

GOVERNANCE, STRATEGY AND RESOURCES SCRUTINY BOARD

Overview & Scrutiny Committee Agenda

Date Wednesday 31 July 2024

Time 6.00 pm

Venue Lees Suite, Civic Centre, Oldham, West Street, Oldham, OL1 1NL

Notes 1. DECLARATIONS OF INTEREST- If a Member requires advice on any item involving a possible declaration of interest which could affect his/her ability to speak and/or vote he/she is advised to contact Paul Entwistle or Andrew Mather at least 24 hours in advance of the meeting.

2. CONTACT OFFICER for this agenda is Andrew Mather or email constitutional.services@oldham.gov.uk

3. PUBLIC QUESTIONS - Any Member of the public wishing to ask a question at the above meeting can do so only if a written copy of the question is submitted to the contact officer by 12 noon on Monday 29th July 2024.

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

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Please also note the Public attendance Protocol on the Council's Website

https://www.oldham.gov.uk/homepage/1449/attending_council_meetings

MEMBERSHIP OF THE GOVERNANCE, STRATEGY AND RESOURCES SCRUTINY BOARD

Councillors Aslam, Azad, Harkness, Hughes, Ibrahim, Iqbal, Lancaster, McLaren (Chair), Moores, Rustidge and Williamson

Item No

- 1 Apologies For Absence
- 2 Urgent Business
Urgent business, if any, introduced by the Chair
- 3 Declarations of Interest
To Receive Declarations of Interest in any Contract or matter to be discussed at the meeting.
- 4 Public Question Time
To receive Questions from the Public, in accordance with the Council's Constitution.
- 5 Minutes of Previous Governance, Strategy and Resources Scrutiny Board Meeting (Pages 3 - 8)
The Minutes of the Governance, Strategy and Resources Scrutiny Board held on 21st March 2024 are attached for approval.
- 6 Health and Safety Policy - May 2024 Update (Pages 9 - 24)
To consider the Health and Safety Policy updated May 2024.
- 7 Local Government Ombudsman - Initial draft Annual Report (Pages 25 - 32)
To report to the key findings from the Annual Review Letter from the Local Government and Social Care Ombudsman (LGSCO).
- 8 Corporate Performance Report 2023/24 Quarter 4 (Pages 33 - 124)
To consider and discuss Corporate Performance Report 2023/24 for Quarter 4: 1st January to 31st March 2024.
- 9 Draft 2023/24 Annual Statement of Accounts
The Assistant Director of Finance (Capital and Transformation) will give a presentation on the draft 2023/24 Annual Statement of Accounts.
- 10 Work Programme (Pages 125 - 130)
- 11 Key Decision Document (Pages 131 - 140)
- 12 Rule 13 and 14
To consider any rule 13 or 14 decisions taken since the previous meeting.

Present: Councillor McLaren (Chair)
Councillors Al-Hamdani, J. Hussain, Moores and Surjan

Also in Attendance:

Steve Hughes	Assistant Director Strategy & Performance
Chris Kelsall	Assistant Director of Finance (Capital & Transformation)
Andrew Mather	Constitutional Services
Amanda Richardson	Policy Manager, Strategy and performance

1 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Woodvine

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 for the meeting to consider.

5 **MINUTES OF PREVIOUS GOVERNANCE, STRATEGY AND RESOURCES SCRUTINY BOARD MEETING**

RESOLVED that the minutes of the meetings held on 25th January and 8th February be approved as a correct record.

6 **POVERTY TRUTH COMMISSION**

A report was submitted by Amanda Richardson, Policy Manager, and Laura Windsor-Welsh provided an update on the Oldham Poverty Truth Commission (PTC), which was completed at the end of 2022. The PTC, a national model developed by the Poverty Truth Network, aimed to address poverty by fostering direct experience, relationships, and humanizing individuals and systems.

The Oldham PTC brought together individuals with lived experience of poverty and those with power and influence across various sectors. It aimed to understand the causes and challenges of poverty and identify ways to address them. The commission was funded by the Joseph Rowntree Foundation, Oldham Council, and Oldham Clinical Commissioning Group.

Over 12 months, the commission identified three key themes: improving points of contact for services, reducing stigma and raising hope, and creating supportive community spaces. Efforts to address these themes began during the commission's tenure, notably in response to the Cost of Living crisis, where grassroots commissioners collaborated on a response plan.

Following the commission's conclusion, the Oldham Poverty Action Network (OPAN) continued its work, supported by partners and funding. Task groups were formed to address specific areas such as community advice networks, volunteering initiatives, and systemic issues contributing to poverty. These efforts are aimed at implementing the PTC themes into actionable strategies.

Task Group 1 is focused on continuing the development and roll-out of the Oldham Community Advice Network, an online referral tool that brings together a range of crisis support providers and organisations in one system to ensure that residents who need help can access it easily and quickly, without having to re-tell their story.

Task Group 2 is currently focused on developing a model of volunteering which will 'reclaim volunteering for people experiencing hardship' and begin to operationalise routes out of poverty using a strengths-based approach.

Task Group 3 Continues to take forward the work of the PTC at a system level, building on the strategic links made by the lived experience commissioners through their engagement in the Planning for Real exercises and their direct engagement in the production of the Oldham Plan, the Council's Corporate Plan and other key strategies such as the Health Inequalities Action Plan.

Monthly meetings involving council officers ensure ongoing support and co-production, while updates are provided to relevant boards. Lived experience commissioners continue to be supported and have experienced positive outcomes such as volunteering and accessing employment.

The Scrutiny Board discussed how the Council and Members could best understand and support the work of OPAN. It was suggested that this might include incorporating a briefing into the Member Development Programme. Laura Windsor-Welsh reported that OPAN had produced a range of training webinars on YouTube which members were welcome to access.

RESOLVED: that the progress report be referred to a meeting of Leadership with a recommendation that the Council continues to support the work of the Oldham Poverty Action Network.

7

PERFORMANCE REPORT - QUARTER 3, 2023/24

The Assistant Director Strategy & Performance submitted a report providing an overview of corporate performance against agreed service business plan measures for the Q3 period. The current reporting format had been developed as an interim solution, with a view to bringing more mature performance reporting online once the Business Insight, Performance and Strategy Programme (BIPS) Programme and Digital Services

Foundation (DSF) Project have been completed. Service level business plans included a range of Key Performance Indicators (KPIs), both 'business as usual' and transformational, aimed at achieving the aspirations of the Corporate Plan and putting our residents first.

The Strategy & Performance Service were supporting services to review their Key Performance Indicators (KPIs). The aim was to ensure services have the right measures that demonstrate the right outcome or impact. Monitoring was also correlated to Oflog measures and any other statutory returns to avoid unnecessary duplication. This work would also support the ongoing development of service business plans. Members noted that some services had KPI's whilst others did not. It was explained that this was because some services and activities did not lend themselves to KPIs.

The Assistant Director of Strategy and Performance presented Summary performance reports: for Adults & Health, Children's Social Care, Economy & Environment, Education & Skills, and Governance & Resources.

Members commented that the overall presentation of the report was easier to follow and provided useful information.

A member asked if asked about the lack of a climbing tower at Castleshaw and the plans to resolve this issue. The Assistant Director undertook to check the situation and respond in writing to members.

A member suggested that comparisons with statistical neighbours could be be useful.

Resolved: The Scrutiny Board resolved to:

1. Note the report including progress in implementing the business plan objectives and the progress being made.
2. Commend the areas of consistent good performance
- 3 Note the interconnection of these actions with ongoing activities in other portfolio and Scrutiny Board remits and key projects such as our Cost of Living Response and Don't Trash Oldham.

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REVENUE MONITOR AND CAPITAL INVESTMENT PROGRAMME 2023/24 QUARTER 3

The Assistant Director of Finance (Capital & Transformation) presented a report an update on the Council's 2023/24 forecast revenue budget position and the financial position of the capital programme as at 31 December 2023 (Quarter 3) together with the revised capital programme 2023/24 to 2027/28.

The forecast outturn position for the Revenue Budget 2023/24 was a projected adverse variance of £16.642m after allowing for approved and pending transfers to and from reserves. There

were significant variances contained within the projected net overspend within three areas forecasting pressures: Children's Services was forecasting a pressure of £14.240m ; Place and Economic Growth was forecasting a pressure of £5.442m; and Community Health and Adult Social Care was forecasting a pressure of £0.864m These would continue to be closely monitored for the remainder of the financial year with action taken to address variances and take mitigating action as detailed in the report. Favourable variances across the remaining portfolios totalling £3.903m were offsetting these pressures in these three areas.

It was reported that the position on the Dedicated School Grant (DSG) continued to improve and as at month 9 it was forecasting an in-year surplus of £2.117m, with an estimate that the year-end position would be a surplus of £3.561m. Action would continue to be taken with the aim of mitigating cost pressures and delivering and maintaining a surplus position. Oldham was taking part in the Department for Education sponsored Delivering Better Value in SEND (Special Educational Needs and Disabilities) which will provide dedicated support for the SEND Review reforms to 55 Local Authorities with historical DSG deficit issues with the aim of putting the DSG of participating Authorities on a more financially sustainable footing.

No significant issues of concern were reported in relation to the HRA. The Collection Fund was forecasting an in-year surplus of £0.707m.

In respect of the Capital Position the report outlined the most up to date capital spending position for 2023/24 to 2028/29 for approved schemes. The revised capital programme budget for 2023/24 was £79.466m at the close of month 9, a net decrease of £30.839m from the original budget of £110.305m. Actual expenditure to 31 December 2023 was £52.765m (66.40% of the forecast outturn). It was likely that the forecast position will continue to change as the year draws to a close with additional re-profiling into future years.

RESOLVED: That the Scrutiny Board notes the following:

1. Forecast revenue outturn for 2023/24 at Quarter 3 being a £16.642m adverse variance.
2. Forecast positions for the Dedicated Schools Grant, Housing Revenue Account and Collection Fund.
3. Revised capital programme for 2023/24 and the forecast for the financial years to 2027/28 as at Quarter 3

WORK PROGRAMME

The Scrutiny Board considered its Work Programme for 2023/24.

Resolved: That the Work Programme be noted.

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KEY DECISION DOCUMENT

The Scrutiny Board considered the Key Decision Document which records key decisions that the authority is due to take.

Resolved: That the Key Decision Document be noted.

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RULE 13 AND 14

There was nothing to report under Rule 13 and 14.

The meeting started at 6.00 pm and ended at 8.00 pm

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Oldham Council

Health and Safety Policy

Updated: May 2024



Policy Statement

It is crucial that risks to our employees' health and safety are properly controlled through an effective health and safety management system. We expect staff, visitors, contractors, Elected Members and other employers who work at the Council to share this commitment by complying with our policies and procedures and to understand that they also have a legal and moral obligation to themselves and to others.

This policy identifies the essential elements of our Health and Safety management system and details the commitment the Council has for maintaining and improving the health, safety and wellbeing of our staff, and others who may be affected by our activities. So far as is reasonably practicable, we will provide a safe and healthy work environment that meets statutory requirements.

We believe that good health and safety management is an important and integral part of any employer's social and corporate responsibility. The avoidance of significant risk to the health or safety of people is a key business priority. We fully recognise and accept our duties and responsibilities as an employer under the Health and Safety at Work etc. Act 1974 and associated legislation.

We require each service to examine their own work activities and make suitable and sufficient assessments of any health and safety risks. These assessments will determine service priorities and set objectives for eliminating hazards, reducing risks and achieving a progressive reduction in injury, work related ill-health and other types of loss.

The Council recognises the importance that strong strategic leadership and effective management control plays in establishing a positive safety culture and preventing incidents, accidents and work-related ill health. We are committed to improving health and safety performance and this policy will provide the framework for this goal to be achieved. The Council values the important contribution that staff and appointed safety representatives make in improving health and safety. A partnership approach to managing health and safety is crucial to the Council meeting its objectives for maintaining and improving health and safety performance.

Suggestions for improvement on any health and safety related issues are always welcome and should be addressed through your manager or safety representative.

Harry Catherall
Chief Executive

May 2024

Councillor Arooj Shah
Leader of the Council

May 2024

The Chief Executive and Leader of the Council make this statement on behalf of the council, as the employer, and take primary responsibility for the setting of standards to ensure the health and safety of all employees and others who may be affected by our activities.

Our Commitment

We believe that good health and safety management is an important and integral part of any employer's social and corporate responsibility. Reducing risks in the workplace reduces costs and ultimately benefits the business. The avoidance of significant risk to health or safety of people is a key business priority.

We are committed to achieving and demonstrating high standards in health and safety for all staff, visitors, contractors, Elected Members and others who may be affected by our activities.

The Council accepts that the implementation of an effective Health and Safety Policy contributes to the overall performance of the Council and will ensure the following:-

- Support of staff needs and development, encompassing information, instruction, supervision, training.
- Ensure that health and safety is an important line management responsibility and require managers to incorporate health and safety in the day-to-day duties of their service.
- Support the development of a positive health and safety culture.
- Have in place systems that will allow the Council to maintain, monitor and improve health and safety performance.
- Maintain effective means for communication and consultation on health and safety matters.
- Commit to a collaborative approach which recognises the important contribution that staff and their representatives can make to improve health and safety.
- Meet our responsibilities to people and the environment by ways in which we fulfil the spirit and the letter of the law.
- Ensure that work activities undertaken by the Council are suitably managed and do not present a foreseeable risk to non-employees.

Your Commitment

The Council expects staff, visitors, contractors and Elected Members to co-operate on health and safety matters, take care of their own health and safety and that of others who may be affected by their actions.

In particular

- Do not undertake any actions which constitutes a danger to themselves or others;
- Do not intentionally or recklessly interfere or misuse anything provided in the interests of health and safety;
- Cooperate with the Council and support its policies and procedures on health and safety;
- Bring to the attention of your manager / supervisor any situations or practices that may lead to injuries, work related health or damage to plant or equipment;
- Use equipment in a safe and responsible way;
- Maintain good housekeeping in areas in which you are working;
- Report all near misses, incidents, and accidents to your manager / supervisor;
- Undertake such health and safety training relevant to your work activities.

Organisation

Chief Executive and the Leader of the Council

The Chief Executive and the Leader of the Council are jointly responsible for the management of health and safety. They will ensure via the Management Board that health and safety responsibilities are met and adequately resourced. This responsibility includes the health and safety of Elected Members, staff and those who may be affected by the Council's work activities. Specifically, they will ensure: -

- That a specific member of the Management Board is in the role of 'Health and Safety Director' (the Executive Director for Place and Economic Growth);
- Make clear the organisation in the Council through which the policy will be implemented and delegate the responsibility for implementation of the policy within service areas to each Director, Assistant Directors, Heads of Service and Service Managers;
- Ensure that health and safety is an integral part of the overall management culture and developing a positive attitude to health and safety among employees by visibly demonstrating personal commitment to achieving a high standard of health and safety performance;
- Have an appointed competent person/persons to assist the Council to apply the provisions of health and safety legislation;
- Ensure the establishment and maintenance of health and safety management systems across the organisation, which will ensure the assessment of risks and the effective planning, organisation, control, monitoring and review of the preventative and protective measures necessary to control the risks.

Elected Members

All Elected Members are deemed to share a collective responsibility for ensuring the health and safety of Council employees and others who may be affected by the Council's undertakings.

One Elected Member, appointed by the Council, must hold a specific responsibility for health and safety, and must be suitably trained in relevant aspects of health and safety at work.

Senior Managers

Senior Managers ([detailed here](#)) are responsible for ensuring the health and safety at work of all employees within their Directorate and those undertaking activities that fall under the responsibility of the Directorate. It is the responsibility of all Directors to ensure that their services have arrangements in place to meet the aims and requirements of this policy. In particular, to:

- Ensure that adequate resources are made available to enable the implementation and support of the policy;
- Champion health and safety and ensure that it is considered in all key decisions of the Management Team and within their own Directorate;
- Visibly demonstrate commitment to achieving a high standard of health and safety performance within their own Directorate and develop a positive attitude to health and safety among employees;

- Ensure the assessment of risks and the effective planning, organisation, control, monitoring and review of the preventative and protective measures necessary to control the risks that fall within the remit of their Directorate.
- Report on safety performance to the Council when required.
- Appoint a 'Building Custodian' to all Directorate buildings.
- Ensure managers and staff are trained appropriately

Heads of Service

Heads of Service have the prime responsibility within each of their Services, to ensure that the safety policy is properly implemented.

They must ensure that:

- They arrange for effective delegation of individual health and safety duties within their own areas.
- Any specific arrangements for safe working practices and the maintenance of these are clearly defined and communicated to all employees.
- Action plans or recommendations from risk assessment, audits, inspections or investigations are monitored for progress at senior level.
- Monitor the health and safety performance of their Service on a regular basis and report back to Management Board on such performance as required.
- Set a good example in their own working behaviours.

Service Managers

Service Managers must make sure that health and safety instructions and information is given to each member of staff, and that the work they do is safe and without risks to safety or health. They should:

- Know and understand good practice and ensure that significant risks associated with any work activity are assessed prior to the work taking place: i.e. have all necessary risk assessments in place;
- Promote personal leadership and high health and safety standards;
- Delegate authority for health and safety issues where appropriate, ensuring there are clear instructions regarding individual responsibilities;
- Ensure that staff have appropriate training, information, instruction and supervision;
- Carry out periodic workplace health and safety inspections as necessary;
- Ensure that all accidents / incidents are reported, investigated and follow-up action is identified and taken;
- Action as appropriate or forward any health and safety improvements or suggestions through management arrangements;
- Ensure induction training is carried out and includes relevant health and safety information.

Corporate Landlord

The Corporate Landlord holds responsibility for all statutory maintenance, inspection, servicing and testing across the Council estate.

Building Custodians

Building Custodians have a range of specific responsibilities and must ensure that they carry out identified health and safety related duties.

(For Building Custodian Responsibilities please see Building Custodians Responsibilities Guide)

Head Teachers (Community and Voluntary Controlled Schools)

Head Teachers are responsible for the statutory and policy requirements enshrined in this document, being implemented, monitored and managed within their school. This is by way of the schools own Health and Safety Policy and relevant supporting arrangements.

These responsibilities include those outlined under the Managers and Building Custodians sections within this document.

Note - Governors / Management Boards have full employer responsibilities in Voluntary Aided, Foundation, Trust and Free Schools and Academies and as such have a legal responsibility to comply with appropriate health and safety legislation. They are strongly advised to follow Local Authority guidance on health and safety matters.

Other Employees with specific health and safety duties

These employees would include Fire Marshalls, Fire Wardens, Evacuation Chair Operators, 'buddies' for people needing assistance to evacuate, First Aiders and those acting as CDM Principal Designers/Advisers. The particular duties for these roles are to be set out locally by the relevant service and communicated clearly to relevant persons.

Each duty holder must ensure that they have received sufficient information, instruction and training in order to competently undertake their duties.

Safety Representatives

Safety representatives appointed by recognised trade unions will:

- Work in partnership with the Council to ensure positive outcomes when dealing with potential health and safety issues.
- Educate their members to ensure they recognise both hidden and obvious health and safety issues, and keep them at the top of workplace and branch agendas.
- Attend meetings of the Safety Committee(s) / Directorate Consultative Groups (DCGs).
- Enable effective cooperation in promoting and developing a healthy and safe workplace.

Health and Safety Committees / Directorate Consultative Groups (DCGs)

Health and Safety Committees / Directorate Consultative Groups (DCGs) set up across the Authority provide a regular and meaningful method of communication and consultation between managers and recognised trade unions about items which affect the workplace and which impact on its workforce. Health and Safety is an agenda item at these meetings and both trade unions and managers will be expected to bring health and safety matters to each other's attention to share information and seek to jointly resolve any issues.

Corporate Health and Safety Group

The Corporate Health and Safety Group provides the organisational control of Health and Safety across the Council and ensures a consistent approach across the various Committees / Directorate Consultative Groups (DCGs).

Council Employees

Each of us as employees have duties under health and safety legislation and specific responsibilities as outlined in this policy.

Staff must take reasonable care for their own health and safety and that of other people who may be affected by their actions. They must also co-operate with management. Individuals must not interfere with or misuse anything provided in the interests of health and safety, fire or first aid. Staff should report any defects that affect health and safety to managers or their safety representative. Any deliberate disregard for health and safety may result in disciplinary action.

Health and Safety Service

In order to apply the provisions of health and safety legislation the Council has appointed the Health and Safety Service to act as 'competent advisers'

The Environmental Health Manager is responsible for the provision and maintenance of adequate levels of health and safety competency within the Health and Safety Service to suit the activities and risk levels of the Council.

HR Services

HR Services work closely with the Health and Safety Service, service managers and leadership to support in compliance with health and safety legislation, in matters such as training and development, occupational health contracts, the management of stress at work and also supporting with the management of disciplinary action where there have been breaches of health and safety policies and rules.

Arrangements

Detailed arrangements and further guidance, protocols and procedures for Health and Safety can be found on the Health and Safety area of the Intranet and Oldham Connect

Monitoring

Monitoring health and safety standards is a key part of every level of management. It is not enough to simply expect that things will be done safely – it must be confirmed by positive safety management.

Every Head of Service must ensure health and safety monitoring is carried out within their service.

Council wide monitoring is undertaken by Senior / Health and Safety Advisers, using a variety of methods including incident investigations, sample site / workplace inspections, audits of premises and high-risk service areas. The Corporate Health and Safety Group also has a monitoring role.

Incident statistics for the whole of the Council workforce are reported through Health and Safety Committees / Directorate Consultative Groups (DCGs).

The Health and Safety Service provide a health and safety status report to Management Board and Overview and Scrutiny Committee on an annual basis.

Policy Review

The Health and Safety Policy will be reviewed annually, or when any significant changes occur. The review provides an opportunity to look at the implications of impending, new, or revised legislation and standards. The review will also consider any anticipated organisational or operational changes.

Review Date: May 2024
Corporate Health and Safety Policy

Version	Date	Amended By
1	June 2010	JW
2	June 2011	JW
3	May 2012	JW
4	June 2012	JW
5	January 2014	JW
6	December 2014	KK
7	January 2015	KK
8	March 2016	KK
9	April 2017	LW No changes required other than dates
10	May 2018 (signed off July 18)	LS. Yourbit/outbit/result added. Dates changed. Minor formatting and titles reworked.
11	May 2019	LS No changes other than dates
12	July 2021	LS- Amended health and safety director to 'deputy chief exec or other nominated director' Health and safety service now listed as competent advisers as opposed to 'health and safety manager'
13	June 2022	LS – updated for new CEO / Leader / Structure. Minor amends to job titles. Reference to first class removed-replaced with Oldham Connect Management Board status report changed from 6 monthly to annual Reference to Unity removed Our bit, your bit, result removed HR section included

14	Dec 2022	Updated Leader of the Council
15	May 2024	Updated Leader of the Council Minor amend to job title

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Corporate Health & Safety

Governance, Strategy & Resources Scrutiny Board
19 June 2024

Policy Status

- Legal requirement to have a H&S Policy for the organisation
- Policy review has recently been concluded and awaiting sign-off
- Policy outlines organisational structure & legal responsibilities
- Makes clear the Council commitment to H&S management for all employees, visitors and those for whom the Council has a legal H&S duty

Main Aims of the Policy

- Policy commits the Council to the development of a positive H&S culture
- Outlines H&S responsibilities are the different levels within the organisation
- Outlines the role and duties of the Corporate Landlord & those who rent/lease Council assets
- Policy makes clear the role/responsibilities of school leaders

H&S Delivery and Compliance

- Policy aims are delivered via routine H&S inspections for relevant areas
- Ensures managers and supervisors have the relevant and appropriate training
- Accidents and incidents are reported and investigated, and where appropriate, with corrective action/learning
- Outlines the need for regular meetings with trade unions and safety reps as appropriate

Next Steps

- Policy to incorporate relevant comments and feedback from: Scrutiny/Trade Unions and then approved by Leadership/Chief Executive
- Ensure ongoing reporting through the Corporate H&S group
- Ensure ongoing review of H&S practices to ensure compliance and relevance
- Ensure relevant and correct H&S standards/risk assessments are in place as council estate is being rationalised

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Report to Governance, Strategy and Resources Scrutiny Board

Local Government and Social Care Ombudsman Annual Review of Complaints 2023/24

Portfolio Holder:

Councillor Peter Dean, Cabinet Member for Thriving Communities and Culture

Officer Contact:

Fran Lautman, Head of Customer and Digital Experience and
Paul Entwistle, Director of Legal Services

Report Author:

Kirsty Adderley, Complaints Manager

31 July 2024

Overview

The purpose of this report to the Governance, Strategy and Resources Scrutiny Board is to share information regarding the key findings from the Annual Review Letter from the Local Government and Social Care Ombudsman (LGSCO) and to set out the actions we will take to evaluate and learn from the findings from the letter, in addition to the LGSCO's review report due on 24 July 2024.

A more detailed report will be presented at the next meeting in October 2024 with findings and actions to drive improvements as part of our commitment to work with a resident focus once the Council is able to access and review benchmarking data outlined in the Local Government Complaints 2023/24 report.

Recommendations

It is recommended that Members consider the report and comment as appropriate.

Members are asked to consider any further actions or potential service improvements.

1. Background

- 1.1 Oldham Council welcomes feedback from residents regarding the services it provides. Where complaints are raised, the Council is committed to making robust enquiries in order to establish whether anything could and should have been done differently. Responding to complaints in a fair, open and honest manner, and looking to improve services where problem are identified, is central to the way the Council works with a resident focus.
- 1.2 The Council deals with complaints about the services it provides according to the requirements of five different sets of legislation:
- The Local Government Act 1974 - Corporate complaints
 - The Children Act 1989 - Children's Social Care complaints
 - The Local Authority Social Services and NHS Complaints Regulations 2009 - Adult Social Care complaints
 - The Housing Act 1996 - Housing complaints
 - The Localism Act 2011 - Housing complaints
- 1.3 Corporate complaints, Adults Social Care complaints and Children's Social Care complaints have the Local Government and Social Care Ombudsman (LGSCO) as the last stage in the process. The Ombudsman's role is to enquire into cases where the Council and the complainant still do not agree after the Local Authority's complaints procedure has been exhausted and the complainant still wants the case to be reviewed.
- 1.4 Each year, the results of the LGSCO Annual Review of Complaints and the Council's performance in this regard is submitted for scrutiny. It is the role of the Governance, Strategy and Resources Scrutiny Board to consider this information and this meeting is the first available meeting to consider this information.
- 1.5 On 17 July 2024, the LGSCO issued its Annual Review Letter to Oldham Council. The Annual Review Letter provides a brief overview of the Council's performance in respect of enquiries received from the LGSCO in the financial year 2023/24.
- 1.6 Further information to allow benchmarking with other Greater Manchester Local Authorities, as well as the LGSCO's Review of Local Government Complaints 2023/24 report, has not yet been published. The LGSCO's review report will include key trends and statistics regarding the types of complaints being investigated and upheld nationally, which will allow for further analysis of Oldham's complaints and performance.

2. Overview of the Ombudsman's Annual Review Letter

- 2.1 During the period 1 April 2023 to 1 April 2024, the LGSCO completed 14 investigations in relation to Oldham Council.
- 2.2 Following these investigations, the LGSCO upheld 12 cases and found 2 to not be upheld, giving an uphold rate of 86%. This compares to an average uphold rate of 80% in similar organisations.
- 2.3 In 42% of upheld cases, Oldham Council had already provided a satisfactory remedy before the complaint reached the Ombudsman. This compares to an average of 14% in similar organisations.

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- 2.4 Where the LGSCO upholds a complaint, it will often make recommendations to put things right or help to prevent similar situations arising in the future. Oldham Council complied with 100% of the recommendations put forward by the LGSCO. This compares to an average of 99% in similar organisations.
 - 2.5 Over the last 2 financial years (2022/23 and 2023/24), the average uphold rate for Oldham Council has been 70%. This compares to an average of 78.5% in similar organisations.
 - 2.6 Over the last 2 financial years, Oldham Council has identified satisfactory remedies in 21% of upheld cases before they have reached the LGSCO. This compares to an average of 12% in similar organisations.
 - 2.7 Overall, although the uphold rate has increased for Oldham Council in 2023/24, this upward trend has been seen across similar organisations. When looking at the Council's performance over the last 2 years, the uphold rate is below average and the percentage of cases whereby the Council has identified suitable remedies through the its own complaints process is above average.

3. Next steps

- 3.1 A review of benchmarking data and the LGSCO's Review of Local Government Complaints 2023/24 report will be undertaken once this information is published. A more in depth report will be provided to the Governance, Strategy and Resources Scrutiny Board at October's meeting following this.

Service Improvements

- 3.2 The Complaints Team has recently moved directorates to the Assistant Chief Executive and sits within the Customer and Digital Experience service. The following service improvements are in delivery to improve the timeliness and quality of complaint responses.
- 3.3 The Complaints Team has recently produced new training materials for staff investigating and responding to complaints to help ensure high quality responses and fair outcomes are provided to residents. Training sessions have been provided to Adult Social Care and Children's Social Care staff, whereby the Council has a statutory duty in respect of complaints. Training sessions are due to be rolled out to colleagues in corporate services during quarter 2 of 2024/25.
- 3.4 The Complaints Team is also working with services to provide more frequent reports, moving from monthly to weekly reporting in respect of 'ongoing' complaints, with a view to promote the provision of timely responses to residents. This will be in place from August. Regular updates will also be provided to Management Board to identify services providing timely responses and where more focus is needed.
- 3.5 In addition, work is ongoing to review processes and systems within the Complaints Team, to ensure the team focus on effective complaint resolution focussing on quality and timeliness of responses and identification of service improvements.

4. Recommendations

- 4.1 It is recommended that Members consider the report and comment as appropriate.

4.2 Members are asked to consider any further actions or potential service improvements for the service to consider.

5. Appendices

5.1 Appendix 1 - Oldham Council Annual Review Letter 2023



17 July 2024

By email

Mr Catherall
Chief Executive
Oldham Metropolitan Borough Council

Dear Mr Catherall

Annual Review letter 2023-24

I write to you with your annual summary of complaint statistics from the Local Government and Social Care Ombudsman for the year ending 31 March 2024. The information offers valuable insight about your organisation's approach to complaints, and I know you will consider it as part of your corporate governance processes. As such, I have sought to share this letter with the Leader of your Council and Chair of the appropriate Scrutiny Committee, to ensure effective ownership and oversight of complaint outcomes, which offer valuable opportunities to learn and improve. In addition, this year, we have encouraged Monitoring Officers to register to receive the letter directly, supporting their role to report the decisions we uphold to their council.

For most of the reporting year, Paul Najsarek steered the organisation during his tenure as interim Ombudsman, and I was delighted to take up the role of Ombudsman in February 2024. I look forward to working with you and colleagues across the local government sector to ensure we continue to harness the value of individual complaints and drive and promote systemic change and improvement across the local government landscape.

While I know this ambition will align with your own, I am aware of the difficult financial circumstances and service demands that make continuous improvement a challenging focus for the sector. However, we will continue to hold organisations to account through our investigations and recommend proportionate actions to remedy injustice. Despite the challenges, I have great confidence that you recognise the valuable contribution and insight complaints, and their swift resolution, offer to improve services for the public.

Complaint statistics

Our statistics focus on three key areas that help to assess your organisation's commitment to putting things right when they go wrong:

Complaints upheld - We uphold complaints when we find fault in an organisation's actions, including where the organisation accepted fault before we investigated. We include the total number of investigations completed to provide important context for the statistic. This year, we also provide the number of upheld complaints per 100,000 population.

Compliance with recommendations - We recommend ways for organisations to put things right when faults have caused injustice and monitor their compliance with our recommendations. Failure to comply is rare and a compliance rate below 100% is a cause for concern.

Satisfactory remedy provided by the authority - In these cases, the organisation upheld the complaint and we agreed with how it offered to put things right. We encourage the early resolution of complaints and give credit to organisations that accept fault and find appropriate ways to put things right.

Finally, we compare the three key annual statistics for your organisation with similar authorities to provide an average marker of performance. We do this for County Councils, District Councils, Metropolitan Boroughs, Unitary Councils, and London Boroughs.

Your annual data, and a copy of this letter, will be uploaded to our interactive map, [Your council's performance](#), on 24 July 2024. This useful tool places all our data and information about councils in one place. You can find the detail of the decisions we have made about your Council, read the public reports we have issued, and view the service improvements your Council has agreed to make as a result of our investigations, as well as previous annual review letters.

Your organisation's performance

I welcome that your Council agreed to, and implemented, the recommendations we made in five cases during the year. However, it is disappointing that in four of those cases recommendations were not completed within the agreed timescales.

While I acknowledge the pressures councils are under, delays only add to complainants' frustration and, where service improvements remain outstanding, the risk of others being affected by the same fault remains. We share recommendations at the draft decision stage of our process and often propose a time period within which we expect any actions to be completed. It is important your Council engages fully with that process and is realistic in either confirming or seeking to negotiate the timeframe required to complete the actions.

I invite the Council to consider how it might reduce delays in complying with agreed recommendations in the current year.

Supporting complaint and service improvement

In February, following a period of consultation, we launched the [Complaint Handling Code](#) for councils, setting out a clear process for responding to complaints effectively and fairly. It is aligned with the Code issued to housing authorities and landlords by the Housing Ombudsman Service and we encourage you to adopt the Code without undue delay. Twenty councils have volunteered to take part in an implementation pilot over the next two years that will develop further guidance and best practice.

The Code is issued to councils under our powers to provide guidance about good administrative practice. We expect councils to carefully consider the Code when developing policies and procedures and will begin considering it as part of our processes from April 2026 at the earliest.

The Code is considered good practice for all organisations we investigate (except where there are statutory complaint handling processes in place), and we may decide to issue it as guidance to other organisations in future.

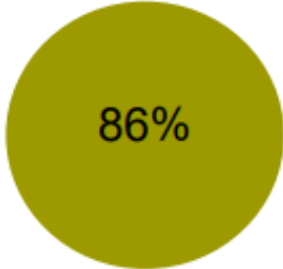
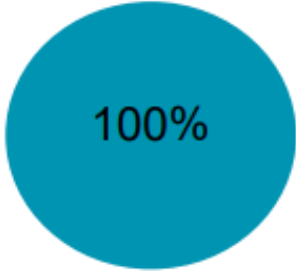
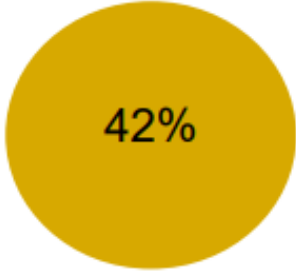
Our successful complaint handling training programme continues to develop with new modules in Adult Social Care and Children's Services complaint handling available soon. All our courses include practical interactive workshops that help participants develop their complaint handling skills. We delivered 126 online workshops during the year, reaching more than 1,700 people. To find out more visit www.lgo.org.uk/training or get in touch at training@lgo.org.uk.

Returning to the theme of continuous improvement, we recognise the importance of reflecting on our own performance. With that in mind I encourage you to share your view of our organisation via this survey: <https://www.smartsurvey.co.uk/s/ombudsman/>. Your responses will help us to assess our impact and improve our offer to you. We want to gather a range of views and welcome multiple responses from organisations, so please do share the link with relevant colleagues.

Yours sincerely,



Amerdeep Somal
Local Government and Social Care Ombudsman
Chair, Commission for Local Administration in England

Complaints upheld		
 <p>86%</p>	<p>86% of complaints we investigated were upheld.</p> <p>This compares to an average of 80% in similar organisations.</p>	<p>12 upheld decisions</p> <p>This is 4.9 upheld decisions per 100,000 residents.</p> <p>The average for authorities of this type is 4.4 upheld decisions per 100,000 residents.</p> <p>Statistics are based on a total of 14 investigations for the period between 1 April 2023 to 31 March 2024</p>
Compliance with Ombudsman recommendations		
 <p>100%</p>	<p>In 100% of cases we were satisfied the organisation had successfully implemented our recommendations.</p> <p>This compares to an average of 99% in similar organisations.</p>	<p>Statistics are based on a total of 5 compliance outcomes for the period between 1 April 2023 to 31 March 2024</p>
<ul style="list-style-type: none">• Failure to comply with our recommendations is rare. An organisation with a compliance rate below 100% should scrutinise those complaints where it failed to comply and identify any learning.		
Satisfactory remedy provided by the organisation		
 <p>42%</p>	<p>In 42% of upheld cases we found the organisation had provided a satisfactory remedy before the complaint reached the Ombudsman.</p> <p>This compares to an average of 14% in similar organisations.</p>	<p>5 satisfactory remedy decisions</p> <p>Statistics are based on a total of 12 upheld decisions for the period between 1 April 2023 to 31 March 2024</p>

Report to Governance, Strategy & Resources Scrutiny Board

Corporate Performance Report 2023/24 for Quarter 4: 1st January to 31st March 2024

Portfolio Holder:

Cllr Arooj Shah, Cabinet Member for Building a Better Oldham

Officer Contact:

Steve Hughes, Assistant Director Strategy & Performance

Report Author:

Gail Stott, Performance Improvement Lead

Report collated by: Performance Improvement Team, Strategy & Performance

Contact: StrategyandPerformance@oldham.gov.uk

Date: 31st July 2024

Reason for decision

Scrutiny of corporate performance aims to provide assurance that:

- our corporate priorities are aligned to the needs of our residents (resident focus)
- our services are good, or are on track to good
- any services that are not on track, or have identified risks, are being supported or challenged to rectify this
- any demand indicators or resource pressures are being noted and service provision is being re-assessed accordingly
- the organisation has robust performance management processes in place.

Summary

The purpose of this report is to provide an overview of corporate performance against agreed service business plan measures for the Q4 period.

The current reporting format has been developed with a view to bringing a more mature performance reporting online once the Business Insight, Performance and Strategy Programme (BIPS) Programme and Digital Services Foundation (DSF) Project have been completed.

Recommendations

Scrutiny Board members are asked to:

- note the progress in implementing business plan objectives
 - celebrate areas of consistent good performance
 - note the comments on progress
 - consider areas for review (good or poor) that could produce learning for the organisation
- note the interconnection of these actions with range of ongoing activities in other portfolio areas and Scrutiny Board remits, alongside key projects for example:
 - [Cost of Living Response Don't Trash Oldham](#) and [Family Hubs](#)
 - [GM Live Well programme](#)
 - [Creating a Better Place \(CaBP\) programme](#)
 - [Oldham Green New Deal](#)
- note the public sector performance reporting in the public domain – in particular, The Office for Local Government (Oflog) [Local Authority Data Explorer](#)
- note the importance of viewing performance in the context of our borough by utilising published [district profiles](#) and the [Oldham JSNA](#)

Corporate Performance Report 2023/24 Quarter Q4

1. Background

Business Planning

1.1 The [Corporate Plan](#) 2022/27 was approved by Cabinet in September 2022; service and business plans are closely aligned to the priorities set out in this Plan.

1.2 Revised guidance for the development of service level business plans was issued for 2023/24 and it was agreed that plans should run from 1st April 2023 to 31st March 2027 in keeping with the timeframe of the Corporate Plan.

1.3 The guidance was reissued for 2024/25 in January 2024.

1.4 Service level business plans include a range of Key Performance Indicators (KPIs), both 'business as usual' and transformational, aimed at achieving the aspirations of the Corporate Plan and putting our residents first.

1.5 It is noted that business plans can be influenced by both internal and external factors, including increased demand, available resources, changes in legislation or policies, and so should be kept under review.

1.6 It is important that performance is viewed in the context of our borough - the published [district profiles](#) and the [Oldham JSNA](#) provide more detail and these statistics and projections need to be considered when reviewing current and projected service levels and demands.

Performance Reporting Systems

1.7 Performance management systems that generate data to be utilised at all levels, together with a transparent and efficient performance reporting cycle supported by good governance processes, are a fundamental foundation of a Performance Management Framework.

1.8 As part of our continuing performance management process each service has regular opportunities, via meetings such as their Directorate PAM (Performance Area Meeting), to consider their performance at a service level and more holistically; and to raise issues or concerns or take necessary actions to improve or maintain performance levels. Data scrutinised at this level will be more detailed and focused on the particular service or function.

1.9 The corporate level performance reports (CPR) are presented in PowerPoint for clarity and in keeping with feedback relating to an over emphasis on data and a lack of nuanced insight and context. The reports include:

- a summary for each service
- service successes
- key metrics
- areas for development
- capacity for Head of Service / Director's comments

-
- opportunity for Portfolio holder comments (where applicable)
 - a glossary / list of acronyms and colour key.

1.10 The intent of the CPR is to enable key (high-level) data to be presented to provide reassurance, whilst also allowing space for discussion.

1.11 The current reporting format (agreed on 5th October 2023 Scrutiny Board) was developed as a solution to the decommissioning of CorVu but with a view to bringing more mature performance reporting online once the Business Insight, Performance and Strategy Programme (BIPS) Programme and Digital Services Foundation (DSF) Project are fully completed. These projects remain ongoing into 2024/25.

Benchmarking

1.12 In addition to in-house reporting, Scrutiny Boards may wish to consider reports from external sources. Where possible LG Inform Data and Oflog data has been used to provide benchmarking figures and services have been assisted to utilise these open data sets.

1.13 LG Inform provides a number of ready built reports that use published data; they provide useful trend or comparator information.

1.14 The Office for Local Government (Oflog) Local Authority Data Explorer was launched with the primary purpose of '*providing a transparent and authoritative source of information about the performance of local government*' - current reporting is in relation to:

- Waste management
 - Planning
 - Roads
 - Adults Social Care
 - Corporate & finance
- much of this data is from 2021/22 and on its own does not present a complete picture however the explorer can be used to generate questions or key lines of enquiry.

Please contact StrategyandPerformance@oldham.gov.uk if you require any assistance in accessing these reports

Performance Reporting Development

1.15 As part of the 2024/25 business planning cycle, data owners (Heads of Service) are reviewing their Key Performance Indicators (KPIs) with support from the Strategy & Performance Service. The aim is to ensure services have the right measures that demonstrate the right outcome or impact. We also need to ensure they correlate to Oflog measures and any other statutory returns.

1.16 Our ongoing review has determined that a standardised 'one size fits all' approach to performance monitoring is not feasible as the performance data that services produce differs. Some services produce data that is qualitative and readily benchmarked against milestones. However, in order for these to have the maximum relevance they need to be set in an appropriate timeframe – for example education services data needs to be reported termly as opposed to in financial year quarters (as previously). Similarly, some

strategic programmes, such as public health initiatives, will only show meaningful results over a number of years.

- Any variance in timeframe or other aspects of the KPI will be highlighted in reporting.

1.17 Many core services provide a supporting role to others, so performance within their functions cannot be measured quantitatively and success is identified by the performance of the services they support. These services are developing business plans outlining their overarching strategies but with performance measures that are milestone or project based. To avoid repetitive or inaccurate reporting for these services, performance reporting may only occur at the beginning and the close of the year when major milestones can be effectively and accurately reflected on.

Appendices:

Summary performance reports for:

1. Adults & Health
2. Children's social care
3. Economy & Environment
4. Education & Skills
5. Governance & Resources

Please note: Portfolio Holder comments in the reports reflect the positions held during Q4 (January – March 2024)

Report to Governance, Strategy and Resources Scrutiny Board

Corporate Performance Report 2023/24 for Quarter 4: 1st January to 31st March 2024

Page 38

Portfolio Holder: Cllr Arooj Shah, Cabinet Member for Building a Better Oldham

Contact Officer: Steve Hughes, Assistant Director of Strategy & Performance

Report collated by: Performance Improvement Team

StrategyandPerformance@oldham.gov.uk

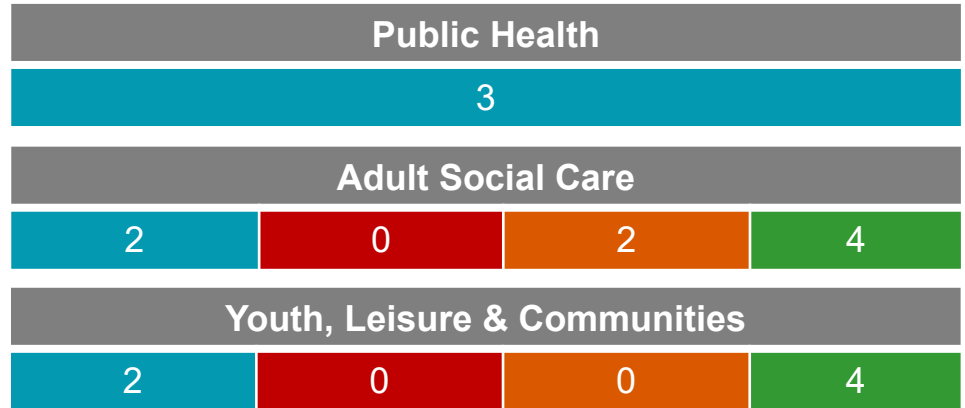
Report date: 31st July 2024

Adults & Health

Key Performance Indicators

Page 39

RED	KPIs underperforming by more than 5%
AMBER	KPIs underperforming by less than 5%
GREEN	KPIs meeting or outperforming target
TEAL	KPIs with no targets set



Public Health

Performance Measures & Business Plan Report

Portfolio Holder: Cllr Barbara Brownridge

Officer Contact: Rebecca Fletcher, Director of Public Health

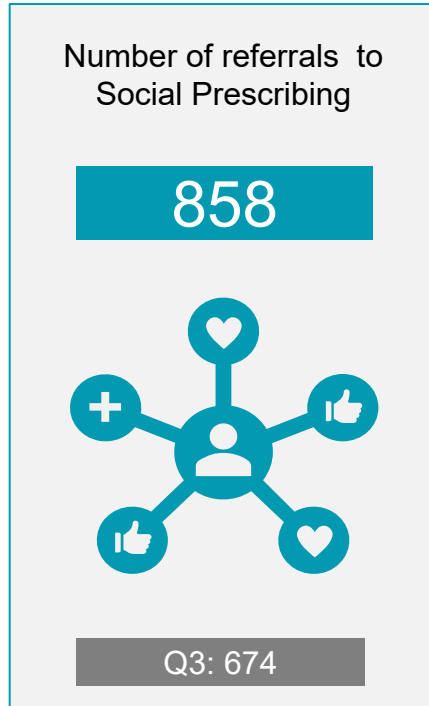
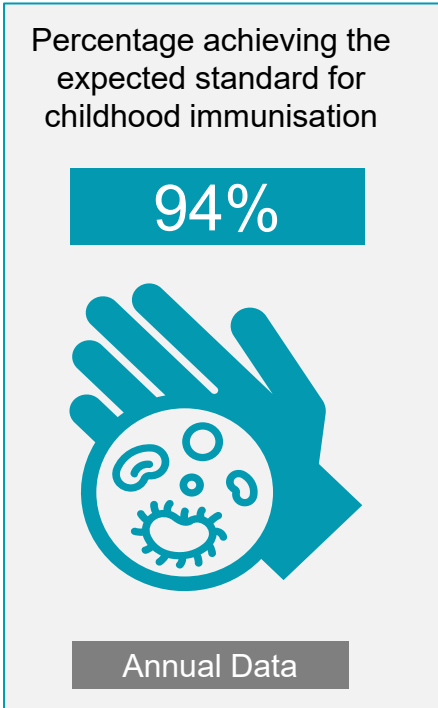
Service Summary:

Public Health are focused on helping people and communities in Oldham to improve their health and wellbeing, including the protection from threats to illness.

This service uses data and intelligence to meet statutory requirements, whilst championing the reduction of the health inequalities that we observe between Oldham and the England average; and within the borough between Oldham's most and least deprived wards.

Public Health

Key Metrics



Public Health Successes

Page 42



Percentage achieving the expected standard for childhood immunisation

Partnership working with community organisations, school nurses and ICB/primary care colleagues is allowing us to engage with low uptake subgroups in our populations to understand and address specific barriers and challenges to vaccination. We recently completed a multi-stakeholder tabletop preparedness exercise for measles preparedness with internal and external partners



Percentage of eligible adults aged 65+ who have received the flu vaccine

Successful management of flu outbreaks in high-risk settings.

Public Health

Areas for Development

Page 43



Percentage achieving the expected standard for childhood immunisation

Our ongoing partnership work will inform the setup of supported community clinics in target locations, plans for which are currently underway. Multi-stakeholder work is continuing to ensure a robust response to any measles cases or outbreaks in Oldham.



Percentage of eligible adults aged 65+ who have received the flu vaccine

Flu season almost over. Learning from the previous season will inform planning for next season.

Public Health

Comments

Page 44

Q3: Rebecca Fletcher (Director of Public Health)

The work to improve MMR coverage has been a priority over the past quarter and will continue to be so due to the issues with outbreaks in other parts of England. The MMR action plan and multiagency approach is focusing on community involvement drawing on lessons learned from COVID. We have seen increases in our contraceptive provision in primary care which is encouraging but there is still a lot of work to be done.

Q4: Rebecca Fletcher (Director of Public Health)

We continue to prioritise our response to the measles risk through working across the system this includes increasing MMR uptake but also ensuring that the system can respond to any positive cases. We have seen recent increases in the numbers accessing treatment through our drugs and alcohol service including in women, and opiate users. We have the highest uptake of Healthy Start Vouchers in GM which is a result of work by our integrated 0-19 service.

Signed Off: 29/04/24

Public Health

Portfolio Holder Comments

Q3: Councillor Barbara Brownridge

Good progress is being made but budget pressures particularly on early intervention initiatives continue to pose a major problems. I am particularly pleased, therefore, that a budget has been identified to allow the development of social prescribing for at least the next five years

Q4: Councillor Barbara Brownridge

I am delighted that we have made significant improvements to vaccine take up although more remains to be done. We are making progress across the board with health improvements but the continuing pressure on Council and NHS budgets remains a significant cause for concern

Signed Off: 30/05/24

Adult Social Care

Performance Measures & Business Plan Report

Portfolio Holder: Cllr Barbara Brownridge

Officer Contact: Jayne Ratcliffe, Director of ASC

Service Summary:

Adult Social Care in Oldham – "Supporting you to be independent, healthy, safe and well".

Adult Social Care, working with the rest of the Council, the voluntary sector, local communities and NHS partners will encourage and enable you, your family and community to stay healthy, safe and well. The aim is to enable Oldham residents to live as independently as possible. Where residents need support, we will help to identify the best solutions. If people need help but are not able to arrange their own care, the support we identify with residents will help you to live the best life they can, with the help they have around them.

Adults Social Care

Key Metrics

% of older people still at home 91 days after discharge from hospital into reablement/rehabilitation services (effectiveness of the service)



90.1%

Q3 = 93.8%

Target = 89%

% of completed annual (planned) reviews



86.9%

Q3 = 86.6%

Target = 65%

% of community-based providers rated as 'good' or 'outstanding'



85.3%

Q3 = 85.3%

Target = 90%

% of concluded section 42 enquiries with risk identified where risk reduced is the outcome



45.5%

Q3 = 62.2%

No target set

Number of individuals in a permanent nursing or residential placement per ten thousand population 65 years +



177

Q3 = 183

Target = 200

Percentage learning disability service users in settled accommodation



93.8%

Q3 = 94.5%

Target = 96.0%

Percentage of care home beds rated as 'good' or 'outstanding' (NW ADASS CQC Data reports)



83.3%

Q3 = 83.3%

Target = 75%

Percentage service users receiving direct payments



29.1%

Q3 = 29.1%

No target set

Adults Social Care Successes & Developments

No. individuals in a permanent nursing or residential placement



ASC are working to ensure we meet the needs of residents who are experiencing rapid discharge from hospital due to hospital trusts pressures. This has meant that individuals are not healthy enough to be reenabled. We are working closely with enable to ensure the in-reach offer to individuals in residential, nursing care & short stay care is utilised.

We are working to align our work closely to the work of John Bolton to ensure Discharge to recover, re-able and assess.

% of learning disability service users in settled accommodation



There has been a positive increase.

We are working closely with Miocare & reviewing vacancy pane to ensure we build and sustain the upward trend


% of completed annual (planned) reviews



The REED review staff are still in place & have been extended until June. We have had to reprioritize some of this capacity to look at D2A & Direct payments, which has seen a slight decrease in reviews.

We will continue to monitor reviews and work with the service to ensure we are completing annual reviews proportionately & in a timely way.

% of concluded section 42 enquiries with risk identified where risk reduced is the outcome



ASC are continuing to work with the system in relation to the system response in removing risk. This is closely related to mental capacity law.

Strategic Safeguarding will continue to review and audit cases to analyse the themes and trends.

Adults Social Care Successes & Developments

Percentage service users receiving direct payments



We have identified where individuals are utilising a direct payment to commission care with a provider, that a commissioning contract should be in place to safeguard the individual where appropriate

Full workplan for the next 2 years around Direct Payments has been completed

Percentage of older people who were still at home 91 days after discharge from hospital into reablement / rehabilitation services



This is a positive incline, and provides an evidence based that we are meeting people's needs, enabling them to stay at home, out of hospital & out of residential/nursing care & utilising hospital avoidance.

SB proactive is being implemented, so we should expect to see an increase in this whilst utilising natural support.

Percentage of care home beds rated as 'good' or 'outstanding' (NW ADASS CQC Data reports)



It's positive that we have had services reinspected by CQC resulting in an improved position on the number of beds across the borough rated as Good or above. The work of the CMM has provided support to the providers in embedding improvements with the aim of these being sustained.

The CMM has undergone a restructure over 23/24, providing separate teams focusing on Working Age Adult and Older Age Adult activity - thus creating specialisms in providing advice and guidance to the ASC Provider sector.

Percentage of community-based providers rated as 'good' or 'outstanding'



CMM restructure in 23/24, separate teams focusing on Working Age Adult and Older Age Adult activity - thus creating specialisms in providing advice and guidance to the ASC Provider sector. this includes the development of engagement strategies for providers who are registered in Oldham but are not strategically commissioned; this continues to be refined.

The CMM has undergone a restructure over 23/24, providing separate teams focusing on Working Age Adult and Older Age Adult activity - thus creating specialisms in providing advice and guidance to the ASC Provider sector.

Adults Social Care

Comments

Page 50

Q3: Jayne Ratcliffe (Director of ASC)

The service continues to work in accordance with its statutory duties under the Care Act, to meet the assessed needs of Oldham residents. There remains significant work to continue to embed new ways of working, to manage demand and ensure staff are working to a strength-based approach. However, there are currently workforce challenges, which is having an impact on capacity and demand.

Q4: Jayne Ratcliffe (Director of ASC)

The service has made significant progress with the introduction and launch of the Adult Social Care strategy. This provides clear direction in relation to embedding new ways of working. The service is committed to promoting the independence of Oldham residents and reducing their reliance on statutory support services.

Signed Off: 24/04/24

Adults Social Care

Portfolio Holder Comments

Q3: Cllr Barbara Brownridge

The budget pressures together with demand increasing in numbers and complexity together with continuing workforce shortages mean that progress to the new model of working is slow

Q4: Cllr Barbara Brownridge

I am pleased that the new model of working has been embraced fully by the workforce and is delivering real benefits. The ongoing fragility of the care home sector is a serious concern, but the department is keeping a close eye on it and has a strategy to deal with any issues that might arise

Signed Off: 30/05/24

Youth, Leisure and Communities

Performance Measures & Business Plan Report

Portfolio Holder: Cllr Peter Dean (Communities, Libraries, Heritage and Arts)
Cllr Chris Goodwin (Neighbourhoods, Community Safety, Stronger Communities),
Cllr Shaid Mushtaq (Youth)

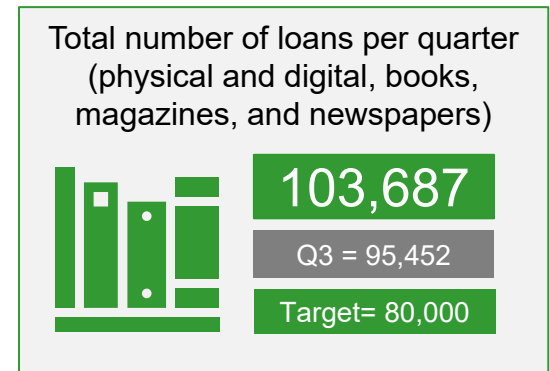
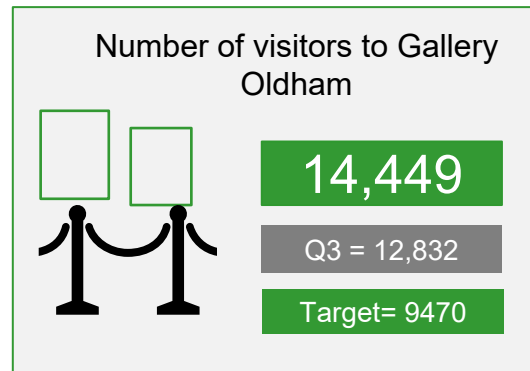
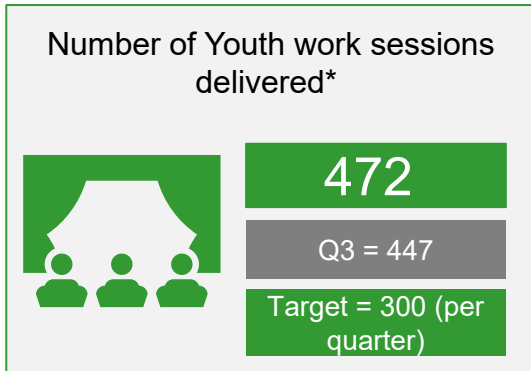
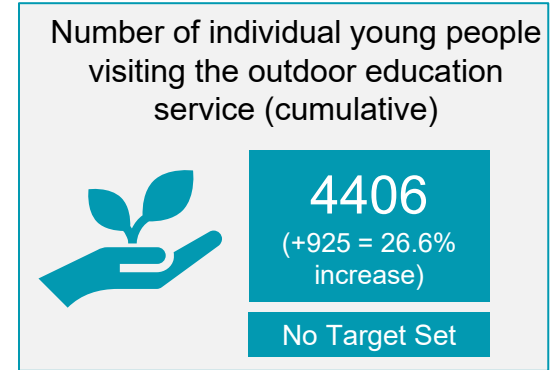
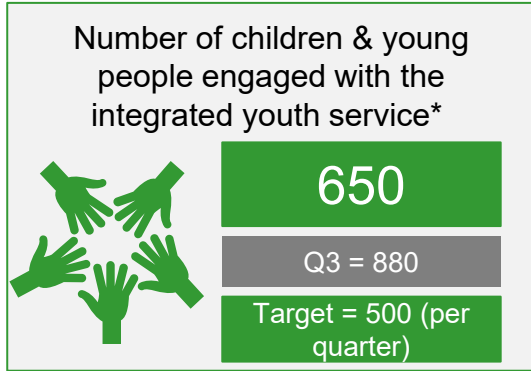
Officer Contact: Neil Consterdine, Director of Communities

Service Summary:

Delivery of a range of community services and provision including – Youth Work, Heritage, Libraries and Arts, Community Development, Placed based and District Working, Community Safety and Stronger Communities. Resident focussed services closer to where people live.

Youth, Leisure & Communities

Key Metrics



*KPI is measured cumulatively -figure shows difference from previous quarter total

Youth, Leisure & Communities Successes

Page 54



No. of Youth work sessions delivered

Despite carrying vacancies within the detached team, we have exceeded our expected number of sessions to be delivered. This is down to the hard work of the staff teams and their willingness to take on additional hours to cover vacancies. This included a comprehensive summer programme offer that enables us to increase the number of youth work sessions we are able to deliver.



No. of children & young people engaged with the integrated youth service

We have exceeded the expected number of young people we have engaged in the youth service. This is a great success and a result of the increased delivery of youth work sessions and the growth of the district youth work offer. We have also taken on additional programmes from external funding bids that have enabled us to increase our reach across the borough.



No. of individual attendees at 'Hate and How to Effectively Challenge' sessions

Awareness around Islamophobia and Alternative Sub-Culture/ Lifestyle and with the VCF Sector.

Youth, Leisure & Communities

Successes



Total number of loans per quarter

Digital loans remain high, with physical loans also on an upward trajectory. We are undertaking detailed analysis on physical issues and introducing targeted collections at pilot libraries to track issue trends.



Number of visitors to Gallery Oldham

Both Gallery and Library visitor figures are increasing each quarter. We have a strong offer, including exhibitions and events, which is being marketed better via our refreshed new website.



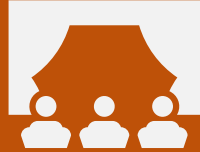
Number of individual young people visiting the outdoor education service (cumulative)

The Service was successful in securing external funding to develop a free programme of activities for local young people. This enables us to increase our reach to a further 150 young people who may not have accessed the service previously.

Youth, Leisure & Communities

Areas for Development

Page 56



No. of Youth work sessions delivered

Recruitment is in progress to fill vacant posts within the detached youth work team.



Number of individual young people visiting the outdoor education service (cumulative)

Work is progressing to replace the climbing tower, and this will hopefully be completed within the next 12 months - this will increase capacity for delivery within the service. We are also in developing the youth offer from the Castleshaw centre in partnership with the Youth service.

Youth, Leisure & Communities

Comments

Q3: Neil Consterdine (Director of Communities)

Demand for all community services remains high. Youth work sessions in the Districts are having a positive impact on young people with a growing number in attendance. The rollout of place-based working continues to be positive with the customer offer launch planned for February. The lack of a climbing tower at Castleshaw is impacting on business along with recruitment in some areas.

Q4: Neil Consterdine (Director of Communities)

As in previous quarters the demand for services and in particular Youth Service and Community Safety is high. Excellent visitor numbers in our HLA services. There has now been three successful Community Councils in each District each with specific focus. Resident focussed training has been delivered across the services giving staff the skills to support residents in each neighbourhood.

Signed Off: 26/04/2024

Youth, Leisure & Communities

Portfolio Holder Comments

Q4: Cllr Chris Goodwin (Neighbourhoods, Community Safety, Stronger Communities)

I'm grateful to the work of the community safety and strong communities' teams, the high uptake of Hate and How to Effectively Challenge is impressive and vital.

Q4: Cllr Peter Dean (Communities, Libraries, Heritage and Arts)

High visitor numbers in our Libraries and Gallery Oldham continue to impress me and confirm that Oldham has a good cultural offer that will only improve.

Q4: Cllr Shaid Mushtaq (Youth)

I am extremely happy with the efforts being made by our Youth Services team to reach out to young people across the Borough and give them a chance to take part in activities they might not have done previously.

Signed Off: 30/05/24

Report to Governance, Strategy and Resources Scrutiny Board

Corporate Performance Report 2023/24 for Quarter 4: 1st January to 31st March 2024

Portfolio Holder: Cllr Arooj Shah, Cabinet Member for Building a
Better Oldham

Officer Contact: Steve Hughes, Assistant Director of Strategy & Performance

Report collated by: Performance Improvement Team

StrategyandPerformance@oldham.gov.uk

Report date: 31st July 2024



Children's Social Care & Early Help

Performance Measures & Business Plan Report

Portfolio Holder: Cllr Shaid Mushtaq Cabinet Member for Children & Young People

Officer Contact: Julie Daniels, Director Children's Social Care and Early Help

Service Summary:

In Oldham we want all children and young people to have a safe, happy, and healthy life and access to a great education giving them the best possible start in life. As a service we commit to:

- Putting children and young people first
- Helping families and supporting vulnerable children and young people
- Working as one team close to our community
- Providing great public value and confidence

Our ambition is not just to be the best borough for children and young people but to be the best borough for the staff and services that work with them.

Children's Social Care & Early Help Key Metrics



Q3
89%

Early Help - Percentage of children in families closed with all issues addressed (excludes worklessness)

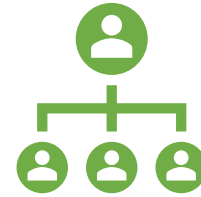
Q4: 91%



Q3
60%

Percentage of Care Leavers aged 16-18 (post year 11) in Education, Employment or Training

Q4: 63%



Target
39%

Percentage of Agency Social Workers in Children's Social Care

Q4: 36%



Target
53%

Percentage CLA in long term stable placements

Q4: 55%



Q3
82%

Percentage of Children Looked After with an up to date annual health assessment

Q4: 87%



Q3
3%

Percentage of child protection plans which were a second or subsequent plan in the past two years

Q4: 5%



Q3
7%

Percentage of Children Looked After with three or more placement moves in the last 12 months

Q4: 9%

Children’s Social Care & Early Help Successes

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Measure	Performance Measure	Monitoring	Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Polarity	Q3 to Q4 Trend
M619a (C)	Percentage of Care Leavers aged 16-18 (post year 11) in Education, Employment or Training	Quarterly	70%	49%	55%	60%	63%	High is good	Increase
M631a (C)	Early Help - Percentage of children in families closed with all issues addressed (excludes worklessness)	Quarterly	75%	85%	82%	89%	91%	High is good	Increase
M858 (C)	Percentage of Agency Social Workers in Children's Social Care	Quarterly	20%	48%	44%	39%	36%	Low is good	Decrease
M929 (C)	Percentage CLA in long term stable placements	Quarterly	70%	60%	61%	53%	55%	High is good	Increase
M725	Percentage of Children Looked After with an up to date annual health assessment	Quarterly	90%	92%	92%	82%	87%	High is good	Increase

Children’s Social Care & Early Help

Areas for Development

Page 63

Measure	Performance Measure	Monitoring	Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Polarity	Q3 to Q4 Trend
M711	Percentage of child protection plans which were a second or subsequent plan in the past two years	Quarterly	21%	17%	9%	3%	5%	Low is good	Increase
M933 (C)	Percentage of Children Looked After with three or more placement moves in the last 12 months	Quarterly	10%	9%	9%	7%	9%	Low is good	Increase

Children's Social Care & Early Help

Comments

OFSTED Update

The service is currently undergoing an "inspecting local authority children's services" (ILACS) audit. Due to this additional request the service is postponing performance reviews until the statutory requirement has been fulfilled.

Report to Governance, Strategy and Resources Scrutiny Board

Corporate Performance Report 2023/24 for Quarter 4: 1st January to 31st March 2024

Portfolio Holder: Cllr Arooj Shah, Cabinet Member for Building a Better Oldham
Officer Contact: Steve Hughes, Assistant Director of Strategy & Performance

Report collated by: Performance Improvement Team

StrategyandPerformance@oldham.gov.uk

Report date: 31st July 2024

Education & Early Years

Performance Measures & Business Plan Report

Portfolio Holder: Cllr Mohon Ali, Cabinet Member for Education & Skills

Officer Contact: Matt Bulmer (Director of Education, Early Years and Skills)

Service Summary:

In Oldham we want all children and young people to have a safe, happy, and healthy life and access to a great education giving them the best possible start in life. As a service we commit to:

- putting children and young people first
- helping families and supporting vulnerable children and young people
- working as one team close to our community
- providing great public value and confidence

Our ambition is not just to be the best borough for children and young people but to be the best borough for the staff and services that work with them.



Education & Early Years

Key Metrics



Previous Term: 98.7%



Pass rate of learners completing lifelong learning courses

Spring Term: 99.24%



Previous Term: 82%



Annual EHCP (SEND) statutory reviews completed within legal time frame

Spring Term: 92%



Previous Year: -0.39%



Average progress 8 score at the end of key stage 4 for state-funded schools

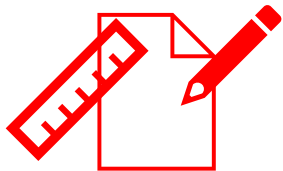
Spring Term: -0.18%



Previous Term: 0%

Percentage of permanent exclusions in primary schools

Spring Term: 0%

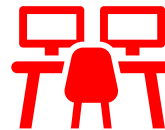


Previous Term 91.6%



Attendance rates in Oldham secondary schools

Spring Term: 91.6%



Previous Term: 4.67%



Percent of 16 to 17 year olds who are not in education, employment or training (NEET)

Spring Term: 6.4%



Previous Term: 93%

Percentage of Oldham primary schools that are judged as good or outstanding by ofsted

Spring Term: 92%

Education & Early Years Successes

Page 68

Measure	Monitoring	Target	Polarity	Summer Term April-July	Autumn Term Aug-Dec	Spring Term - Jan - March	Comments	Q1 TO Q2 Difference	Q2 TO Q3 Difference	Trend
Pass rate of learners completing lifelong learning courses	Termly	93.00%	High is good	99.00%	98.70%	99.24%		-0.30%	0.54%	Increase
Annual EHCP (SEND) statutory reviews completed within legal time frame	Monthly	95.00%	High is good	82%	82%	92%	Months Jan, Feb, March (Average)	0.00%	10.00%	Increase
Average progress 8 score at the end of key stage 4 for state-funded schools	Annual	No target set	High is good	-0.18	-0.18	-0.18	Very positive improvement from -0.39. Now better than NW average and close to stat neighbour average. Annual score will not change.	Annual	Annual	Increase
Percentage of permanent exclusions in primary schools	Termly	No target set	Low is good	0.378%	0.000%	0.00%		-0.38%	0.00%	Decrease

Education & Early Years

Areas for Development

Measure	Monitoring	Target	Polarity	Summer Term April-July	Autumn Term Aug-Dec	Spring Term - Jan - March	Comments	Q1 TO Q2 Difference	Q2 TO Q3 Difference	Trend
Timeliness of quality EHC plans: percentage completed within 20 weeks over 12 months	Monthly	85.00%	High is good	78.10%	83.00%	83.0%	83% is full data that will be returned in SEN2	4.90%	0.00%	No Change
Percentage take up of 2-year-old children benefitting from funded early education places	Termly	75.00%	High is good	85%	85%	89%		0.00%	3.90%	No Change
Measure	Monitoring	Target	Polarity	Summer Term April-July	Autumn Term Aug-Dec	Spring Term - Jan - March	Comments	Q1 TO Q2 Difference	Q2 TO Q3 Difference	Trend
Attendance rates in Oldham secondary schools	Termly	No target set	High is good	90.9%	91.7%	91.6%	DfE Wonde unvalidated. Above national average.	0.80%	-0.10%	Decrease
Percentage of Oldham primary schools that are judged as good or outstanding by ofsted	Monthly	No target set	High is good	89%	93%	92%	Nov-23	4.00%	-1.00%	Decrease
Percent of 16 to 17 year olds who are not in education, employment or training (NEET)	Monthly	3.50%	Low is good	5.20%	4.67%	6.40%	Months Sept, Oct, Nov, Dec (Average)	-0.53%	1.73%	Increase
Attendance rates in Oldham primary schools	Termly	No target set	High is good	93.3%	94.3%	94.1%	DfE Wonde unvalidated. Below national average.(94.7%)	1.00%	-0.20%	Decrease
Percentage of Oldham secondary schools that are judged as good or outstanding by ofsted	Monthly	No target set	High is good	46%	46%	45%	Nov-23	0.00%	-1.00%	Decrease
Percentage take up of 3 and 4 year old children benefitting from funded early education places	Termly	96.00%	High is good	93%	93%	91%		0.00%	-1.70%	Decrease

Education & Early Years

Comments

OFSTED Update

The service is currently undergoing an "inspecting local authority children's services" (ILACS) audit. Due to this additional request the service is postponing performance reviews until the statutory requirement has been fulfilled.

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Signed Off: _____

Report to Governance, Strategy and Resources Scrutiny Board

Corporate Performance Report 2023/24 for Quarter 4: 1st January to 31st March 2024

Portfolio Holder: Cllr Arooj Shah, Cabinet Member for Building a Better Oldham
Officer Contact: Steve Hughes, Assistant Director of Strategy & Performance

Report collated by: Performance Improvement Team
StrategyandPerformance@oldham.gov.uk

Report date: 31st July 2024

Economy

Performance Measures & Business Plan Report

Portfolio Holder: Cllr Elaine Taylor, Portfolio Holder Housing & Licensing

Officer Contact: Paul Clifford, Director of Economy

Service Summary: Economy consists of five functions: Planning, Transport and Housing Delivery, Property and Creating A Better Place; each area has their own vision and 2023/27 Business Plan.

Economy Successes

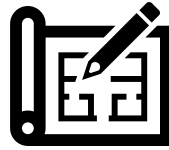
Success	Comments
Number of Private Sector Enterprises	The number of Private Sector Enterprises rose in 2023 to 7,430. This is a strong recovery from the lowest point in 2019 where 6565 enterprises were registered
Annual Planning Performance	In 2023, both the Percentage of Appeals for non-major planning applications allowed was 0% compared to an aim of less than 10% and Percentage of major planning applications determined in time was at 100% compared to the target of more than 60%

Economy Key Metrics



Net Parking Expenditure 

2023: -£372,059



Target
>60%

Percentage of major applications completed within 13 or 16 weeks or with an agreed Extension of Time

Q4 100%



Target
<10%

Percentage of Appeals for non-major planning applications allowed

2023: 0%

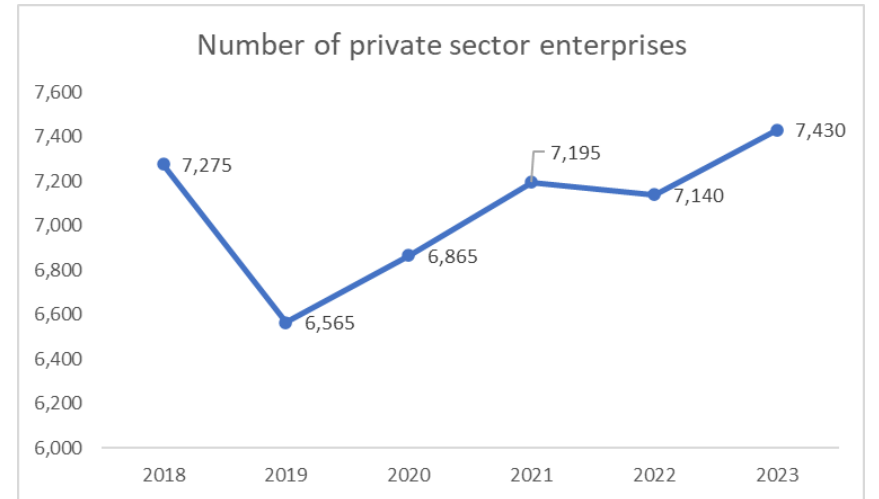


Annual
Target
404

Total new homes competed

Total 394

Year	Number of private sector enterprises
2018	7,275
2019	6,565
2020	6,865
2021	7,195
2022	7,140
2023	7,430



Total figure is calculated by Total Expenditure – Income (On and Off Street)

Economy

Areas for Development

KPIs	Comments
Total New Homes Completed	The total target for 2023 was narrowly missed by 8 homes. For 2024 we will continue to outperform national targets for all planning applications that enable new homes to be delivered in Oldham and work with all parties to move closer to achieving this target.

Economy Comments

Paul Clifford, Director of Economy

The growth in Private Sector Enterprises within Oldham is a very welcome position and is reflective of the strong entrepreneurial culture that exists within the borough. The Oldham Economic Board recognises the critical importance of having a strong and diverse business base which maximises employment opportunities for our residents and this will continue to be a key area of focus moving forward.

New housing completions fell just short of the annual target this year predominately as a result of a slight slowdown in the residential market. Housing delivery remains a key priority of focus for the Service and over the next 12 months the accelerated delivery of Council owned sites will continue to be taken forward as well as the facilitation of privately owned sites as part of the wider response to the housing crisis within Oldham.

Cllr Arooj Shah, Cabinet Member for Reform & Regeneration

The growth in the number of private sector enterprises in the Borough back to pre-Covid levels is a good sign, clearly there is lots of work to do to harness Oldham's entrepreneurial spirit but I am confident and ambitious that our work with the Economic Board will begin to bare the fruits of success before long.

Cllr Elaine Taylor, Cabinet Member for Housing & Licensing

I am grateful to the efforts made by the Housing team to deliver as many new houses for families in Oldham who need them most, whilst I am obviously slightly disappointed we fell just short of achieving our target by ten homes. I am especially pleased that we have surpassed our targets in relation to planning.

Signed Off: 30/05/2024

Environment

Performance Measures & Business Plan Report

Portfolio Holder: Cllr Chris Goodwin, Neighbourhoods, Community Safety, Stronger Communities

Officer Contact: Nasir Dad, Director of Environment

Service Summary:

Environment Directorate consists of five Service areas: Environmental Services, Public Protection, Highways & Engineering, Waste and Fleet and Street Lighting; each area has their own vision and 2023/27 Business Plan.

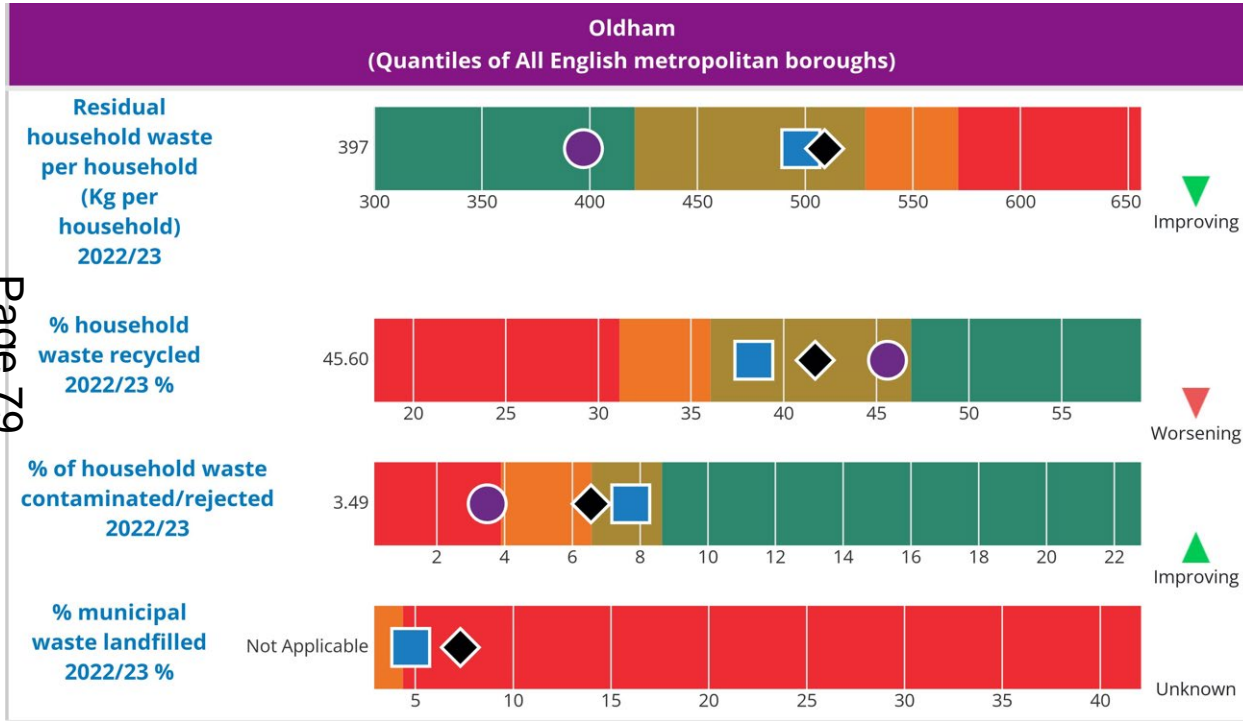
Environment Successes

KPIs	Comments
Business Planning	All directorates have completed their business plans and continue to review their Key Performance Indicators for 2024. The teams are working to reflect the Golden Thread into their operational ways of working.
Number of replacement street bins installed	<p>984 new street bins were installed in 2023 and the KPI has been fully achieved.</p> <p>The replacement bins contribute to our aim of cleaner streets in Oldham and reduce ongoing maintenance costs through the redesign of the bins that utilises readily available parts.</p>

Environment

Key Metrics

Page 79



- Oldham
- Mean for All English metropolitan boroughs
- ◆ Mean for England



↑
2022:
4309

FLY-TIPPING ENFORCEMENT ACTIONS

The total number of enforcement actions carried out was 5,077. This is more than 2022 when there were 4,309 enforcement actions.

Environment

Areas for Development

KPIs	Comments
Waste Recycling rates have reduced	This remains a challenge for Oldham. We continue to educate/raise awareness for all residents but compliance remains low. We are considering what additional steps we can take to increase our recycling rates and we will share details in due course as this is being discussed at a GM level.

Environment

Comments

Nasir Dad, Director of Environment

The Directorate continues to face significant demand for service across all respective areas. Demand has continued to increase and especially in areas of waste/fly tipping, pest control (since the service became free). Although the weather has improved, housing standards related complaints have not seen the reduction that was expected. The pest control team has successfully addressed the backlog and typical response times to complaints are now 1 week. Winter maintenance was a successfully delivered throughout the period. This allowed other service areas, especially waste to operate effectively. Streetlighting annual investment programme (replacement of columns) continues to be rolled out and is on track for completion.

Cllr Chris Goodwin, Portfolio Holder

Dealing with the Pest Control backlog and improving response times for residents in need of this vital service is clearly a very positive step forward. I wish to place on record my thanks for our winter maintenance crews for the outstanding job they did throughout the winter months in keeping out Borough moving.

Signed Off: 30/05/2024

Report to Governance, Strategy and Resources Scrutiny Board

Corporate Performance Report 2023/24 for Quarter 4: 1st January to 31st March 2024

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Portfolio Holders: Cllr Arooj Shah, Cabinet Member for Building a
Better Oldham

Officer Contact: Steve Hughes, Assistant Director of Strategy & Performance

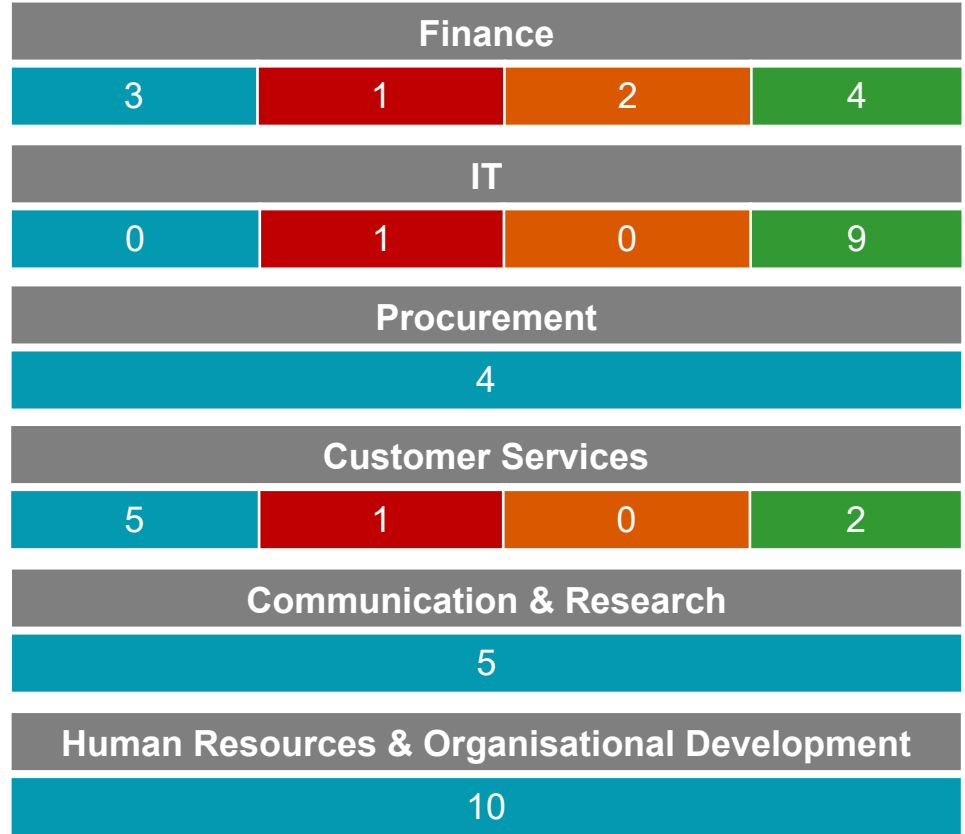
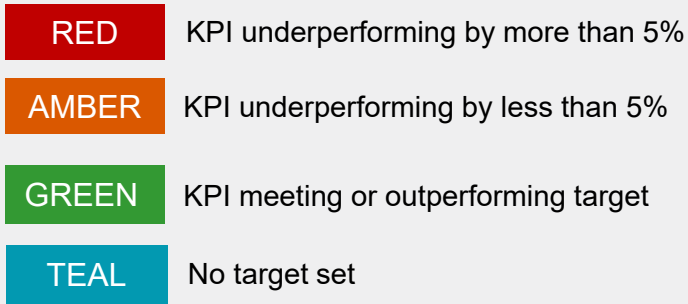
Report collated by: Performance Improvement Team
StrategyandPerformance@oldham.gov.uk

Report date: 31st July 2024

Governance & Resources

Key Performance Indicators

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Finance

Performance Measures & Business Plan Report

Portfolio Holder: Cllr Abdul Jabbar

Officer Contact: Julie Smethurst (*Assistant Director Revenues & Benefits*)

Service Summary:

The Finance Service provides a wide range of functions primarily focussed on the delivery of financial management information, advice and support to Council officers and Members, but also members of the public, Central Government and other partner organisations.

Finance

Key Metrics

Percentage of in-year Council Tax collected



94.11%
Current position
(cumulative)

End of Year Target: 94%

Q3: 80.82%

Percentage of in-year national non-domestic rates collected



96.22%
Current position
(cumulative)

End of Year Target: 97.2%

Q3: 82.19%

Average time taken to process Housing Benefits new claims and change of circumstances

5 days



Target: 27 Days

Q3: 7 Days

Valid invoices paid within 30 days



93.15%

Target: 94%

Q3: 95.25%

Average time taken to process council tax reduction (new claims and change events) CTR



10 days

Target: 20 Days

Q3: 10 Days

Average time taken to process housing benefit/council tax reduction claims and change in circumstances

9 days



Target: 20 Days

Q3: 10 Days

Finance

Key Metrics



FOI & EIR completed within timescales

89%

Target: 85%

Q3: 91%



Overall -Complaints responded within timescales

58.65%

Target: 75%

Q3: 48%



Adults- Complaints responded within timescales

42.86%

Target: N/A

Q3: 43%



Children's- Complaints responded within timescales

62.50%

Target: N/A

Q3: 37%



Corporate- Complaints responded within timescales

70.59%

Target: N/A

Q3: 62%

Finance Successes



FOI & EIR
completed
within timescales

The date of overdue FOIs is reducing, so although there are still outside of the 95% ICO indicator, those that are overdue are generally being closed faster than in previous years.



Valid invoices
paid within 30
days

Whilst this result is below target, it is a good result for the AP team as they have struggled with staff sickness and vacant posts throughout the year, impacting on performance levels.



Adults- Complaints
responded within
timescales

The revised adult social care complaints process has been in place for approximately 8 weeks and has streamlined the allocation process for the Complaints Team.

Finance

Areas for Development

Page 88



FOI & EIR
completed
within timescales

At this stage the data is for Jan/Feb as the March information is not yet available as some may not close until the end of April.



Adults- Complaints
responded within
timescales

A training session regarding investigating and responding to complaints is due to be delivered to Adult Social Care staff with the hope of improving the timeliness and quality of complaint responses.

Finance

Comments

Q3: Julie Smethurst (*Assistant Director Revenues & Benefits*)

Performance remains creditable in terms of council tax collection. Mid-year recharging of previous SPD awards and new properties being brought into the list has raised the level of net debit but includes amounts not yet due to be paid so cannot be reflected in the collection rates this quarter. The largest outstanding business rates debts are being identified for further recovery action in the final quarter of the year.

Q4: Julie Smethurst (*Assistant Director Revenues & Benefits*)

Performance was slightly below target for council tax collection, but still above 94% for the year. The mid-year recharging of previous SPD awards and new properties being brought into the list raised the level of net debit, and gave residents a shorter period of time within the financial year to pay increased charges, which many have struggled to do. Business rates collection has been impacted by the revaluation and the removal of many short term discretionary reliefs post Covid, meaning that many businesses are at full charge for the first time in a number of years, but struggling to meet that commitment in a challenging economy.

Signed Off: 30/04/24

Finance Glossary:

- FOI: Freedom of Information
- EIR: Environmental Information Regulations
- CTR: Council Tax Reduction
- SPD: Single Person Discount

IT

Performance Measures & Business Plan Report

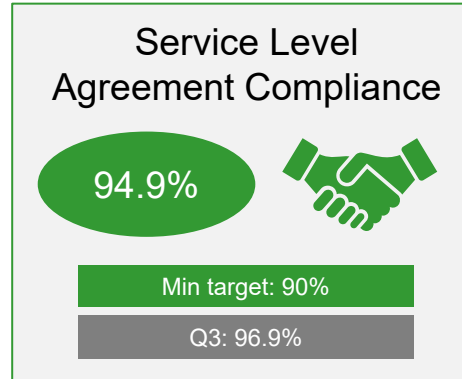
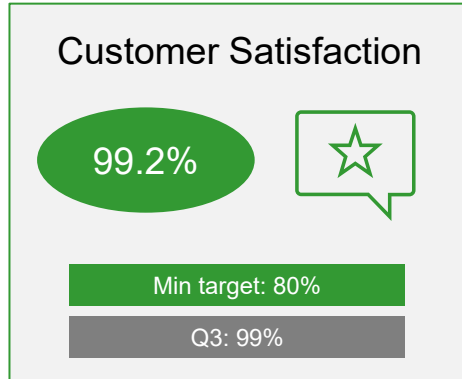
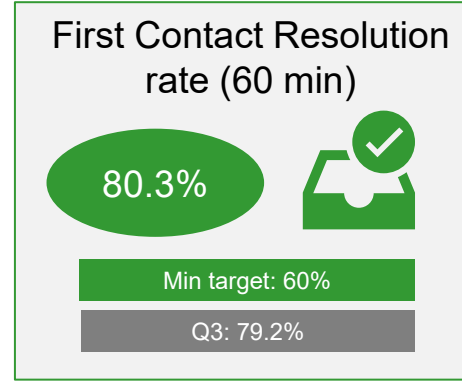
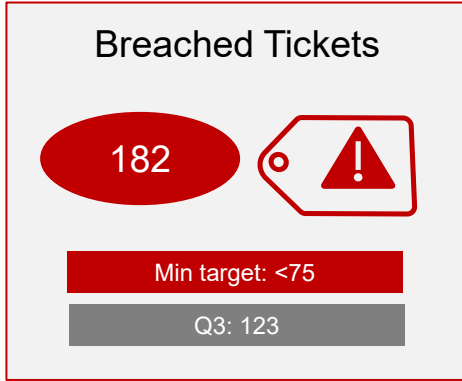
Portfolio Holder: Cllr Abdul Jabbar

Officer Contact: Mark Edgar (Head of IT Operations and Cyber Security)

Service Summary:

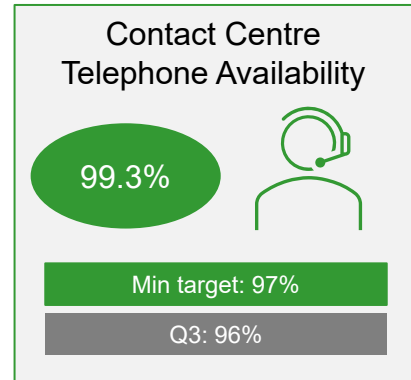
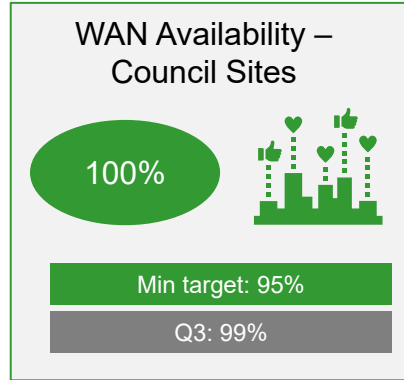
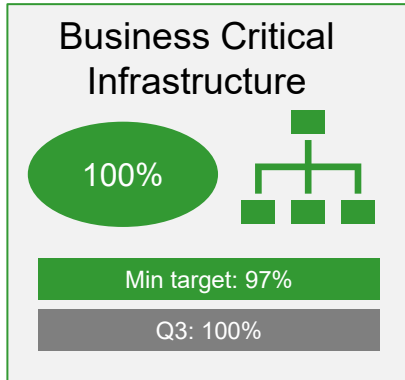
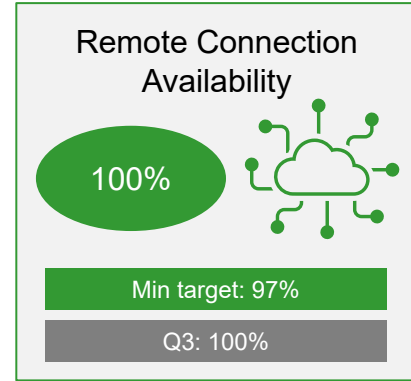
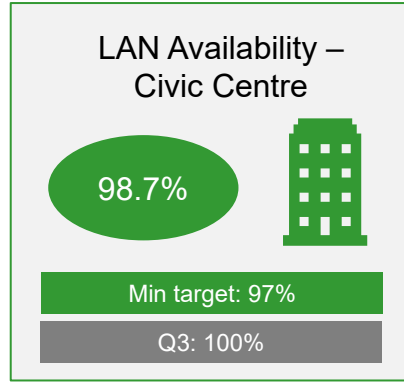
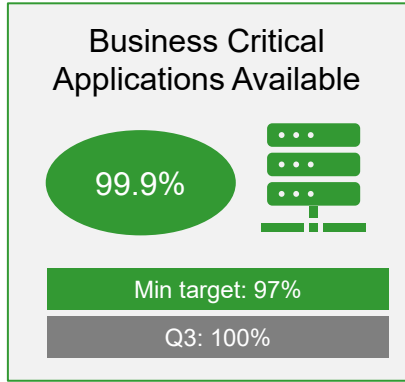
The role of the IT team is to deliver seamless and reliable IT services and projects that drive the success of Oldham Council. IT are committed to enhancing operational efficiency, supporting all departments, and embracing innovation to meet the evolving needs of our organisation.

IT Key Metrics



IT

Key Metrics



IT Successes



Contact Centre
Telephone
Availability

Contact Centre KPI has increased on the dip seen in the last quarter.

IT

Areas for Development



LAN Availability – Civic Centre

LAN impacts through multiple site-based issues, specifically around the onboarding and occupation of the new Spindles site.



Breached Tickets

Highest overall average for breached tickets. Caused through staff shortages and resource limitations.

IT

Comments

Q3: Mark Edgar (*Service Assurance and Compliance Manager, Head of IT Operations and Cyber Security*)

Despite enduring resource challenges, Quarter 3 showcased commendable resilience in our IT service, who have admirably maintained service levels amid ongoing resource limitations. Our focus on critical transformational projects, notably the migration to the Cloud, and our changes to the network and cyber technologies, have strategically allocated our resources, leaving us to balance operational maintenance against these key project deliverables.

Looking ahead, a comprehensive review of our Target Operating Model is imperative to realign our structure and capabilities with the evolving needs of the council. This strategic initiative will ensure our department remains agile and equipped to meet the growing demands of the dynamic council landscape.

Q4: Mark Edgar (*Service Assurance and Compliance Manager, Head of IT Operations and Cyber Security*)

For Q4, despite achieving success in meeting our KPIs and observing increases in various areas, we must address a notable challenge: a significant uptick in tickets breaching the support SLA, marking the highest average spike of the year. This surge in breached SLAs signals a critical area for improvement, demanding our immediate attention.

Throughout the year, we've encountered operational hurdles, ranging from resource limitations to the demands of pivotal transformational projects. Despite these challenges, the IT team has consistently showcased resilience and dedication, ensuring the smooth functioning of critical services.

As we move forward, it is crucial to conduct a thorough review of our Target Operating Model. This strategic evaluation will enable us to realign our structure and resources with the evolving needs of the council, ensuring our ability to meet future demands effectively.

Signed Off: 30/04/24

IT Glossary:

- WAN: Wide Area Network
- LAN: Local Area Network

Procurement

Performance Measures & Business Plan Report

Portfolio Holder: Cllr Abdul Jabbar





Officer Contact: Jasmin Banks-Lee Head of Procurement (Interim)

Service Summary:

Oldham Council's Commercial Procurement Unit (CPU) provides a professional support service in relation to all areas of external expenditure for the Council. The CPU operates as both an operational and commercial strategic support, linking in with the voluntary sector to maximise the delivery for the local community and protecting the 'Oldham Pound' as much as possible.

Procurement

Key Metrics

		Quarter 4	Quarter 3	Target
Page 99	Number of local direct employees (FTE) hired/retained (re-tendered contracts) on contract for 1 year or the whole contract duration	 9	16	N/A
	Percentage Council spend in Oldham (12 month rolling)	 52%	52.90%	55%
	Total amount (£) spent in LOCAL supply chain through the contract (OT18)	 £13,437,854	£2,130,062	N/A
	Total amount (£) spent through contracts with LOCAL micro, small and medium enterprises (MSMEs) (OT19)	 £23,505	£115,030	N/A

Procurement Comments

Q3: Sayyed Osman (Deputy Chief Executive)

We are sustaining the level of local spend even with continued difficulties in the economy. We are continuing to push local spend and also social value within the borough. The newly established Strategic Commissioning and Procurement Board is set to bring a structured and strategic approach to our procurement processes. It will oversee our procurement activities, ensuring they align with our organisational goals and adhere to the best procurement practices.

The Board is anticipated to enhance governance, leading to more transparent, accountable, and effective procurement processes in the future.

Focusing on local spend and social value may present short-term challenges, but it holds the promise of significant long-term benefits. This strategy aims to build a resilient local economy, improve social outcomes, and strengthen community.

Q4: Jasmin Banks-Lee (Interim Head of Procurement)

To support in progressing a more strategic and operationally efficient approach to procurement, a STAR review of the procurement function is underway. In addition, it will address how the procurement team and wider organisation prepare for the new procurement Regulations due to go live in Autumn 2024. Training and education courses for the new Regulations, provided by the Government Commercial College is now available and all category procurement staff will be undertaking the courses. Separately, recruitment is now winding up to fill the current vacancies in the team.

Signed Off: 26/04/24

Procurement Glossary:

- FTE: Full Time Employment
- MSMEs: Micro, Small, Medium Enterprises

Customer Services

Performance Measures & Business Plan Report

Portfolio Holder: Councillor Jabbar

Officer Contact: Pam Siddall (Head of Customer Services)

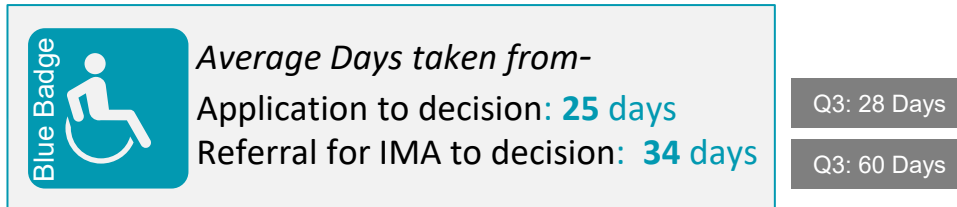
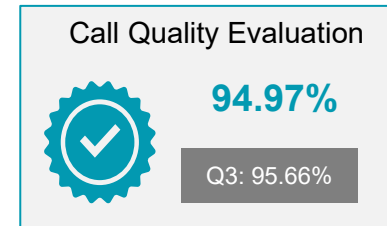
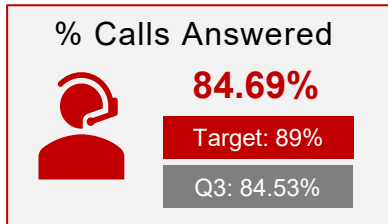
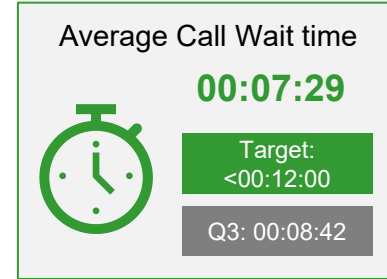
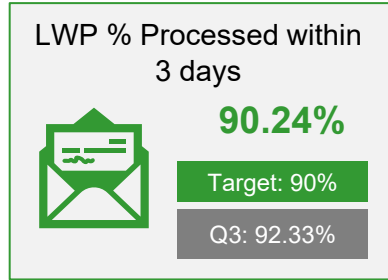
Service Summary:

Customer Services provides the following services:

- Customer Support Centre
- Access Oldham & Helpline
- Support & Inclusion
- Welfare Rights
- Blue Badge
- Local Welfare Provision
- Service Development, Systems & Quality

Customer Services

Key Metrics



Customer Services

Average Waiting Times

	Q4	Q3	Difference
Average Wait Time: Benefits	0:18:01	00:20:07	-00:02:06
Average Wait Time: Blue badge	0:09:22	00:11:01	-00:01:39
Average Wait Time: Council Tax	0:15:34	00:18:34	-00:03:00
Average Wait Time: Elections	0:03:50	00:03:14	00:00:36
Average Wait Time: ENV Health	0:11:15	00:13:04	-00:01:49
Average Wait Time: Environment	0:08:14	00:08:17	-00:00:03
Average Wait Time: Highways	0:09:00	00:09:53	-00:00:53
Average Wait Time: Housing Options	0:16:51	00:18:17	-00:01:26
Average Wait Time: Libraries	0:02:07	00:02:43	-00:00:16
Average Wait Time: Payments	0:00:44	00:01:02	-00:00:18
Average Wait Time: Pest Control	0:04:47	00:10:37	-00:05:50
Average Wait Time: Registrars	0:03:28	00:03:44	-00:00:16
Average Wait Time: School Admissions	0:06:55	00:11:38	-00:04:43
Average Wait Time: Street Lighting	0:01:37	00:01:59	-00:00:22
Average Wait Time: Switchboard	0:00:17	00:00:22	-00:00:05
Average Wait Time: Team Oldham Helpline	0:03:12	00:03:38	-00:00:26
Average Wait Time: Waste & Recycling	0:12:54	00:13:20	-00:00:26

Customer Services Successes



Average Call
Wait time

Changes to how quickly the call back service is offered to callers has assisted in reducing the average wait time.



Referral for
IMA to
decision

Reduction in number of days from application to decision (by 3 days). The change to the process has significantly reduced the number of days from referral for IMA to decision.



Customer
Satisfaction
(Post call
Survey)

1.94% increase since Q3.

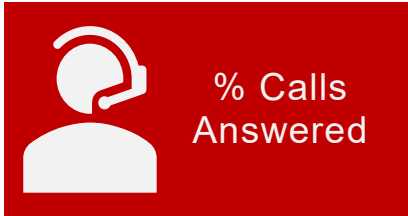


% Calls
Answered

Slight increase from previous Quarter.

Customer Services

Areas for Development



Onboarding and training of new staff is still in progress.

Customer Services

Comments

Q3 Comments: Pam Siddall (Head of Customer Service)

The teams have maintained performance during Q3. We continue to work with services to find ways to reduce demand. Although we hope that % of calls answered improves during Q4 due to onboarding and training of staff, we have also lost two experienced members of staff to new roles.

Q4 Comments: Emma Chamberlain (Service Development and Quality Manage)

Performance has increased slightly during Q4 compared to Q3 however we continue to struggle meeting the demand, particularly with Housing Options who we are still working closely with to reduce call volumes. We are in the process of training staff on additional services to help us maintain and improve performance across all our services.

In addition to the automated line closures during periods when wait times reach unacceptable levels we have also made some changes to our call back service to improve the customer experience and reduce wait times which is reflected in the reduction of our overall average wait times during Q4.

As the average wait time also includes the switchboard we do expect to see an increase in the overall average wait time once a large majority of these calls are removed following the implementation of the automated Switchboard, however this will not impact the average wait times on individual services.

Signed Off: 24/2024

Customer Support Glossary:

- CSC: Customer Support Centre
- LWP: Local Welfare Provision
- IMA: Independent Mobility Assessment

Human Resources & Organisational Development

Performance Measures & Business Plan Report

Portfolio Holder: Cllr Abdul Jabbar

Officer Contact: Vikki Morris (Assistant Director of Human Resources and Organisational Development)

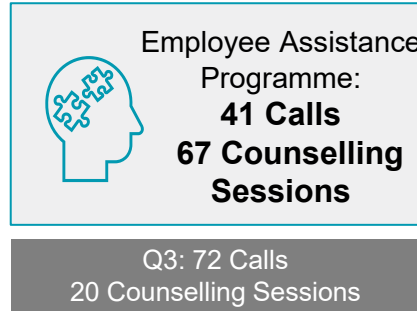
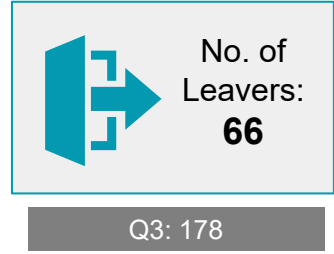
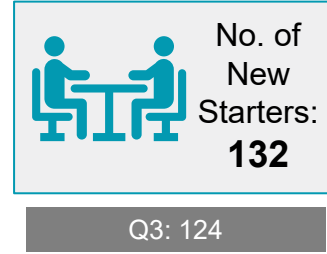
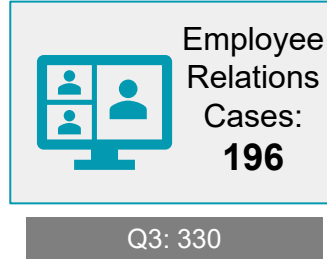
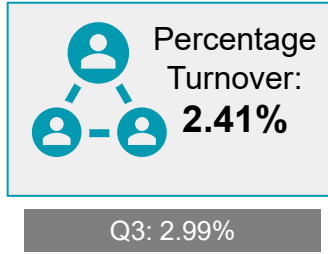
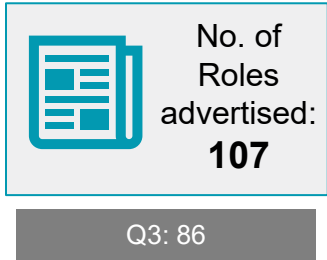
Service Summary: The service provides a range of workforce related functions that support good employment practice and workforce engagement for the Council and external paying customers

- HR advisory, policy & employee relations
- Job Evaluation
- Recruitment
- Workforce systems, workforce data & statutory workforce reporting
- Payroll, pensions & HR transactional
- Learning & Development
- Apprenticeships
- Workforce Wellbeing
- Organisational development & design
- Employee engagement
- Workforce planning

HR & OD

Key Metrics

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HR & OD

Key Metrics

	Quarter 4	Quarter 3
Committed* Levy Spend (cost of apprenticeships) <i>*Spend over the duration of the apprenticeships learning programme</i>	£202,148	£236,711
Let's Talk compliance/recording (Annual measure 2023/24)	TBC%	49%
Number of new apprenticeships (upskilling current workforce)	8	36
Number of new apprenticeships (new starters)	10	9
% New starters completing MeLearning induction	51%	100%

HR & OD Successes

Page 112



Employee Relations Cases

70 cases in schools (46 open and 24 closed in the period). 126 cases in directorates (97 open and 29 closed in the period).



No. of Apprenticeships (existing)

Large number of Leadership & Management Level 3 & 5 enrolments in Q3. Level 3/5 (Spring Cohort) and Level 7 (currently enrolling) enrolments will fall into in Q1 of 2024/25.

HR & OD

Areas for Development



No. of
Roles
advertised

Work continues on the implementation of new provider for greater jobs and automatic tracking system. The new platforms will enhance our attraction and recruitment candidate experience in addition to providing intel on trends. Implementation date expected for late summer.



% New starters
completing
MeLearning
induction

Whilst data indicates just over half of new starters have completed their induction - some will still be in the 3-month window for completion. Work is ongoing to integrate reporting further to allow more detailed analysis. NB. The figure different from new starters due to cycle of recruitment stages.



Let's Talk
Compliance
/recording

Reporting analysis underway to determine Jan-March 24 compliance % and will be included as part of 24/25 Q1 reporting

HR & OD

Project Updates

- Roll out of manager and staff Supporting Attendance awareness raising sessions to support our new approach to absence management. In addition, launch of Supporting Attendance toolkit which provides support and guidance for managers and staff.
- In partnership with Oldham Leisure Centre - agreed new rate for staff gym membership - Contract development underway with the intent to launch August 24
- In partnership with Spindles shopping centres agreed staff discount for a number of retail outlets- work ongoing to increase retailers onboarding

HR & OD

Comments

Q3: Vikki Morris (Assistant Director of Human Resources & Organisational Development)

Recruiting to key roles remains a significant pressure within the service. There are positive examples of workforce programmes that are supporting Directorates in achieving their wider workforce priorities and objectives.

Q4: Vikki Morris (Assistant Director of Human Resources & Organisational Development)

Capacity and appropriate technical skills mix (payroll & pensions) remain a challenge within the service. We continue to support Council services in delivering improved workforce engagement and development.

HR & OD Glossary:

- EAP: Employee Assistance Programme
- Employee relations cases: Employees on formal processes which includes performance improvement, disciplinary, grievance and sickness absence
- OH: Occupational Health
- GMPF: Greater Manchester Pension Fund

Finance & Corporate Resources

Portfolio Holder Comment

Q4: Cllr Abdul Jabbar

I remain satisfied that despite workforce/vacancy issues across a number of departments that fall within the finance and corporate resources portfolio that Oldham Council is providing good value for money for our residents and there are a number of plans in development to help frontline staff deal with increasing demand for services.

Communications & Research

Performance Measures & Business Plan Report

Portfolio Holder: Cllr Arooj Shah

Officer Contact: David Rose (*Interim Head of Communications and Research*)

Service Summary:

The Communications and Research team strategically plans, manages and delivers all communications and research activity for Oldham Council, focused on achieving agreed corporate priorities. Communications and engagement activity is delivered across a range of digital and traditional channels, including through the press, social media, web content, face to face engagement, out of home collateral and more; all tailored to our diverse external and internal audiences and adapted for the channels they use.

Communications & Research Strategic priorities

We have four agreed strategic priorities for 2023/24.

These will be fully evaluated as new metrics are available in 2024/25.

Interim activity against each of the measurables is detailed on the following slides, followed by a quarterly snapshot of metrics on our key digital channels.

Increase pride in the borough from the Resident Survey of 2022/23. In that survey, 74% of respondents said they were satisfied with their local area but only 35% said they would recommend it as a tourist destination. We'll increase these to at least 79% (LGA average) and 40% by the next Resident Survey.

Increase resident satisfaction with Council communications - We'll measure this by aiming to reduce the number of people who say they don't receive any information from the Council (21% in the 2022/23 Resident Survey) to less than 20%.

Improve two-way engagement with our workforce. In our most recent Staff Survey only 41% of staff said senior management "communicate effectively with me". We aim to improve that to at least 50% by the next Staff Survey via the implementation of a strategic Internal Communications Strategy. The strategy will also act as our 'golden thread' of engagement touchpoints we have with staff in 2023/24.

Manage key reputational issues in an honest, transparent and people-focused way. We will ensure our residents have access to factual and timely information and enable media to produce fair and balanced reports.

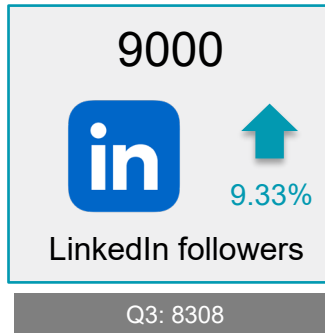
Communications & Research

Key Metrics

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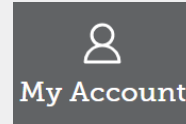
Percentages indicate difference between current performance and the end of the previous quarter.



Top 5 most viewed web pages



Bin collection dates
101,477
Page views



My Account
89,448
Page views



Find a home
47,980
Page views



Rubbish & Recycling
44,147
Page views



Council Tax
31,046
Page views

Communications & Research

Progress Against Key Annual Priorities

Page 121

Increase pride in the borough



- Successful promotion of Illuminate 2024 festival and impact - estimated 33% attendance increase, 68% of attendees spending money on hospitality and 20% spending on retail.
- 175th Anniversary of Oldham key stakeholder launch event devised and delivered in March 2024. Full year campaign including new events, badged activity and new PR activity throughout the year to celebrate and increase pride in the borough.
- Series of positive PR stories and content surfaced with positive engagement and response including plans for new Food Hall, evening and night-time economy, Council support for residents in temporary accommodation, Council support for families and children via new Family Hubs and their services, community support and involvement in environmental projects, Women's Suffrage landmark plaque, Council intervention to tackle national housing crisis including major new housing development secured, landmarks in regeneration of town centre
- Visitor Economy (inbound tourism and local uptake) campaign developed to encourage people to use Oldham Way walking routes and promote local businesses.



Increase resident satisfaction with Council Communications

Increased use of social media content which residents prefer and engage with most strongly (videos) - 19.7% increase in videos viewed in March 2024.

Communications & Research

Progress Against Key Annual Priorities

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Improve two-way engagement with our workforce

- Successful move into Spindles office.
- Research and engagement with frontline services to develop improved internal channels including attending team meetings, gathering feedback and developing low-cost interim alternatives to existing intranet.



Managing key reputational issues

- Ongoing handling of reactive media queries.
- Proactive responses to negative social media comments, e.g. responding to Bee Network performance issues; proactive social media to respond to negative comments and ongoing digital/offline channels comms around Family Hubs consultation.

Communications & Research

Comments

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Q3: Jeni Harvey (Head of Communications and Research)

Good progress continues to be made by the Communications and Research service in achieving our agreed priorities for 2023/24. Our measurable reach and engagement also continues to improve week on week and month on month, as evidenced through our weekly Reputation Tracker.

Sharing good news stories and positive updates from across our borough continues to build positive sentiment on all digital channels; while we are also increasing our targeted communications around the political priority areas of economy, education, environment, housing and health.

Q4: David Rose (Interim Head of Communications and Research)

High volume outbound activity in line with 90-day pre-election plan. Continued measurable impact of core campaigns on children's social worker recruitment, fostering/adoption uptake.

Feb and March 2024 activity included successful short Housing campaign developed and deployed ('Local Solutions to Tackle National Housing Crisis') and series of news announcements and stories across priorities including progress with major capital economic development projects and Council intervention into key areas and priorities.

Signed Off: 24/04/2024

Communications & Research

Portfolio Holder Comment

Q4: Cllr Arooj Shah, Cabinet Member for Reform & Regeneration

I am pleased that progress continues to be made in how Oldham Council reaches out to our residents and tells them about the work we do on their behalf every day. I am also grateful that efforts are being made to improve our internal communications to staff because I know given that around three-quarters of them live in the Borough it's vital that they can confidently act as our ambassadors.

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Signed Off: 30/05/2024

GOVERNANCE, STRATEGY AND RESOURCES SCRUTINY BOARD

WORK PROGRAMME 2024/2025

Agenda item	Purpose	Portfolio lead & officer lead	Method of scrutiny	Additional information
Wednesday 19th June 2024				
Workforce strategy update	To scrutinise last financial years workforce performance and get insight into forward years plan.	Portfolio – Finance and Corporate Resources Assistant Chief Executive / AD: HR & OD	Service performance reporting	
Review of Oldham Community Leisure and the operation of the Leisure Contract	Scrutiny of OCL and their key performance indicators	Portfolio – Culture and Communities Deputy Chief Executive. Neil Consterdine, Assistant Director Youth, Leisure and Communities	Scrutiny of performance as presented in the Annual Report	
Revenue Monitor and Capital Investment Programme 2024/25 Mth 2	To scrutinise the Council's financial performance against the agreed Budget.	Portfolio – Finance and Corporate Services Sarah Johnston, Director of Finance.	Budget performance reporting	
Wednesday 31st July 2024				

Corporate Health and Safety Policy	To scrutinise the Council's health and safety arrangements	Portfolio – Culture and Communities Deputy Chief Executive. Neil Consterdine, Assistant Director Youth, Leisure and Communities Nasir Dad, Director of Environment	Service performance reporting.	
Performance Report Quarter 4 – 2023/24	To scrutinise the Council's performance against agreed performance measures	Portfolio – Leader of the Council. Assistant Chief Executive.	Service performance reporting	
Local Government Ombudsman – Annual Report (initial draft)	To scrutinise the Council's position regarding complaints and complaints pursued through to the Ombudsman.	Portfolio – Finance and Corporate Resources Assistant Chief Executive.	Consideration of initial draft of Annual Report	
Draft 2023/24 Annual Statement of Accounts	To scrutinise the Council's Draft Annual Accounts for 2023/24	Portfolio – Finance and Corporate Resources Sarah Johnston, Director of Finance	Scrutiny of annual report	
Wednesday, 9th October 2024				
Performance Report – Quarter 1, 2024/25	To scrutinise the Council's performance against agreed performance measures	Portfolio – Leader of the Council. Assistant Chief Executive.	Service performance reporting	
Revenue Monitor and Capital Investment Programme 2024/25 Month 4	To scrutinise the Council's financial performance against the agreed Budget.	Portfolio – Finance and Corporate Services Sarah Johnston, Director of Finance.	Budget performance reporting	
Local Government Ombudsman – Annual Report (final draft)	To scrutinise the Council's position regarding complaints and complaints pursued through to the Ombudsman.	Portfolio – Finance and Corporate Resources Assistant Chief Executive.	Consideration of Annual Report	

Wednesday 4th December 2024				
Performance report – Month 6, 2024/25	To scrutinise Council performance against agreed performance measures.	Portfolio – Leader of the Council. Assistant Chief Executive.	Service performance reporting	
Miocare Group – Annual report	To scrutinise the performance of the MioCare Group	Portfolio – Health and Social Care Rob Jackson, Managing Director, MioCare Group	Annual Report consideration/service performance reporting	
Revenue Monitor and Capital Investment Programme 2024/25 Quarter 2	To scrutinise the Council's financial performance against the agreed Budget.	Portfolio – Finance and Corporate Resources Sarah Johnston, Director of Finance.	budget performance reporting	
Partnership Risk Dashboard	To assess the overall risk on partnerships to the Council.	Portfolio – Finance and Corporate Resources. Sarah Johnston, Director of Finance.	Budget performance reporting	
Wednesday 29th January 2025 (Administration Budget)				
Revenue, Monitor and Capital Investment Programme	To scrutinise the Council's financial performance and proposals	Sarah Johnston, Director of Finance.		
Revenue Budget report 2025/26 and Medium Term Financial Strategy	To scrutinise the Council's financial performance and proposals	Sarah Johnston, Director of Finance.		
Capital Strategy and Capital Programme	To scrutinise the Council's financial performance and proposals	Sarah Johnston, Director of Finance.		
Treasury Management Strategy 2025/26	To scrutinise the Council's financial performance and proposals	Sarah Johnston, Director of Finance.		
Housing Revenue Account	To scrutinise the Council's financial performance and proposals	Sarah Johnston, Director of Finance.		
Thursday 6th February 2025				

Opposition Budget	To scrutinise the opposition budget proposals for the coming financial year	Sarah Johnston, Director of Finance		
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Tuesday 25th March 2025

Performance report Quarter 3, 2024/25	To scrutinise Council performance against agreed performance measures	Portfolio – Leader of the Council. Assistant Chief Executive.	Service performance reporting.	
Revenue Monitor and Capital Investment Programme 2024/25 Month 10	To scrutinise the Council's financial performance against the agreed Budget.	Portfolio – Finance and Corporate Resources Sarah Johnston, Director of Finance.	Budget performance reporting	
Poverty Truth Commission	To examine progress with the work of the Commission	Portfolio - Health and Social Care Amanda Richardson	Service Performance reporting	

Task and finish group deep dives:

Deep dive area:	Expanded proposal:
Communicating with customers and Customer experience of the council.	Given the council focus on residents, this task and finish group will explore how the council currently communicates with residents and will interrogate how customers feel about their contact experiences with customers

TO BE SCHEDULED (additional session)

TO BE SCHEDULED (additional session)				
TBC	The impact of the proposed health integration on the Council and its future operations.	To be confirmed	Budget and Performance Monitoring.	
TBC	Employment and Skills – draft action plan	Possibly October or December 2023	Scrutiny of action plan. Jon Bloor – Assistant Director (Economic Growth)	

TBC	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	
TBC	Update on contract monitoring within the Council for a selected operational area (report on the performance of E-on)	To scrutinise the Council's health and safety arrangements	Scrutiny of the street lighting contract that the Council has with Eon – Director of Environment/Cabinet Member for Neighbourhoods	
REMOVED				

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KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 AUGUST 2024

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
ESR-06-24 New!	Grant Acceptance - High Street Accelerator Green Space Fund		19 th August 2024	Cabinet
Description: Report to accept grant funding. Document(s) to be considered in public or private: Private - NOT FOR PUBLICATION by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 and it is not in the public interest to disclose the information because it relates to the financial or business affairs of the Council and a third party				
NEI-08-24	Oldham Cremator Replacement	Director of Environment	19 th August 2024	Cabinet
Description: A report requesting a replacement cremator Document(s) to be considered in public or private: Private - NOT FOR PUBLICATION by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 and it is not in the public interest to disclose the information because it relates to the financial or business affairs of the Council and a third party Document(s) to be considered in public or private: Private				
FCR-05-24 New!	Laptop Hardware Refresh	Assistant Chief Executive	19 th August 2024	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 AUGUST 2024

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: A report seeking renewal of the authority's laptop hardware provision</p> <p>Document(s) to be considered in public or private: Private - NOT FOR PUBLICATION by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 and it is not in the public interest to disclose the information because it relates to the financial or business affairs of the Council and a third party</p>				
FCR-10-24 New!	Microsoft Licence Enterprise Agreement - Contract Renewal	Assistant Chief Executive	19 th August 2024	Cabinet
<p>Description: A report seeking authorisation to renew the contract for the Microsoft Enterprise Agreement</p> <p>Document(s) to be considered in public or private: Private - NOT FOR PUBLICATION by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 and it is not in the public interest to disclose the information because it relates to the financial or business affairs of the Council and a third party</p>				
HSC-04-24	The Future of Mental Health Social Work		19 th August 2024	Cabinet
<p>Description: a report outlining future funding options for mental health social work provision</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 and it is not in the public interest to disclose the information because it relates to the financial or business affairs of the Council and a third party</p>				
FCR-07-24	Report of the Director of Finance – Local Taxation and Benefits Discretionary Policies	Director of Finance	19 th August 2024	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 AUGUST 2024

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: This report provides detail of proposed updates to discretionary policies already in place, these are:</p> <ul style="list-style-type: none"> • The Discretionary Rate Relief Policy • The Local Welfare Provision Policy • The Discretionary Housing Payment Policy • The Discretionary Council Tax Discounts Policy • The Empty Premium Exception Policy <p>Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Local Taxation and Benefits Discretionary Policies</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>				
FCR-08-24	Report of the Director of Finance – Debt Recovery Policies	Director of Finance	19 th August 2024	Cabinet
<p>Description: To provide clear guidance for Council Officers, local taxpayers, and organisations who use Council services on recovery of monies owed to the Council.</p> <p>Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Debt Recovery Policies</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 AUGUST 2024

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
FCR-13-24 New!	Treasury Management 2024/25 – Quarter 1 Report	Director of Finance	19 th August 2024	Cabinet
<p>Description: The Quarter 1 review of Treasury Management activity during the first Quarter of 2024/25. Document(s) to be considered in public or private: Proposed Report Title: Treasury Management Review 2024/25 – Quarter 1 Report</p> <p>Background Documents: Appendices</p> <p>Report to be considered in Public</p>				
FCR-14-24 New!	Revenue Monitor and Capital Investment Programme 2024/25 Quarter 1	Director of Finance	19 th August 2024	Cabinet
<p>Description: The report provides an update on the Council’s 2024/25 forecast revenue budget position and the financial position of the capital programme as at the period ending 30 June 2024 (Quarter 1). Document(s) to be considered in public or private: Proposed Report Title: Revenue Monitor and Capital Investment Programme 2024/25 Quarter 1</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>				
FCR-12-24 New!	Council Tax Reduction Scheme 2025/26	Director of Finance	19 th August 2024	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 AUGUST 2024

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: To determine the Council Tax Reduction Scheme for 2025/26 Document(s) to be considered in public or private: Proposed Report Title: Council Tax Reduction Scheme 2025/26</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>				
NEI-12-24 New!	Purchase of Liquid Fuels	Director of Environment	19 th August 2024	Cabinet
<p>Description: Approval to appoint a contractor following a tender exercise, for the purchase of liquid fuels</p> <p>Document(s) to be considered in public or private: Private - NOT FOR PUBLICATION by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 and it is not in the public interest to disclose the information because it relates to the financial or business affairs of the Council and a third party</p>				
HSC-05-24	Financial Update and working capital requirements for 2024/25 – Oldham Total Care		19 th August 2024	Cabinet
<p>Description: Options for future funding arrangements</p> <p>Document(s) to be considered in public or private: Private - NOT FOR PUBLICATION by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 and it is not in the public interest to disclose the information because it relates to the financial or business affairs of the Council and a third party</p>				
FCR-06-24	Wireless Infrastructure Upgrade	Assistant Chief Executive	16 th September 2024	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 AUGUST 2024

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: A report seeking authority to upgrade the Council's wireless infrastructure</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 and it is not in the public interest to disclose the information because it relates to the financial or business affairs of the Council and a third party</p>				
NEI-04-24	Street Lighting Attachments Policy	Director of Environment	16 th September 2024	Cabinet
<p>Description: To ask Cabinet to formulate and agree a Streetlighting attachments policy</p> <p>Document(s) to be considered in public or private:</p>				

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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 Arooj Shah (Council Leader and Chair of Cabinet), Elaine Taylor, Abdul Jabbar MBE, Shaid Mushtaq, Mohon Ali, Barbara Brownridge, Fida Hussain, Peter Dean and Chris Goodwin.

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 AUGUST 2024

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

Notice of Private Reports

(In accordance with Part 2 of the Local Authorities (Executive Arrangements) Meetings and Access to Information) (England) Regulations 2012)

Oldham Borough Council intends to hold a private meeting (or part thereof) of the Cabinet on Monday, 19th August 2024

Decision to be taken (Agenda Item) Decisions proposed to be taken in private at Cabinet on 19th August 2024:

a. **Grant Acceptance - High Street Accelerator Green Space Fund**

Reason:

The meeting (or part thereof) will be held in exempt session on the grounds that the reports and background papers will contain the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended) – information relating to the financial or business affairs of the Council and a third party.

b. **Laptop Hardware Refresh**

Reason:

The meeting (or part thereof) will be held in exempt session on the grounds that the reports and background papers will contain the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended) – information relating to the financial or business affairs of the Council and a third party.

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 AUGUST 2024

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
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c. Microsoft Licence Enterprise Agreement - Contract Renewal

Reason:

The meeting (or part thereof) will be held in exempt session on the grounds that the reports and background papers will contain the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended) – information relating to the financial or business affairs of the Council and a third party.

d. The Future of Mental Health Social Work

Reason:

The meeting (or part thereof) will be held in exempt session on the grounds that the reports and background papers will contain the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended) – information relating to the financial or business affairs of the Council and a third party.

e. Oldham Cremator Replacement

Reason:

The meeting (or part thereof) will be held in exempt session on the grounds that the reports and background papers will contain the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended) – information relating to the financial or business affairs of the Council and a third party.

f. Purchase of Liquid Fuels

Reason:

The meeting (or part thereof) will be held in exempt session on the grounds that the reports and background papers will contain the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended) – information relating to the financial or business affairs of the Council and a third party.

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 AUGUST 2024

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
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g. Financial Update and working capital requirements for 2024/25 – Oldham Total Care

Reason:

The meeting (or part thereof) will be held in exempt session on the grounds that the reports and background papers will contain the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended) – information relating to the financial or business affairs of the Council and a third party.

Representations:

If you wish to make representations against the intention to hold a private meeting, please send these to Constitutional Services, Level 3, Civic Centre, Oldham, OL1 1UL or email: constitutional.services@oldham.gov.uk

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