

## **Report to Cabinet**

# **Council Performance Report December 2018**

### **Portfolio Holder:**

Councillor Sean Fielding, Leader of the Council

**Officer Contact:** Dami Awobajo, Head of Business Intelligence

**Report Author:** Dami Awobajo, Head of Business Intelligence  
**Ext.** 1559

**Date:** 25 February 2019

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### **Reason for Decision**

The purpose of this report is to allow:

- The review of Council Performance for December 2018
- The scrutiny of areas of underperformance as appropriate

### **Recommendations**

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

# Oldham Profile in Numbers

## POPULATION

Total Population (Mid 2016) **232,724** 

Male 49.3% 50.7% Female

Aged 0-15 25.3% Aged 16-64 58.9% Aged 65+ 15.8%

White 79.5% Pakistani 9.1% Bangladeshi 6.6% Other 4.9%

Census 2011/ONS MY Estimate 2016



## INCOME & BENEFITS

Median Household Income **£24,652**

58.2% Employment Rate  
11.7% Out of Work Benefits  
2.9% Unemployment  
7.5% ESA Benefits

CACI 2017/Census2011/DWP 2017



## HOUSING

**54.4%** Owner Occupied

12.1% in Fuel Poverty  
22.4% Social Rented  
15.8% Private Rented  
25.1% Claiming Council Tax Benefits/Housing Benefits

PRM in Oldham 2018/DECC 2014/Council Tax 2017



## HOUSEHOLD INFO

Number of Households **94,946**

30.3% Single Person Households  
13.1% Lone Parent Households  
7.5% Overcrowded Households  
60.7% with No Children

OMBC Council Tax 2017/Census 2011



**98%** with at least 1 qualification at KS4

63.7% School-Ready Children  
59.2% with standard pass in GCSE English and Maths

96.4% young people aged 16 to 18 are in EET  
92% staying in education or entering employment  
29.6% Adults with No Qualifications

Positive Steps 2017/Census 2011/OMBC BIS 2017

## HEALTH

**16.3%** Long Term Health Problems/Disabilities 

77.2 yrs Male Life Expectancy  
80.9 yrs Female Life Expectancy  
23.7% Currently Smoke

### Obese Children

Reception: 10.2% Year 6: 21.4%

Census 2011/Public Health England 2016/Acorn 2015

## CRIME

**816.8** Crimes Recorded (per 10,000 of the Population) 

163.2 Theft Rate  
62.0 Burglary (Dwellings) Rate  
122.5 Criminal Damage Rate  
81.2 Serious Violent Crime (ABH) Rate

GMP 2016

## COMMUNITY

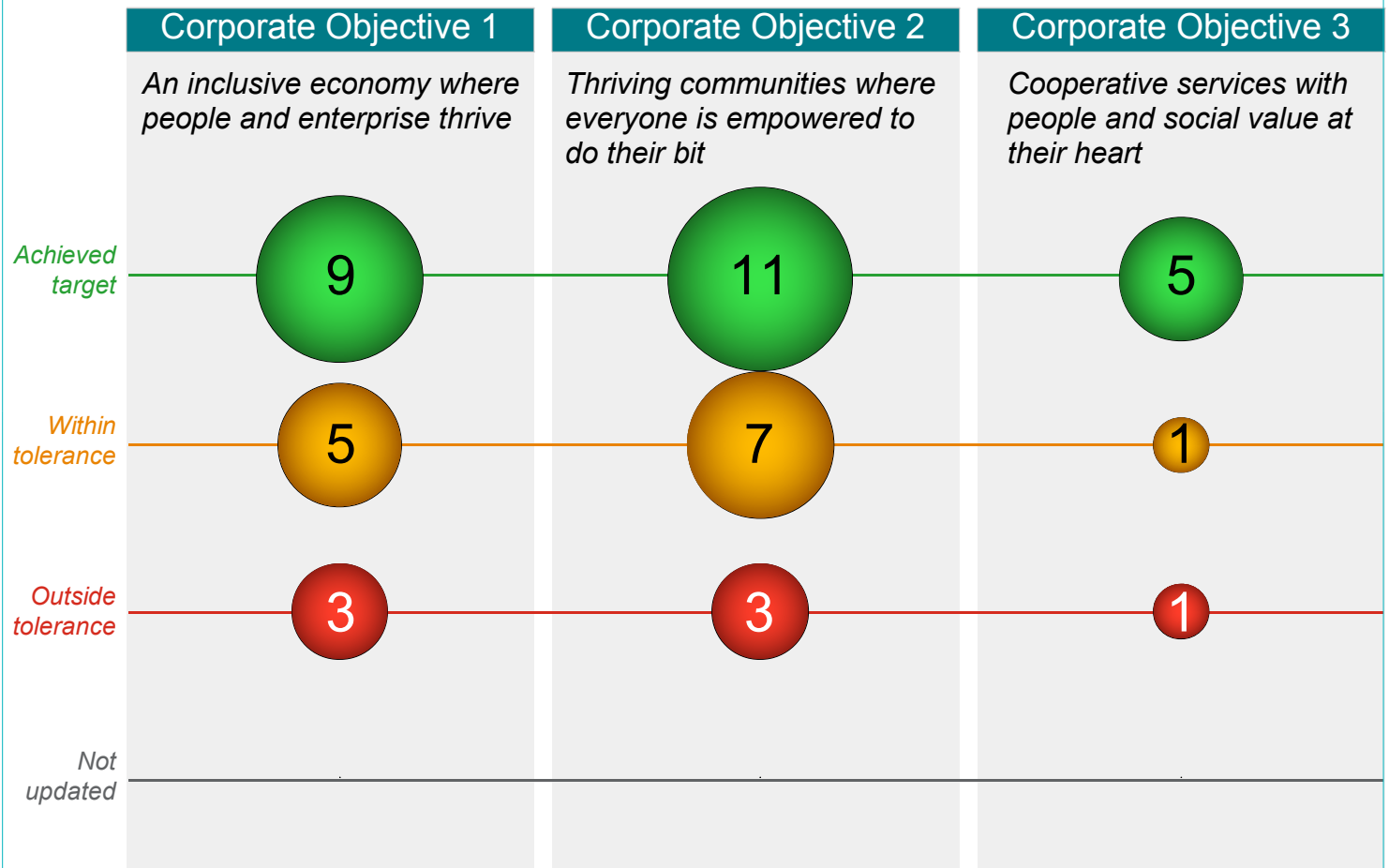
Satisfied with Local Area **71%** 

38% Volunteered in Last 12 Months  
36% Local Election Turnout  
26% Feel Involved in Community

YYC 2013 / OMBC Election team 2016

## Performance Measures by Objective

Details in Appendices I and II



## Action Summary

Details in Appendix III

	Total Actions	Updates commence 31 Dec 2018				
		Not Updated	Complete	On Track	Behind Schedule	Unlikely to Achieve
Chief Executive	2			2		
People and Place	27			21	6	
Health and Adult Social Care CS	7			7		
Childrens Services	13			10	3	
Corporate and Commercial Services	7			7		
Strategic Reform and Public Health	14			12	2	
<b>Admin Priority only</b>	<b>33</b>			<b>24</b>	<b>9</b>	

Details in Appendix IV

## Risk Summary

	Chief Executive				Corporate and Commercial Services				People and Place			
A	0	0	0	0	0	0	0	0	0	0	0	0
B	0	0	0	0	0	0	0	0	0	0	1	0
C	0	0	0	0	0	0	0	0	0	1	4	0
D	0	0	0	0	0	0	0	0	0	8	2	0
E	0	0	0	0	0	0	0	0	0	0	0	0

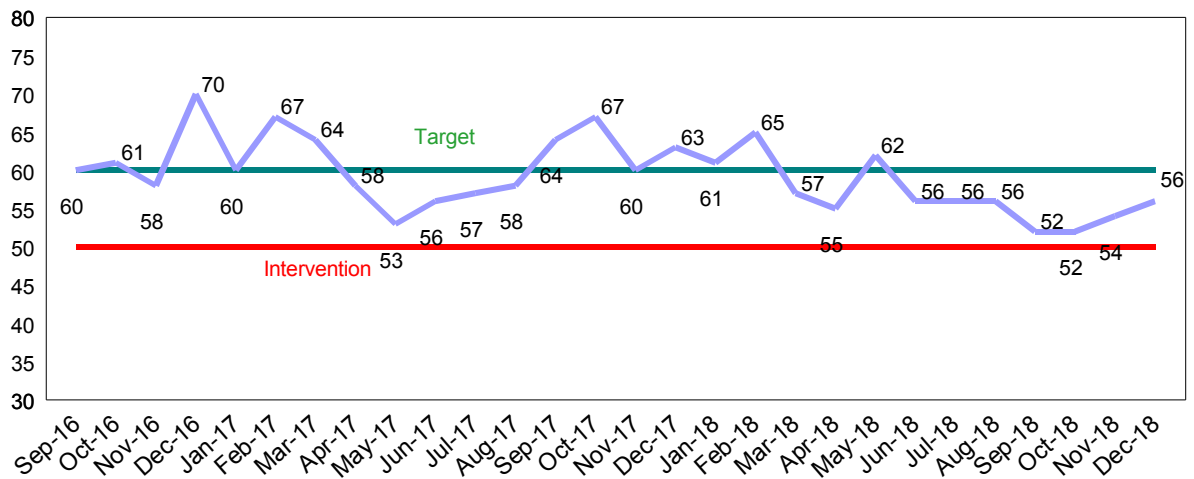
  

	Health and Adult Social Care CS				Strategic Reform and Public Health				Childrens Services			
A	0	0	0	0	0	0	0	0	0	0	0	0
B	0	0	0	0	0	0	0	0	0	0	0	0
C	0	0	0	0	0	4	3	0	0	0	0	0
D	0	0	0	0	0	0	4	0	0	0	1	0
E	0	0	0	0	0	0	0	0	0	0	0	0

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

## RAG-rated Performance Measure Trend (December 2018)

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



No Update

0

> 5% off Target

7

Off Target

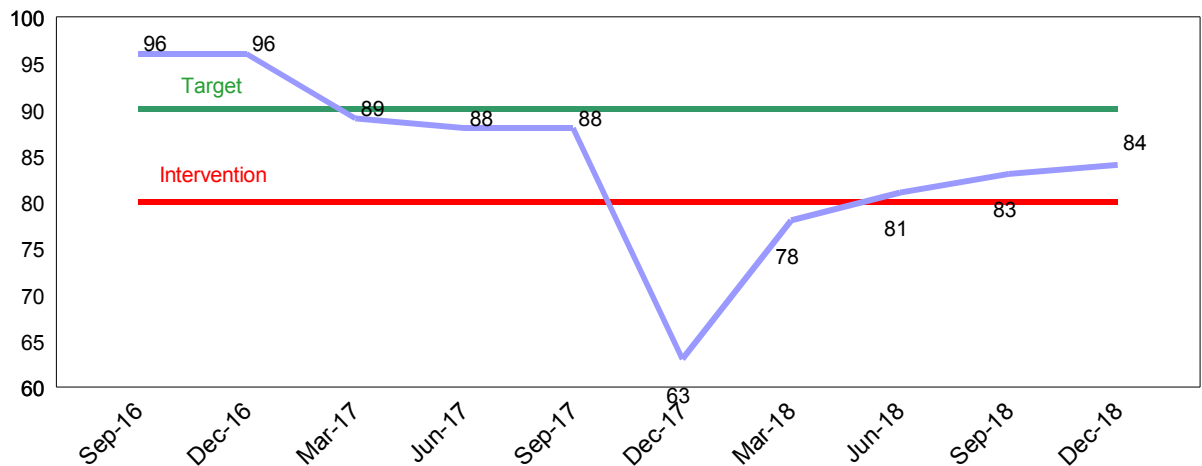
13

Achieved Target

25

## Action Trend (December 2018)

Corporate Actions that are on track or completed as a percentage of all reported Corporate Actions. The aim is for 90% or more of the Corporate Actions to be on track or complete.



No Update

0

Unlikely to achieve

0

Behind schedule

11

On track

59

Complete

0

## SICKNESS (year to date)

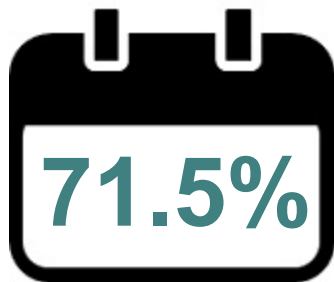


average days lost to sickness

### top 3 reasons

The 3 most common causes of sickness are Musculo- Skeletal (29.82%), Mental Health (28.66%) and Stomach, Liver and Digestion related (8.26%)

## LONG TERM SICKNESS (year to date)



of days lost are due to long-term sickness

Long term absence is classed as any absence that is longer than 20 working days in duration.

## TOP 5 REASONS FOR LEAVING (year to date)



### year end 2017/18

Resignation	186
End of Contract	13
TUPE Transfer	11
Other	13

## SICKNESS TOP 3 DIVISIONS (year to date)

1	Economy	9.62 days per FTE
2	Public Health - Youth and Leisure	8.96 days per FTE
3	Children's Communities and Early Intervention	6.06 days per FTE

Average days FTE per employee is calculated by total sick days in the service since the start of the year divided by total number of FTE. Smaller service's figures may be more disproportionately affected by individual instances of long terms absence

## TURNOVER (year to date)

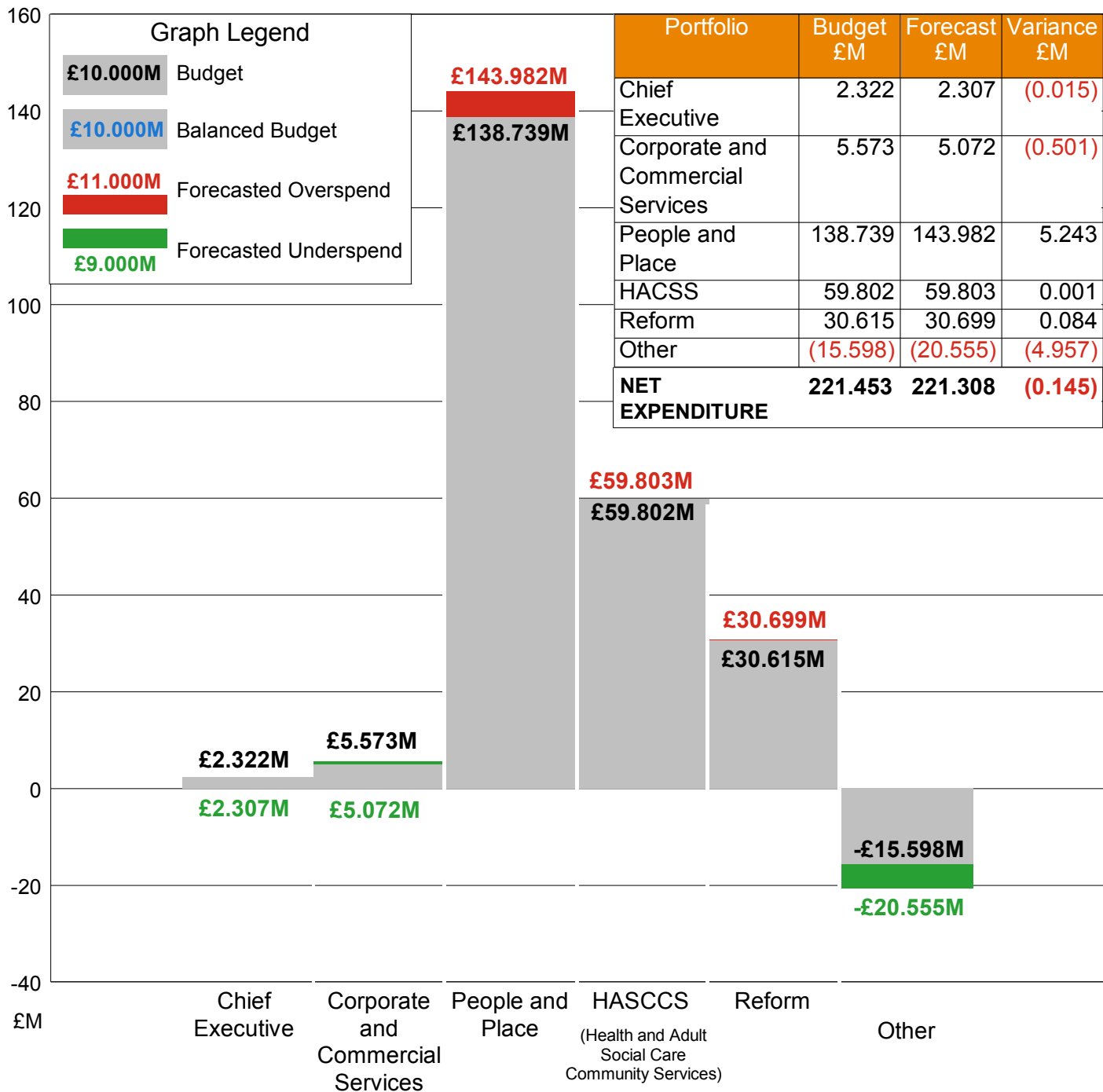


## TURNOVER (rolling 12 months)



# Budget Forecast

Month 8 2018/19



# Approved 2018/19 Budget Reductions

Quarter 3 2018/19

Work in progress

£0.000M



Delivered  
**£6.686M**

## **Appendices**

- I Corporate Measure detail
- II Red Corporate Measure Follow-up Action(s)
- III Corporate Plan Actions detail
- IV High-level Directorate Red Risk(s)

# Appendix I - Corporate Measure Detail

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2017/18 Year End Outturn	2018/19 Year End Ambition	Previous Period	Current Month Target	Current Month Actual and Status		
									tolerance (+/- 5% of target)	LEGEND	● on or better than target ● within tolerance ● worse than tolerance

## START WELL : Children and Young people get the best start in life and make the most of their education

✓	M819(CP) KS4 Basics (% of children who achieve level 4+ in both English and Maths at Key Stage 4)	Cllr P Jacques	Annual	61.8%	59.2%	60.5%	(Prev Yr)	60.5%	
✓	M730(CP) Percentage of pupils achieving the national standard in reading, writing and mathematics at the end of Key Stage 2	Cllr P Jacques	Annual	65.00%	57.00%	61.00%	(Prev Yr)	61.00%	
✓	M729(CP) Percent of children receiving their 1-3 preference of school place for the September intake in Reception and Year 7	Cllr P Jacques	Annual		New Measure	92.0%	(Prev Yr)	92.0%	
✓	M721(CP) Percent of Oldham schools that are judged as good or outstanding by Ofsted	Cllr P Jacques	Quarterly		84.0%	89.0%	(Prev Qtr)	89.0%	
✓	M716(CP) Timeliness of quality EHC plans: Percent completed within 20 weeks over 12 months	Cllr P Jacques	Monthly	63.5%	New Measure	60.0%	(Prev Mth)	60.0%	



Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2017/18 Year End Outturn	2018/19 Year End Ambition	Previous Period	Current Month Target	Current Month Actual and Status
✓	M700(CP) Attendance rates in Oldham Primary and Secondary Schools	Cllr P Jacques	Quarterly		95.4%	96.0%	(Prev Qtr) ACTUAL 95.2% TARGET 96.0%	96.0%	
✓	M649(CP) Percentage take up of 2 year-old children benefitting from funded early education places	Cllr P Jacques	Quarterly		85.8%	85.0%	(Prev Qtr) ACTUAL 88.7% TARGET 79.0%	79.0%	
✓	M648(CP) % of children who have reached a Good Level of Development (GLD) at the end of the Early Years Foundation Stage.	Cllr P Jacques	Annual		63.7%	66.0%	(Prev Yr) ACTUAL 63.7% TARGET 65.0%	66.0%	
	M639(CP) Achieve the expected standard for the childhood immunisation programme as indicated by uptake of MMR at age 5	Cllr Z Chauhan	Quarterly		96.8%	95.0%	(Prev Qtr) ACTUAL 96.8% TARGET 95.0%	95.0%	
	M640(CP) 16 to 17 year olds who are not in education training or employment (NEET)	Cllr S Mushtaq	Monthly	3.4%	3.6%	3.5%	(Prev Mth) ACTUAL 3.4% TARGET 4.6%	4.6%	
	M655(CP) Percentage of children seen by an NHS dentist in the last 12 months	Cllr Z Chauhan	Quarterly		New Measure	60%	(Prev Qtr) ACTUAL 63% TARGET 60%	60%	

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2017/18 Year End Outturn	2018/19 Year End Ambition	Previous Period	Current Month Target	Current Month Actual and Status
	M668(CP) Number of children looked after by the authority - snapshot at end of month (measure now under review)	Cllr A Chadderton	Monthly		New Measure	400 - 725	(Prev Mth) ACTUAL 532 TARGET 400 - 725	400 - 725	<p>A horizontal bar chart with an x-axis from 0 to 800. A grey bar represents the target range from 400 to 725. An orange dot indicates the actual value at 534.0.</p>
	M738(CP) Participation of 17 year olds in education or training (counted as Year 12 year group under CCIS)	Cllr P Jacques	Quarterly		94.00%	95.00%	(Prev Qtr) ACTUAL 93.20% TARGET 92.20%	92.20%	<p>A horizontal bar chart with an x-axis from 0 to 100. A grey bar represents the target range from 92.20% to 93.20%. A green dot indicates the actual value at 94.7%.</p>
	M860(CP) Percent of all infants due a 6-8 week check that are totally or partially breastfed	Cllr Z Chauhan	Quarterly	39.3%	38.0%	40.0%	(Prev Qtr) ACTUAL 38.0% TARGET 40.0%	40.0%	<p>A horizontal bar chart with an x-axis from 0 to 45. A grey bar represents the target range from 40.0% to 40.0%. An orange dot indicates the actual value at 39.0%.</p>

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2017/18 Year End Outturn	2018/19 Year End Ambition	Previous Period	Current Month Target	Current Month Actual and Status
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**LIVE WELL : Adults of working age benefit from inclusive growth, live well and are empowered to do their bit**

✓	M659(CP) Percent of NHS Health Checks offered which were taken up in the Quarter	Cllr Z Chauhan	Quarterly		42.0%	50.0%	(Prev Qtr) ACTUAL 42.0% TARGET 50.0%	50.0%	
✓	M408(CP) Total new homes built	Cllr H Roberts	Quarterly	486	New Measure	289	(Prev Qtr) ACTUAL 163 TARGET 144	216	
✓	M256(CP) Number of life long learning enrolments	Cllr S Mushtaq	Monthly		7,055	8,650	(Prev Mth) ACTUAL 4,216 TARGET 3,327	3,556	
	M63(CP) Number of visitors to Gallery Oldham	Cllr P Jacques	Quarterly		101,934	90,000	(Prev Qtr) ACTUAL 50,635 TARGET 43,000	67,500	
	M69(CP) Number of library visits per 1000 population. To library service points - not including web visits	Cllr P Jacques	Monthly		5,755	5,774	(Prev Mth) ACTUAL 5,674 TARGET 5,774	5,774	
	M197(CP) Number of visits to OCL Leisure Centres per 1000 population	Cllr Z Chauhan	Quarterly		New Measure	5,156	(Prev Qtr) ACTUAL 2,606 TARGET 2,578	3,867	

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2017/18 Year End Outturn	2018/19 Year End Ambition	Previous Period	Current Month Target	Current Month Actual and Status
	M240(CP) Provision of high quality care: adult social care (CQC ratings for ASC providers)	Cllr Z Chauhan	Quarterly		New Measure	62	(Prev Qtr) ACTUAL 63 TARGET 62	62	
	M409(CP) Percentage of completed homes that are affordable	Cllr H Roberts	Quarterly	22.0%	New Measure	26.6%	(Prev Qtr) ACTUAL 0.0% TARGET 14.6%	9.7%	
	M548(CP) Proportion of adults with learning disabilities in paid employment in England	Cllr Z Chauhan	Quarterly	5.6%	New Measure	4.0%	(Prev Qtr) ACTUAL 2.4% TARGET 2.5%	3.0%	
	M645(CP) Number who successfully quit smoking at 4 weeks	Cllr Z Chauhan	Quarterly		606	1,065	(Prev Qtr) ACTUAL 323 TARGET 533	799	
	M646(CP) Early Help - Percentage of cases showing improvement	Cllr A Ur Rehman	Monthly		65.4%	65.0%	(Prev Mth) ACTUAL 62.4% TARGET 65.0%	65.0%	

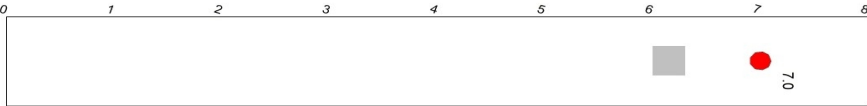
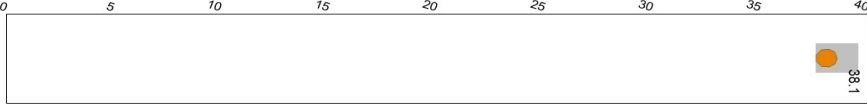

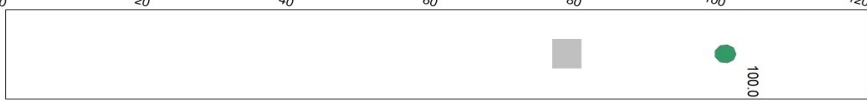
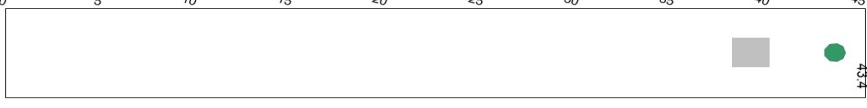

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2017/18 Year End Outturn	2018/19 Year End Ambition	Previous Period	Current Month Target	Current Month Actual and Status
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**AGE WELL : Older people live fulfilling lives and form part of an engaged and resilient community**

✓	M565(CP) Delayed days (per 100,000 of the population) aged 18+ attributable to social care in England	Cllr Z Chauhan	Monthly	140 days	New Measure	926 days	(Prev Mth)	677 days	<p>ACTUAL 356 days TARGET 594 days</p>
✓	M543(CP) Number of individuals (65+) in a permanent residential or nursing placement – per 10,000 population 65+	Cllr Z Chauhan	Monthly		New Measure	200	(Prev Mth)	200	<p>ACTUAL 210 TARGET 200</p>
✓	M141(CP) Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services	Cllr Z Chauhan	Monthly	83.2%	90.0%	93.0%	(Prev Mth)	93.0%	<p>ACTUAL 91.7% TARGET 93.0%</p>
	M863(CP) Percent of eligible adults aged 65+ who have received the flu vaccine	Cllr Z Chauhan	Annual	72.2%	74.3%	75.0%	(Prev Yr)	75.0%	<p>ACTUAL 72.9% TARGET 60.0%</p>

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2017/18 Year End Outturn	2018/19 Year End Ambition	Previous Period	Current Month Target	Current Month Actual and Status
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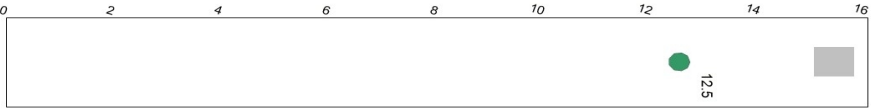
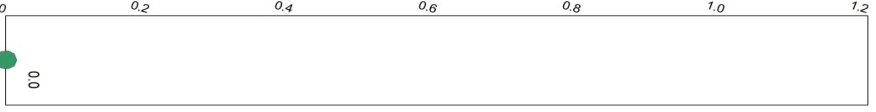
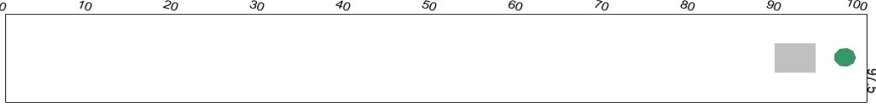
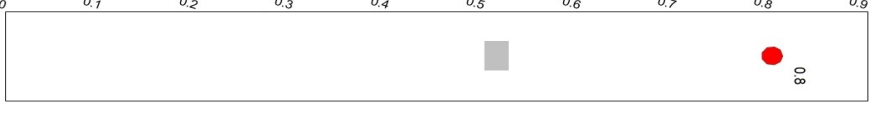
**PLACE : An organisation that works cooperatively with residents and partners to deliver for Oldham**

✓	M890(CP) Highways: Classified Network Surface Condition (Percentage of principal roads requiring maintenance)	Cllr A Shah	Annual		New Measure	6.0%	(Prev Yr) ACTUAL 0.0% TARGET 0.0%	6.0%	
✓	M501(CP) Percentage of Household waste sent for Reuse, Recycling or Composting	Cllr A Shah	Monthly	48.99%	39.85%	44.75%	(Prev Mth) ACTUAL 43.02% TARGET 41.82%	39.52%	
✓	M275(CP) Percentage of minor planning applications determined in time	Cllr H Roberts	Quarterly		66.0%	80.0%	(Prev Qtr) ACTUAL 98.8% TARGET 80.0%	80.0%	
✓	M274(CP) Percentage of major planning applications determined in time	Cllr H Roberts	Quarterly		75.0%	80.0%	(Prev Qtr) ACTUAL 83.3% TARGET 80.0%	80.0%	
	M126(CP) Percentage CO2 reduction on 1990 baseline	Cllr A Jabbar	Annual 3yr in arrears		41.0%	40.0%	(Prev Yr) ACTUAL 41% TARGET 38.4%	40.0%	
	M493(CP) Streets and grounds inspection issues	Cllr A Shah	Monthly		New Measure	23.0%	(Prev Mth) ACTUAL 19.0% TARGET 23.0%	23.0%	

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2017/18 Year End Outturn	2018/19 Year End Ambition	Previous Period	Current Month Target	Current Month Actual and Status
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**WELL LED : Oldham has an inclusive economy, thriving communities and residents who are independent, resilient and engaged**

✓	S368(CP) Percentage of national non domestic rates (NNDR) collected in year as a % of the total owed	Cllr A Jabbar	Monthly	96.73%	96.94%	96.94%	(Prev Mth)	80.60%	<p>ACTUAL 72.71% TARGET 71.74%</p>
✓	S357(CP) Percentage of council tax in year collected of the total owed (cumulative)	Cllr A Jabbar	Monthly	97.66%	94.53%	94.60%	(Prev Mth)	82.00%	<p>ACTUAL 72.90% TARGET 73.13%</p>
✓	M683(CP) Children's Social Care – Percentage of ICPCs within 15 working days of section 47	Cllr A Chadderton	Monthly	77.0%	71.6%	80.0%	(Prev Mth)	80.0%	<p>ACTUAL 81.0% TARGET 80.0%</p>
✓	M682(CP) Children's Social Care – Percentage of completed assessments to timescale	Cllr A Chadderton	Monthly	81.6%	87.8%	85.0%	(Prev Mth)	85.0%	<p>ACTUAL 85.9% TARGET 85.0%</p>
✓	M664(CP) Percentage of referrals which are repeat referrals to Children's Social Care	Cllr A Chadderton	Monthly	23.3%	18.7%	17 - 22%	(Prev Mth)	17 - 22%	<p>ACTUAL 23.7% TARGET 17 - 22%</p>
✓	M333(CP) Percentage Council spend in Oldham	Cllr A Jabbar	Monthly		35.00%	38.00%	(Prev Mth)	38.00%	<p>ACTUAL 49.83% TARGET 38.00%</p>

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2017/18 Year End Outturn	2018/19 Year End Ambition	Previous Period	Current Month Target	Current Month Actual and Status
	M340(CP) Percent of Internal Audit Opinions resulting in Weak, Inadequate, Limited Assurance	Clir A Jabbar	Quarterly		New Measure	15%	(Prev Qtr) ACTUAL 15% TARGET 15%	15%	
	M900(CP) Percent of transformational change projects sponsored by SMT progressing through the corporately agreed gateway review process.	Clir A Jabbar	Quarterly		New Measure	100.0%	(Prev Qtr) ACTUAL 0.0% TARGET 0.0%	0.0%	
	M915(CP) Customer satisfaction (Contact Centre)	Clir A Jabbar	Monthly		95.05%	94.00%	(Prev Mth) ACTUAL 96.43% TARGET 94.00%	94.00%	
	S202(CP) Council Sickness Absence	Clir A Jabbar	Monthly	9.80	8.38	6.00	(Prev Mth) ACTUAL 0.95 TARGET 0.50	0.50	



Accountable Lead

Stewart Hindley

Follow-up Action

The month of December 2018 has evidenced an increase in sickness absence from 5.6 days at month 8 to 6.33 days at month 9 compared to a target for the same duration of 4.5 days lost. Absence rates over the winter months tend to result in an increase, however, management attendance is a high priority and support for staff is continuing alongside the health and wellbeing programme. Management refresher courses will be programmed for targeted areas over the next few weeks to ensure that management within these services are undertaking appropriate support and managing cases effectively

Target Date

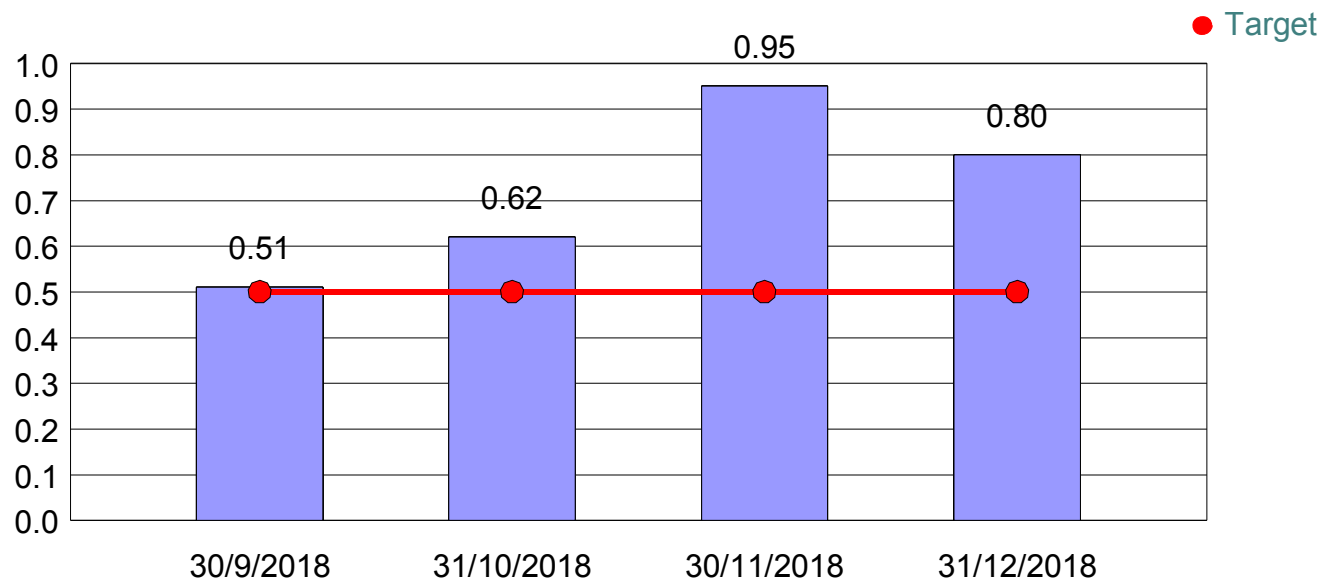
31 Mar 2019

Director Assurance

Dianne Frost

The 6 WDL target is a stretch target and continues to be our aspiration given the alignment with our absence policy. Work continues through Fit for Oldham to prevent absence

**Current and Previous Performance**



**Benchmarking Period**

Financial year

01 Apr 16  
to

31 Mar 17

*Updated*

Annually

Averages

*Geographical neighbours* 9.8

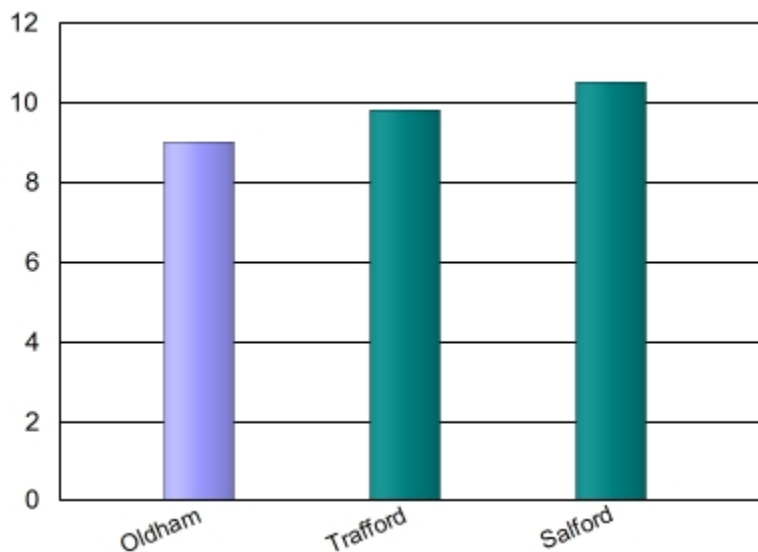
*English authorities* 8.7

*GMCA* 9.8

*CIPFA nearest neighbours* 11.5

**Benchmarking Definition :**

Sickness absence FTE days per employee (days per person)



Accountable Lead

Susannah Meakin

Follow-up Action

We are continuing to review our data and update our case load register regarding employment. We have a number of people on schemes towards employment which we hope will have fruition in next 12 months. We are also investing in the GM tender for supported employment services which should come into being in August / Sept 2019.

Target Date

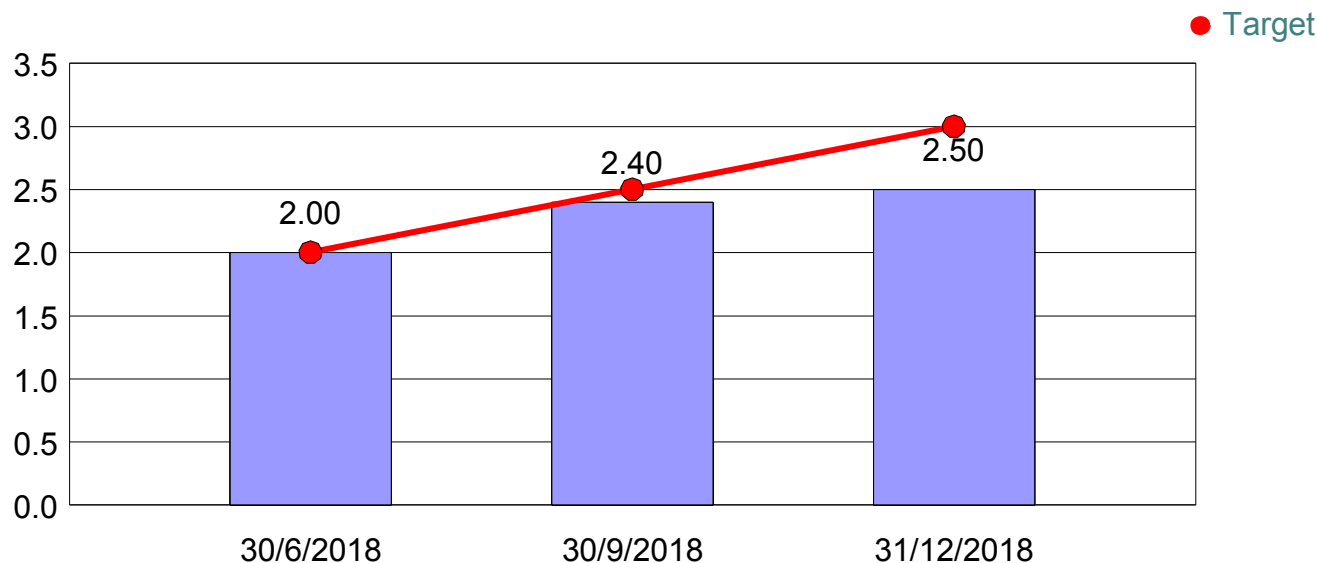
31 Dec 2018

Director Assurance

Mark Warren

Plans are in place to work with local & GM stakeholders to support more adults with a learning disability into employment. The Health & Wellbeing Board has delegated responsibility for addressing this to the Learning Disability Board. This will be over a 2 yr period working with local businesses.

**Current and Previous Performance**



**Benchmarking Period**

Financial year  
01 Apr 13  
to  
31 Mar 14

Updated  
Annually

Averages

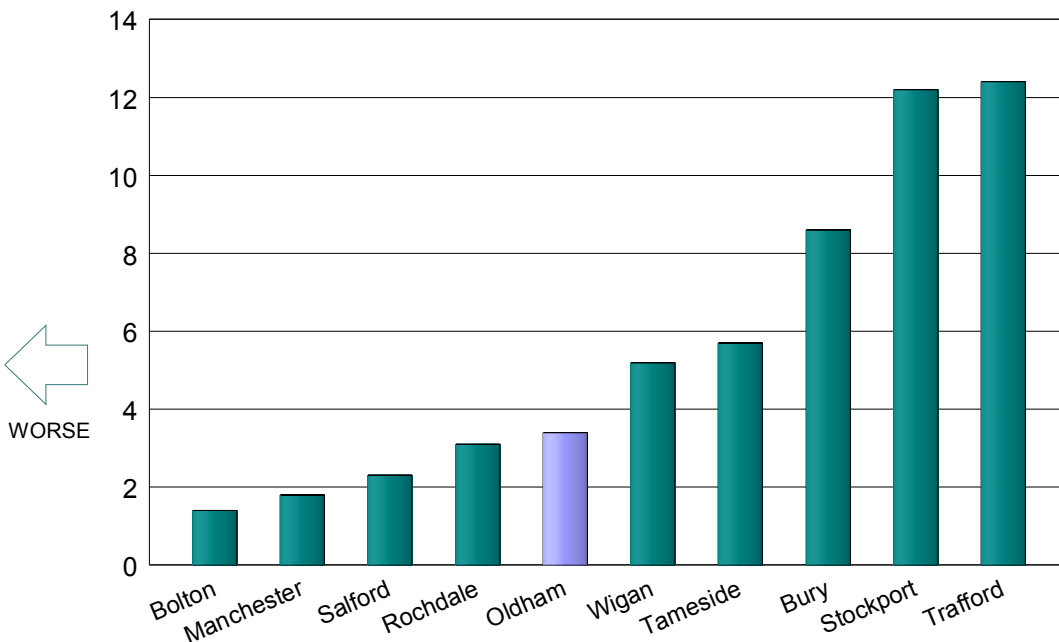
Geographical neighbours 5.0

English authorities 7.4

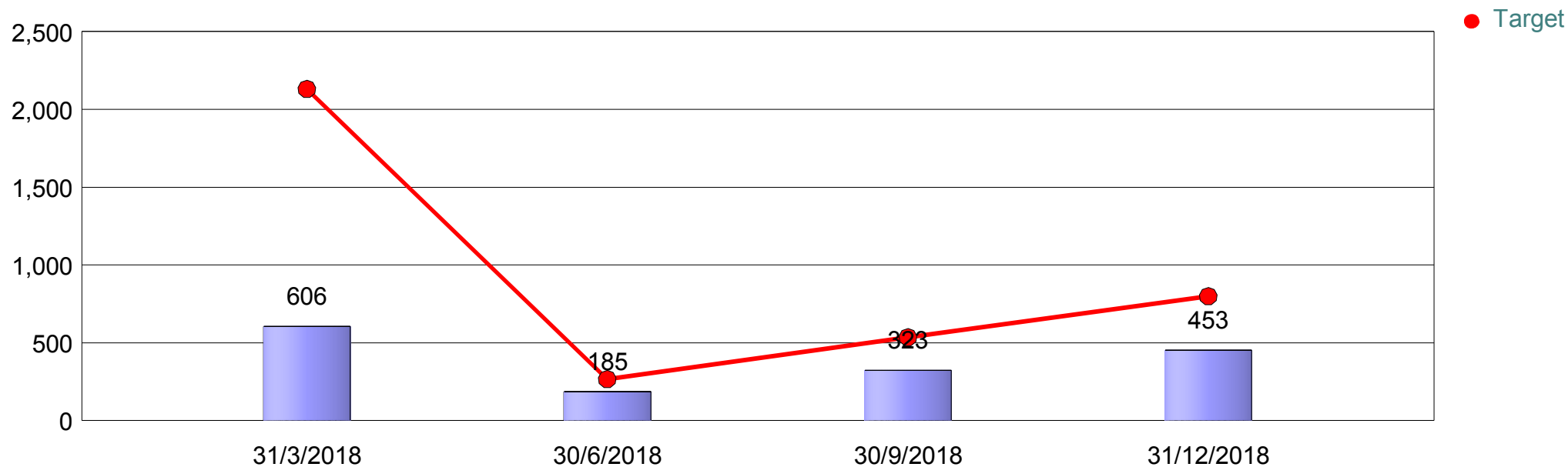
GMCA 5.6

CIPFA nearest neighbours 4.7

**Benchmarking Definition :** Proportion of adults with learning disabilities in paid employment (Pre 2014-15) (%)



Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Lianne Davies

Target Date

31 Mar 2019

Accountable Lead Follow Up Action

Increasing the uptake of stop smoking services continues to be challenging, although outcomes for those who access the service (quit rates) remain strong. The commissioned smoking cessation service, is part of the Early Help offer, and focuses on groups with the highest smoking rates including pregnant women, people working in routine and manual occupations and the wards with the highest prevalence. The work of the service is supported by wider work, for example the GM smoking in pregnancy programme which is working across stop smoking and midwifery services to increase quit rates.

Significantly increasing the numbers quitting smoking will require a different approach to commissioning services which considers the range and scale of support needed to reduce smoking rates, as part of our overall approach to health improvement, prevention and early intervention. This is being considered through the early intervention and prevention review, and exploration of future models for delivery of health improvement interventions which are aligned with primary care and place-based working.

No Benchmarking Available

Director Assurance

Katrina Stephens

Members of the PH team continue to support the stop smoking service provider. Oldham is fully engaged with GM work on making smoking history and this should support our local efforts to increase quit rates.

Accountable Lead

David Stringfellow

Follow-up Action

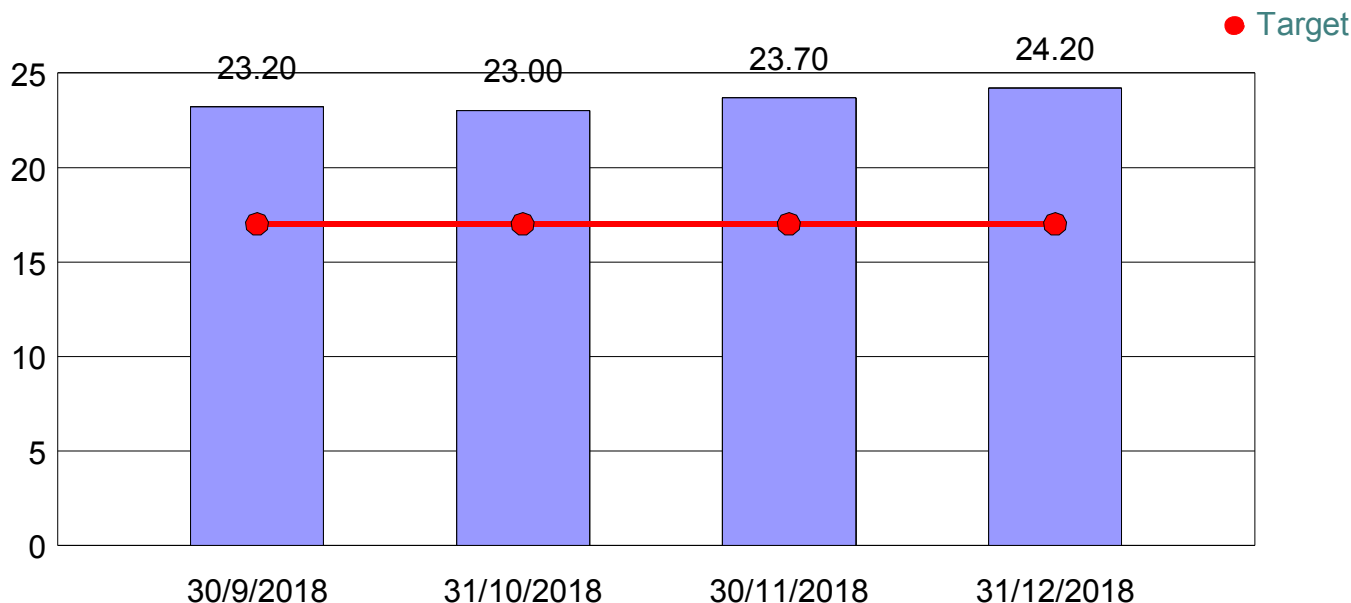
Referrals remain persistently above target, the result of systemic demand management challenges. The new operating model will address this. Tactical changes have been made to instil greater rigour across key decision making points.

Director Assurance

Merlin Joseph

We are aware of the main reasons for re-referrals and Family Support Workers are now targeting this work within the Children's Assessments Teams to address this.

**Current and Previous Performance**



**Benchmarking Period**

Financial year

01 Apr 16 to 31 Mar 17

Updated Annually

Averages

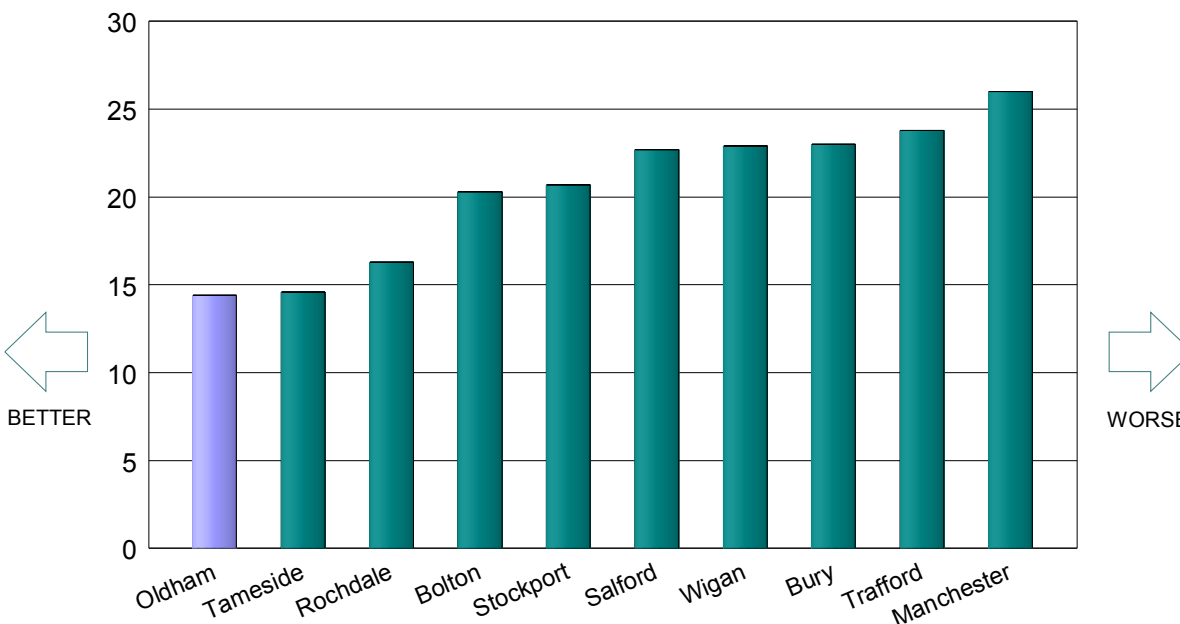
Geographical neighbours 19.6

English authorities 20.0

GMCA 20.5

CIPFA nearest neighbours 19.4

Benchmarking Definition : Referrals to children's social care within 12 months of earlier referral (%) (%)



Accountable Lead

Paula Green

Follow-up Action

The low percentage of timeliness is due to an historic backlog of circa 200 cases that had to be issued in the Autumn Term. This backlog has now been cleared and there are no outstanding assessments left that are beyond 20 weeks. From January 2019 the cumulative total starts again and we are currently at 100% timeliness in January 2019.

Target Date

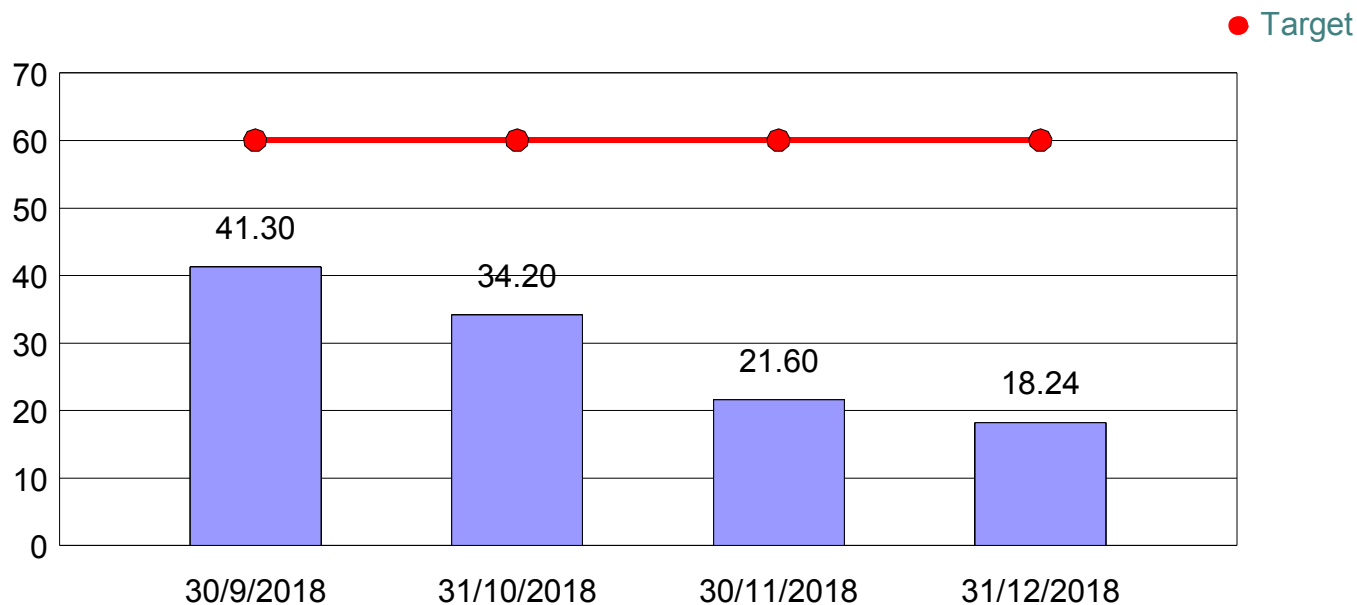
31 Dec 2018

Director Assurance

Andrew Sutherland

No further comment

**Current and Previous Performance**



Benchmarking Period

Calendar year

01 Jan 17 to 31 Dec 17

Updated Annually

Averages

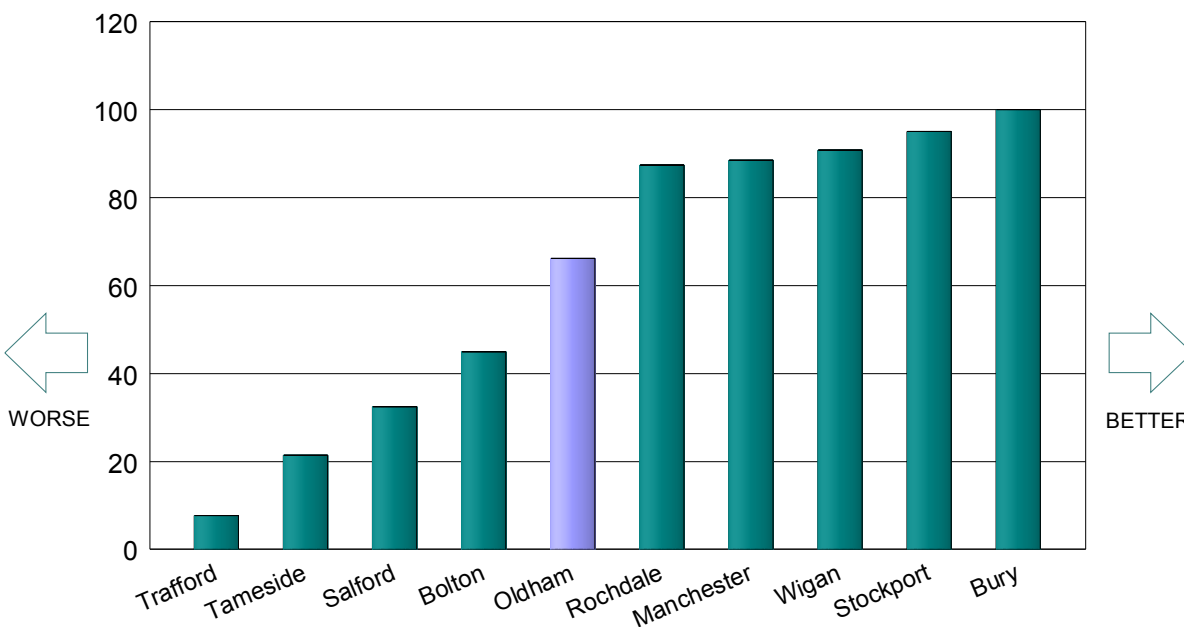
Geographical neighbours 64.6

English authorities 63.8

GMCA 63.5

CIPFA nearest neighbours 56.9

Benchmarking Definition : Proportion of new Education, Health and Care (EHC) Plans issued within 20 weeks, including exceptions (%)



← WORSE

BETTER →

Accountable Lead

Adrian Calvert

Follow-up Action

A range of actions are taking place with secondary schools to improve progress and attainment. These include:-

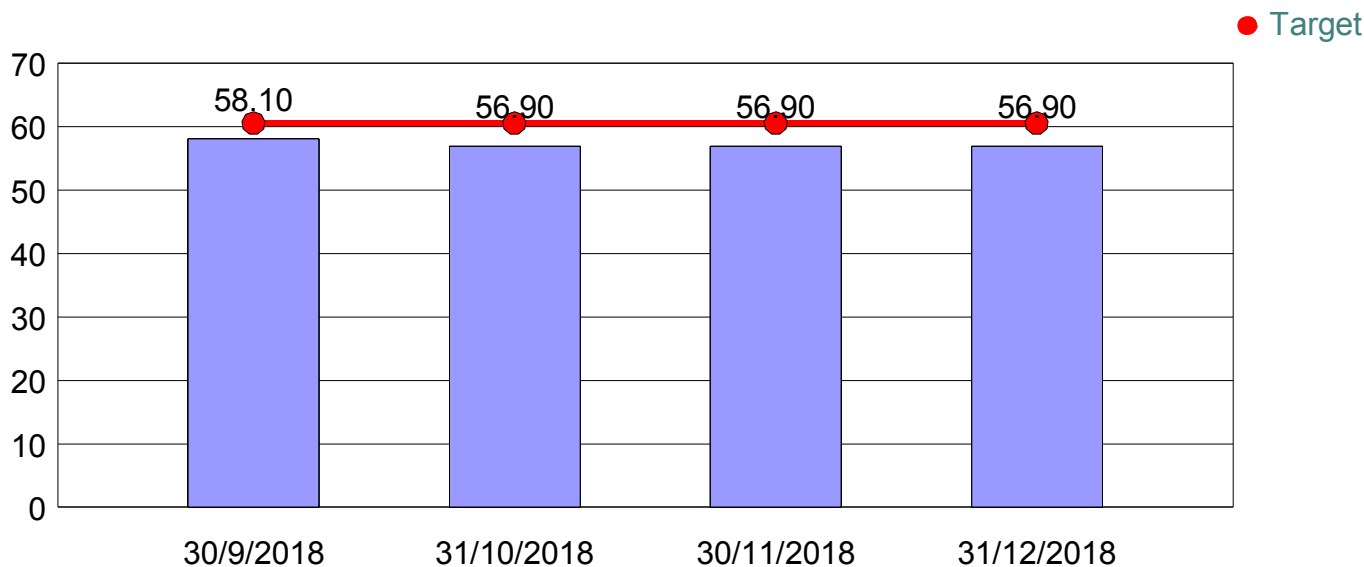
- Opportunity Area funded School to School Support is already taking place in 3 schools with 2 additional schools in the process of receiving support aimed at increasing performance.
- A project to support disadvantaged boys is being led by the Advantage Teaching School (Oldham Sixth Form College).
- Tutor Trust Support is taking place in Secondary Schools working with Year 11 disadvantaged pupils.
- A minimising exclusions project is working with a number of schools with the highest levels of exclusion.
- Several Schools have been involved in TLIF programmes including working the Institute of Physics and the Institute of Teaching.
- Schools have enrolled middle and senior leaders on NPQ schemes to further develop their leadership. Teaching and Learning leads have participated in a series of training session with the Research School to develop teaching and learning in schools.

Director Assurance

Andrew Sutherland

No further comment

Current and Previous Performance



Benchmarking Period

Academic year

01 Sep 17 to 31 Aug 18

Updated Annually

Averages

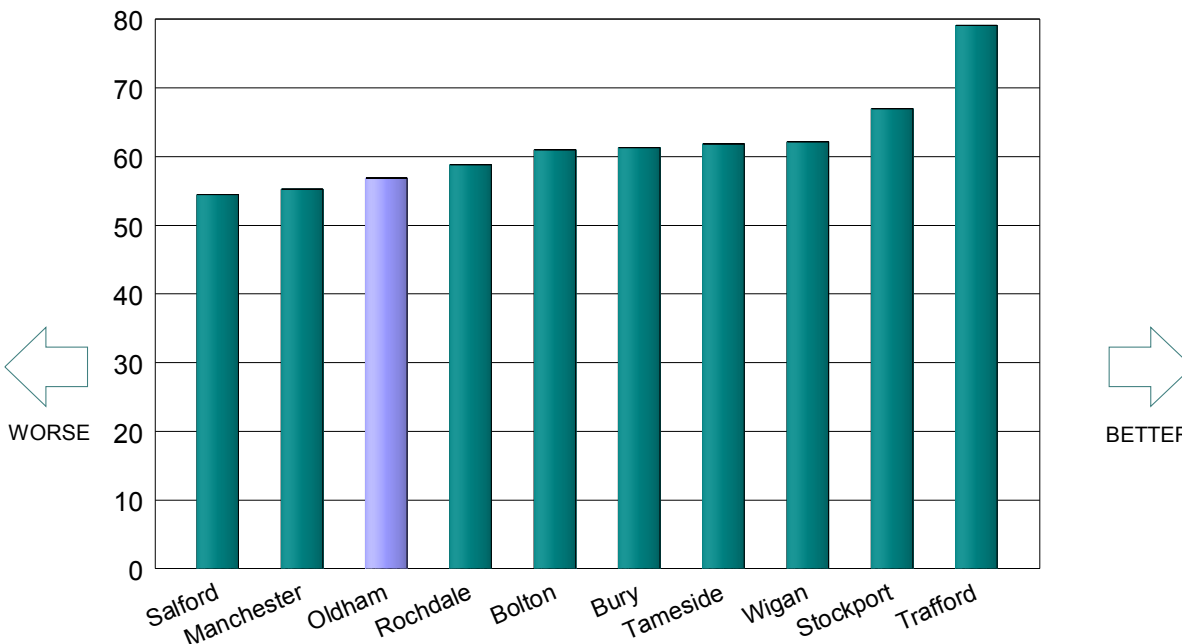
Geographical neighbours 61.2

English authorities 63.9

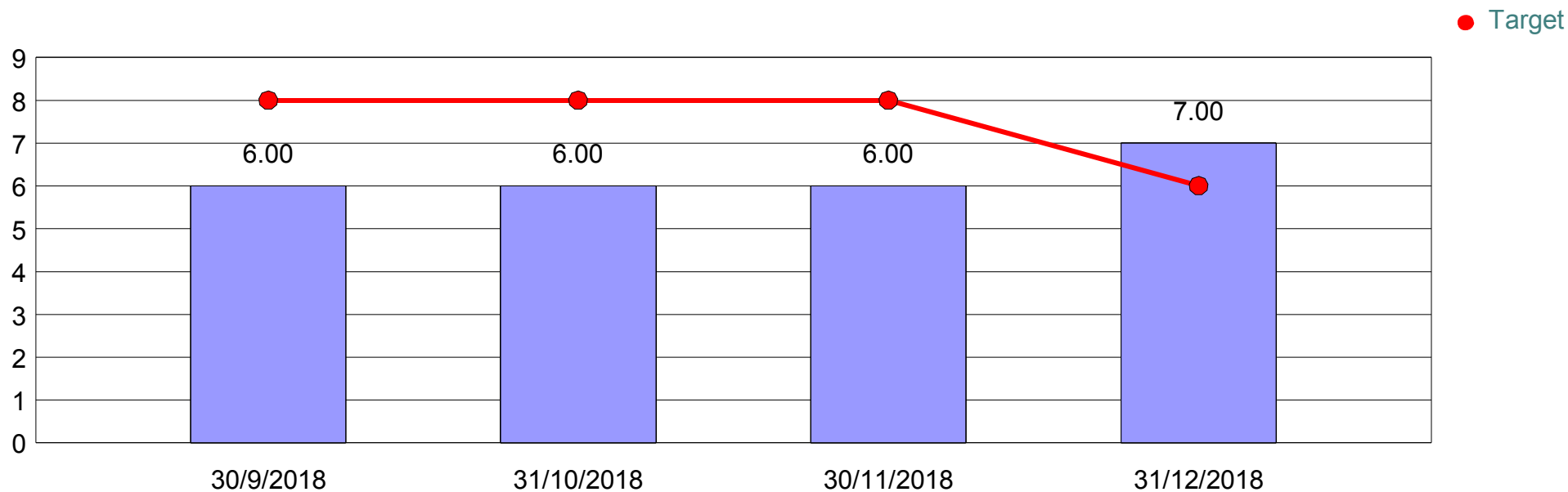
GMCA 61.8

CIPFA nearest neighbours 58.5

Benchmarking Definition : Percentage achieving 9-4 in English & mathematics (%)



**Current and Previous Performance**



**Follow Up Action and Assurance Details**

**Accountable Lead**

Carol Brown

**Accountable Lead Follow Up Action**

This is raw survey data, and data processing is taking place which will remove any incorrect assumptions/anomalies with the survey for the year-end reported figure, including:

The annual scanner survey provided to Oldham Council is for 50% of the Network (one way) and the PI score of 7 is for 2018-19 data only. An average score of 2017-18 (5) & 2018-19 (7) should be the figure used to ensure reporting on 100% of the Network.

The entirety of the 2018-19 A Road resurfacing programme was carried out after the Scanner Survey was completed. Any red scanner data that was located within the limits of the resurfacing schemes will be removed during the data processing exercise.

**Director Assurance**

Helen Lockwood

No further comment

**Target Date**

29 Mar 2019

No Benchmarking Available

## Appendix III - Corporate Plan Actions Detail

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
<b>Corporate Objective 1 : An inclusive economy where people and enterprise thrive</b>									
A01	✓	Fight for better transport links and connectivity to address economic imbalance across the region, in particular for routes between towns that don't involve travelling in and out of the city centre	Carol Brown	Cllr A Shah	8/1/2019	31/3/2019	31/3/2019	Ongoing work with TfGM & other organisations to ensure strategies/policies/future investment plans have positive impacts on the borough & fully reflect our priorities for a cleaner, greener & more prosperous Oldham-contributing to development of GMSF transport evidence base/delivery plan; submitting bids to GM Mayor's Cycling & Walking Infrastructure Fund.	10/1/2019
A02	✓	Extend free weekend car parking (up to 3 hours) in town centre beyond 2016	Emma Barton	Cllr S Fielding	8/1/2019	31/3/2019	31/3/2019	No change to the status of free weekend parking.	10/1/2019
A03	✓	Maintain 24-hour road repair promise for priority routes and invest in our highways	Carol Brown	Cllr A Shah	8/1/2019	31/3/2019	31/3/2019	The 24 – hour repair promise network continues to have capital funding investment and interventions to the appropriate level as detailed within the current approved Transport Capital programme.	10/1/2019
A04	✓	Deliver our Town Centre Masterplan to transform Oldham's economy	Emma Barton	Cllr S Fielding	8/1/2019	31/3/2020	31/3/2020	Work commenced to develop and support a town centre vision and its top priorities.	10/1/2019
A05	✓	Deliver an exciting calendar of cultural events and attractions and enhance the tourism offer through Parliament Square and other locations and facilities	Emma Barton	Cllr P Jacques	8/1/2019	31/3/2019	31/3/2019	Town Centre / Parliament Sq: *Ghost Walks in October – 320 attendees. *Oldham Spooktacular in October – 3.5k attendees. *Reindeer Parade in November – 9k attendees. *Christmas Lights Switch On in November – 9k attendees. *Brass Monkeys music event in December - 1k attendees (poor weather). *Appearances of Town Centre Mascots - 850 meet-&-greet.	10/1/2019



Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
A06	✓	Encourage investment in green and renewable technology to produce clean power and create jobs	Emma Barton	Cllr S Fielding	8/1/2019	31/3/2019	31/3/2019	Exploring options for renewable technology at Alexandra Park depot and refurbishment / new build of Tommyfield market.	10/1/2019
A07	✓	Support Oldham Education Partnership Board in prioritising all the recommendations of Education & Skills Commission	Andrew Sutherland	Cllr P Jacques	8/1/2019	31/3/2020	31/3/2020	The Oldham Education Partnership (OEP) is working well with political representation from Cllr Jacques. It has strong relationship with schools and is investing in a number of key school improvement initiatives which complement the work of the Opportunity Area (OA)	10/1/2019
A08	✓	Focus on raising standards in reading writing, maths and phonics to level up educational outcomes at the end of all key stages	Andrew Sutherland	Cllr P Jacques	8/1/2019	31/3/2019	31/3/2019	Work is taking place with coordination between the LA, OEP and OA. Included is system led support for key schools and CPD/strategic work in phonics, literacy, maths and SEND. Performance in phonics and SLC in KS1 is below national average but there are a range of funded interventions which are presently being implemented & monitored to close the gap	10/1/2019
A09	✓	Be a strong voice in Greater Manchester for Fair Growth - equality of opportunities and investment, fight poverty	Emma Barton	Cllr S Fielding	8/1/2019	31/3/2019	31/3/2019	Work is progressing with regards development of the Oldham ask of the GM ERDF Business Support programme, ensuring Oldham businesses get fair access to support services. Devolution of Adult Education Budget creates a real opportunity to shape the Oldham skills narrative.	10/1/2019
A10	✓	Identify key employment sites to secure new job opportunities and welcome new businesses into the borough	Emma Barton	Cllr S Mushtaq	8/1/2019	31/3/2019	31/3/2019	Broadway Green Works are progressing well on Phase 2 and contracts have been exchanged with Countryside on the 2nd residential plot.  Hollinwood Junction The Eurogarages development opened	10/1/2019

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
A10					8/1/2019	31/3/2019	31/3/2019	21/9/18.Terms have been agreed for a pub/restaurant and a drive-thru coffee shop. The Deed of Variation for the inclusion of the Kaskenmoor site has been agreed.	10/1/2019
A11	✓	Support existing and attract new business from high profile retailers to independent traders	Emma Barton	Cllr S Fielding	8/1/2019	31/3/2019	31/3/2019	The Council completed two new transactions on its assets at 24 Clegg Street which has been sold to a dentist who is to refurbish prior to moving in. At 18 Greaves Street a lease has been completed to a micro bar which is due to open in January, 2019.	10/1/2019
A12	✓	Get Oldham Working to engage with 6,000 residents and fill 5,000 new employment-related opportunities by 2020	Emma Barton	Cllr S Mushtaq	8/1/2019	31/3/2020	31/3/2020	The Get Oldham Working project has filled 4,371 opportunities (Nov 18) which is 1,017 over target. This includes 3,158 residents into sustained, paid employment (890 over target) and 533 apprenticeships (137 over target)	10/1/2019
A13	✓	Encourage 'In work' progression to help at least 400 residents gain new skills so they can gain promotions up the career ladder (Career Advancement Service)	Emma Barton	Cllr S Mushtaq	8/1/2019	31/3/2019	31/3/2019	The service has engaged 461 residents. The project has recruited an additional staff member to achieve the target. Evaluation of the scheme is demonstrating a £5,500 uplift in wages for those completing the programme.	10/1/2019
A14	✓	Fight for a Fair Employment borough	Emma Barton	Cllr S Mushtaq	8/1/2019	31/3/2019	31/3/2019	The Council is reviewing its position relating to the GM Mayoral Employment Charter and the Council Fair Employment Charter.	10/1/2019
A15	✓	Deliver Oldham's Cultural Quarter including new Oldham Coliseum Theatre, Arts & Heritage Centre	Emma Barton	Cllr P Jacques	8/1/2019	31/3/2020	31/3/2020	Approval to re-tender the contract for the new heritage and arts centre was obtained from Cabinet in November. In addition Cabinet has approved feasibility work on a range of alternative options to reflect the changing requirements of theatre provision in Oldham.	10/1/2019
A16	✓	Invest in Tommyfield Market Hall	Emma Barton	Cllr S	8/1/2019	31/3/2019	31/3/2019	Work continues to review options for	10/1/2019

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
A16				Fielding	8/1/2019	31/3/2019	31/3/2019	refurbishment or new build, together with the need for a temporary market and identify a preferred option.	10/1/2019
A17	✓	Complete regeneration of Prince's Gate	Emma Barton	Cllr S Fielding	8/1/2019	31/3/2020	31/3/2020	Work to conclude the legal agreements for the land sale progressing.	10/1/2019
A18	✓	Improve security at bus stations, metrolink stops and car parks	Carol Brown	Cllr A Shah	8/1/2019	31/3/2019	31/3/2019	TfGM aware - Combined Authority function On target to influence the position as the opportunity arises	10/1/2019
A19	✓	Regulate buses to get the routes we need and the fares we can afford	Carol Brown	Cllr A Shah	8/1/2019	31/3/2020	31/3/2020	TfGM aware - Combined Authority function On target to influence the position as the opportunity arises	10/1/2019
A20	✓	Enhance our town centres by attracting high street retailers and independent traders. In particular, in Shaw, Lees and Failsworth (A62 corridor)	Emma Barton	Cllr S Fielding	8/1/2019	31/3/2019	31/3/2019	Grant on target in Shaw and Lees. Slower uptake along A62. To date: * 8 new businesses set up * 11 vacant buildings improved / brought back into use * Secured 67 existing jobs * Estimated 25 new jobs created * 37 external improvement schemes completed * 2 existing business relocated to district grant areas	10/1/2019
A21		To support the GM Digital Strategy and the GMCA to secure a grant agreement for the GM Full Fibre Challenge Fund	Emma Barton	Cllr S Fielding	8/1/2019	31/3/2021	31/3/2021	Project progressing well. Details of sites, costings and business case to go to Wider Leadership Team on 9th Jan for approval. Procurement of suppliers to take place in new year. Social value outcomes to form part of bid.	10/1/2019
A22		Implementation of current Local Plan (including monitoring and providing policy advice / input into key development initiatives / masterplans).	Emma Barton	Cllr H Roberts	8/1/2019	31/3/2019	31/3/2019	Policy advice provided as and when required. Monitoring report approved December 2018 and will be published on-line in the New Year.	10/1/2019
A23		Ensure the Council's corporate objectives and social value are driven	Joe Davies	Cllr A Jabbar	2/1/2019	31/3/2019	31/3/2019	The procurement function is developing; a new approach to increasing the level of	8/1/2019

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
A23		through the effective and prioritised review of contract management.			2/1/2019	31/3/2019	31/3/2019	SME involvement in service delivery; measures to ensure that frameworks do not become over expensive	8/1/2019
A24		Implement the Oldham Heritage & Arts Centre (OHAC) transition plan	Katrina Stephens	Cllr P Jacques	11/1/2019	31/3/2019	31/3/2019	Transition PID being revised. Workstreams rationalised and reviewed. Impact on business plan of not progressing theatre being assessed. Revision of key project documents started. Risk workshop outstanding and will follow capital risk review.	11/1/2019
A25		Leading the development of the GM Energy company - feasibility, funding bids, partnership	Rebekah Sutcliffe	Cllr A Jabbar	9/1/2019	31/3/2019	31/3/2019	A report focusing on potential opportunities for Joint Ventures with existing organisations went to GMCA Leaders meeting in November. The proposal was approved and work has begun to engage key stakeholder across GM and nationally to shape a GM "Energy Innovation Company". It is hoped that a progress announcement can be made at the 2019 GM Green Summit on Mar	11/1/2019
A26		Feasibility for electrical spec of Market Hall, car park & Civic Hub, liaison with FCHO on heat network feasibility.	Rebekah Sutcliffe	Cllr S Fielding	9/1/2019	31/3/2019	31/3/2019	Feasibility for solar PV on the Market Hall and new multi-storey car park completed and supplied to Regen and their design consultants. Feasibility underway by FCHO to identify whether connection to St Mary's heat network is possible. Also bid submitted by Aqualor Energy supported by the Council to GM ELENA for test borehole for ground source heat.	11/1/2019
A27		Leading delivery and analysis of CLES anchors work and implementing CLES evaluation framework	Rebekah Sutcliffe	Cllr S Fielding	11/1/2019	31/3/2019	31/3/2019	CLES Performance Rep forms basis of how Oldham seek to max local engagement. Supplier engagement events have taken place & more events scheduled. Intention to form Construction Task Force, led by	11/1/2019

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
A27					11/1/2019	31/3/2019	31/3/2019	OMBC, consisting of key Public Sector stakeholders with a view to maximise opps in construction projects.	11/1/2019
A28		Commission tracking of number of young people attending higher education to provide a clearer picture of the sustained destination profile of each individual school to assist challenge on curriculum and pastoral support linked to supporting increased sustained positive destinations	Andrew Sutherland	Cllr P Jacques	1/10/2018	31/3/2019	31/3/2019	There will be a skills workshop on February 1st which will set out the strategy for positive destination across Oldham. Preparatory work for this workshop will include an analysis of the data on post 16 -18+ destinations.	10/1/2019
A29		Successful implementation of the Opportunity Area three priorities of improving Early Years outcomes, raising attainment for all and fastest for disadvantaged and improving skills for life, learning and work. Coordinating delivery with Oldham Education Partnership and LA education establishment improvement functions	Andrew Sutherland	Cllr P Jacques	8/1/2019	31/3/2020	31/3/2020	There area significant range of interventions in place covering all three priorities. For example 26 schools are presently being supported in school improvements. Another example is a major drive on mental health with coordinators in all schools and a conference taking place on 9 March 2019 with all schools and key officer and political leadership present.	10/1/2019
A30		Successful implementation of the five recommendation in the written statement of action linked to the SEND strategy: (See WSOA paper)	Andrew Sutherland	Cllr P Jacques	8/1/2019	31/3/2020	31/3/2020	Progress remains on track to deliver all recommendations within the specific timescales In addition there is significant work on the general inclusion strategy building on previous learning in 2018. An inspection is due in March/April 2019 to monitor and report on progress	10/1/2019
A31		Lead on developing an agreed approach for how the Council and partners will maximise spend	Rebekah Sutcliffe	Cllr S Fielding	11/1/2019	31/3/2019	31/3/2019	OCL, Oldham Hospital and Oldham College are all engaged in the anchors evaluation work.	11/1/2019
A32	✓	Invest £37 million in new primary and secondary school facilities	Andrew Sutherland	Cllr P Jacques	9/10/2018	31/3/2022	31/3/2022	Significant activity in establishing school places in good/outstanding schools. Development/build of a new primary school in Greenfield being overseen & work	10/1/2019

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
A32					9/10/2018	31/3/2022	31/3/2022	underway to expand primary schools in East Oldham and Chadderton. Significant investment and planned expansion at 3 secondary schools, rebuild at Royton & Crompton and continuing upgrades/expansion.	10/1/2019
A33	✓	Demolishing the gas holder and regenerating Hollinwood junction; delivering a new Saddleworth School and promoting the area's tourism offer	Emma Barton	Cllr S Fielding	8/1/2019	31/3/2019	31/3/2019	Works to the gasholder halted due to a crack found on base. Revised methodology for working agreed and is awaiting Environment Agency sign off. Is anticipated that work will recommence in Jan 19. Highway works due to start in April 19.  Saddleworth School - at this stage it is anticipated that the planning application will go to Planning Committee in Jan 19.	10/1/2019

## Corporate Objective 2 : Thriving communities where everyone is empowered to do their bit

T01	✓	Maintain and extend the Private Landlord Licensing Scheme to improve the quality of private sector housing	Carol Brown	Cllr H Roberts	8/1/2019	31/3/2019	31/3/2019	2500 applications for licenses received across 8 neighbourhoods with 1371 licenses being granted & 367 unannounced audits carried out. The team have made sure 235 hazards identified in rented properties rectified, acted on 41 warrants obtained from the Courts & prosecuted 41 landlords for not applying for licenses. Educational materials sent to landlords.	10/1/2019
T02	✓	Ensure our children in care get our parental support until the age of 25	David Stringfellow	Cllr A Chadderton	21/1/2019	31/3/2019	31/3/2019	PAs are in post and providing support to care leavers aged 18-25.	
T03	✓	Deliver pipeline of 1,000 new homes across the borough – with a range of high quality affordable and aspirational housing	Emma Barton	Cllr H Roberts	8/1/2019	31/3/2019	31/3/2019	Procurement for a developer partner for Fitton Hill will commence in Jan 2019 and this will deliver 250 new homes. We are also working in North Werneth to potentially deliver a further 150 homes across 3 sites.	10/1/2019

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
T04	✓	Extend the National Award winning Warm Homes Oldham Programme	Emma Barton	Cllr H Roberts	8/1/2019	31/3/2019	31/3/2019	EEstimated 700 people brought out of fuel poverty in 2018-19. Highest rate of first time central heating installations in Greater Manchester. Received £100k for boiler replacements from additional DFG allocation. OJEU procurement for new delivery partners on The Chest by end of December 2018 (now for delivery from 1 June 2019 onwards).	10/1/2019
T05	✓	Continue to develop co-operative communities where people support each other	Rebekah Sutcliffe	Cllr S Fielding	9/1/2019	31/3/2019	31/3/2019	Thriving Communities programme continues to build upon & grow community capacity. Fast Grants launched & almost £30k allocated to grassroots assets. Social Action Fund launched & will invest £850k to tackle social isolation and loneliness. Social Prescribing Innovation Partnership Tender open seeking collaborative partner to develop Oldham offer.	11/1/2019
T06		Ensure all of our children get a healthy start in life to enable them to thrive	Katrina Stephens	Cllr A Chadderton	9/1/2019	31/3/2019	31/3/2019	Delivery of the Right Start contract continues, supported by additional action through the GM Population Health plan on smoking in pregnancy, oral health and alcohol exposed pregnancies. Cabinet has agreed to extend Right Start contract for 1 year (to 31 March 2020).	11/1/2019
T07	✓	Ensure the "voice of the child" is heard in everything that Oldham Council does	Carolyn Wilkins	Cllr A Chadderton	10/10/2018	31/3/2019	31/3/2019	Since SC, work continues to progress which sees the council put Children and Young People at the heart of everything we do.	
T08		Implement the Continuous Improvement Plan for children's services	David Stringfellow	Cllr A Chadderton	21/1/2019	31/3/2019	31/3/2019	Continuous improvement plan in place via Getting to Good Board and self assessment process - this work is ongoing.	
T09		Develop a case weighting system to ensure that newly qualified and experienced staff can increase contact	David Stringfellow	Cllr A Chadderton	21/1/2019	31/3/2019	31/3/2019	Caseloads are reducing as a result of additional capacity through the short term investment	

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
T09		with children and their families on their caseload and deliver high quality assessments			21/1/2019	31/3/2019	31/3/2019	In July 2018 43% SW's had a caseload greater than 30, in July this has reduced to 2%.	
T10		Commit to preserving and enhancing the quality of our environment through: - Britain in Bloom - Green Dividend - Prosecuting fly tippers and people who drop litter	Carol Brown	Cllr A Shah	8/1/2019	31/3/2019	31/3/2019	2018 Britain in Bloom entry focuses on Failsworth/Hollinwood corridor, Alexandra Park & the Town Centre. Green dividend extended to 2018/19, bids submitted for funding up to £5k. Since Jan 2018: 35 Fly-tipping prosecutions and 167 FPNs served for littering. 26 individuals prosecuted for non-payment of FPNs. Legal notices served + 20 FPNs for non-compliance.	10/1/2019
T11	✓	Review of prevention and early intervention to inform recommissioning of Early Help	David Stringfellow	Cllr A Ur Rehman	21/1/2019	31/3/2019	31/3/2019	A review of prevention and early intervention is underway, led by Rebekah Sutcliffe, which will set a strategic direction to inform the recommissioning of Early Help. Additional programme support has been identified with stakeholder workshops planned in October to inform the future delivery model. The review is due to report in Feb 2019	
T12		Oldham Leadership Board: Supporting key projects defined and agreed with OLB. Working with Policy to ensure best approach and co-ordinate cross-organisational messaging on priority agendas such as tackling social isolation and homelessness.	Carl Marsden	Cllr S Fielding	11/1/2019	31/3/2019	31/3/2019	Social media msg on winter wellness & zero tolerances have gone out & more scheduled for this winter. Oldham Cares colleagues were consulted and their feedback is also included. Two web pages have also been created which people can be signposted to for further info.	11/1/2019
T13		Delivery impactful and consistent communications messages for the Oldham Cultural Quarter (Coliseum Theatre and Arts & Heritage Centre) in	Carl Marsden	Cllr S Fielding	9/1/2019	31/3/2019	31/3/2019	Oldham Coliseum announcement delivered in November. Discussions ongoing for launch of OMA later this year. New discussions underway on site hoardings,	11/1/2019



Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
T13		partnership with others			9/1/2019	31/3/2019	31/3/2019	brand hierarchy and messaging ensuring clarity for residents, potential visitors and partners. Clarity on Coliseum future needed.	11/1/2019
T14		For OMBC to continue to take a lead GM role in the GM transformation agenda which includes working across the core features of the GMHSCP Care 2020 model (which includes supporting people to live independent lives for longer in their own homes)	Mark Warren	Cllr Z Chauhan	7/1/2019	31/3/2019	31/3/2019	ASC continues to have a significant role in the GM Transformation Agenda and the Living Well at Home Programme (formerly the Care 2020 model). This is reflected both through involvement in GM-wide programmes and the implementation of transformation locally with partner organisations. This is ongoing.	9/1/2019
T15		To ensure that the Oldham safeguarding multi agency procedures are followed at a time of change. - undertake a peer safeguarding review with Stockport and MBC and respond to all recommendations - configure the MASH (adults) team to dovetail with the new LCO arrangements	Mark Warren	Cllr Z Chauhan	7/1/2019	31/3/2019	31/3/2019	The Safeguarding Review is underway and the options stage of the review is due to conclude on 25 January 2019 with a Safeguarding Adult Board Development Day. This will inform the action plan for implementation of the preferred option going forward.	9/1/2019
T16		Develop a service specification for a new wellness service and tender the opportunity through a full procurement exercise	Katrina Stephens	Cllr Z Chauhan	9/1/2019	31/3/2019	31/3/2019	A draft specification has been developed based on resident consultation and clinical engagement carried out in 2017. The proposed service has no funding confirmation at this time. Awaiting the outcome of early intervention and prevention review which will help inform potential levels of investment. Review due to report in January.	11/1/2019
T17		Lead, support and implement delivery of the Thriving Communities programme	Rebekah Sutcliffe	Cllr S Fielding	9/1/2019	31/3/2019	31/3/2019	Programme continues to deliver against GM milestones. Social prescribing network in Oldham West supported 80+ residents. Procurement of remaining network due to	11/1/2019

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
T17					9/1/2019	31/3/2019	31/3/2019	take place. Tender out for the Social Innovations Partnership. Fast Grants had excellent take up and majority borough-wide pot spent. Social Innovation Fund due to be launched Jan 19.	11/1/2019
T18		Lead the development and delivery of Place Based Integration including clear evaluation and outcomes	Rebekah Sutcliffe	Cllr A Chadderton	9/1/2019	31/3/2019	31/3/2019	A draft Framework and Operating Model for PBI for Oldham is currently under development that will seek to answer how Oldham will respond to the 6 GM principles launched by Andy Burnham in November 2018. Early discussion on how we might achieve geographical alignment across all services has commenced.	11/1/2019
T19		Preventing and reducing Youth offending	David Stringfellow	Cllr A Ur Rehman	21/1/2019	31/3/2021	31/3/2021	A steering group has been established, analytical work is being processed to fully understand the profile and cohort group, work with the youth justice service is being strengthened. Recent inspection of YOS has judged the services positively.	
T20		Reduce violent crime in Oldham Town Centre	Bruce Penhale	Cllr A Ur Rehman	9/10/2018	31/3/2019	31/3/2019	Although the number of violent crimes in Oldham Town Centre was overall almost identical in 2017 and 2018 (around 730), this reflects a year on year increase in the first 5 months of the year, followed by a substantial year on year fall in the latter half of the year.	10/1/2019
T21	✓	Ensure all children are school ready when they are due to start school	Andrew Sutherland	Cllr P Jacques	1/10/2018	31/3/2020	31/3/2020	Improving the GLD rate to reach the target of 70% by 2020 remains a key priority. There has been significant communication with schools and settings. OA investment is focussed on 250 children required to meet GLD in order to achieve the target. Early predictions suggest a 2% increase in July 2019 which if repeated over two years	10/1/2019

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T21					1/10/2018	31/3/2020	31/3/2020	would reach the target.	10/1/2019
T22	✓	Every school in Oldham to be rated "Good" or "Outstanding" by 2020	Andrew Sutherland	Cllr P Jacques	1/10/2018	31/3/2020	31/3/2020	Changes in Ofsted policy which brought previously sponsored academy ratings back into the calculation makes this a logistically challenging target. However, school support packages have targeted establishments requiring support based on robust data analysis. Ofsted feedback in recent inspections have also been mostly 'good' and acknowledged LA support	10/1/2019
T23	✓	Invest in our street cleaning team	Carol Brown	Cllr A Shah	8/1/2018	31/3/2019	31/3/2019	Recruitment in progress	10/1/2019
T24	✓	Maintain district working arrangements with dedicated teams for Oldham's districts	Rebekah Sutcliffe	Cllr A Shah	9/1/2019	31/3/2019	31/3/2019	District Review underway and connects to place based integration. Due to report on recommendations from the elected member led review group by the end of January 2019.	11/1/2019

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

C01		Delivery of emerging ICT strategic roadmap to agreed time, cost and quality measures	Ray Ward	Cllr A Jabbar	8/1/2019	31/3/2019	31/3/2019	The Delivery of the IT strategic roadmap was re-profiled to complete FY'20-'21 at the November CIPB meeting. Current delivery of this program remains on target for completion during 2021, and significant progress has been made on several project streams including Mobile Data Management, Office365 and SharePoint technologies.	8/1/2019
C02		Effectively manage, support and deliver transformational change through a portfolio of transformation activity enabled by fit for purpose governance, methodology, and a transformation team.	Christopher Lewis	Cllr A Jabbar	7/1/2019	31/3/2019	31/3/2019	The Transformation PMO continues to support major change within the Council and working across organisational boundaries with partners. The corporate Design and Assurance review is underway to build on the existing governance and approach to Transformational Change. The	8/1/2019

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C02					7/1/2019	31/3/2019	31/3/2019	initial phase of this work is due to conclude in March 19 resulting in potential options	8/1/2019
C03		Improve digital inclusion, engagement, and skills for residents, members, and staff through a co-ordinated strategy and programme.	Ray Ward	Cllr A Jabbar	8/1/2019	31/3/2021	31/3/2021	The improvement of digital inclusion through the Residents First Programme remains on target & is being coordinated with the IT Strategy through the Strategic Roadmap programme. Digital by Design proposal will drive this forward.	8/1/2019
C04		Through our Welfare Rights Service, support people adversely affected by Welfare Reform.	Anne Ryans	Cllr A Jabbar	1/1/2019	31/3/2019	31/3/2019	In line with the anticipated work programme, good progress continues to be made in ensuring the maximum number of people are assisted in, for example, gaining additional Council Tax Reduction and debt management advice. Good engagement with other agencies to support the delivery of common objectives.	8/1/2019
C05		Reshape and transform access channels and end to end customer journeys through the delivery of the Resident First Programme.	Ray Ward	Cllr A Jabbar	8/1/2019	31/3/2020	31/3/2020	Phase 1 of the programme has been delivered. Phase 2 is focussed on developing re-usable cross-cutting functionality to be rolled out across services. Phase 3 is being shaped. Digital by Design proposal will drive this forward.	8/1/2019
C06		Corporate Narrative: Phase 2 Rollout of the #ourbit #yourbit #result narrative internally and externally across all communication channels and praise/encourage those doing their bit in the environment	Carl Marsden	Cllr S Fielding	1/12/2018	31/3/2019	31/3/2019	Second phase rollout completed internally. Phase 3 discussions and proposals being developed, subject to budget and SDA.	
C07		Provide communications and digital support for the next phase of the Resident First project	Carl Marsden	Cllr A Jabbar	9/1/2019	31/3/2019	31/3/2019	Ongoing. Pest Control launched in December 2018. Discussions ongoing with Resident First over future communications requirements.	11/1/2019
C08		To ensure that all PCFT /ASC / Miocare staff have access to technology to	Mark Warren	Cllr Z Chauhan	7/1/2019	31/3/2019	31/3/2019	Work is ongoing to implement coordinated systems across the provider organisations	9/1/2019

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C08		assist them to practice including; smart phones (that sync with Windows 10), client database development and access, work rota systems			7/1/2019	31/3/2019	31/3/2019	ASC/PCFT/MioCare which is included in Phase 2 of the community health and adult social care integration.	9/1/2019
C09		To develop and implement a new Quality Assurance Framework and audit system to monitor practice at the front line which includes demand management, improving practice and encapsulates case law and evidence based learning	Mark Warren	Cllr Z Chauhan	7/1/2019	31/3/2019	31/3/2019	The review and audit of frontline practice & review of the ASC practice standards is ongoing. Due to recent changes with the community provider requirements are being reviewed and updates will be provided as progress is made.	9/1/2019
C10		To develop, design and implement a new personalised approach to our customers health and social journey including a new electronic Resource Allocation System (RAS)which can integrate health assessments (CHC)	Mark Warren	Cllr Z Chauhan	7/1/2019	31/3/2019	31/3/2019	The proposed RAS is currently out to consultation with service users (existing and potential) and carers. The final RAS will take into account feedback from the consultation. Plans are in place to develop and implement the new RAS for 01 April 2019.	9/1/2019
C11		To prepare revised policy and procedure documentation that includes outlining how statutory and regulatory requirements will be met across the new service provider and commissioner.	Mark Warren	Cllr Z Chauhan	7/1/2019	31/3/2019	31/3/2019	This remains ongoing. Work is underway to ensure that existing policy and procedures across both community health and social care provision and commissioning are both sufficiently robust and meet the requirements of integrated working across the ICO.	9/1/2019
C12		Ensuring adequate business controls are developed which enable the service to achieve adequate and robust audit control mechanisms for the payment of services across the health and social care economy (supporting the Fundamental Financial Audit requirements)	Mark Warren	Cllr Z Chauhan	7/1/2019	31/3/2019	31/3/2019	The latest FFA cycle started on 1 October 2019. Regular reviews and updates against our Fundamental Financial System improvement plan - put in place following the last FFA - are being undertaken as we progress and complete actions.	9/1/2019
C13		Deliver the GIS improvement	Dami	Cllr S	2/1/2019	31/3/2020	31/3/2020	Recruitment to temporary resources	8/1/2019

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C13		programme. Develop a singular approach to gathering, managing and analysing geographical data across the organisation	Awobajo	Fielding	2/1/2019	31/3/2020	31/3/2020	complete. Removal of Bentley project being implemented. 1st round of UAT scheduled for 2nd week of Jan. Forecast completion of project Feb 2019	8/1/2019

