not be developed using options 1 and 2.

Key Advantages	Key Disadvantages
<ul style="list-style-type: none"> • Greater control over type of development, quality and speed of delivery- opportunity to ensure delivery of wider place making objectives • Brings in developer experience and expertise rather than rely on public sector resource • Opportunity for longer term revenue return / profit share (depending on terms negotiated with developer partner) 	<ul style="list-style-type: none"> • Considerably More resource intensive than Options 1 & 2 • Longer lead in timescales for partner selection process • Higher potential risk exposure to the Council than options 1 & 2 with returns dependent on scheme success

5. Recommendations and next steps: Oldham Housing Delivery Programme

5.1 As described in Section 4 above, there are a range of delivery options available to the Council varying in potential risk, return and delivery output. Given that the Oldham Housing Strategy has wide ranging objectives to not only drive forward the quantum of housing in the Borough but to also ensure that different sections of the population are supported, it is considered that no single option will offer a one-size fits all solution.

5.2 As such, it is recommended that the Council drives forward a programme of work, with different activity being progressed to meet the needs and objectives for different sites. This also allows the Council to achieve a balance between drawing on partner expertise and capacity, investing its own resources, facilitating early delivery and managing risk. The programme of work will require careful coordination from the Council with senior action owners needing to be identified for each workstream and progress reported to the Portfolio Holder as part of regular briefing meetings.

5.3 The proposed programme allows the Council to take the lead in driving forward housing development for the Borough and draws upon options 1-3 from above to establish an ambitious but deliverable plan. The emphasis of the programme is to target the majority of Council resource into key strategic sites in the town centre and to draw upon partner resource and capacity to enable delivery of other sites. A summary of the programme can be seen below:

Site	Estimated Capacity	Workstream
Derker	140	1: BHL Grant
Southlink	150	1: BHL Grant
Kaskenmoor School, Failsworth	150	2: Procure Developer
South Chadderton School,	150	2: Procure Developer
Saddleworth School, Uppermill	123	2: Procure Developer
Ward Lane, Diggle	10	2: Procure Developer
Blackshaw Lane, Royton	16	2: Procure Developer
Former Broadway House and Library Site	29	2: Procure Developer
Higher Lime, Limehurst Village	112	2: Procure Developer
In Fill sites project (7 sites boroughwide)	43	2: Procure Developer /Contractor
Former Leisure Centre, Town Centre	185	3: Delivery Partner
Civic Centre, West Street, Town Centre	480	3: Delivery Partner
Rock Street, Town Centre	100	3: Delivery Partner
Magistrates Court, Town Centre	150	3: Delivery Partner

5.4 Housing is more than building new homes and over the next 12 months the Housing Strategy Team will be:

- Reviewing the Housing Strategy Delivery plan in light of new and emerging legislation including the Domestic Abuse Act, Levelling Up, Adult Social Care White Paper and Landmark White Paper.
- Development of a landlord and tenants charter to help improved the private sector.
- Work with colleagues in GM to explore and action recommendations from the Private Sector Stock Condition Survey.
- Work with colleagues in GM to explore a home improvement agency.
- Review Oldham's Allocation's Policy to include new build allocations and also focus on truly affordable rents explaining what this means for Oldham.
- Progress private partner intervention to accelerate repurpose private /empty homes across the borough (housing company / JV opportunity)

6 Key Issues for Overview and Scrutiny to Consider and Discuss

6.1 The key issues arising from this report for the O & S Committee to consider are:

More Affordable Homes – Current Planning Policy specifies that 10% of new homes on developments are affordable. The Council is looking to deliver, where possible, 25% of new homes as affordable on sites under its ownership/control. Does the Committee agree with this approach?

Low and Zero Carbon Housing - The Council will seek to ensure that developers deliver low carbon quality homes for people to live in on land in its ownership/control. All developments will be encouraged to take a 'fabric first' approach and incorporate alternative primary energy

sources for space heating including air/ground source heat pumps and photovoltaics. Vehicle Charging points should also be incorporated into new housing developments. The installation of gas fired heating systems will generally not be supported. Does the Committee agree?

New homes in the Town Centre - Does the Committee agree Oldham Town Centre should be prioritised to deliver new homes? New and innovative funding sources such as the Flexible Housing Fund and Brownfield Housing Land Grant are likely to be required to help make these sites viable and deliverable.

Brownfield First - Continue to prioritise a brownfield first approach for new housing by using our own sites to deliver a realistic and deliverable pipeline, as set out in the report, of circa 1,700 new homes across the Borough. Do the Committee agree this is the right approach for sites in Council ownership?

Self-Delivery – The Council recently successfully delivered a scheme for adults with learning disabilities at Holly Bank, Limehurst and 19 x 5 bed homes at Primrose Bank. and is now working up plans to deliver wheel-chair accessible homes on small vacant sites across the Borough. Does the Committee agree with Council delivering new homes to help meet housing need?

Revised approach to allocating new build homes – Does the Committee agree that a revised approach is needed to help build sustainable communities? This approach would avoid a concentration of a particular cohort with a specific high level of need. The revised approach would ensure that housing need is met in within the borough, bringing forward more housing stock and taking a wider approach to allocating to homes to all those with in the 'reasonable preference' group.

Private Rented Sector - Does the Committee agree that more resources should be made available to tackle the well-known issues of over-crowding and poor condition within Oldham's Private Rented Sectors.

Further Updates on the delivery of the Housing Strategy will be completed at the request of the Overview and Scrutiny Committee.

7. Links to Corporate Outcomes

- 7.1 The proposals will enable a mix of new homes to be built on long term vacant sites. Schemes will include a mix of affordable housing which will be let to those on housing need on the Housing Register.

(Ben Hill – People and Place)

8 Additional Supporting Information

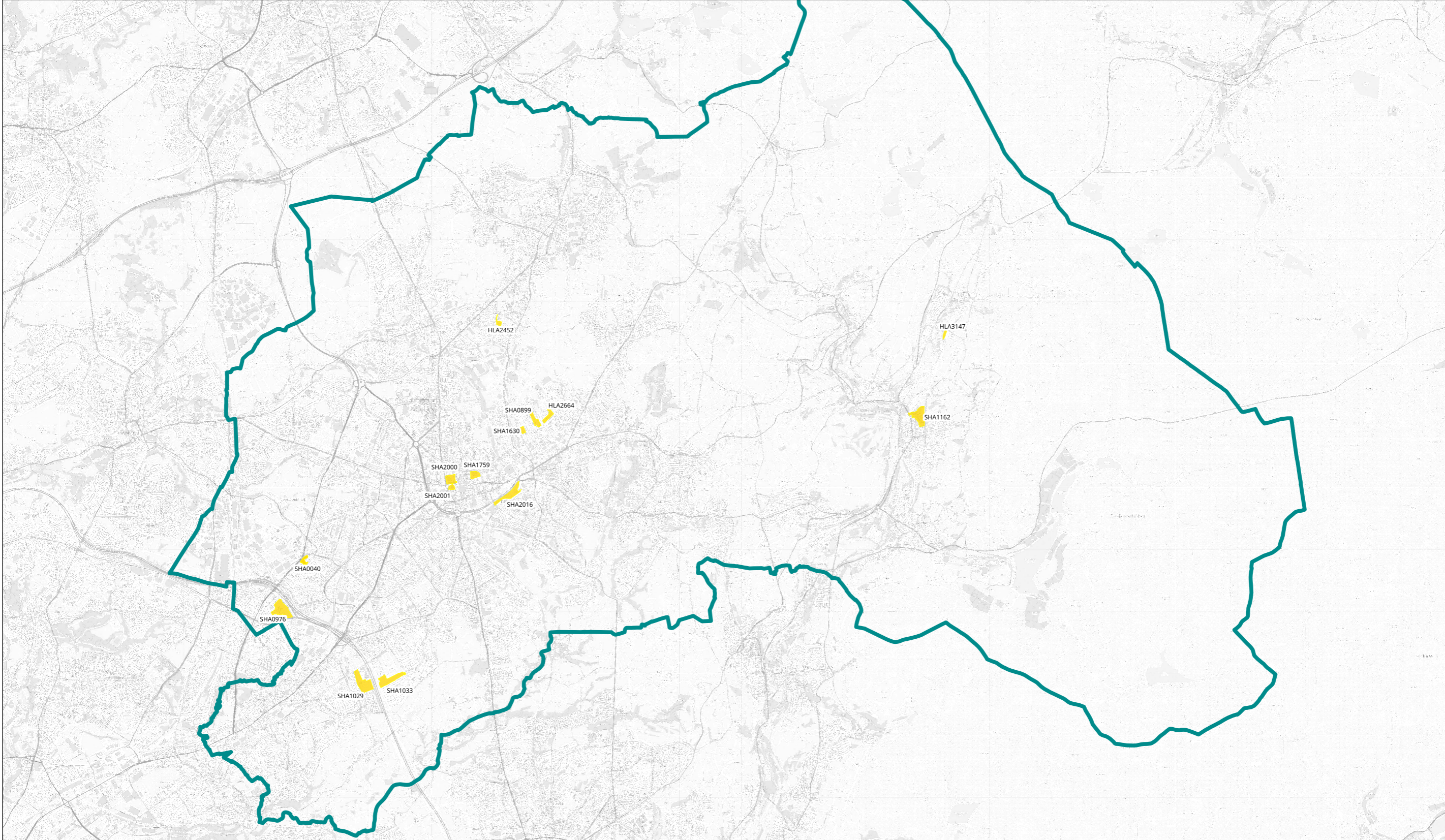
- 8.1 None at this time.

9 Consultation

- 9.1 The Portfolio-holder for Housing has been consulted and is supportive.

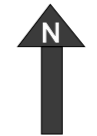
10 Appendices

Boroughwide Housing Sites



Drawn by:	JR
Division:	
Drawing no:	To scale at A3
Date: 01:03:22	Scale: 1:62000

Oldham Council
Civic Centre
Level 3
West Street
Oldham
OL1 1UH



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Report to Performance Overview and Scrutiny Committee
Council Performance Report March 2022
for period 1 January to 31 March 2022

Portfolio Holder:

Councillor Shaid Mushtaq, Portfolio Holder - Corporate Services

Officer Contact:

Shelley Kipling, Assistant Chief Executive

Report Author:

Shelley Kipling, Assistant Chief Executive
shelley.kipling@oldham.gov.uk

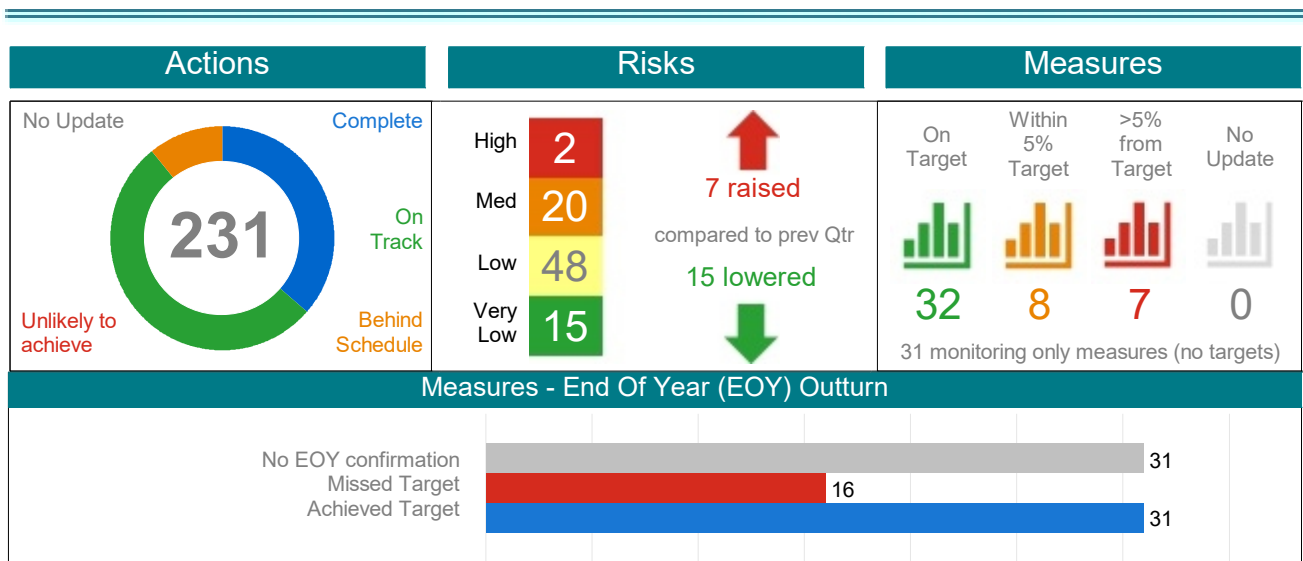
Date: 23 June 2022

The purpose of this report is to allow:

- The review of Council Performance for the month of March 2022 and 2021/22 financial year
- The scrutiny of areas of underperformance as appropriate

Recommendations

- To note areas of good performance
- Agree improvement plans for any areas of under performance.






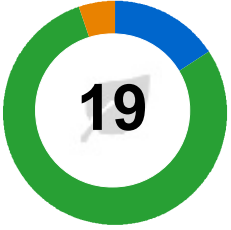

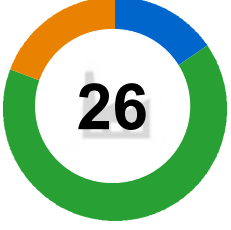

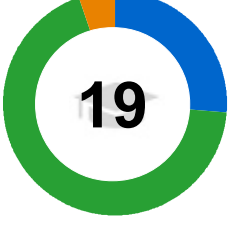

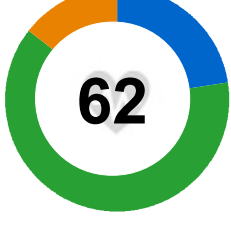

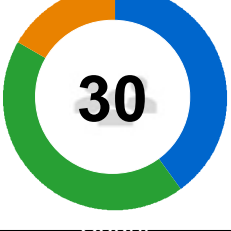

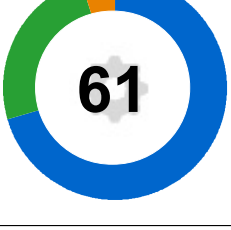
The Council's Corporate Performance Report monitors delivery against the Covid Recovery Strategy.

89.2% of actions within the Recovery Strategy are on track or have been completed; with 68% of our updated targeted measures performance on or above target in Q4. At End of year performance 66% of updated target measures achieved end of year performance.

Throughout the reporting year; covid has continued to impact on performance in a range of areas either through staff capacity (covid sickness) or external factors affecting performance as a result of Covid controls in place. The council has and will continue to monitor recovery closely; working with services to support recovery planning and reflect key areas to prioritise delivery in the new corporate plane.






The report provides a breakdown by Recovery Area and further detail on exceptions is included within the report.

Performance Summary for Quarter 4

	Actions	Risks	Measures
 Invest in quality housing	No Update  Complete On Track Unlikely to achieve Behind Schedule	High 0 Med 1 Low 1 Very Low 0 0 raised 0 lowered	On Target 6 Within 5% Target 0 >5% from Target 0 No Update 0 0 monitoring only measures (no targets)
 Championing a green recovery		0 3 5 6 2 raised 0 lowered	1 0 0 0 3 monitoring only measures (no targets)
 Creating and protecting jobs and supporting businesses		0 4 9 4 0 raised 2 lowered	1 1 0 0 2 monitoring only measures (no targets)
 Prioritising education and skills		0 4 8 0 0 raised 0 lowered	7 2 0 0 5 monitoring only measures (no targets)
 Promoting health and wellbeing and supporting the most vulnerable		1 6 17 1 5 raised 4 lowered	11 5 6 0 13 monitoring only measures (no targets)
 Driving Equality		0 1 7 1 0 raised 1 lowered	3 0 0 0 6 monitoring only measures (no targets)
 Enabling Area		1 1 1 3 0 raised 8 lowered	3 0 1 0 2 monitoring only measures (no targets)

Raised/lowered compared to previous Quarter
0 risks not updated

Total of 4 measures suspended

Performance Summary by Recovery Area and Theme		Actions					Risks						Measures				
		Done	On Track	Amber	Red	No Update	Very Low	Low	Med	High	No Update	Closed	On Target	Amber	Red	No Update	Monitor Only
 Invest in Quality Housing	Build more affordable homes		6				1	1				4					
	Improve quality condition of existing homes	2	3	1							2	2					
	Support rough sleepers into permanent accommodation	1	1														
 Championing a Green Recovery	Greener economy reduces Oldham's carbon footprint	1	7	1			1	1	1		1					2	
	Reduce carbon emissions from transport, more cycle, walk, public transport		1				1										
	Well maintained accessible outdoor space	2	7				4	4	2			1				1	
 Creating and Supporting Jobs and Supporting Businesses	.		1					2									
	Creating the conditions for inclusive growth and thriving town centre	1	7				1	3	1								
	Help people get back into work or retrain for new careers	1	3	3				2	2			1				2	
	Support businesses to get back on their feet	2	6	2			3	2	1				1				
 Prioritising Education and Skills	.	1	1					1			1	2					
	Best start in life for our youngest children who have missed out as a result of Covid-19		1	1								1					
	Children and young people achieve their full potential	4	9					6	3		2	2	1			4	
	Schools and college leavers move on to education, employment and training		2					1	1			2	1			1	
 Promoting Health and Wellbeing and supporting the most Vulnerable	.		1														
	Continue to contain the spread of Covid-19 in Oldham	3	4				1		1		2	2					
	Safeguard and support our most vulnerable residents	4	19	4				5	3	1	6	8	4	3		7	
	Work with communities to improve health and wellbeing	7	15	5				12	2		7	1	1	3	2	6	
 Driving Equality	.	1	2						1								
	Help those adversely impacted by Covid-19	9	6	2				3			7	2			2	2	
	Reducing poverty and helping people get back on their feet	2	2	1							2	1				2	
	Reducing inequality and build resilience across Oldham's communities		3	2			1	4			1					2	
 Enabling Area	.	43	15	3			3	1	1		35	3	No update includes 4 suspended	1		2	

Performance Measures

(C)orporate Measure (M)onthly Pol(arity)
(O)ldham Profile (Q)uarterly which
(M)onitoring Only (no target) (A)nnually direction
is good

Target in brackets (Eng)lish Authorities (GM)CA (Stat)istical Neighbour (Geo)graphic Neighbour

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
Championing a Green Recovery																		
M460 (COM) Percentage of households in fuel poverty	A	↓		15.2%		15.2%	---	15.2%	---	15.2%	---	2019	15.2%	---	15.2% (---)	GM	14.8%	2019
M468 (CM) Percentage progress towards 2025 carbon neutrality target for Council Buildings and Street Lighting	A	↑				12.60%	---	12.60%	---	12.60%	---	2019/20	12.60%	---	12.60% (---)			
M497 (CM) Total number of fly-tipping enforcement actions	Q		3,958	3,034	2,167	929	---	1,018	---	1,082	---	Q4 21/22	1,533	---	4,562 (---)	GM	2,351	2020/21
M501 (C) Percentage of Household waste sent for Reuse, Recycling or Composting	M	↑	44.65%	44.00%	42.20%	53.45%	46.10%	48.08%	47.59%	43.97%	43.36%	Mar 22	47.21%	44.71%	47.21% (45.01%)			

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
Driving Equality																		
M217 (COM) Percentage of people who feel that the CSP are dealing with local community safety issues	Q	↑				42.0%	---	42.0%	---	42.0%	---	Up to 31 March 2022	42.0%	---	42.0% (---)			
M218 (COM) Percentage of people who agree that people of different backgrounds get along in their area	Q	↑				67.0%	---	66.0%	---	67.0%	---	Up to 31 March 2022	67.0%	---	67.0% (---)			
M333a (C) Percentage Council spend in Oldham (12 month rolling)	Q	↑	53.39%	51.55%	55.18%	55.90%	55.00%	55.20%	55.00%	55.20%	55.00%	April 21 - March 22	55.00%	55.00%	55.00% (55.00%)			
M361 (COM) Unemployment rate in Oldham	M	↓	4.6%	5.1%	9.9%	9.2%	---	8.4%	---	7.4%	---	March 2022	7.3%	---	7.3% (---)	GM	5.5%	Mar-22
M362 (COM) Youth Unemployment rate in Oldham	M	↓	7.4%	8.0%	16.2%	14.5%	---	12.7%	---	10.1%	---	March 2022	9.8%	---	9.8% (---)	GM	6.5%	Mar-22
M566 (C) Percentage of care home beds rated as 'Good' or 'Outstanding' (NW ADASS CQC Data reports)	Q	↑	78.7%	79.1%		---	---	---	---	---	---	Suspended	---	---	---	GM	78.6%	Mar-22
M567 (C) Percentage of community based providers rated as 'Good' or Outstanding	Q	↑		86.2%		---	---	---	---	---	---	Suspended	---	---	---	GM	91.8%	Mar-22
M735 (COM) Percentage of nursery and primary pupils with free school meals	Q		19.3%	21.0%	26.9%	26.9%	---	26.9%	---	28.5%	---	2021/22 Spring Term	29.2%	---	29.2% (---)	Eng	21.6%	2020/21 Spring term
M736 (COM) Percentage of secondary pupils with free school meals	Q		19.2%	20.8%	25.4%	25.4%	---	25.4%	---	28.2%	---	2021/22 Spring Term	28.6%	---	28.6% (---)	Eng	18.9%	2020/21 Spring term
M918 (C) Percentage of calls answered in total	Q	↑	90.83%	89.59%	87.23%	79.19%	89.00%	78.72%	89.00%	90.69%	89.00%	Q4 21/22	90.40%	89.00%	84.36% (89.00%)			
S370 (C) Average time taken to process Council Tax reduction (new claims and change events) CTR	M	↓	13 days	13 days	22 days	20 days	21 days	29 days	21 days	24 days	21 days	March 2022	12 days	21 days	23 days (21 days)			

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
						2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			
			Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target							

Enabling Area

M340 (C) Percent of Internal Audit Opinions resulting in Weak, Inadequate, Limited Assurance	Q	↓				14%	15%	15%	15%	14%	15%	Q4 21/22	25%	15%	16% (15%)			
M498 (C) Street lighting - Percentage of issues resolved within target time	Q	↑	100%	100%	100%	100%	95%	100%	95%	100%	95%	Q4 21/22	100%	95%	100% (95%)			
M891 (C) Preventative maintenance: proportion of network resurfaced per £100k of allocated budget	Q	↑				20%	0%	98%	40%	100%	75%	Q4 21/22	100%	100%	100% (100%)			
M892 (C) Highway maintenance: proportion of the network resurfaced per £100k of allocated budget	Q	↑				0%	0%	40%	40%	100%	75%	Q4 21/22	100%	100%	100% (100%)			
S357 (CM) Percentage of council tax in year collected of the total owed (cumulative)	M	↑	94.46%	94.05%	93.29%	28.73%	---	54.88%	---	81.32%	---	Q1-Q4 21/22	94.16%	---	94.16% (---)	GM	94.53%	2020/21
S368 (CM) Percentage of national non domestic rates (NNDR) collected in year as a % of the total owed	M	↑	97.22%	96.18%	90.48%	22.56%	---	48.73%	---	76.49%	---	Q1-Q4 21/22	93.91%	---	93.91% (---)	GM	92.27%	2020/21

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
Invest in Quality Housing																		
M274 (C) Percentage of major planning applications determined in time	Q	↑	93.0%	92.0%	91.0%	100.0%	80.0%	100.0%	80.0%	100.0%	80.0%	Q4 21/22	100.0%	80.0%	100.0% (80.0%)	GM	99.0%	Q3 2021-22
M275 (C) Percentage of minor planning applications determined in time	Q	↑	94.0%	87.0%	82.0%	85.0%	80.0%	87.4%	80.0%	93.0%	80.0%	Q4 21/22	90.2%	80.0%	89.2% (80.0%)	GM	94.0%	Q3 2021-22
M408a (C) Total new homes completed	Q	↑	529	728	373	106	88	162	176	253	264	Q4 21/22	503	352	503 (352)	Eng	650	2020/21
M409a (C) Percentage of completed homes that are affordable	Q	↑	9.0%	23.0%	33.0%	52.8%	25.0%	60.5%	25.0%	55.7%	25.0%	Q4 21/22	35.0%	25.0%	35.0% (25.0%)	GM	18.0%	2020/21
M431 (C) Number of energy efficiency measures installed in Oldham households	Q	↑			130	28	20	40	40	96	80	Q1 - Q4 21/22	133	120	133 (120)			
M433 (C) Number of people supported through the Warm Homes Oldham scheme	Q	↑	1,258	2,089	2,617	651	400	1,184	800	2,347	1,600	Q1 - Q4 21/22	4,270	2,400	4,270 (2,400)			

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
Creating and protecting jobs and supporting businesses																		
M360 (C) Percentage of citizens on Welfare to Work programmes progressing into employment (Cumulative)	Q	↑				106%	31%	114%	31%	110%	100%	Oct 20 - Mar 22	106%	100%	106% (100%)			
M393 (C) Number of businesses supported after being successfully included in a referral package / programme.	Q	↑		288		81	78	154	156	245	234	Q4 21/22	308	312	308 (312)			
M461 (COM) Median gross annual pay of employees by residence (resident base)	A	↑	£25,375	£26,357	£26,357	£26,357	---	£26,357	---	£27,594	---	2021	£27,594	---	£27,594 (---)	GM	£29,140.	2021
M894 (COM) Percentage of addresses with Superfast broadband availability	A	↑	27.80%	98.20%	98.20%	98.30%	---	98.30%	---	98.30%	---	2021	98.30%	---	98.30% (---)	GM	97.12%	2021

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
Prioritising Education and Skills																		
M63 (C) Number of visitors to Gallery Oldham	Q	↑	93,578			708	800	5,387	2,500	3,500	3,500	Q4 21/22 (Draft)	5,500	4,500	15,095 (11,300)			
M640 (C) Percent of 16 to 17 year olds who are not in education, employment or training (NEET)	M	↓	3.3%	3.3%		3.4%	3.5%	1.8%	3.5%	2.9%	3.5%	March 2022	3.6%	3.5%	3.2% (3.5%)	Eng	2.9%	2020
M649 (C) Percentage take up of 2 year-old children benefitting from funded early education places	Q	↑	66.7%	70.1%	64.1%	68.5%	70.0%	72.0%	70.0%	72.0%	75.0%	2021/22 Spring Term	78.7%	75.0%	78.7% (75.0%)	Eng	62.0%	2020/21 Spring term
M67 (C) Total number of e-books, e-audio books and e-magazines loaned per month	Q	↑				24,026	22,500	22,526	22,500	21,470	22,500	Q4 21/22	22,855	22,500	90,885 (90,000)			
M69 (C) Number of library visits per 1000 population. To library service points - not including web visits	Q	↑	5,414	4,882		252	600	536	800	936	850	Q4 21/22	1,505	900	1,505 (900)	GM	3,395	2019/20
M702 (CM) Attendance rates in Oldham Primary Schools	Q	↑	96.2%	95.5%	95.9%	95.9%	---	93.7%	---	94.2%	---	2021/22 Autumn Term	93.9%	---	93.9% (---)	Eng	96.3%	2020/21 Autumn term
M703 (CM) Attendance rates in Oldham Secondary Schools	Q	↑	95.3%	94.4%	93.9%	93.9%	---	93.0%	---	90.9%	---	2021/22 Autumn Term	91.0%	---	91.0% (---)	Eng	94.3%	2020/21 Autumn term
M704 (CM) Percentage of Oldham Secondary schools that are judged as good or outstanding by Ofsted	M	↑	66.7%	66.7%	66.7%	66.7%	---	66.7%	---	66.7%	---	March 2022	58.3%	---	58.3% (---)	Eng	76.7%	Sep-21
M705 (CM) Percentage of Oldham primary schools that are judged as good or outstanding by Ofsted	M	↑	80.0%	83.7%	83.7%	84.0%	---	83.7%	---	83.7%	---	March 2022	83.7%	---	83.7% (---)	Eng	87.9%	Sep-21

Performance Measure Name	Data	Pol	Previous Years			2021/22											Benchmarking		
						2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)				
			Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target	Year Actual	Type	Bench mark	Period				
M715 (C) Annual EHCP (SEND) statutory reviews completed within legal time frame	Q	↑		80.7%	97.5%	97.6%	95.0%	97.6%	95.0%	97.5%	95.0%	Jan 22 to Mar 22	98.9%	95.0%	97.5% (95.0%)				
M716 (C) Timeliness of quality EHC plans: Percentage completed within 20 weeks over 12 months	M	↑	81.0%	90.9%	89.1%	89.4%	75.0%	86.5%	75.0%	89.1%	75.0%	Jan 22 to Mar 22	94.6%	75.0%	89.1% (75.0%)	Eng	58.0%	2020	
M733 (C) Percentage of children receiving their 1-3 preference of school place for the September intake in Reception	A	↑	96.6%	97.7%	97.5%	98.3%	97.3%	98.3%	97.3%	98.3%	97.3%	Sept 2022 allocation	98.4%	97.3%	98.4% (97.3%)	Eng	98.0%	Sept 2021 Allocation	
M734 (C) Percentage of children receiving their 1-3 preference of school place for the September intake in Year 7	A	↑	87.5%	89.1%	89.3%	90.0%	93.9%	90.0%	93.9%	90.0%	93.9%	Sept 2022 allocation	91.2%	93.9%	91.2% (93.9%)	Eng	93.4%	Sept 2021 Allocation	
M743 (CM) Percentage 16 to 17 year olds who are known to the LA undertaking an apprenticeship	M		4.0%	3.8%	3.4%	3.5%	---	1.6%	---	1.6%	---	March 2022	4.0%	---	3.7% (---)	Eng	3.8%	2021	

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
Promoting Health and Wellbeing and supporting the most Vulnerable																		
M197 (C) Number of visits to OCL Leisure Centres per 1000 population	Q	↑	5,324			483	1,325	1,435	2,650	2,362	3,975	Q1 - Q4 21/22	3,608	5,300	3,608 (5,300)			
M222 (COM) Percentage of physically active adults (aged 19+)	A	↑	59.2%	59.2%	59.2%	59.2%	---	59.2%	---	59.2%	---	2019/20	59.2%	---	59.2% (---)	GM	62.3%	2019/20
M49 (CM) Number of Domestic Abuse incidents reported to the police	Q					1,610	---	1,631	---	1,525	---	Q4 21/22	1,584	---	1,584 (---)			
M50 (CM) Number of Domestic Abuse referrals to MARAC	Q					329	---	289	---	243	---	Q4 21/22	268	---	268 (---)			
M543 (C) Number of individuals (65+) in a permanent residential or nursing placement – per 10,000 population 65+	Q	↓	209	204	178	184	200	185	200	182	200	Mar 2022	175	200	175 (200)			
M548 (C) Proportion of adults with learning disabilities in paid employment in England	Q	↑	2.8%	3.4%		2.9%	3.0%	2.7%	3.0%	2.6%	3.0%	Mar 2022	3.2%	4.0%	3.2% (4.0%)	GM	6.0%	2020/21
M549 (C) Percentage Learning Disability Service Users in Settled Accommodation	Q	↑	96.0%	96.7%	94.1%	94.8%	96.0%	91.3%	96.0%	94.5%	96.0%	Mar 2022	92.5%	96.0%	92.5% (96.0%)	GM	87.2%	Q3 21/22
M551 (CM) Percentage of adults in contact with secondary mental health services who live independently, with or without support	Q	↑	55.0%	46.0%	46.0%		---	58.3%	---	70.4%	---	Mar 2022	70.0%	---	70.0% (---)	Stat	53.0%	2020/21
M552 (C) Percentage of completed annual (planned) reviews	Q	↑				72%	50%	75%	55%	79%	60%	Q4 21/22	82%	65%	78% (65%)			

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
M553 (CM) The change in long-term service users (ASC) from the previous quarter	Q		1.3%	-%	0.1%	3.8%	---	1.3%	---	-0.1%	---	Q4 21-22 / Q3 21-22	-0.7%	---	-0.7% (---)	GM	-%	Q3 21/22
M554 (CM) Percentage of concluded section 42 enquiries with risk identified where risk removed is the outcome	Q	↑	36.8%	42.6%		38.0%	---	32.4%	---	44.4%	---	Q4 21/22	28.0%	---	47.0% (---)	Eng	28.5%	2020/21
M555 (CM) Percentage of concluded section 42 enquiries with risk identified where risk reduced is the outcome	Q		55.3%	48.1%		56.0%	---	64.7%	---	40.7%	---	Q4 21/22	64.0%	---	47.5% (---)	Eng	61.5%	2020/21
M556 (CM) Percentage Service Users receiving Direct Payments	Q		38.9%	45.4%	41.9%	31.0%	---	30.5%	---	30.9%	---	Mar 2022	31.1%	---	31.1% (---)	GM	28.3%	2019/20
M557 (C) Percentage of older people who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services (effectiveness of the service)	Q	↑	88.4%	93.6%	83.0%	86.1%	89.0%	91.6%	89.0%	86.5%	89.0%	Q4 21/22	86.2%	89.0%	86.2% (89.0%)	GM	79.0%	2020/21
M565 (CM) Delayed days (per 100,000 of the population) aged 18+ attributable to social care in England	Q	↓	507 days	467 days		---	---	---	---	---	---	Suspended	---	---	---			
M568 (C) Percentage of Service Users that are in Community Based Services	Q	↑	72.7%	74.0%	77.1%	76.8%	76.0%	76.7%	76.0%	76.3%	76.0%	Mar 2022	76.8%	76.0%	76.8% (76.0%)	GM	71.4%	Q3 21/22
M569 (C) Percentage of Service Users Receiving Domiciliary Care	Q	↑	36.4%	35.9%	36.3%	32.8%	34.0%	32.6%	34.0%	31.4%	34.0%	Mar 2022	31.9%	34.0%	31.9% (34.0%)	GM	37.5%	Q3 21/22

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
						2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			
			Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target	Year Actual	Type	Bench mark	Period			
M619a (C) Percentage of Care Leavers aged 16-18 (post year 11) in Education, Employment or Training	Q	↑	58.0%	44.0%		87.3%	70.0%	83.0%	70.0%	83.0%	70.0%	March 2022	76.0%	70.0%	76.0% (70.0%)	Stat	61.0%	31-Mar-21
M619b (C) Percentage of Care Leavers aged 19-21 in Education, Employment or Training	Q	↑	51.0%	32.0%		50.4%	60.0%	59.0%	60.0%	62.0%	60.0%	March 2022	57.0%	60.0%	57.0% (60.0%)	Stat	47.0%	31-Mar-21
M631a (C) 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)	Q	↑	66.8%	72.4%	76.9%	71.8%	70.0%	64.7%	70.0%	76.5%	70.0%	Q4 (21/22)	76.4%	70.0%	72.3% (70.0%)			
M636 (C) Percentage who quit smoking at 4 weeks	Q	↑	45.0%	46.0%		52.0%	50.0%		50.0%		50.0%	Q3 21/22	55.5%	50.0%	55.5% (50.0%)	Eng	59.0%	2019/20
M639 (C) Achieve the expected standard for the childhood immunisation programme as indicated by uptake of MMR at age 5	Q	↑	96.9%	97.3%		97.3%	95.0%	97.3%	95.0%	96.8%	95.0%	2020/21	96.8%	95.0%	96.8% (95.0%)	GM	95.6%	2020/21
M646 (COM) Life Expectancy (Female)	A	↑	81.2	81.0	80.5	80.5	---	80.5	---	80.5	---	2018/20	80.5	---	80.5 (---)	GM	81.3	2018-20
M647 (COM) Life Expectancy (Male)	A	↑	77.4	77.6	77.2	77.2	---	77.2	---	77.2	---	2018/20	77.2	---	77.2 (---)	GM	77.6	2018-20
M654 (COM) Healthy Life Expectancy at birth (Female)	A	↑	61.6	58.3	58.3	58.3	---	58.3	---	58.3	---	2017/19	58.3	---	58.3 (---)	GM	60.7	2018-20
M656 (C) Percentage of Health Visitor mandated reviews completed within timescale	Q	↑	85.4%	88.0%		77.2%	88.0%	84.9%	88.0%	81.9%	88.0%	Q3 21/22	82.5%	88.0%	82.5% (88.0%)	Eng	82.0%	2019/20
M658 (COM) Healthy Life Expectancy at birth (Male)	A	↑	58.0	58.3	58.3	58.3	---	58.3	---	58.3	---	2017/19	58.3	---	58.3 (---)	GM	61.0	2018-20

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
M659 (C) Percent of NHS Health Checks offered which were taken up in the Quarter	Q	↑	67.8%			---	---	---	---	---	---	Suspended	---	---	---	GM	41.4%	2021/22 Q2
M664a (C) Percentage of referrals which are repeat referrals to Children's Social Care (in month)	Q	↓	26.0%	24.0%		23.1%	23.5%	25.8%	23.5%	25.7%	23.5%	March 2022	16.0%	23.5%	18.2% (23.5%)	Stat	21.0%	31-Mar-21
M683a (C) 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)	Q	↑	79.0%	77.0%		98.3%	90.0%	100.0%	90.0%	97.1%	90.0%	March 2022	100.0%	90.0%	94.8% (90.0%)	Stat	77.0%	31-Mar-21
M712 (COM) Rate of children looked after per 10,000 children aged under 18 years	Q		86.0	87.0	89.0	89.2	---	89.0	---	90.7	---	March 2022	90.8	---	90.8 (---)	Stat	98	31-Mar-21
M863 (C) Percent of eligible adults aged 65+ who have received the flu vaccine	Q	↑	72.8%	73.1%		73.1%	75.0%	73.1%	75.0%	78.8%	75.0%	2020/21	78.8%	75.0%	78.8% (75.0%)	GM	80.1%	2020/21
M928 (C) Percentage of Children Looked After placed within In-house Foster Care Provision	Q	↑		64.6%	60.0%	62.3%	60.0%	58.8%	60.0%	58.1%	60.0%	March 2022	57.2%	60.0%	57.2% (60.0%)	Stat	47.0%	31-Mar-21
M929 (C) Percentage CLA in long term stable placements	Q	↑	58.0%	69.0%	68.0%	67.5%	70.0%	66.8%	70.0%	65.9%	70.0%	March 2022	69.3%	70.0%	69.3% (70.0%)	Stat	71.0%	31-Mar-21
M932 (C) Percentage of Children Looked After that have a permanence plan within four months of becoming looked after	Q	↑				100.0%	80.0%	81.3%	80.0%	87.0%	80.0%	March 2022	95.5%	80.0%	95.5% (80.0%)			

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
M933 (C) Percentage of Children Looked After with three or more placement moves in the last 12 months	Q	↓	13.0%	11.0%	9.0%	9.4%	10.0%	10.4%	10.0%	11.7%	10.0%	March 2022	10.6%	10.0%	10.6% (10.0%)	Stat	8.0%	31-Mar-21
S202 (C) Council Sickness Absence	Q	↓	9.5 days	11.3 days	7.8 days	2.4 days	2.4 days	5.0 days	4.7 days	8.3 days	7.1 days	March 2022	11.4 day	9.5 days	11.4 days (9.5 days)			

Red Performance Measures

Performance Measure Name	Data	Pol	Previous Years			2021/22								Benchmarking				
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				

Promoting Health and Wellbeing and supporting the most Vulnerable

M197 (C) Number of visits to OCL Leisure Centres per 1000 population	Q	↑	5,324			483	1,325	1,435	2,650	2,362	3,975	Q1 - Q4 21/22	3,608	5,300	3,608 (5,300)			
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Accountable Lead (Neil Consterdine) Follow-up Action	Director (Katrina Stephens) Assurance
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Oldham Community Leisure has been in a year of recovery and it was anticipated that targets would be difficult to achieve this year. Specifically Leisure Centres were not allowed to start to open until Mid April 2022. In addition restrictions remained for several months after opening meaning the centres could only partially fully open limiting the number of people in them. Monthly performance meetings were established to monitor the finances and recovery and it can be seen visits, although not fully there, are somewhere near pre covid levels. It is hopeful that recovery will continue to be positive in 2022/23.	Whilst below target the trend in post-pandemic recovery is positive, and it is hoped that this will continue into 22/23. This is closely monitored through monthly performance meetings.
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Performance Measure Name	Data	Pol	Previous Years			2021/22								Benchmarking				
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				

Enabling Area

M340 (C) Percent of Internal Audit Opinions resulting in Weak, Inadequate, Limited Assurance	Q	↓				14%	15%	15%	15%	14%	15%	Q4 21/22	25%	15%	16% (15%)			
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Accountable Lead (Mark Stenson) Follow-up Action	Director (Anne Ryans) Assurance
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Of the 8 reports issued in the 4th quarter, 2 in relation to Adult Social care were rated as inadequate. The audit service have already commenced meetings with service management to identify internal control improvement opportunities in order to address the issues identified.	The Internal Audit team will proactively work with the Adult Social Care Team to ensure that issues and actions identified are addressed. The aim is that any follow up reports show improvement and hence the performance indicator will be in line with the target.
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Red Performance Measures

Performance Measure Name	Data	Pol	Previous Years			2021/22								Benchmarking				
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				

Promoting Health and Wellbeing and supporting the most Vulnerable

M548 (C) Proportion of adults with learning disabilities in paid employment in England	Q	↑	2.8%	3.4%		2.9%	3.0%	2.7%	3.0%	2.6%	3.0%	Mar 2022	3.2%	4.0%	3.2% (4.0%)	GM	6.0%	2020/21
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Accountable Lead (Charlotte Walker) Follow-up Action												Director (Mark Warren) Assurance						
Recent deep dive of the data in this performance area has highlighted specific areas of focus which will enable improvement in this area. Working closely with GOW, DWP and Oldham College is vital to embed job and career opportunities locally for people with LD & A. This includes the Council itself committing to shared ownership of a corporate intention to enable people with LD&A to work for the Council. This is a key area for the LD&A strategies in Oldham. Deep dive outputs are being reported to Management Board with specific recommendations ideally to be adopted and progressed across all directorates.												The findings of the recent deep dive were presented to management board and the recommendations are being progressed. The development of job opportunities remains a key priority with an ongoing commitment for the Council to improve access to employment options at all levels for people with LD and Autism/ Neurodiverse needs.						

Performance Measure Name	Data	Pol	Previous Years			2021/22								Benchmarking				
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				

Promoting Health and Wellbeing and supporting the most Vulnerable

M569 (C) Percentage of Service Users Receiving Domiciliary Care	Q	↑	36.4%	35.9%	36.3%	32.8%	34.0%	32.6%	34.0%	31.4%	34.0%	Mar 2022	31.9%	34.0%	31.9% (34.0%)	GM	37.5%	Q3 21/22
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Accountable Lead (Jayne Ratcliffe) Follow-up Action												Director (Mark Warren) Assurance						
The service is continuing to work together with providers to ensure a home first approach is taken, and people are receiving statutory support services as required, to meet their eligible Care Act needs. The service is also promoting a strength based approach to practice ensuring Oldham residents are able to utilise the assets in their community to meet needs and also are encouraged to use natural support. There have been significant workforce challenges in this service area due to the Covid 19 pandemic and the impact on staffing and provider colleagues. The service has also seen a culture shift during the Covid 19 pandemic of residents with statutory care and support needs choosing to access a direct payment. Locally, regionally and nationally, the care at home market has been severely impacted by the Covid-19 pandemic, and now by cost of living increases, in particular fuel costs, which is adding to the recruitment challenge. We are in the process of agreeing a fee uplift for 2022/23 which should help to mitigate these increasing costs and support with improved recruitment and retention. In addition, during the course of 2022, we will be implementing additional fees to enable providers to pay their staff the Foundation Living Wage, and undertaking a "fair cost of care" exercise for submission to central government.												The ASC business planning process has focussed on continued promotion of independence & reduced reliance on statutory services. Through the redesign of services, to embed prevention, enhanced front door & the use of a strength-based approach to support residents, & the introduction of a dedicated review team, it is expected that the reliance on statutory support, eg care at home will continue to reduce, with alternative non-statutory support used where safe to do so & meets legal requirements.						

Red Performance Measures

Performance Measure Name	Data	Pol	Previous Years			2021/22									Benchmarking			
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
Promoting Health and Wellbeing and supporting the most Vulnerable																		
M656 (C) Percentage of Health Visitor mandated reviews completed within timescale	Q	↑	85.4%	88.0%		77.2%	88.0%	84.9%	88.0%	81.9%	88.0%	Q3 21/22	82.5%	88.0%	82.5% (88.0%)	Eng	82.0%	2019/20
Accountable Lead (Rebecca Fletcher) Follow-up Action												Director (Katrina Stephens) Assurance						
Performance is above the England benchmark but remains below target. Interrogation of delivery and performance shows that mandated reviews are taking place for all eligible children, but it is sometimes not possible to complete these within timescale due to parents/children not being available at the booked visit time, staff absences or newborns still being in hospital. The new Governance Board for the service will regularly review performance and seek to drive improvements.												We have a good understanding of some of the reasons for visits not being completed within timescales. The service has now transferred to NCA and Oldham Council and improving performance on mandated visits will be a key improvement priority under these new arrangements.						

Performance Measure Name	Data	Pol	Previous Years			2021/22									Benchmarking			
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
Promoting Health and Wellbeing and supporting the most Vulnerable																		
M933 (C) Percentage of Children Looked After with three or more placement moves in the last 12 months	Q	↓	13.0%	11.0%	9.0%	9.4%	10.0%	10.4%	10.0%	11.7%	10.0%	March 2022	10.6%	10.0%	10.6% (10.0%)	Stat	8.0%	31-Mar-21
Accountable Lead (Nick Whitbread) Follow-up Action												Director (Elaine Devaney) Assurance						
Placement sufficiency challenges remain impacting upon suitably matched placements resulting in children moving. A strategy has been developed to improve practice in regards to multi-agency care planning and ensuring social workers are effectively managing and maintaining placements.												This month as part of the thematic audits we've done deep dives on placement moves. The learning from which was presented to the performance clinic and Children's Assurance Board. The placement stability policy has been reviewed and monitoring progress is built into the Getting to Good plan.						

Red Performance Measures

Performance Measure Name	Data	Pol	Previous Years			2021/22									Benchmarking			
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
Promoting Health and Wellbeing and supporting the most Vulnerable																		
S202 (C) Council Sickness Absence	Q	↓	9.5 days	11.3 days	7.8 days	2.4 days	2.4 days	5.0 days	4.7 days	8.3 days	7.1 days	March 2022	11.4 day	9.5 days	11.4 days (9.5 days)			
Accountable Lead (Paul Dernley) Follow-up Action												Director (Julia Veall) Assurance						
<p>Q4 absence rates were above target reflecting the sharp increase in covid cases and other sickness absences throughout Q3 and Q4 of the year. This resulted in some areas of the council reaching absence rates of over 20%. These high figures have meant that Q4 reporting overall is showing as red. This will hopefully stabilise going into 2022/2023.</p>												<p>The increase in sickness does reflect the prevalence of COVID across the country over the past quarter. It is not clear how long this will continue but work is underway to review the absence management process in light of the removal of national restrictions and the need for our processes to incorporate COVID absence alongside other respiratory infectious illnesses. This work should be complete by mid May.</p>						

Actions "Unlikely to Achieve" (Red) for the current Quarter or "Behind Schedule" (Amber) for the last 2 Quarters

Action name	Forecast Complete Date *	Q1 (Jun 21)	Q2 (Sep 21)	Q3 (Dec 21)	Q4 (Mar 22)	Mar 22 comments
Championing a Green Recovery						
DP309 Implement agile and digital ways of working including full implementation of the iTrent HR and Payroll system	31-Mar-2022	On Track	On Track	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)	Phase 2 implementation of Itrent to realise value as HR system is in development and will be implemented in 2022/23 subject to availability of capacity/ resource for the plan. Delay created by delay to Phase 1 (Payroll implementation).
Enabling Area						
DP101 Lead the strategic development of place based integration and reform across the borough and implement planning for the GM reform white paper	31-Mar-2022	Behind Schedule (Plan to Resolve)	On Track	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)	A report was taken to Management Board in February highlighting current challenges with implementation and a roadmap of activity. This has been further refined following oversight of the new Deputy Chief Exec. A refreshed version of the report will be presented in April, programme implementation will commence from May.
Creating and protecting jobs and supporting businesses						
DP306 Introduce programmes to develop capability, and upskill our system leaders	31-Mar-2022	On Track	On Track	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)	Some delay on the place-based programme whilst new leadership recruited. There has been some progress during Q4 on next steps, with a refreshed programme of work being developed for 2022/2023

* greyed "Forecast Complete Date" indicates change from baseline

Action name	Forecast Complete Date *	Q1 (Jun 21)	Q2 (Sep 21)	Q3 (Dec 21)	Q4 (Mar 22)	Mar 22 comments
DE304 Complete delivery of LFFN & set foundation for improved wide area network across Oldham, improving gigabit connectivity to public sector offices & providing a platform for enhanced expansion to benefit businesses & organisations across the borough	31-May-2022	On Track	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)	LFFN Programme has fallen behind its original schedule to deliver high speed fibre across GM. The supplier has provided a correction plan with updated milestone dates to close out the remaining milestones and is currently on track to complete by summer 2022. No major impacts from this delay, funding is secured for the completion
DE307 Set the conditions for successful delivery of the elements of the Digital Strategy linked to Oldham Recovery (Digital Place, Digital Communities and Digital Services)	29-Sep-2022	On Track	On Track	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)	The Digital Design and Delivery Authority Board (DDDA) that will govern the work of the strategy continues to meet and make progress on priority projects, however there is action required to address programme and digital team resourcing. Progress has been made in determining the IT capital funds to help deliver the required digital transformation.
Prioritising Education and Skills						
DC209 Recover Good Level of Development (GLD) to pre-Covid levels through the Early Years Partnership Strategy and Opportunity Area Year 5 programme	31-Mar-2022	On Track	On Track	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)	81% of schools have submitted reception baseline data. Initial analysis suggests an improved picture on baseline data collected in 2020 with slightly more children assessed as being likely to achieve the GLD. A programme of support has been put in place through a range of CPD for schools. Final EYFS profile data due 23 June.

Action name	Forecast Complete Date *	Q1 (Jun 21)	Q2 (Sep 21)	Q3 (Dec 21)	Q4 (Mar 22)	Mar 22 comments
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Promoting Health and Wellbeing and supporting the most Vulnerable


DA118 To deliver and embed a strengths-based approach in Community Health and Adult Social Care	31-Mar-2022	Behind Schedule (Unlikely to Achieve)	Behind Schedule (Unlikely to Achieve)	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)	Strength-based approaches have been embedded in North Cluster, with a pilot across district partnerships, ASC & Action Together. This piece of work has been rolled out in West Cluster. Weekly MDT meetings are now taking place in North Cluster, recommendations will take place to roll out SBA across all PCN's. The new governance framework will support this.
DP106 Design and implement the Health and Care Transformation Programme and constituent strands and projects, to deliver successor arrangements to the CCG by April 2022	15-Jul-2022	On Track	On Track	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)	The H&C Prog remains paused as the CCG works towards a July 22 closure. The Transformation Team will support transition/implementation of the new GM Integrated Care System model of hub and spoke across GM and Oldham. We will need to take care as the new operating model develops given legislative changes as well as understanding what is best locally.
DP203 Deliver the Oldham Health Check programme to promote good health and wellbeing, early identification of long term conditions and reduce health inequalities	31-Mar-2022	On Track	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)	HC programme currently active. High pressure on primary care due to COVID vaccination roll out. Knock on effect on HC delivery. Practices delivering where possible. Effect seen across the country. Service specification developed for new Oldham HC, on target with procurement timelines currently. Risk HC may be paused again nationally due to COVID pressures.

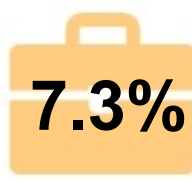
Risks

12 - 16	High	<i>High level risks are monitored via the Strategic Risk Register and are reported via the Audit Committee</i>
6 - 9	Moderate	
3 - 4	Low	
1 - 2	Very Low	

Quarter 4					
LIKELIHOOD	(4) Very Likely	0	0	0	0
	(3) Likely	2	12	1	2
	(2) Unlikely	10	42	6	1
	(1) Remote	3	2	2	2
	85 Risks		Minor (1)	Significant (2)	Serious (3)
63 risks have been closed 3 risks have become issues		IMPACT			

Linked to Action	Risk Name	Risk Category	Implication	Mitigation	Revised		
					Impact	Likely	Rating
DX111 To provide additional proactive expert legal resource to support the increasing demands of the client service in relation to Adult Social Care	RX111a Unable to provide legal support which could result in increase in claims to the council, safeguarding issues and potentially serious injury and death	Legal / Regulatory	Cost and reputational implication to the council should we receive Judicial claims, litigation, fines.	The report has been approved and budget has been allocated. Recruitment is to be started shortly	4	3	12
DX112 Consider the implications of Brexit on Family Law and continue to try to anticipate all issues before they arise and reviewing all current policies and protocols as appropriate	RX112a Insufficient capacity to provide timely legal advice can lead to safeguarding issues and potentially serious injury/death	Legal / Regulatory	Services acting on incorrect information resulting in non-compliance to legislation and failing to meet our statutory obligations and duties.	This work is ongoing as the case law changes to reflect the new jurisdictional issues post Brexit. The team has also concluded all settled status applications where appropriate, and support was required.	4	3	12


Driving Equality



7.3% Unemployment rate in Oldham (Mar 2022)

7.4% (Dec 2021) ↓

Youth Unemployment rate in Oldham (Mar 2022)

9.8%

10.1% (Dec 2021) ↓

Nursery and primary pupils with free school meals (2021/22 Spring Term)

29.2% ↑

28.5% (2021/22 Autumn term)

Secondary pupils with free school meals (2021/22 Spring Term)

28.6% ↑

28.2% (2021/22 Autumn term)

People feel that the CSP are dealing with local community safety issues (Up to 31 March 2022)


42%

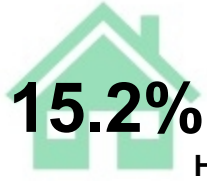
42% (Up to 31 Dec 2021)

People agree that people of different backgrounds get along in their area (Up to 31 March 2022)

67%

67% (Up to 31 Dec 2021)

Championing a green recovery




15.2% (2019)

Households in fuel poverty (2019)

↑ Median gross annual pay of employees by residence - resident base (2021)


£27,594

£26,357 (2020)

98.2% (2020)

98.3% ↑

Addresses with Superfast broadband availability (2021)


Creating and protecting jobs and supporting businesses

Promoting health and wellbeing and supporting the most vulnerable



Female Healthy Life Expectancy at birth (2017/19)

58.3yrs

58.3yrs (2017/19)

Male Healthy Life Expectancy at birth (2017/19)

58.3yrs

58.3yrs (2017/19)

Rate of children (per 10,000) looked after aged under 18 years (March 2022)

90.8

90.7 (Dec 2021) ↑

Female Life Expectancy (2018/20)

80.5yrs

80.5yrs (2018/20)

Male Life Expectancy (2018/20)

77.2yrs

77.2yrs (2018/20)

Adults (aged 19+) are physically active (2019/20)

59.2%

59.2% (2018/19)

SICKNESS (year to date)



average days lost to sickness

same period previous year



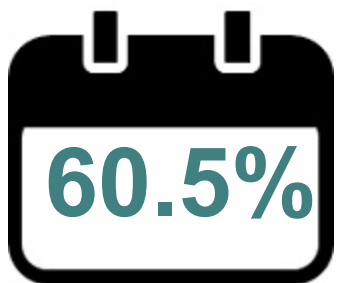
current trend



top 3 reasons

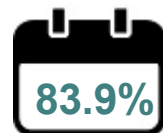
The top 3 reasons for absence are (days lost per FTE): Mental Health inc. Stress (3.9), Musculo-Skeletal (2.8), Cancer related (0.9)

LONG TERM SICKNESS (year to date)



of days lost are due to long-term sickness

same period previous year



current trend



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

TOP REASONS FOR LEAVING (year to date)

217

Resignation



68



TUPE Transfer

55



Retirement

24



End of Fixed Term Contract

8



Redundancy

year end 2020/21

Resignation	152
Redundancy	69
End of Contract	53
Retirement	26
No reason provided	21

SICKNESS TOP 3 DIVISIONS (year to date)

1 Adult Social Care

17.75 days per FTE

2 Economy

15.95 days per FTE

3 Children's Social Care, Family Connect and Commissioning & Partnerships

12.59 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 instance of long terms absence

TURNOVER (year to date)

16.6%



Staff turnover

same period previous year

12.0%



current trend



TURNOVER (rolling 12 months)

100.0%

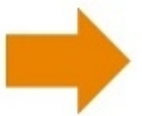
of people still in post after 12 months



same period previous year

100.0%

current trend





PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE

Performance Overview and Scrutiny Committee Work Programme 2021/22 - Outturn

Committee Chair: Councillor Riaz Ahmad

Lead Officer: Elizabeth Drogan, Statutory Scrutiny Officer

Report Author: Mark Hardman, Constitutional Services Officer

23rd June 2022

Purpose of the Report

To present the outturn Performance Overview and Scrutiny Committee Work Programme for the 2021/22 Municipal Year.

Recommendations

The Committee is asked to note the attached outturn Performance Overview and Scrutiny Committee Work Programme for 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 Overview and Scrutiny Procedure Rule 4.2 further requires the Chairs of Overview and Scrutiny Committees to collectively arrange for an Overview and Scrutiny Annual Report to be submitted to the Council for consideration. It is intended to submit the Annual Report to the meeting of the Council to be held on 13th July 2022.
- 1.3 In the interim, the outturn Work Programme for the Performance Overview and Scrutiny Committee in 2021/22 is attached for noting, subject to the formal approval of the minutes of the meeting held on 24th March 2022. The outturn Work Programme details the considerations given by the Committee during the 2021/22 Municipal Year and it's submission to this meeting brings a formal conclusion to the 2021/22 Work Programme, complementing the Overview and Scrutiny Annual Report submission to Council.

2 Options/Alternatives

- 2.1 Option 1 – To receive and note the Performance Overview and Scrutiny Work Programme 2021/22 Outturn.
Option 2 – Not to receive the Performance Overview and Scrutiny Work Programme 2021/22 Outturn.

3 Preferred Option

- 3.1 Option 1 is the preferred option which brings a formal close to the 2021/22 Committee Work Programme.

4 Consultation

- 4.1 N/A

5 Financial Implications

- 5.1 N/A

6 Legal Services Comments

- 6.1 N/A

7. Co-operative Agenda

- 7.1 N/A

8. Human Resources Comments

- 8.1 N/A

9 Risk Assessments

- 9.1 N/A

10 IT Implications

10.1 N/A

11 Property Implications

11.1 N/A

12 Procurement Implications

12.1 N/A

13 Environmental and Health & Safety Implications

13.1 N/A

14 Equality, community cohesion and crime implications

14.1 N/A

15 Equality Impact Assessment Completed?

15.1 No

16 Key Decision

16.1 No

17 Key Decision Reference

17.1 N/A

18 Background Papers

18.1 None.

19 Appendices

19.1 Appendix 1 – Performance Overview and Scrutiny Committee Work Programme 2021/22
Outturn

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PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE

WORK PROGRAMME 2021/22 OUTTURN

Thursday, 24 th June 2021	Performance Report – Quarter 4, 2020/21	To scrutinise Council performance against agreed performance measures	RESOLVED that the report be noted.
	Corporate Performance Reporting Process 2021/22	To advise the Committee on the Council’s new corporate performance reporting process for 2021/22	RESOLVED that the report be noted
Thursday, 26 th August 2021	2020/21 Annual Statement of Accounts, including the Financial Outturn for 2020/21	To scrutinise the Council’s financial performance against the agreed Budget.	RESOLVED that the report be noted
	Revenue Monitor and Capital Investment Programme 2021/22 Quarter 1 – June 2021	To scrutinise the Council’s financial performance against the agreed Budget.	RESOLVED that the report be noted
	Update on Financial Administration in Local Authorities	To consider issues related to the issue of Section 114 notices by Chief Finance officers and directions issued by the Ministry of Housing, Communities and Local Government (MHCLG) to support the financial position of several Local Authorities during 2020/21 and 2021/22.	RESOLVED that the report be noted.

	Update on Additional School Places and Admissions	Update Report on the delivery of additional school places and admissions.	RESOLVED that the report be noted.
Thursday, 18 th November 2021	Local Government Ombudsman – Annual Report	To scrutinise the Council’s position regarding complaints and complaints pursued through to the Ombudsman.	RESOLVED – That: 1. Detailed data of the complaints would be circulated to Members of the Committee. 2. The committee receives monitoring of improvements 3. The report be noted.
	Oldham Safeguarding Children Partnership Annual Report 2020/21- and Three-Year Strategy.	To receive and consider the Board’s Annual Report and Three-Year Strategy.	RESOLVED – That: 1. The Oldham Safeguarding Children’s Partnership Annual Report be noted. 2. A copy of the GM external audit of complex safeguarding be provided to Members of the committee.
	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.	RESOLVED – That: 1. The report be noted. 2. An updated be provided to the committee in 12 months
	SEND Review Update	To update progress against the completion of improvement actions and actions to improve attendance, reduce exclusions and raise achievement for children and young people with SEND.	RESOLVED – That: 1. The Local Partnership, for maintaining the significant ongoing improvements to equality and consistency of EHC plans being delivered and quality assured through effective partnership work be commended. 2. The Local Partnership, for the strong positive focus on reducing absenteeism and exclusions at schools and settings, despite the challenges presented by the Coronavirus situation be commended. 3. An annual update be provided to the Performance Overview and Scrutiny Committee during the start of

			each new academic year, so it can review and ensure the sustained improvement is maintained year on year. 4. The Local Partnership and all involved in achieving and sustaining the significant improvements to ensure that formal monitoring is no longer necessary be congratulated due to the strength of governance and partnership accountability in place.
	Performance report – Quarter 1, 2021/22	To scrutinise Council performance against agreed performance measures.	RESOLVED – That: 1. A report be submitted to the Committee in relation to Council Tax and Business Rate collection performance comparing previous year pre pandemic. 2. The report be noted.
Thursday, 10 th February 2022	Review of OCL and the operation of the Leisure Contract	To scrutinise in detail the Leisure Contract including the impact of the pandemic	RESOLVED: 1. That the performance of Oldham Community Leisure for the period of 1st April 2021 to 31st December 2021, be noted. 2. That an update report be presented to the Committee in the autumn of 2022, to show a full year recovery, from Covid-19.
	Partnership Dashboard	To assess the overall risk on partnerships to the Council.	RESOLVED: 1. That the report be noted. 2. That a report, on the activities of Northern Roots be submitted to a future meeting of the Committee. 3. That a report on ‘grant giving’ organisations, both on those based within the Borough and regionally, be submitted to a future meeting of the Committee.
	Regional Adoption Agency - update	To scrutinise delivery and financing of adoption services in the Borough.	RESOLVED: That the report be noted.
	Performance Report Quarter 2, 2021/22	To scrutinise Council performance against agreed performance measures.	RESOLVED: That the report be noted
	Revenue Monitor and Capital Investment	To scrutinise the Council’s financial performance against the agreed Budget.	RESOLVED: That the report be noted.

	Programme 2021/22 Month 6		
	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	RESOLVED: that the report be noted.
	Repeat Referrals in Children's Social Care	To receive an update on re- referral performance, an overview of the five key themes relating to the re- referral rate and actions to ensure close management of this key performance indicator.	RESOLVED: That the report be noted.
Thursday, 24 th March 2022	Performance report Quarter 3, 2021/22	To scrutinise Council performance against agreed performance measures	RESOLVED: That the report be noted.
	Revenue Monitor and Capital Investment Programme 2021/22 Month 9	To scrutinise the Council's financial performance against the agreed Budget.	RESOLVED: That the report be noted.



PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE

Performance Overview and Scrutiny Committee Work Programme 2022/23

Chair: Councillor Riaz Ahmad

Lead Officer: Elizabeth Drogan, Statutory Scrutiny Officer

Report Author: Mark Hardman, Constitutional Service

23rd June 2022

Purpose of the Report

For the Performance Overview and Scrutiny Committee to review the Committee's Work Programme for 2022/23.

Recommendations

The Performance Overview and Scrutiny Committee is asked to note and comment on the attached Performance Overview and Scrutiny Committee Work Programme 2022/23.

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 works 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 scrutinise 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 programme and outcomes from the 2021/22 Municipal Year have been reviewed to ensure continuation of business where appropriate. The business likely to come forward through the year has been considered and, where possible, scheduled in the programme. Such items particularly relate to the quarterly corporate performance and budgetary updates, identified areas of ongoing scrutiny, and annual reporting arrangements.
- 1.4 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. The Policy Overview and Scrutiny Committee may, on occasion, determine that a matter which might otherwise come before this Committee is a 'strategic' item and reserve consideration of that matter to itself. In addition, any issue that falls within the terms of reference of the Health Scrutiny Committee would, in the first instance, be assumed to be the responsibility of the Health Scrutiny Committee. In all cases, the flow of business across Committees will be managed by the Statutory Scrutiny Officer in consultation with the Chairs and Vice Chairs of the Overview and Scrutiny Committees.
- 1.5 The Performance Overview and Scrutiny Committee Work Programme at this stage only notes business scheduled for meetings of the Committee and those items where there is a

realistic prospect of consideration within the year. 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.

- 1.6 The initial Performance Overview and Scrutiny Committee Work Programme 2022/23 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.

2 Options/Alternatives

- 2.1 Option 1 – To receive and consider the Committee Work Programme for 2022/23.
Option 2 – Not to consider the Work Programme.

3 Preferred Option

- 3.1 Option 1 is the preferred option as there is a Constitutional requirement for the Committee to have a Work Programme.

4 Consultation

- 4.1 Consultation has taken place with lead Officers around scheduling and consideration of business relevant to the Committee. Initial consultation has been undertaken with the Chair and will continue with the Chair and the Committee through the Municipal Year.

5 Financial Implications

- 5.1 N/A

6 Legal Services Comments

- 6.1 N/A

7. Co-operative Agenda

- 7.1 N/A

8. Human Resources Comments

- 8.1 N/A

9 Risk Assessments

- 9.1 N/A

10 IT Implications

- 10.1 N/A

11 Property Implications

- 11.1 N/A

12 Procurement Implications

12.1 N/A

13 Environmental and Health & Safety Implications

13.1 N/A

14 Equality, community cohesion and crime implications

14.1 N/A

15 Equality Impact Assessment Completed?

15.1 No

16 Key Decision

16.1 No

17 Key Decision Reference

17.1 N/A

18 Background Papers

18.1 None.

19 Appendices

19.1 Appendix 1 – Draft Performance Overview and Scrutiny Committee Work Programme 2022/23.

PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE

WORK PROGRAMME 2022/23

Thursday 23 rd June 2022	Performance Report – Quarter 4, 2022/23	To scrutinise Council performance against agreed performance measures	Portfolio – Leader of the Council. Assistant Chief Executive. Matt Drogan, Head of Strategy and Performance.	Service performance reporting
	Update on Implementation of the Housing Strategy	Updates on delivery of the Strategy, including Brownfield Sites, Provision against demand, Affordable Housing, Land retention and Performance of External Providers	Portfolio – Regeneration and Housing. Executive Director Place and Economic Growth Bryn Cooke, Head of Housing	Service performance reporting
	Miocare Group – Annual report	To scrutinise the performance of the MioCare Group	Portfolio – Health and Social Care Deputy Chief Executive. Karl Dean, Managing Director, MioCare Group	Annual Report consideration/service performance reporting
Thursday 1 st September 2022	Performance report – Quarter 1, 2022/23	To scrutinise Council performance against agreed performance measures.	Portfolio – Leader of the Council. Assistant Chief Executive. Matt Drogan, Head of Strategy and Performance.	Service performance reporting
	Annual Accounts/ Financial Outturn for 2021/22	To scrutinise the Council's financial performance against the agreed Budget.	Portfolio – Finance and Low Carbon. Anne Ryans, Director of Finance.	Budget performance reporting

	Revenue Monitor and Capital Investment Programme 2022/23 Quarter 1	To scrutinise the Council's financial performance against the agreed Budget.	Portfolio – Finance and Low Carbon. Anne Ryans, Director of Finance.	Budget performance reporting
	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	Service performance reporting – annual report.
Thursday 6 th October 2022	SEND Review Update	To review and monitor progress to provide assurance of sustained improvement.	Portfolio – Education and Skills Managing Director – Children and Young People Assistant Director SEND.	Annual update report required By Committee, October 2021
Thursday 17 th November 2022	Oldham Safeguarding Adults Board Annual Report 2021/22	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.	Annual Report consideration.
	Oldham Safeguarding Children Board Annual Report 2020/21	To receive and consider the Board's Annual Report and Three-Year Strategy.	Dr Henri Giller, Chair of the Board. Portfolio - Children and Young People. Lisa Morris, Business Manager, Oldham	Annual Report consideration.

			Safeguarding Children Partnership.	
	Local Government Ombudsman – Annual Report	To scrutinise 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	Annual Report consideration.
Thursday 15 th December 2022	Performance Report Quarter 2, 2022/23	To scrutinise Council performance against agreed performance measures.	Portfolio – Leader of the Council. Assistant Chief Executive. Matt Drogan, Head of Strategy and Performance.	Service performance reporting
	Revenue Monitor and Capital Investment Programme 2022/23 Quarter 2	To scrutinise the Council’s financial performance against the agreed Budget.	Portfolio – Finance and Low Carbon. Anne Ryans, Director of Finance.	Budget performance reporting
	Partnership Risk Dashboard	To assess the overall risk on partnerships to the Council.	Portfolio – Finance and Low Carbon. Anne Ryans, Director of Finance. Mark Stenson, Assistant Director Corporate Governance and Strategic Financial Management.	Budget performance reporting
Thursday 9 th February 2023	Review of Oldham Community Leisure and the operation of the Leisure Contract	Annual Report	Portfolio – Culture and Leisure. Deputy Chief Executive. Neil Consterdine, Assistant Director Youth, Leisure and Communities	Financial and Performance Report

	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.	Periodic performance update report; previous report January 2021 (deferred from December 2020).
	Repeat Referrals in Children's Social Care	To receive an update on re-referral performance, an overview of the five key themes relating to the re-referral rate and actions to ensure close management of this key performance indicator.	Portfolio – Education and Skills. Managing Director – Children and Young People. Elaine Devaney, Director of Children's Social Care/ Gemma Gerrish, Assistant Director Social Work Services.	Periodic performance update report; previous report January 2021 (deferred from December 2020).
Thursday 23 rd March 2022	Performance report Quarter 3, 2022/23	To scrutinise Council performance against agreed performance measures	Portfolio – Leader of the Council. Assistant Chief Executive. 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	Annual Report consideration/ Service performance reporting.
	Revenue Monitor and Capital Investment Programme 2021/22 Quarter 3	To scrutinise the Council's financial performance against the agreed Budget.	Portfolio – Finance and Low Carbon. Anne Ryans, Director of Finance.	Budget performance reporting

PENDING ISSUES

Primary and Secondary School Performance	Portfolio – Children and Young People.	Consideration subject to consultation with the Chair, Portfolio Holder and Officers.
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	Managing Director – Children and Young People. Richard Lynch, Director of Education, Skills and Early Years/Tony Shepherd, Head of Learning.	
The impact of the proposed health integration on the Council and its future operations.	To be confirmed	Budget and Performance Monitoring.
Unity Partnership – monitoring arrangements following decision to bring services in-house.	To be confirmed	Budget and Performance Monitoring. Item may be incorporated into future corporate Performance reports.
Review of Oldham Community Leisure and the operation of the Leisure Contract - Update report to show a full year recovery, from Covid-19.	Portfolio – Culture and Leisure Deputy Chief Executive. Neil Consterdine, Assistant Director Youth, Leisure and Communities	Report requested for autumn 2022 by Committee, 10 th February 2022. Requirement for report to be reviewed with Chair.
Regional Adoption Agency – update: to scrutinise delivery and financing of adoption services in the Borough.	Portfolio – Children and Young People. Managing Director – Children and Young People. Elaine Devaney, Director of Children’s Social Care/Karen Brannick, Head of Adoption Now;	Periodic performance update report; previous report March 2021.
Update on contract monitoring within the Council for a selected operational area	Appropriate Portfolio Holder and Director responsible for the Service.	Issues and scheduling to be determined by the Committee

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Report to PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE

Key Decision Document

Portfolio Holder: Various

Report Author: Constitutional Services

23rd June 2022

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 the timetable for decisions and intentions for consultation. For the Performance Overview and Scrutiny Committee, the Key Decision Notice provides an opportunity for the Committee to identify those decisions it considers as having particular significance and priority over which it would wish to maintain an overview of the implementation.

Recommendations

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

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KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 20 MAY 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
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Economic and Social Reform Cabinet Portfolio

New!	Old Library Phase 2	Executive Director for Place & Economic Growth - Emma Barton	July 2022	Cabinet
Description: Approval of the Outline Business Case and appointment of the preferred contractor Document(s) to be considered in public or private: Cabinet Report (Part A)				

Education and Skills Cabinet Portfolio

Children and Young People Cabinet Portfolio

Health and Social Care Cabinet Portfolio

HSC-09-21	NHS Oldham Health Checks	Deputy Chief Executive – Sayyed Osman		Cabinet
Description: Recommissioning the NHS Health Check offer and required spend Document(s) to be considered in public or private: NHS Health Checks Recommissioning Paper - PUBLIC				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 20 MAY 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
TBC New!	Contract Award for the Integrated Community Equipment Services	Managing Director Community Health & Social Care Services (DASS) – Mark Warren	June 2022	Cabinet
Description: To approve the award of a joint contract of agreement with Tameside Council and Oldham Council and the successful Contractor				
Document(s) to be considered in public or private: Private - sensitive nature of the report				
Housing Cabinet Portfolio				
New!	ABEN Phase 5 Procurement	Executive Director for Place & Economic Growth - Emma Barton	June 2022	Cabinet
Description: Oldham Council's A Bed Every Night (ABEN) rough sleepers' accommodation project requires recommissioning from 1st July 2022 in line with contract procedure rules.				
Document(s) to be considered in public or private: N/A				
New!	Housing Delivery Test Action Plan 2021	Executive Director for Place & Economic Growth - Emma Barton	July 2022	Cabinet Member – Regeneration and Housing

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 20 MAY 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: The Housing Delivery Test (HDT) Action Plan 2021 responds to the HDT Measurement 2021 result published in January 2021. It is made up of two documents: Part 1 – Set's out the context, evidence and root causes for housing under-delivery in Oldham Part 2 – The Action plan itself</p> <p>Document(s) to be considered in public or private:</p>				
New!	Afghan Resettlement Schemes	Deputy Chief Executive	June 2022	Cabinet Member – Regeneration and Housing
Page 71	<p>Description: Decision to award a contract to First Choice Homes Oldham (FCHO) to deliver the Afghan resettlement schemes on behalf of the Council.</p> <p>Document(s) to be considered in public or private:</p>			

Neighbourhoods Cabinet Portfolio

NC-09-22 New!	Enforcement Policy Approval	Executive Director for Place & Economic Growth - Emma Barton	June 2022	Cabinet
		Executive Director for Place & Economic Growth - Emma Barton	June 2022	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 20 MAY 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: To review and approve a revised Corporate Enforcement Policy in order to take account of updated guidance, codes of practice and new regulatory sanctions which have been introduced since the Council's Enforcement Policy was last reviewed in 2012.</p> <p>To also agree a separate enforcement policy relating to the deciding of financial penalties and appropriateness of prosecution under The Tenant Fees Act 2019.</p> <p>Document(s) to be considered in public or private:</p>				
New!	Performance Space	Executive Director for Place & Economic Growth - Emma Barton	August 2022	Cabinet
<p>Description: Approval of Outline Business Case</p> <p>Document(s) to be considered in public or private: Cabinet Report (Part A only)</p>				
New!	Renewal of Trees Surgery Framework of Contractors	Executive Director for Place & Economic Growth - Emma Barton		Cabinet
<p>Description: A report asking for delegated decision to Executive Director to appoint approved framework of contractors once the tender process is complete, rather than coming back to cabinet in order that the framework can be in place as soon after the expiry of current framework</p> <p>Document(s) to be considered in public or private:</p>				
New!	Backlog Maintenance 2022/2025	Executive Director for Place & Economic Growth - Emma Barton	August 2022	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 20 MAY 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: Backlog Maintenance Priorities for the Council Corporate Property Portfolio 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 it relates to the financial or business affairs of the Council.				

Corporate Services Cabinet Portfolio

Finance and Low Carbon Cabinet Portfolio

Page 73 FLC-18-21	Proposals for engagement of the Council's External Auditors for the financial years 2023/24 to 2027/28	Director of Finance – Anne Ryans		Cabinet
Description: To decide on the Council's approach to engagement of its External Auditors from the financial years 2023/24 to 2027/28 Document(s) to be considered in public or private: Proposed report title: Proposals for engagement of the Council's External Auditors for the financial years 2023/24 to 2027/28. Various appendices. Report to be considered in public.				
FLC-01-22	Contract at Site A, Mumps, Oldham	Executive Director for Place & Economic Growth - Emma Barton		Cabinet Member - Finance and Low Carbon – Councillor Jabbar

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 20 MAY 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: To update contract at Site A, Mumps, Oldham.</p> <p>Document(s) to be considered in public or private: Not for publication by virtue of Paragraph 3 of part 1 of schedule 12A of the Local Government Act 1972 as it is not in the public interest to disclose the information as it relates to the financial or business affairs of the Council.</p>				
New!	Wrigley Head Solar Farm	Executive Director for Place & Economic Growth - Emma Barton	June 2022	Cabinet
<p>Description: Update report on the Wrigley Head Solar Farm project and options for taking the project forward.</p> <p>Document(s) to be considered in public or private:</p>				
FLC-02-22 New!	Procurement of Water and Wastewater Services	Director of Finance – Anne Ryans	June 2022	Cabinet
<p>Description: To approve the appointment of Wave via the NEPO (North East Procurement Organization) Water Retail Services framework.</p> <p>Document(s) to be considered in public or private: Private This is a commercial contract for the supply of water services to all Council Buildings, The rates in the contact are commercially sensitive.</p>				
FLC-03-22 New!	Approval to Award the Contract for the Delivery of the Early Payment Scheme			Cabinet
<p>Description:</p> <p>Document(s) to be considered in public or private:</p>				
FLC-04-22 New!	For the Supply & Delivery of Cleaning Chemicals and Materials	Executive Director for Place & Economic Growth - Emma Barton	June 2022	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 20 MAY 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: Approval to award a 4 year contract for the supply and delivery of cleaning chemicals and materials. Document(s) to be considered in public or private: Cabinet Approval Report - Private				

Employment and Enterprise Cabinet Portfolio

Commissioning Partnership Board

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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 Shoab Akhtar, Mohon Ali, Barbara Brownridge, Amanda Chadderton, Abdul Jabbar MBE, Eddie Moores, Shaid Mushtaq, Jean Stretton and Elaine Taylor.
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>

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

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