

***GOVERNANCE, STRATEGY AND RESOURCES SCRUTINY
BOARD
Agenda***

Date Wednesday 18 June 2025

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 Alex Bougatef or at least 24 hours in advance of the meeting.
 2. CONTACT OFFICER for this agenda is Constitutional Services 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, 16 June 2025.
 4. FILMING - The Council, members of the public and the press may record / film / photograph or broadcast this meeting when the public and the press are not lawfully excluded. Any member of the public who attends a meeting and objects to being filmed should advise the Constitutional Services Officer who will instruct that they are not included in the filming.

Please note that anyone using recording equipment both audio and visual will not be permitted to leave the equipment in the room where a private meeting is held.

**MEMBERSHIP OF THE GOVERNANCE, STRATEGY AND RESOURCES
SCRUTINY BOARD**

Councillors Arnott, Aslam, Azad, Chauhan, Cosgrove, Ibrahim, Kenyon, Marland, McLaren (Chair), Rustidge (Vice-Chair) and Woodvine

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)

To consider the minutes of the Governance, Strategy and Resources Scrutiny Board held on 25th March 2025.
- 6 Corporate Performance Report (Pages 9 - 50)

Report detailing the corporate performance indicators for the fourth quarter of 2024/25
- 7 Local Government Ombudsman (LGO) – Annual Report 2024-25 (Pages 51 - 62)

Report from the Assistant Director for Customer Experience updating on the Local Government Ombudsman's Annual Report 2024/25.
- 8 Truth Poverty Commission Update

Report updating on the work of the Truth Poverty Commission.

Report to follow.
- 9 Work Programme (Pages 63 - 66)

To consider a draft work programme for the Scrutiny Board for 2025/26.
- 10 Key Decision Document (Pages 67 - 78)
- 11 Rule 13 and 14

To consider any rule 13 or 14 decisions taken since the previous meeting.

Present: Councillor McLaren (Chair)
Councillors Azad, Harkness, Iqbal, Lancaster, Moores (Vice-Chair) and Rustidge

Also in Attendance:

Fiona Greenway

Wendy Jackson

Fran Lautman

Andrew Mather

Chris Rawding

Lee Walsh

Finance Services

Oldham MBC - HR Services

Assistant Director of Customer Experience

Constitutional Services

Technology and ICT services

Finance Manager - Capital and Treasury

1 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Hughes.

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 questions from members of the public.

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

RESOLVED that the minutes of the meeting held on 29th January and 6th February 2025 be approved as a correct record.

6 **CORPORATE PERFORMANCE REPORT Q3 2024/25**

The Board received and considered the Corporate Performance Report for Quarter 3, covering the period from 1 October to 31 December 2024. The report provided a summary of key performance indicators (KPIs), service-level updates, and challenges across the service areas Communications and Research (Strategy and Performance), Customer Experience (Customer Services and Complaints) Human Resources and Organisational Development and IT Operations.

In respect of Communications & Research the report highlighted significant growth in social media engagement, particularly on Instagram, Facebook, and LinkedIn. A successful campaign around Oldham's 175th birthday and festive events increased town centre footfall by 10%. A service redesign was conducted with successful staff consultation; the new structure was to be implemented from April 2025. The service faced the challenge of maintaining service performance despite reductions in team capacity due to restructuring and voluntary redundancies.

Members requested that they be sent further information on the 175th Birthday events and other events in the District.



In respect of Customer Services, the report highlighted several performance improvements. Average call wait times reduced to 5 minutes 44 seconds (12-minute target). Call answer rate improved to 88.48%, just below the 89% target, with December's performance exceeding 90%. Complaints response rates showed marked improvement: Adults' services rose from 29% to 69%, and overall performance increased from 50% to 64%.

A new self-service dashboard (via Power BI) is being implemented to improve real-time complaint performance tracking. Feedback from the new central 'Working for You' centre at Spindles had been positive. It was noted that complaint response rates, while improving, still fell short of the 75% target and would require ongoing attention.

In respect of Human Resources & Organisational Development (HR & OD) it was reported that sickness absence remained steady at around 5%. Induction completion for new starters reached 96.3%. The apprenticeship levy was being increasingly used to upskill staff. The recruitment freeze impacted the creation of new apprenticeship vacancies, though the council remained on track to meet its yearly target of 20. Ongoing efforts were being made to improve attendance management and absence reporting.

In respect of Information Technology (IT) it was reported that 100% uptime for all core infrastructure and critical applications had been achieved. Customer satisfaction remained high at 98.63%. First-contact resolution rate declined slightly from 82.24% to 79.35%, attributed largely to resource constraints. . New Wi-Fi upgrades and migration to the GMOOne network are progressing and on track to complete in Q4. A rise in breached IT tickets was noted, due to reduced resources and legacy hardware challenges.

In respect of Finance & Revenues it was reported that Council Tax and Business Rates collection stood at 80.44% and 80.28% respectively by the end of January 2025. Housing Benefit processing times improved significantly, with new claims averaging 7 days (target: 27 days). Council Tax Reduction claims averaged 22 days, improved from 30 days in Q2 but still above the 20-day target.

RESOLVED: That the Scrutiny Board:

1. Notes the progress in implementing business plan objectives across Council services.
2. Commends areas showing strong or improved performance.
3. Acknowledges the service challenges, especially in complaints handling and workload management.



The Scrutiny Board received a presentation on staffing trends and workforce retention strategies at Oldham Council, with data benchmarking the organisation against national and sector-wide patterns.

In a national context the report noted that Local government has lost around 40% of its workforce over the last decade. 28% of early-career local government employees planned to leave the sector within four years. Both nationally and regionally retention was a growing concern, particularly in roles such as social work and frontline services.

In Oldham Council the detailed breakdown of Council leavers showed higher turnover in certain service areas. Leaver feedback was generally positive, with many praising the culture, diversity, and supportive environment. Common themes behind staff departures included: career progression opportunities elsewhere, organisational restructures, and capacity pressures in high-demand roles.

Feedback from Exit Surveys had shown that any staff expressed pride in working for the Council and appreciated the inclusive and respectful workplace. Challenges cited included work-life balance in demanding roles and uncertainty during periods of organisational change.

The Council was responding to workforce challenges in several ways including:

Wellbeing Support: Continued promotion of mental health resources, employee assistance programmes, and counselling.

Internal Communications: More structured feedback loops such as forums, peer support networks, and staff surveys.

Inclusive Recruitment and Early Careers:

Expanded apprenticeship and graduate opportunities; New partnerships with schools, colleges, and universities to build a stronger early careers pipeline; and Recruitment improvements aimed at ensuring greater diversity and inclusion.

Going forward the Council was looking at a refreshed induction programme and review of onboarding practices was underway. New strategic investment in upskilling internal staff via apprenticeship levy utilisation. The Council is working to ensure that early careers efforts directly contribute to long-term workforce resilience.

Scrutiny Board members welcomed the comprehensive report and the analysis of staff departures. Members particularly welcomed the apprenticeship programme. Members acknowledged the need to address recruitment bottlenecks in key services and endorsed the drive to improve organisational culture and internal communications.

RESOLVED: That the Scrutiny Board notes the findings of the deep dive, welcomes the strategic actions already underway, and

recommends continued scrutiny of workforce data and development of innovative approaches to staff retention.



Oldham
Council

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REVENUE MONITOR AND CAPITAL INVESTMENT PROGRAMME 2024/25 MONTH 10

The Board received a detailed report from the Interim Director of Finance on the Council's financial position at the end of Month 10 (January 2025), including both revenue and capital forecasts for the 2024/25 financial year.

Revenue Budget Monitoring :

The forecast revenue overspend as of Month 10 stood at £12.164m, with a potential year-end forecast of £14.597m if no further mitigations were implemented. The position was being closely monitored and was a key factor in shaping the 2025/26 and 2026/27 budgets. The main pressure areas identified were: Adult Social Care – Forecast overspend of £8.122m due to continued demand for high-cost care placements, complexity of care needs and rising costs in the external care market; Children's Services – Forecast overspend of £10.171m due to increasing cost and volume of external residential placements; High use of agency staff due to recruitment difficulties; Strategic Housing (Temporary Accommodation) – Overspend of £4.632m resulting from growth in demand for temporary accommodation due to homelessness pressures.

A number of mitigating actions were identified including: Efforts to reduce expenditure across service areas, including management controls on non-essential spending, vacancy management, and project re-phasing. Management actions taken to date had already helped reduce the projected deficit from earlier in the year (a £26m forecast at Q1).

Capital Programme

The revised capital programme for 2024/25 was £87.460m (down from the original £99.683m). Actual expenditure to 31 January 2025 stood at £59.145m, which was 67.63% of the forecast outturn. The net increase of £0.200m from Month 9 reflects approved virements and re-phasing of capital schemes.

The main areas of capital investment remain:

Regeneration and infrastructure projects within the Place and Economic Growth directorate; Education and schools improvements; ICT investment and asset maintenance.

It was also reported that performance in the collection of Council Tax and Business Rates remains strong and is on target to meet collection rate goals (96.5% for Council Tax; 97.5% for NNDR).

On the use of reserves,

any overspend at year-end was proposed to be funded through general earmarked reserves. The report stresses this was not sustainable in the long term and highlighted the importance of achieving a balanced outturn.

RESOLVED: That the Scrutiny Board:

1. Notes the current revenue forecast of a £12.164m adverse position as of Month 10, with a projected year-end overspend of £14.597m.

2. Acknowledges the areas of significant financial pressure and the mitigation strategies being implemented.

3. Notes the revised capital programme of £87.460m for 2024/25 and the updated forecast for future years.

4. Recommends the continued scrutiny of high-risk budget areas and requests further updates on progress with demand management and workforce stabilisation.

5. Commends the Finance team for their work in delivering audited 2023/24 accounts on time and supporting strategic budget planning for 2025/26.

8 **WORK PROGRAMME**

RESOLVED: That the Work Programme be noted.

9 **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.

10 **RULE 13 AND 14**

There were no Rule 13 and 14 decisions to report.

The meeting started at 6.00 pm and ended at 7.45 pm

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Report to Governance, Strategy and Resources Scrutiny Board

Corporate Performance Report 2024/25 Q4 (1st January to 31st March 2025)

Portfolio Holder (CPR):

Cllr Arooj Shah, Leader & Cabinet Member for Growth

Officer Contact (CPR):

Steve Hughes, Assistant Director Strategy & Transformation

Overview Report Author (CPR):

Gail M. Stott, Performance Improvement Lead, Strategy & Performance

CPR collated by: Performance Improvement Team, Strategy & Performance

Contact: StrategyandPerformance@oldham.gov.uk

Date: 18th June 2025

Reason for decision

Scrutiny of corporate performance aims to provide assurance that:

- services are aligned to corporate priorities and 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 relevant reporting quarter.

Recommendations

Scrutiny Board members are asked to:

- note the progress in implementing the 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 ongoing activities in other portfolio and Scrutiny Board remits and key projects.

Appendix:

1. Resources CPR - Finance; Legal Services; Corporate Resources

Report to Governance, Strategy and Resources Scrutiny Board

Corporate Performance Report 2024/25 for Quarter 4: 1st January to 31st March 2025

Portfolio Holder (CPR): Cllr Arooj Shah, Leader & Cabinet Member for Growth

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Officer Contact (CPR): Steve Hughes, Assistant Director of Strategy & Transformation

Report date: 18th June 2025

CPR collated by: Performance Improvement Team

Contact: StrategyandPerformance@oldham.gov.uk

Corporate Resources

Key Performance Indicators

Page 12

RED	KPI underperforming by more than 5%
AMBER	KPI underperforming by less than 5%
GREEN	KPI meeting or outperforming target

Communications			
9			
Human Resources & Organisational Development			
Finance			
2	1	1	4
Customer Services			
5	0	1	2
Complaints			
0	5	0	0
IT			
1	0	9	

Corporate Resources:

Service areas include:

- Communications and Research
- Customer and Digital Experience – customer services, complaints
- HR and OD
- IT

Communications & Research

Performance Measures & Business Plan Report

Portfolio Holder: Cllr Arooj Shah, Leader & Cabinet Member for Growth

Officer Contact: Smyth Harper (*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.

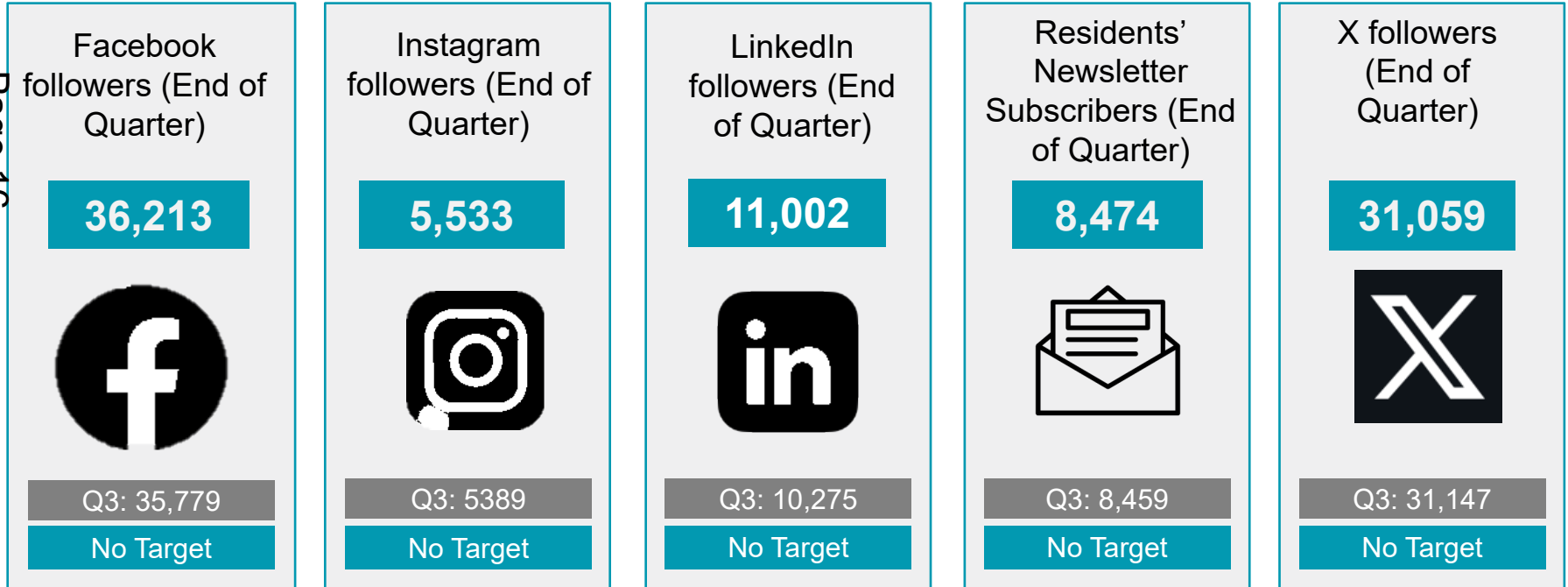
Increase resident satisfaction with Council communications - We'll measure this by aiming to reduce the number of people who say they don't receive any information from the Council (21% in the 2022/23 Resident Survey) to less than 20%.

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.

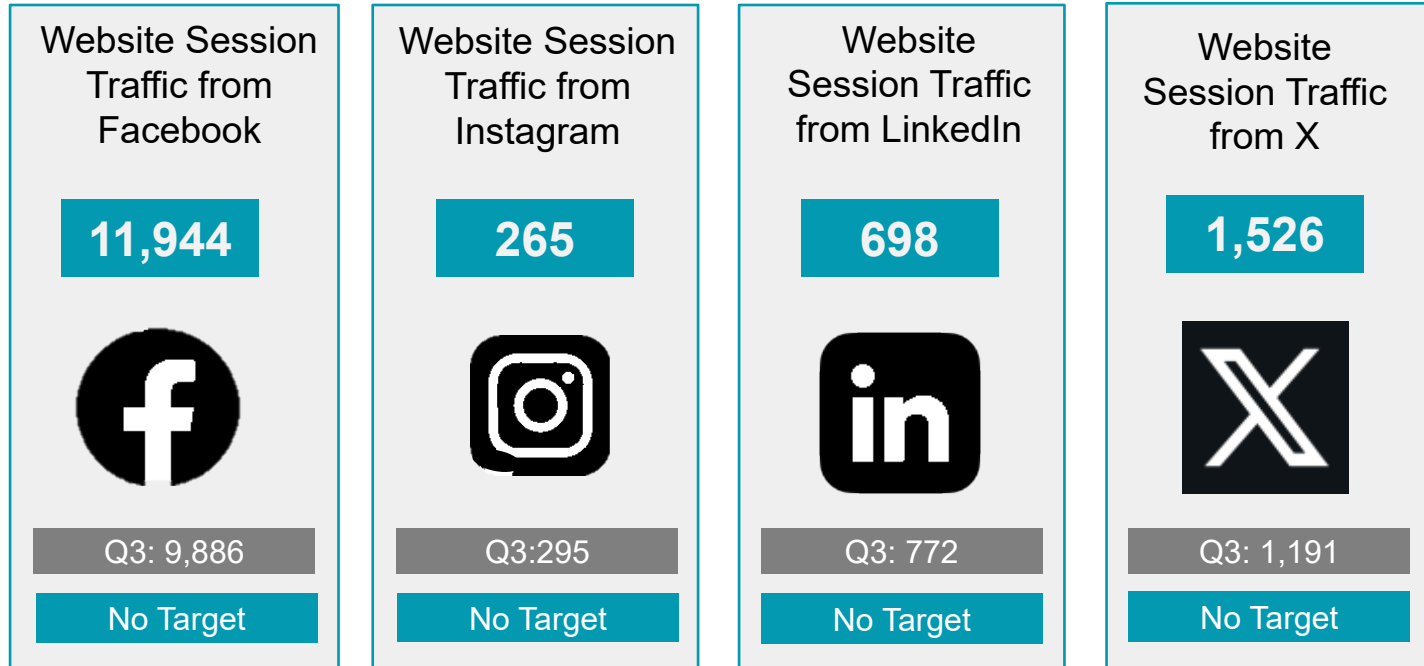
Manage key reputational issues in an honest, transparent and people-focused way. We will ensure our residents have access to factual and timely information and enable media to produce fair and balanced reports.

Communications & Research- Key Metrics (no targets) - Social Media

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Communications & Research - Key Metrics (no targets) - Web Figures



* Figures are an average over 3-month period

Communications & Research - Progress Against Key Annual Priorities

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Increase pride in the borough	<p>There were a number of "big ticket" announcements in this quarter which landed well both in the media and on social media. This includes the launch of SportsTown and the wider allocation of £20m of levelling up funds for the borough. We also generated excellent publicity for some of our big events which bring Oldham people together, such as Illuminate.</p>
Increase resident satisfaction with Council Communications	<p>We have continued with the promotion of real Oldhamers accessing our services and how their lives have been made better as a result. This helps us tell our organisation's story and demonstrate the work we are doing to deliver excellent and engaging services, encouraging Oldham residents to use them.</p> <p>We've also had features on our less people-focused services over this quarter, for example national BBC Breakfast featuring our gritting services during the cold weather at the beginning of the year.</p> <p>We have also been working with colleagues to develop a residents' survey to provide statistically significant data on resident satisfaction.</p>

Communications & Research - Progress Against Key Annual Priorities

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Improve two-way engagement with our workforce	Significant work has been done this quarter to bring together a staff working group to redesign and repurpose staff conferences. Now called "The Conversation", they will be delivered in Q1 and will represent a major departure from previous staff conferences.
Managing key reputational issues	This quarter saw significant reputational challenges created by Elon Musk using Oldham a means to challenge the UK government on child sexual exploitation. The team managed this by taking a measured, calm and clear response focused on Oldham residents and our cohort of survivors. We proactively communicated the

Communications & Research - Comments

Q3: Smyth Harper, Interim Head of Communications and Research

This was a busy and successful period for the communications service, promoting our services, celebrating our successes and encouraging staff and residents alike to show pride in our borough.

The formal consultation for the communication service redesign was conducted successfully and Q4 will see the implementation move forward with the new structure operational from 1 April 2025. Given that there is a significant reduction in the service establishment, and the levels of uncertainty and unsettlement restructures always create, it is a credit to the team that they have conducted such a successful quarter in a challenging environment.

Q4: Smyth Harper, Interim Head of Communications and Research

The communications service restructure was finalised and moved towards implementation in this quarter. This means that we have now moved to having a significantly reduced team which means that there is a need to repurpose communications activity to focus on communications and organisational priorities.

This was another challenging quarter, with a number of reputational matters which the team handled professionally and successfully.

Signed Off: 12/05/2025

Communications & Research - Portfolio Holder Comment

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Q3: Cllr Arooj Shah, Leader & Cabinet Member for Building a Better Oldham

There has been a reduction in capacity in the Comms team created by both voluntary redundancies and the restructure, but I do not think this has had a material impact on the output as yet. Lots of hard work has gone into continuing to promote Oldham and encourage more pride in our Borough.

Q4: Cllr Arooj Shah, Leader & Cabinet Member for Building a Better Oldham

The comms team continue to play a really vital role of informing the residents of what this council does to help and support them. We have had lots of positive feedback from residents regarding some really big events and announcements recently, as well as incredibly challenging moments for Oldham as a Borough, not just the council as an organisation.

Signed Off: 05/06/2025

Customer & Digital Experience

Performance Measures & Business Plan Report

Portfolio Holder: Leader & Cabinet Member for Growth

Officer Contact: Fran Lautman, Assistant Director of Customer Experience

Service Summary: Customer & Digital Experience provides the following services:

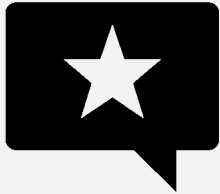
- Blue Badges
- Complaints
- Customer Support Centre (Contact Centre)
- Customer Service Centre at Spindles
- Household Support Fund
- Local Welfare Provision
- Registrars Service

Customer Support Centre - Key Metrics (against target where set)

Page 23

Post Call Customer
Satisfaction
Surveys

92.25%



Q3: 91.28%

Target: 90%

Call Quality
Evaluation

95.66%



Q3: 95.68%

No target

% Calls
Answered

87.82%



Q3: 88.48%

Target: 89%

Customer Support
Centre- Average
Call Wait time (All
Queues)

00:05:50



Q3: 00:05:44

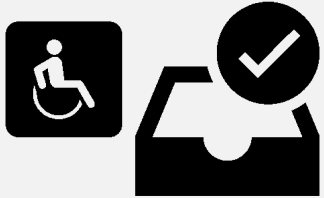
Target: <00:12:00

Customer Services - Key Metrics (no targets)

Page 24

Blue Badge: Average number of days taken from Application to decision

31 days



Q3: 33 days

No target

Blue Badge: Average working days taken from referral for IMA to appointment

16 days



Q3: 16 days

No target

Customer Service Centre - Average wait time (combined services)

00:09:04



Q3: 00:10:26

No target

Customer Service Centre - Customer satisfaction

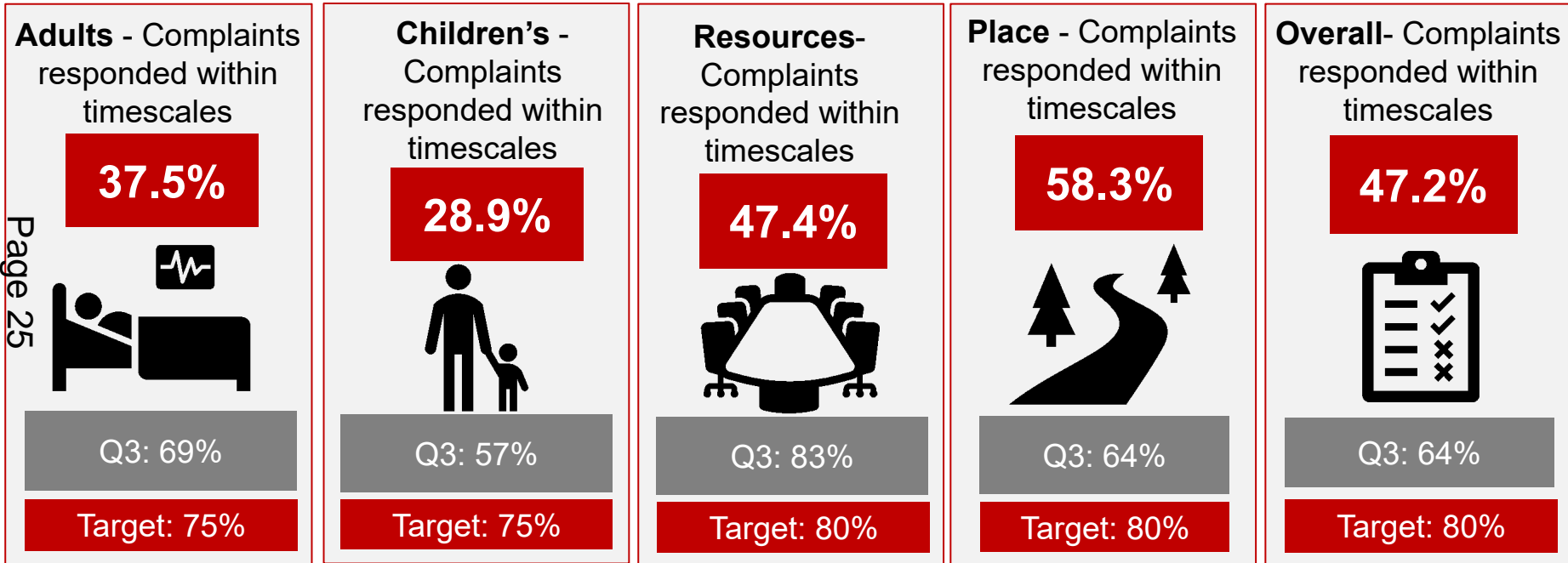
96.77%



New Measure*

No target

Complaints - Key Metrics (against target where set)



We've updated how we report complaint timeliness. Previously, performance included complaints that had been closed. The new approach includes all complaints received and counts any that were already out of timescale at the point of reporting, giving a more accurate and transparent picture of how we're performing.

Customer Services - Successes

Calls Answered	Calls answered for 2024-25 is 5.66% higher than 2023-4.
Average wait time	Average wait time has reduced by 3 minutes
Customer satisfaction	Satisfaction levels have been maintained

Customer Services - Areas for Development (across all metrics)

Complaints Performance

A revision to the methodology has been implemented to report on all open complaints within each quarter.

A recovery plan for Complaints is in development working with Adults, Children's, Place and Resources to drive improvement in our timeliness and quality of complaints responses.

Customer & Digital Experience - Comments

Q3 Comments: Fran Lautman, Assistant Director of Customer & Digital Experience

I am pleased to report marked improvements in complaints performance since Q2: Adults' responses rose from 29% to 69%, Children's from 50% to 57%, Resources from 64% to 83% and overall, from 50% to 64% (target 75%). These gains reflect considerable focus and efforts in this period including implementing improved processes and procedures, delivering training, cleansing historic cases, reorganising corporate complaints into Resources and Place and introducing regular complaint forums in both Children's and Adults' services. We are also finalising self-serve Power BI dashboards for Adults, Children's, Resources and Place which will provide real-time performance data to further drive transparency and improvement as we work towards achieving the 75% target.

Q4 Comments: Fran Lautman, Assistant Director of Customer & Digital Experience

I'm pleased to share that we have delivered significant improvements in Contact Centre performance in 2024-25. The call answer rate has improved by 5.86% against 2023-24 and the average wait time has dropped from 9 minutes to 6 minutes. This has been achieved through a clear focus on understanding service data and working with services around reasons for contact in addition to utilising technology to improve our efficiency such as implementing the auto-switchboard. Performance in Local Welfare Provision applications being processed has been maintained at 92% within 3 working days. Blue Badge applications are now taking 32 days on average compared to 27 in 2023-24 within the context of a 9% increase in applications over the past 12 months. Moving forwards into 2025/26, the Customer Experience Team is being restructured to deliver a 20% budget saving with the priority to protect front line roles to maintain performance as part of our commitment to work with a resident focus. Complaints performance remains a priority area of focus – our performance must improve across the board. A recovery plan is being developed with clear accountability needed in each directorate.

Signed Off: 29/04/2025

Customer and Digital Experience - Portfolio Holder Comments

Q3 Comments: Cllr Peter Dean, Cabinet Member for Thriving Communities & Culture

Welcome progress has been made in the performance of responding to complaints since Q2, I'm grateful to Cabinet colleagues and Chief Officers for this but there is still more to do to work towards being a resident focused council.

Q4 Comments: Cllr Peter Dean, Cabinet Member for Thriving Communities & Culture

Obviously the KPIs for complaints are not in the place we want them to be, but in changing the way we measure complaints performance we are being honest with ourselves and we have a better understanding of the services we actually provide to residents. As I said last quarter Cabinet and Chief Officers are committed to improving this situation and I hope this change inspires them to work faster.

Signed Off: 05/06/25

Glossary:

- CSC: Customer Support Centre
- LWP: Local Welfare Provision
- IMA: Independent Mobility Assessment
- PERP: Pre-Election Restriction Period

Human Resources & Organisational Development

Performance Measures & Business Plan Report

Portfolio Holder: Cllr Abdul Jabbar, Deputy Leader & Cabinet Member for Finance, Corporate Services & Sustainability

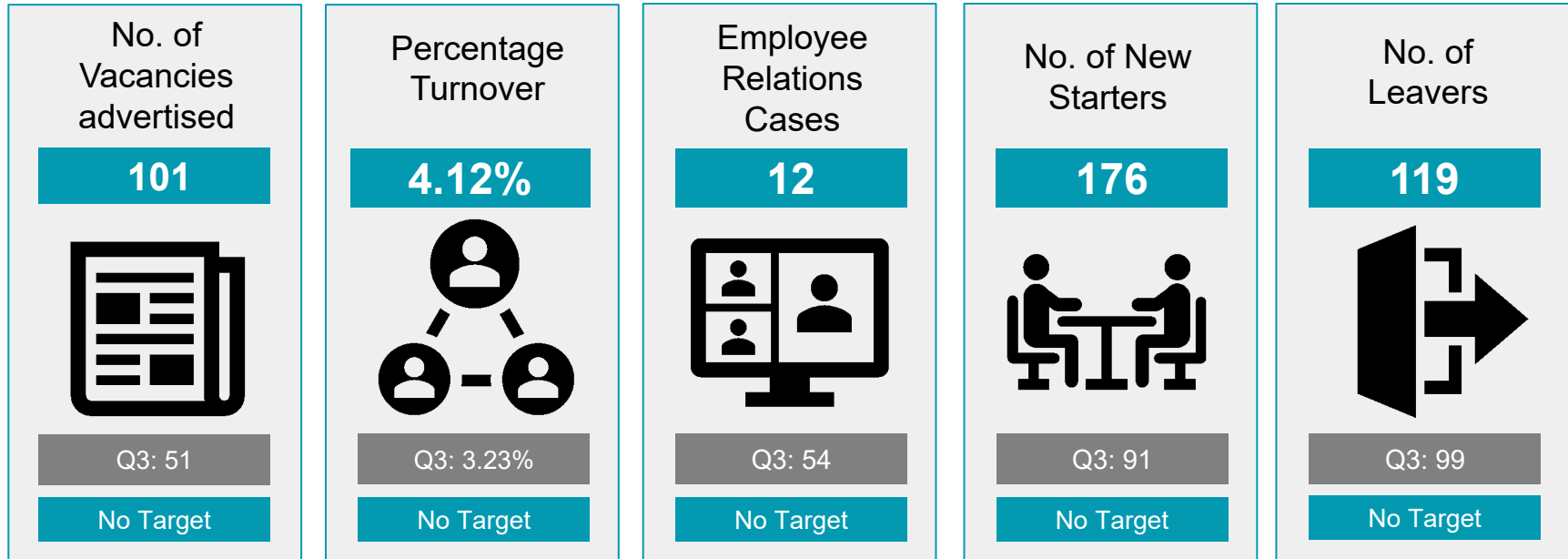
Officer Contact: Wendy Jackson, Interim Assistant Director of Human Resources

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

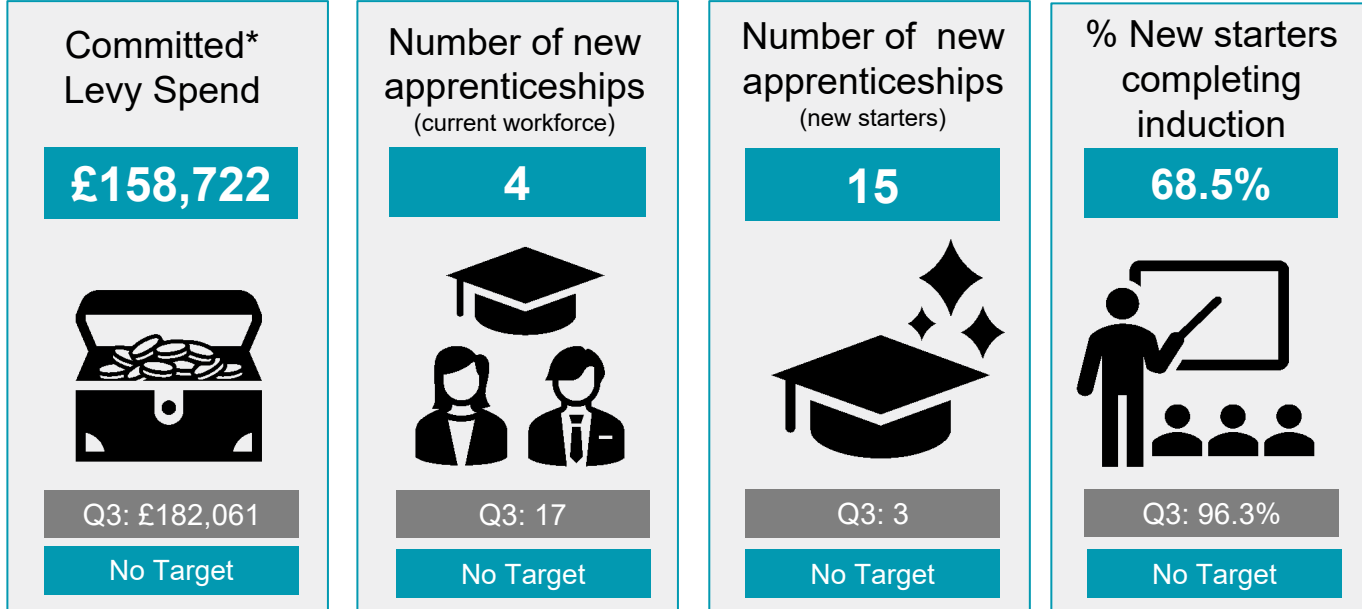
- HR advisory, policy & employee relations
- Job Evaluation
- Recruitment
- Workforce systems, workforce data & statutory workforce reporting
- Payroll, pensions & HR transactional
- Learning & Development
- Apprenticeships
- Workforce Wellbeing
- Organisational development & design
- Employee engagement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

HR & OD - Key Metrics (no targets)

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HR & OD - Key Metrics (no targets)



**Spend over the duration of the apprenticeships learning programme*

HR & OD - Successes/Areas for Development

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HR & OD - Comments

Q3: Wendy Jackson, Interim Assistant Director of Human Resources

Over the last months there has been a significant amount of work has been undertaken to focus of the performance figures and follow up actions. This focus was that accurate sickness recording within the iTrent system, which has seen a jump in the sickness figures from 5% to 20.9%. Based on the high percentage now showing, a focus on absence management will continue in the coming months.

Q4: Wendy Jackson, Interim Assistant Director of Human Resources

Improvement in Apprenticeships in the last quarter represents the continued drive to bring apprenticeships on board.

IT & Digital

Performance Measures & Business Plan Report

Portfolio Holder: Cllr Abdul Jabbar, Deputy Leader & Cabinet Member for Finance, Corporate Services & Sustainability

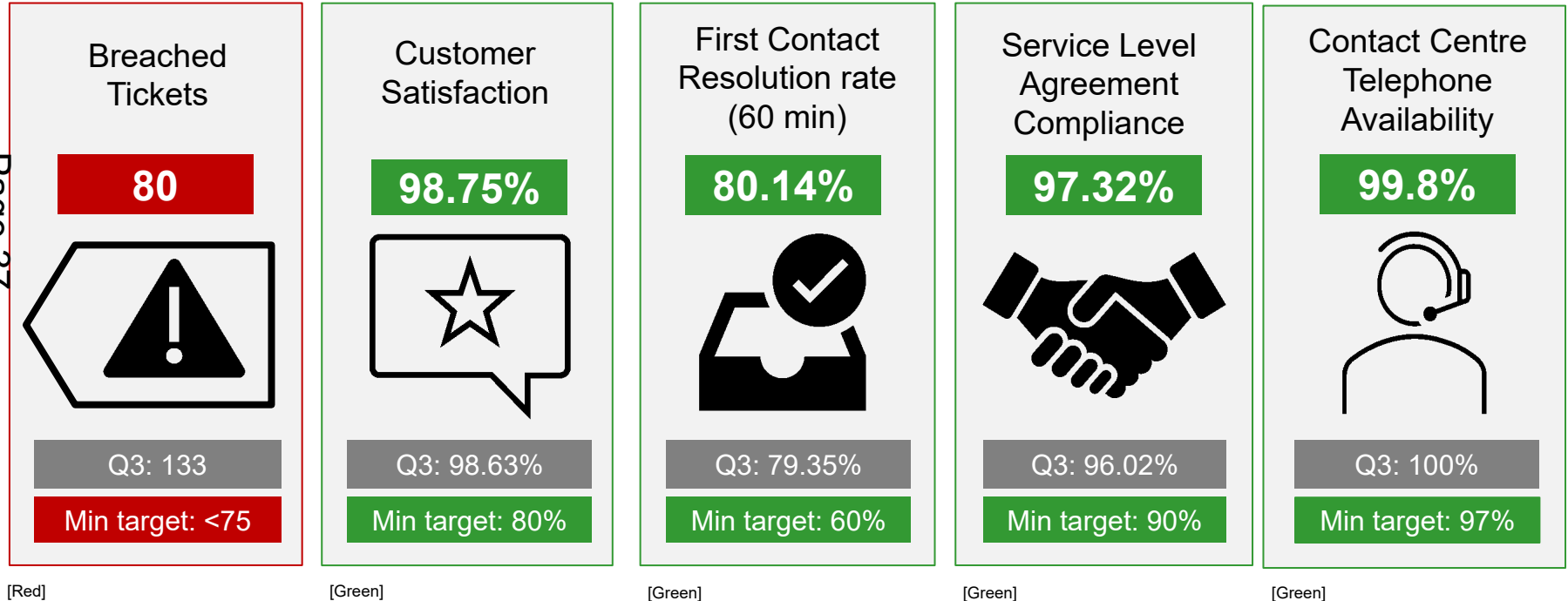
Officer Contact: Chris Rawding, Interim Director of IT & Digital

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 (Operations) - Key Metrics (against target where set)

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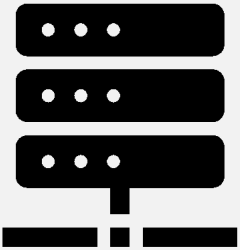


IT (Operations) - Key Metrics (against target where set)

Page 38

Business Critical
Applications
Available

99.07%



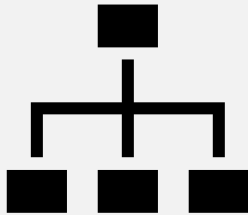
Q3: 100%

Min target: 97%

[Green]

Business Critical
Infrastructure

99.23%



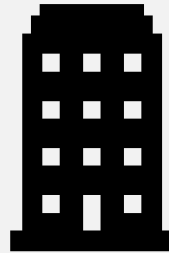
Q3: 100%

Min target: 97%

[Green]

LAN Availability –
Civic Centre

99.81%



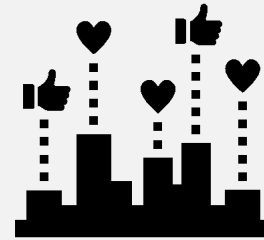
Q3: 100%

Min target: 97%

[Green]

WAN Availability
– Council Sites

99.81%



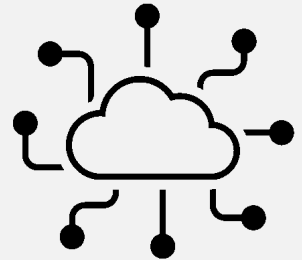
Q3: 96.56%

Min target: 95%

[Green]

Remote
Connection
Availability

99.81%



Q3: 100%

Min target: 97%

[Green]

IT (Operations) - Successes

Departmental Operational Roadmaps 25/26 - signed off and published

Draft Digital, Data and Technology Strategy 25/30 – created and under peer review

Phase One of Moving to Modern Deployment Methods (Intune) - completed

Microsoft M365 Licence Reduction / Consolidation - completed

IT (Projects) - Successes

Resident Cloud Printing in Oldham Library - Completed

BARTEC Trade Waste – Fully Implemented

Wi-Fi Refresh – 48 sites Completed

Royton Children's Home – IT Installation Completed

IT (Operations) - Areas for Development

Breeched tickets

We continue to focus on breached tickets, executing the improvement plan to drive breached tickets below the 75-ticket threshold. On average we receive 10k new tickets every quarter, with an average closure rate of 90.5%.

IT (Operations) - Comments

Q3: Lindsey Al-Basri, *IT Head of Projects*

The 3 months from October witnessed more Council teams and partners coming into Spindles further proving the new infrastructure. The build of the new Primary Comms Room is progressing, ready for completion in early Q4, when we commence a major milestone of migration from the old data centre in the Civic, to Spindles. The laptop refresh project has now started with IT being the first department to be implemented and with early adopters across the Council being progressed, but the expected and welcome impact of having a fresh estate has not yet reached a point to reduce device failures but Q4 and into 25/26 will see the benefit of reduced service calls from this. However, our initiative to improve Wifi across council sites is progressing well, and due to finish in Q4 as is the implementation and migration of sites onto the new GMA Network which continues and is gathering pace.

Q4: Chris Rawding, *Interim Director IT & Digital*

Over the last quarter, IT Operations has made significant strides in laying the groundwork for future success. We successfully gained sign-off and published the Departmental Operational Roadmaps for 2025/26, providing a clear direction for our activities. Furthermore, we have crafted the Draft Digital, Data and Technology Strategy for 2025-2030, which is currently undergoing valuable peer review. Operationally, we celebrated the completion of Phase One of our transition to Modern Deployment Methods using Intune, streamlining our device management. In our ongoing efforts to foster a connected and thriving Oldham, we have also been actively working to improve Wi-Fi infrastructure across council sites. Regarding the Laptop Refresh project, as early adopters, we identified that the Microsoft Surface devices did not meet our enterprise-grade requirements due to limited battery performance and processing power. Moving forward, we have rigorously tested new devices from several alternative vendors and will be showcasing these options to key stakeholders to ensure a collective agreement on the most suitable devices. Finally, we successfully completed a crucial Microsoft M365 Licence Reduction and Consolidation initiative, optimising our resource and cost utilisation.

Signed Off: 12/05/2025

Finance

Performance Measures & Business Plan Report

Portfolio Holder: Cllr Abdul Jabbar, Deputy Leader & Cabinet Member for Finance, Corporate Services & Sustainability

Officer Contact: Fiona Greenway, interim Director Finance

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 (against target where set)

Average time taken to process *New Claims* -
Housing Benefits

19 days



Q3: 23 days

Target: 27 days

[Green]

Average time taken to process *Change in Circumstances* -
Housing Benefit

5 days



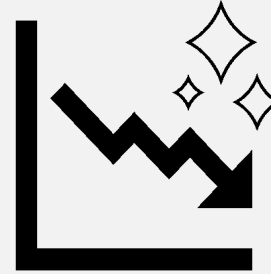
Q3: 4 days

Target: 27 days

[Green]

Average time taken to process *New Claims* -
Council Tax Reduction

28 days



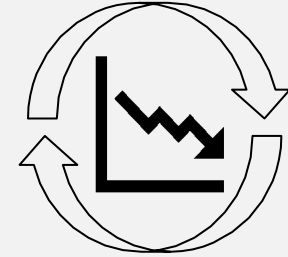
Q3: 22 days

Target: 20 days

[Red]

Average time taken to process *Change in Circumstances* -
Council Tax Reduction

7 days



Q3: 7 Days

Target: 20 Days

[Green]

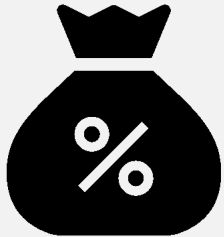
Finance - Key Metrics (against target where set)

Page 44

Percentage of in-year
Council Tax collected

93.82%

Current position
(cumulative)



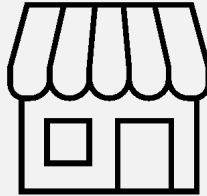
Q4 (2023/24):
94.11%

No Target

Percentage of in year
national non-domestic
rates collected

97.37%

Current position
(cumulative)



Q4 (2023/24):
96.22%

No target

Valid invoices paid
within 30 days

83.04%

Q3: 83.15%

Target: 94%

FOI & EIR completed
within timescales

92.6%

Q3: 90%

Target: 85%

[Red]

[Green]

Finance - Summary Update

Procurement - Summary Update

Q4: *Jasmin Banks-Lee, Interim Head of Commercial Procurement Unit*

Procurement are now operating under the new Procurement Act 2023 in addition to continuing to apply Public Contracts Regulations 2015 where applicable. New procurement templates continue to be developed (75% complete and with legal for review) and the Council CPRs are being reviewed to ensure they fully adopt PA23. STAR Procurement conducted two training sessions one for Management and the other being more operationally focused, to both educate on public procurement and share the changes PA23 brings, with an emphasis on the requirement for more transparency under the Act which will expose contracting authorities which are non-compliant with PA23.

This month has seen an increase in staff engaging with procurement to ensure contracts are fairly awarded. We have seen 3 (possibly a fourth) shift away from 'usual' suppliers where, by conducting a procurement exercise they have either scored poorly which is reflective of stakeholder feedback on their services, or where other, new suppliers have been given the opportunity to bid and proposed better and more cost effective contract solutions. This will allow procurement to start to record cost avoidance and savings which hasn't been done in previous years.

Planning has commenced for the procurement of solutions for Construction and Highways and Temporary Accommodation which are key projects and had previously been on hold due to a lack of resource. These will need to be suitably resourced due to the scale of the tasks.

Finance - Comments

Q3: Adam Parsey, Interim Head of Revenues

The accounts payable team has been impacted by staff sickness resulting in an increase in the average time to process invoices. Universal Credit migration and an increase in change of circumstances notifications from the DWP has increased workload for the benefit team. The focus has been to ensure Housing Benefit processing remains within DWP targets, however the team are working to bring Council Tax reduction new and change of circumstances back in line.

Q4: Adam Parsey, Interim Head of Revenues

The service performed strongly during Q4, notably in the processing of Housing Benefit new claims, and Housing Benefit and Council Tax Reduction change of circumstances. Performance on new Council Tax reduction claims fell short in part due to an increased amount of DWP notifications because of ongoing UC Migration. To address this the team are testing new automation tools to streamline these processes with an aim to implement ahead of Q2.

Council Tax collection ended slightly below target at 93.82% which remains a solid outcome given current economic pressures and is consistent with performance at comparable local authorities.

The percentage of valid invoices paid within 30 days was 83.04%, below the 94% target. This dip was partly due to staff sickness during Q3 and Q4. With all staff back at work, performance in this area is expected to improve in Q1 of 2025/26.

Signed Off: 09/05/2025

Finance Glossary:

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

Finance / Procurement / HR & OD / IT - Portfolio Holder Comments

Q3: Cllr Abdul Jabbar, Deputy Leader & Cabinet Member for Value for Money & Sustainability

I'm incredibly proud to report that once again Oldham is one of the few authorities in the country to have submitted our accounts for 2023/24 to audit by the statutory deadline, this is no easy task but the team have worked tremendously hard under difficult circumstances to complete this work.

While the average time to process new CTR claims isn't yet where we'd like it to be I'm glad progress has been made back towards the target from its high of 30days in Q2.

Q4: Cllr Abdul Jabbar, Deputy Leader & Cabinet Member for Value for Money & Sustainability

The increase in new CTR claims back up to 28 days is worrying given the economic climate and what this might mean to our resident's income, I have asked the team to look into new ways of processing, including automation, to get this back where we'd like to be. I'm grateful to colleagues across the council whose valuable feedback has helped ensure we proceed with the correct approach regarding the laptop refresh project. I know the implementation of the new procurement act 2023 has been challenging but I'm delighted to see that it is already delivering better services and value for money for our residents.

Signed Off: 05/06/25

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Report to Governance, Strategy and Resources Scrutiny Board

Local Government and Social Care Ombudsman: Annual Review of Complaints 2024/25

Portfolio Holder: Councillor Arooj Shah, Leader & Cabinet Member for Growth

Officer Contact: Fran Lautman, Assistant Director for Customer Experience

Report Author: Leo Morgan, Complaints Manager

18 June 2025

Executive Summary

At the conclusion of the Council's corporate, Adult Social Care, and Children's Social Care complaint processes, residents have the option to approach the Local Government and Social Care Ombudsman (LGSCO) if they remain dissatisfied with the outcome. Each year, the LGSCO provides an annual review of Local Authorities' performance.

In 2024/25, the LGSCO received 61 complaints and enquiries relating to Oldham Council, marking a positive decrease from 72 in 2023/24. This reduction indicates that the overall number of contacts the LGSCO received regarding Oldham Council remains relatively low when compared to the volume of contacts managed directly by the Council's Complaints Team.

Of the 71 decisions issued by the LGSCO concerning Oldham Council, 27 were deemed 'not for us' or not ready for investigation, and 23 were assessed and closed without further action. 11 cases proceeded to formal investigation, of which 8 were upheld and 3 were not upheld. This results in an upheld rate of 73%, a positive decrease from 86% in the previous reporting year.

Notably, in 4 out of the 8 upheld cases (50%), the Council had already provided a satisfactory remedy before the complaint reached the Ombudsman. This is significantly higher than the average satisfactory remedy rate of 13% among similar authorities, demonstrating the Council's proactive approach in addressing and resolving issues effectively with residents.

Furthermore, the Council achieved a 100% compliance rate with the Ombudsman's recommendations, aligning with the average compliance rate for similar authorities. Adjusted for Oldham's population, the upheld decisions equate to 3.3 per 100,000 residents, compared to an average of 4.7 per 100,000 residents for similar authorities.

These figures reflect Oldham Council's commitment to resolving complaints efficiently and its responsiveness to feedback, ensuring continuous improvement in service delivery with a resident focus.

Recommendations

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

Local Government and Social Care Ombudsman Annual Review of Complaints 2024/25**1 Background**

Oldham Council manages complaints about its services in accordance with five separate legislative frameworks:

- 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

1.1 For Corporate, Adult Social Care, and Children's Social Care complaints, the Local Government and Social Care Ombudsman (LGSCO) acts as the final stage in the process. The Ombudsman investigates complaints where residents remain dissatisfied after the Council has completed its internal complaints procedures.

1.2 Each year, the LGSCO publishes an Annual Review of Complaints, setting out the volume and outcomes of complaints received about each Local Authority. This report is submitted to the Governance, Strategy and Resources Scrutiny Board to support oversight of the Council's complaint handling and responsiveness to external findings.

2 Current Position**National Perspective**

2.1 The LGSCO is expected to publish its full Annual Review of Complaints for 2024/25 in July 2025. However, early commentary from the Ombudsman confirms a continued rise in the number of complaints received and upheld, signaling persistent challenges in local government service delivery and complaint resolution.

2.2 While full national statistics for 2024/25 have not yet been released, the LGSCO has publicly stated that the upward trend in both complaints received, and upheld decisions has continued this year. This follows a reported total of 17,937 complaints and enquiries received in 2023/24.

2.3 The LGSCO has also indicated that pressures on core services such as housing, education, and adult social care continue to drive the majority of upheld complaints, with significant concerns highlighted about the impact on vulnerable individuals when councils do not respond promptly or appropriately.

2.4 Although the full upheld rate for authorities nationally has not yet been confirmed for 2024/25, the Ombudsman has suggested that fault continues to be found in a high proportion of cases that proceed to formal investigation, reinforcing the need for local authorities to resolve issues at the earliest stage possible.

2.5 The LGSCO highlighted 3 key areas:

- Education and Children's Services: complaints frequently relate to delays in Education, Health and Care (EHC) Plan assessments and reviews, failures to deliver provision, and poor communication with parents.
- Housing: key issues include exclusion from housing registers, incorrect banding decisions, delays in responding to homelessness, and unsuitable temporary accommodation.
- Adult Social Care: concerns include delays in assessment and care planning, poor communication with residents and families, and failures to act in a person-centred way.

2.6 In addition to the Annual Review of Complaints, the LGSCO writes to each Local Authority's Chief Executive every year to set out the Council's annual performance in handling complaints. This is a useful starting point for Members to scrutinise performance. An interactive map setting out each Council's performance is also available on the LGSCO website. The letter sent to Oldham's Chief Executive is attached at Appendix 1. In addition, annual letters to the Chief Executive and details of the Council's performance can be found on the LGSCO website at <https://www.lgo.org.uk/your-councils-performance>.

2.7 The LGSCO is clear that the number of complaints and enquiries received should not be taken in isolation when reviewing a Local Authority's performance as this number can be affected by factors such as demographics, local conditions, the expectations of residents and the quality of signposting.

2.8 The upheld rate (i.e. how often fault is found when a complaint is investigated), the proportion of suitable remedies identified, and compliance rates are all factors to take into consideration.

Regional Perspective

2.9 Table 1 compares the number of complaints and enquiries received by the LGSCO relating to Oldham Council to that of the other Greater Manchester (GM) Authorities in 2024/25 and 2023/24.

2.10 Tables 2 and 3 show a comparison of the number of upheld complaints and upheld rates for GM Authorities.

Table 1 – GM Authorities - Total complaints and enquiries received by the LGSCO 2024/25 and 2023/24

Authority	Complaints and enquiries 2024/25	Complaints and enquiries 2023/24	2 year average complaints and enquiries
Tameside	79	55	67
Bolton	71	59	65
Rochdale	65	60	62.5
Wigan	65	63	64
Trafford	75	69	72
Oldham	61	71	66
Stockport	69	75	72
Salford	66	75	70.5
Bury	89	78	83.5
Manchester	177	163	170

Total	817	768	747
Average	81.7	76.8	75

Table 2 – GM Authorities - Upheld cases 2024/25

Authority	Number Investigated	Number of Cases Not Upheld	Number of Cases Upheld
Rochdale	13	2	11
Wigan	13	0	13
Trafford	15	3	12
Bolton	10	2	8
Tameside	19	3	16
Salford	11	2	9
Stockport	19	5	14
Oldham	11	3	8
Bury	14	4	10
Manchester	28	6	22
Total	153	30	123
Average	15.3	3	12.3

Table 3 – GM Authorities - Upheld rates 2024/25 and 2 year averages

Authority	2024/25 upheld rate (%)	2 year average upheld rate (%)	2024/25 upheld cases per 100,000 people	2 year average upheld cases per 100,000 people
Trafford	80%	76%	5.1	4.5
Stockport	74%	72%	4.7	4.2
Manchester	79%	78%	3.8	4.0
Rochdale	85%	84%	4.8	3.5
Tameside	84%	84%	6.8	5.6
Oldham	73%	80%	3.3	4.1
Bury	71%	80%	5.1	8.4
Bolton	80%	85%	2.6	2.8
Wigan	100%	100%	3.8	3.1
Salford	82%	91%	3.2	3.6
Average	81%	83%	4.3	4.4

-
- 2.11 Eight of the ten Greater Manchester authorities saw an increase in the number of complaints and enquiries made to the LGSCO in 2024/25 compared to 2023/24. This suggests a rising trend in residents escalating concerns to the Ombudsman.
- 2.12 The LGSCO receives and decides cases across different business years. Therefore, the decisions issued in 2024/25 relate to a mix of complaints received in that year and some carried over from previous years.
- 2.13 Seven of the ten Greater Manchester authorities experienced an increase in the number of upheld complaints in 2024/25. Six authorities also saw an increase in their uphold rate compared to the previous year.
- 2.14 The average upheld rate across Greater Manchester authorities in 2024/25 was 80.8%, a slight decrease from 85% in 2023/24.
- 2.15 Now in its second year of reporting, the LGSCO's upheld cases per 100,000 people continues to provide a useful proportional performance measure. In 2024/25, the Greater Manchester average was 4.3 upheld cases per 100,000 people, a small decrease from 4.44 per 100,000 in 2023/24.

Local Perspective

- 2.16 The number of complaints and enquiries received by the LGSCO regarding Oldham Council decreased from 71 in 2023/24 to 61 in 2024/25. This is in contrast to most Greater Manchester authorities, which saw an increase in contacts this year.
- 2.17 The highest number of contacts related to Adult Social Care (16) and Education and Children's Services (10). These two areas continue to be the most common subjects of LGSCO enquiries concerning Oldham Council.
- 2.18 While there were reductions in Education and Children's Services (from 18 to 10), and smaller numbers in other service areas, the overall spread shows a diverse range of issues being escalated to the Ombudsman.
- 2.19 Oldham Council saw a reduction in both the number of upheld decisions (from 12 to 8) and in the uphold rate (from 86% in 2023/24 to 73% in 2024/25). However, it is important to note that uphold rates can be influenced by the timing of decisions issued, with some 2024/25 decisions relating to complaints first raised in previous years. Based on the two-year average, Oldham's uphold rate stands at 79.5%, close to the GM average of 82.6%.
- 2.20 The number of upheld decisions per 100,000 population in Oldham was 3.3 in 2024/25. This remains below the GM average of 4.3, and Oldham's two-year average stands at 4.1 upheld cases per 100,000, which is consistent with the regional trend.
- 2.21 The LGSCO monitors how often councils identify a suitable remedy before the Ombudsman intervenes. In 2024/25, **50%** of upheld decisions involving Oldham had a suitable remedy already in place — an increase from 42% in the previous year. Comparative data for other councils in 2024/25 has not yet been published, so Oldham's position relative to Greater Manchester and national averages is not yet known.
- 2.22 Oldham Council continues to prioritise early and effective resolution of complaints. The relatively low proportion of LGSCO investigations, and the fact that in many cases appropriate remedies are already in place before the Ombudsman intervenes, suggests a strong commitment to learning from complaints and working constructively with residents to resolve concerns.

- 2.23 Table 4 below shows the services against which decisions were issued following detailed investigation by the LGSCO.

Table 4 – Oldham Council investigations and upheld cases 2023/24

Service	Number of cases	Number of cases upheld	Number of cases not upheld	Number of cases outside formal process
Adult Social Care	16	5	1	10
Revenues	1	0	0	1
Education and Children's Services	10	1	0	9
Highways	3	0	0	3
Housing	9	0	0	9
Environmental Services	9	1	0	8
Planning	5	1	0	4
Total	53	8	1	44

- 2.24 There has been no change in the number of upheld decisions relating to Adult Social Care, which remained at five in both 2023/24 and 2024/25. However, a decrease is seen in Revenues and Benefits, falling from 2 upheld decisions in 2023/24 to none in 2024/25. Similarly, Highways, Housing, and Children's Services each saw upheld decisions in 2023/24 but none in 2024/25. Conversely, Environmental Services and Planning each had one upheld decision in 2024/25, matching the numbers seen the previous year. This indicates a more limited spread of upheld cases across service areas this year, with a greater proportion of contacts not progressing to formal investigation.

- 2.25 Further information on the upheld cases can be found in the table below.

Table 5 – Issues identified as part of LGSCO investigations

Service	Decision	Summary
Adult Care Services	Upheld	complains the Council failed to inform his mother, Mrs Z, of the amount she needed to contribute toward the costs of her residential placement.
Adult Care Services	Upheld	complains about delays and poor communication when the Council's supplier arranged, in 2023, for repair and replacement of specialist equipment she needs because of her disability.
Adult Care Services	Upheld	complained the Council did not carry out a proper financial assessment for her daughter, D, and wrongly sent her correspondence and invoices.
Adult Care Services	Upheld	complains the Council failed to provide her with adequate crisis care after her mother, Mrs Y had an accident and could not provide care.

Adult Care Services	Upheld	says the Council excluded him from information, meetings, and decisions about his relative (Ms C's) adult social care support.
Education & Childrens Services	Upheld	complains the Council wrongly told her she would remain on the lowest banding of fostering payments due to being a connected persons foster carer.
Environmental Services	Upheld	says the Council has failed to collect and return her bins in line with the agreement it made for assisted collections. Mrs X also says the Council has threatened to remove her assisted collection.
Planning & Development	Upheld	Council did not properly assess the impact of proposed development on his home. The Council also failed to deal with his reports of unsocial working hours while the development was built.

2.26 The LGSCO made service-wide recommendations in respect of **two** upheld cases in 2024/25. In both instances, the Council accepted the recommendations and provided evidence of compliance. No cases were highlighted as having breached the timescales for implementation of the recommended actions.

2.27 Following the outcomes of the LGSCO's investigations and through the Council's own complaints learning process, the following service improvements have been agreed or are in progress to help prevent recurrence of the issues identified:

- The Council is reviewing how its commissioned equipment service promotes choice when arranging specialist items to meet assessed needs and ensuring appropriate procedures are in place for recording, preventative checks, and maintenance of 'special order' equipment.
- The Council is reviewing changes already implemented by its equipment supplier to ensure they adequately address the failings in care planning and contingency arrangements identified in the upheld complaint.
- The Council is taking steps to improve its complaint handling processes, including providing refresher training to relevant staff and ensuring complaints are clearly identified, investigated, and responded to in line with policy timeframes.
- The Planning service has been reminded of the need to clearly communicate time extensions when complaints are linked to ongoing investigations, and to maintain clarity in correspondence to avoid unnecessary delay or confusion for residents.

2.28 Table 6 sets out the total number of complaints received by Oldham Council and the number of complaints and enquiries that were received by the LGSCO in 2024/25. It should be noted that not all complaints and enquiries received by the LGSCO progressed to the detailed investigation stage.

Table 6 - The number of LGSCO enquiries and Oldham Council complaints 2024/25

Oldham Council complaints	Complaints received by Oldham Council in 2024/25	Complaints/enquiries received by the LGSCO
Number	398	61
Percentage	100%	15.3%

2.29 A snapshot of the decisions made by the LGSCO in respect of Oldham Council is set out at Table 7.

Table 7 - LGSCO decisions made concerning Oldham Council

Invalid or incomplete	Advice given	Referred back for local resolution	Closed after initial enquiries	Not upheld	Upheld	Total	Upheld rate (%)	Average upheld rate (%) of similar Authorities (nationally)
2	3	22	23	3	8	61	73%	81%

2.30 All customer feedback is important to the Council as part of our commitment to work with a resident focus. In addition to 398 complaints, the Council's Complaints Team also recorded 171 compliments.

2.31 Furthermore, the Complaints Team recorded 1,477 service requests, 100 Children's Services representations; the Complaints Team works with services to help resolve such contacts to customers' satisfaction at the earliest opportunity to prevent escalation.

Improvements

2.32 Following a service review in summer 2024, the Complaints Team implemented changes to the way complaints are allocated and quality assured. These changes have led to an improvement in timeliness, with 36.6% of complaints now responded to within timescales, up from 32.9% in the previous year. In addition, the average complaint handling time has reduced from 62 days to 40 days, demonstrating the early impact of the changes.

2.33 Work is ongoing with the Customer Support Centre to reduce the volume of non-complaint-related contact received by the Complaints Team. As a result, the number of service requests handled by the team has reduced from 1,760 (23/24) to 1,477 (24/25), allowing greater capacity to focus on formal complaints. Further reductions are expected.

2.34 The frequency of internal complaint progress reporting has increased from monthly to weekly to help services maintain oversight of open complaints and outstanding actions. In addition, monthly performance reporting is being introduced at Directorate Management Team (DMT) meetings, and quarterly updates are presented to the Governance, Strategy and Resources Scrutiny Board to support wider accountability.

2.35 The Complaints Team is working closely with Strategy and Performance colleagues to implement a live dashboard to track complaint trends, timeliness, and areas for improvement. This remains in development and expected to be live by Q2 2025/26.

2.36 Quality checks of responses drafted by services continue to be undertaken and feedback provided.

2.37 Representatives from the Complaints Team continue to attend the North West Complaints Forum where good practice is shared.

2.38 Representatives from the Complaints Team continue to attend available workshops and conferences organised by the LGSCO to ensure we remain up to date with policy and guidance.

2.39 Representatives from the Complaints Team attend Quality Improvement Group meetings for Children's Social Care and Customer Experience meetings for Adult Social Care.

-
- 2.40 A Complaints Recovery Plan is being developed to drive greater ownership of complaints within services and ensure the resident voice is central to how complaints are responded to and used for service improvement. A key focus is ensuring the timely and proactive management of issues raised.
- 2.41 Corporate KPIs for complaint performance have been introduced across each PAM area, strengthening accountability through regular performance monitoring and management oversight.
- 2.42 The service is currently reviewing the use of technology and AI to better manage demand and improve triage, freeing up resource for complex casework.
- 2.43 The Council's website and process for reporting waste-related concerns has been updated to help residents access the correct service more efficiently, reducing the likelihood of complaints and enabling faster resolution of common issues.
- 2.44 To manage increased demand and improve statutory compliance, temporary capacity has been added to the Complaints Team to support with Children's Services complaints, enabling a more timely and consistent response to residents.
- 2.45 In early 2025, Oldham Council launched its first Children's Residential Home Complaints Policy alongside a new database for capturing and analysing feedback. This ensures the voices of children and young people living in residential care are captured, heard, and responded to appropriately.

Further information

- 2.46 The LGSCO has moved away from a focus on the volume of complaints and pays more attention to the lessons that can be learned from complaints and the wider improvements that can be achieved for residents and this is now more widely publicised.
- 2.47 The LGSCO is keen that scrutiny Members play an active role in holding their Local Authority to account on complaints and has created a wide range of information to support scrutiny Members to carry out the scrutiny function for complaints handling. This can be found at <https://www.lgo.org.uk/for-advisors/scrutiny>.

Conclusion

- 2.48 While Oldham Council saw a reduction in the overall number of complaints and enquiries escalated to the LGSCO in 2024/25, the uphold rate remains relatively high at 73%. This reflects a continued willingness by the Ombudsman to investigate complaints raised, but also highlights areas where service delivery and responsiveness must continue to improve. The two-year average uphold rate of 79.5% places Oldham broadly in line with other Greater Manchester authorities, with a lower-than-average number of upheld decisions per 100,000 residents (3.3 in 2024/25 and 4.1 across the two-year period). This suggests that, proportionally, relatively few complaints escalate to fault findings.
- 2.49 Importantly, in half of the upheld cases this year, the Council had already identified a suitable remedy before the Ombudsman became involved. This is an encouraging indication that services are taking responsibility early and making efforts to resolve complaints fairly and appropriately.
- 2.50 The Complaints Team has made significant progress in implementing improvement activity following its 2024 service review. This has resulted in better timeliness, reduced handling times, and stronger performance monitoring across the organisation. These

improvements are helping to embed a culture of early resolution, learning, and accountability.

- 2.51 Looking ahead, the Council will continue to prioritise complaint handling as a core part of being resident focused. The development of a Complaints Recovery Plan and investment in digital tools reflect a strong commitment to driving improvement, strengthening ownership within services, and ensuring residents' voices are heard and acted upon.

Recommendation

- 2.52 It is recommended that Governance, Strategy and Resources Scrutiny Committee considers the report and comments as appropriate.

3 Appendices

- 3.1 Appendix 1

21 May 2025

By email

Mrs Kipling
Acting Chief Executive
Oldham Metropolitan Borough Council

Dear Mrs Kipling

Annual Review letter 2024-25

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 2025. 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. We have listened to your feedback, and I am pleased to be able to share your annual statistics earlier in the year to better fit with local reporting cycles. I hope this proves helpful to you.

[Your annual statistics are available here.](#)

In addition, 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.

In a change to our approach, we will write to organisations in July where there is exceptional practice or where we have concerns about an organisation's complaint handling. Not all organisations will get a letter. If you do receive a letter it will be sent in advance of its publication on our website on 16 July 2025, alongside our annual Review of Local Government Complaints.

Supporting complaint and service improvement

In February we published [good practice guides](#) to support councils to adopt our [Complaint Handling Code](#). The guides were developed in consultation with councils that have been piloting the Code and are based on the real-life, front-line experience of people handling complaints day-to-day, including their experience of reporting to senior leaders and elected members. The guides were issued alongside free [training resources](#) organisations can use to make sure front-line staff understand what to do when someone raises a complaint. We will be applying the Code in our casework from April 2026 and we know a large number of councils have already adopted it into their local policies with positive results.

This year we relaunched our popular [complaint handling training](#) programme. The training is now more interactive than ever, providing delegates with an opportunity to consider a complaint from receipt to resolution. Early feedback has been extremely positive with delegates reporting an increase in confidence in handling complaints after completing the training. To find out more contact training@lgo.org.uk.

Yours sincerely,



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

GOVERNANCE, STRATEGY AND RESOURCES SCRUTINY BOARD

WORK PROGRAMME 2025/2026

Agenda item	Purpose	Portfolio lead & officer lead	Method of scrutiny	Additional information
Wednesday 18th June 2025				
Corporate Performance Report – 2024/25 Q4				
Revenue Monitor and Capital Investment Programme 2025/26 Month 2				Deferred until July 2025 meeting.
Local Government Ombudsman (LGO) – Annual Report 2024-25 (First draft)	To provide the Scrutiny Board with the findings from the initial communication from the LGO to enable evidence-based discussion on strengths and development areas.	Cllr Arooj Shah Fran Lautman	Written report and discussion	
Wednesday 30th July 2025				
Performance Management Development Sessions				
Review of Financial Support Services (Customer Experience)	Initial session with Scrutiny outlining the scope of the project and initial feedback and considerations from Scrutiny Board	Cllr Abdul Jabbar Fran Lautman	Presentation and discussion	
Review of the Digital, Data and Technology Strategy – 2025 - 2030	To provide the Scrutiny Board with an overview of the strategy, the desired outcomes and provide initial feedback and considerations.	Cllr Abdul Jabbar Chris Rawding	Presentation and discussion	
Draft 2024/25 Annual Statement of Accounts				

Thursday, 9th October 2025				
Corporate Performance Report – 2025/26 Q1				
Revenue Monitor and Capital Investment Programme 2025/26 Month 4				
Local Government Ombudsman – Annual Report 2024-25 (Final draft)	To provide the Scrutiny Board with the findings from the final communication from the LGO to enable evidence-based discussion on strengths and development areas and to understand our performance in comparison with national and regional trends.	Cllr Arooj Shah Fran Lautman	Written report and discussion	
Complaints and Compliments Annual Reports 2024-25: <ul style="list-style-type: none"> - Resources - Place - Housing - Adult Social Care - Children Services and Education 	To provide the Scrutiny Board with an overview of Complaints and Compliments performance for 2024-25 to enable evidence-based discussion on strengths and development areas as well as plans to improve performance.	Cllr Arooj Shah Fran Lautman		
Review of Financial Support Services (Customer Experience)	Further session with Scrutiny sharing the findings from the review, summary of best practice and the proposed model.	Cllr Abdul Jabbar Fran Lautman		
Thursday, 4th December 2025				

Corporate Performance Report – 2025/26 Q2				
Revenue Monitor and Capital Investment Programme 2025/26 Quarter 2				
Complaint Policies: <ul style="list-style-type: none"> - Corporate complaints policy - Adult Social Care complaints policy - Children Services complaints policy - Children’s homes complaints policy - Housing complaints policy - Unreasonable behaviour policy 	To provide the Scrutiny Board with an updated suite of Complaints Policy following the annual review. For Scrutiny Board to provide feedback and comment.	Cllr Arooj Shah Fran Lautman		
Wednesday 28th January 2026 (Administration Budget)				
Revenue, Monitor and Capital Investment Programme				
Revenue Budget Report 2026/27 and Medium-Term Financial Strategy				
Capital Strategy and Capital Programme				
Treasury Management Strategy 2026/27				
Housing Revenue Account				
Thursday 5th February 2026				
Opposition Budget				
Tuesday 24th March 2026				
Corporate Performance Report – 2025/26 Q3				
Revenue Monitor and Capital Investment Programme 2025/26 Month 10				

Task and finish group deep dives:

Deep dive area:	Expanded proposal:
Review of Financial Support Services (Customer Experience)	By 1 April 2026, a new operating model will be in place to deliver a resident focused and preventive approach to supporting residents to maximise their income.

	Feedback on the current approach and considerations for the new operating model are sought from Scrutiny committee.
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KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JUNE 2025

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
NEI/04/25	Planned and Preventative Maintenance Contracts – Direct Award for Interim Solutions and Planned Procurement of Long-Term Solutions	Director of Environment	16 th June 2025	Cabinet
Description: consideration of the Council’s Planned and Preventative Maintenance Contracts 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 any particular person, including the Council				
HSC/03/25	Development of the Willow House Supported Living Service	Director of Adult Care/DASS	16 th June 2025	Cabinet
Description: a proposal to seek use of Willow House by and on behalf of the Supported Living Service 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 any particular person, including the Council.:				
EE/02/25	OCL Utilities	Director of Communities	16 th June 2025	Cabinet
Description: contractual issue relating to OCL’s facilities management programme 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 any particular person, including the Council.				
NEI/02/25	Fleet Stores Procurement	Deputy Chief Executive - Place	16 th June 2025	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JUNE 2025

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: To tender for a Fleet Stores provider for Moorhey Street Depot</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 any particular person, including the Council.</p>				
NEI/11/24	Parking Service Review and Contract	Director of Environment	16 th June 2025	Cabinet
	<p>Description: to consider the authority's Parking Service Review and Contract</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 any particular person, including the Council.</p>			
New! FCR/03/25	Oldham Council (Non-LFFN) Sites	Director of Technology	16 th June 2025	Cabinet
<p>Description: consideration of 'Non-LFFN' Sites for Oldham Council</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 any particular person, including the Council.</p>				
New! HSC/09/25	Health Improvement and Weight Management Service Contract Extension	Director of Public Health	16 th June 2025	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JUNE 2025

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: to consider extending the Health Improvement and Weight Management Service Contract 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 any particular person, including the Council.				
New! EDS/05/25	Get Britain Working Health and Wealth Trailblazer	Director of Education	16 th June 2025	Cabinet
Description: to consider the Get Britain Working Health and Wealth Trailblazer scheme Document(s) to be considered in public or private: Public				
New! HSC/08/25	Healthwatch and NHS ICAS Contract Extension	Director of Public Health	16 th June 2025	Cabinet
Description: to consider the Healthwatch and NHS ICAS Contract Extension 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 any particular person, including the Council.				
New! EDS/03/25	High Needs Provision in Mainstream Settings	Director of Education	16 th June 2025	Cabinet
Description: to consider the provision of education places in the borough's educational establishments Document(s) to be considered in public or private: Public				
New! RBO/03/25	Approval of Greater Manchester Local Nature Recovery Strategy	Director of Economy	16 th June 2025	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JUNE 2025

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: Approval of Greater Manchester Local Nature Recovery Strategy. Document(s) to be considered in public or private: Public				
New! RBO/05/25	Local Growth and Place Flexible Grant Acceptance	Deputy Chief Executive - Place	16 th June 2025	Cabinet
Description: Review and accept the Local Growth and Place Flexible Gant. 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 any particular person, including the Council.				
New! NEI/03/25	City Region Sustainable Transport Settlement (CRSTS) I– Transport Capital Programme 2025-26	Director of Environment	16 th June 2025	Cabinet
Description: Strategic approach for the 5-year City Region sustainable transport settlement (CRSTS) programme approved in March 2022 (appended to this report), 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 any particular person, including the Council.				
New! RBO/01/25	Oldham Electric Vehicle Charging Infrastructure (EVCI) Strategy and Action Plan	Deputy Chief Executive - Place	16 th June 2025	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JUNE 2025

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: To adopt and publish the Oldham Electric Vehicle Charging Infrastructure (EVCI) Strategy and Action Plan. Document(s) to be considered in public or private: Public				
New! HL/01/25	Housing Delivery Test Action Plan	Director of Economy	16 th June 2025	Cabinet
Description: The Housing Delivery Test (HDT) has been introduced by the Government as a monitoring tool to demonstrate whether local areas are building enough homes to meet their housing need. The HDT measures net additional homes provided over the past three years against the homes required over the same period and is in response to the Central Government's HDT Measurement published in December 2024. Document(s) to be considered in public or private: Public				
New! RBO/08/25	Open Space Interim Planning Position Paper	Director of Economy	16 th June 2025	Cabinet
Description: The Interim Planning Position Paper updates the council's position in securing open space, sport and recreation provision to reflect the latest evidence available. . Document(s) to be considered in public or private: Public				
New! RBO/07/25	Delivering Housing in Oldham Interim Planning Position Paper	Director of Economy	16 th June 2025	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JUNE 2025

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: The Interim Planning Position Paper sets out the council's position on Delivering Housing in Oldham, informed by the findings of the updated Local Housing Needs Assessment. Document(s) to be considered in public or private: Public</p>				
New! RBO/02/25	Planning Application Validation Checklist	Director of Economy	16 th June 2025	Cabinet
<p>Description: To consider approving for public consultation an updated Validation Checklist for planning applications, which sets out the information required to be submitted by applicants when submitting planning applications to Oldham Council. Document(s) to be considered in public or private: Public</p>				
New! RBO/06/25	Greater Manchester Joint Minerals and Waste Development Plan Document	Deputy Chief Executive - Place	21 st July 2025	Cabinet
<p>Description: Subject to a decision to be made by Council to approve, in principle, the making of a joint development plan document with the other 9 Greater Manchester councils (Bolton, Bury, Manchester, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan), to cover planning for minerals and waste across Greater Manchester, approval is sought from Cabinet to delegate to AGMA Executive Board the formulating and preparing of the joint development plan document to cover planning for minerals and waste across Greater Manchester insofar as such matters are executive functions (including agreeing a timetable for the preparation of the plan). Document(s) to be considered in public or private: Public</p>				
New! RBO/04/25	Approval to a) publish the Saddleworth Neighbourhood Plan for public consultation; and b) submit the Plan for independent examination	Director of Economy	22 nd September 2025	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JUNE 2025

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: Approval to a) publish the Saddleworth Neighbourhood Plan for public consultation; and b) submit the Plan for independent examination Document(s) to be considered in public or private: Public				
New! NEI/05/25	Revised Approach to Borough-wide Alleyway Cleansing	Director of Environment	16 th June 2025	Cabinet
Description: Consideration of the implementation of a revised approach to Borough-wide Alleyway Cleansing Document(s) to be considered in public or private: Public				
New! EDS/06/25	GMCA Refugee Support Project – Sanctuary in Oldham	Deputy Chief Executive - Place	16 th June 2025	Cabinet
Description: Consideration of a report that seeks support, via GMCA, for refugees being housed in the Borough of Oldham Document(s) to be considered in public or private: Public				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JUNE 2025

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
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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 (Leader), Elaine Taylor, Abdul Jabbar MBE, Shaid Mushtaq, Barbara Brownridge, Mohon Ali, Peter Dean, Fida Hussain and Chris Goodwin.
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, 16th June 2025

Decision to be taken (Agenda Item) Decisions proposed to be taken in private at Cabinet on 16th June 2025:

1. **Planned and Preventative Maintenance Contracts – Direct Award for Interim Solutions and Planned Procurement of Long-Term Solutions**

Reason:

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JUNE 2025

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

2. Development of the Willow House Supported Living Service

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.

3. OCL Utilities

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.

4. Fleet Stores Procurement

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.

5. Parking Service Review and Contract

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.

6. Oldham Council (Non-LFFN) Sites

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JUNE 2025

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

7. Health Improvement and Weight Management Service Contract Extension

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.

8. Healthwatch and NHS ICAS Contract Extension

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.

9. Local Growth and Place Flexible Grant Acceptance

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.

10. City Region Sustainable Transport Settlement (CRSTS) I – Transport Capital Programme 2025/26

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 JUNE 2025

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