

Report to Cabinet

Council Performance Report March 2019

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: 24 June 2019

Reason for Decision

The purpose of this report is to allow:


- The review of Council Performance for March 2019
- 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 2017) **233,759** 

Male 49.3% 50.7% Female

Aged 0-15 22.7% Aged 65+ 15.9%

White 77.5% Pakistani 10.1% Bangladeshi 7.3% Other 5.1%

ONS Mid-Year Estimate 2017/Census 2011



INCOME & BENEFITS

Median Household Income **£21,752**

67.5% Employment Rate
11.1% Out of Work Benefits
5.3% Unemployment
7.7% ESA Benefits

CACI 2018/Census 2011/DWP 2017



HOUSING

64.9% Owner Occupied

12.1% in Fuel Poverty
20.9% Social Rented
13.6% Private Rented
25.1% Claiming Council Tax Benefits/Housing Benefits

PRM in Oldham 2018/DECC 2014/Council Tax 2017



HOUSEHOLD INFO

Number of Households **97,358**

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

OMBC Council Tax 2019/Census 2011



97% with at least 1 qualification at KS4

64.1% School-Ready Children
57.1% with standard pass in GCSE English and Maths

96.5% young people aged 16 to 18 are in EET
13.6 Adults with No Qualifications
51.6% 5 GCSEs A*-C (including Eng & Maths)

DfE 2018/Positive Steps 2017/Census 2011

HEALTH

16.3% Long Term Health Problems/Disabilities 


77.2 yrs Male Life Expectancy
80.9 yrs Female Life Expectancy
16.6% Currently Smoke

Obese Children

Reception: 10.9% Year 6: 23.4%

Public Health England/Census 2011

CRIME

107 Victim Based Crimes (per 1,000 of the Population) 

2.0 Robbery of Personal Propert
7.5 Residential Burglary Rate
13.1 Vehicle Offences Rate
42 Violence Against the Person Rate

GMP 2019

COMMUNITY

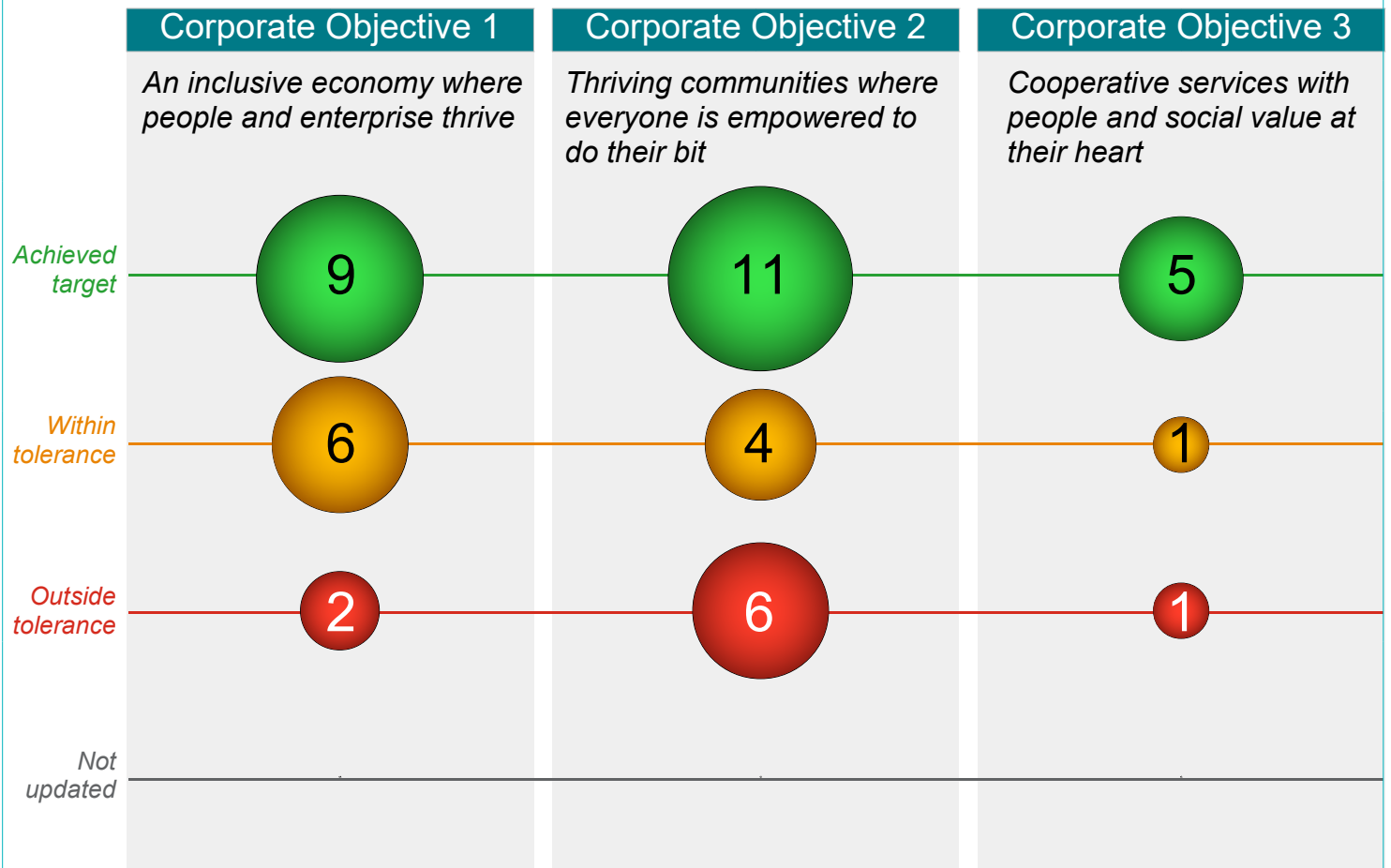
Satisfied with Local Area **71%** 

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 Mar 2019				
		Not Updated	Complete	On Track	Behind Schedule	Unlikely to Achieve
Chief Executive	2			1	1	
People and Place	23			19	4	
Health and Adult Social Care CS	7			6	1	
Childrens Services	17		1	14	2	
Corporate and Commercial Services	7		2	5		
Strategic Reform and Public Health	14			14		
Admin Priority only	33			28	5	

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	3	4	0
D	0	0	0	0	0	0	0	0	0	6	2	0
E	0	0	0	0	0	0	0	0	0	0	0	0

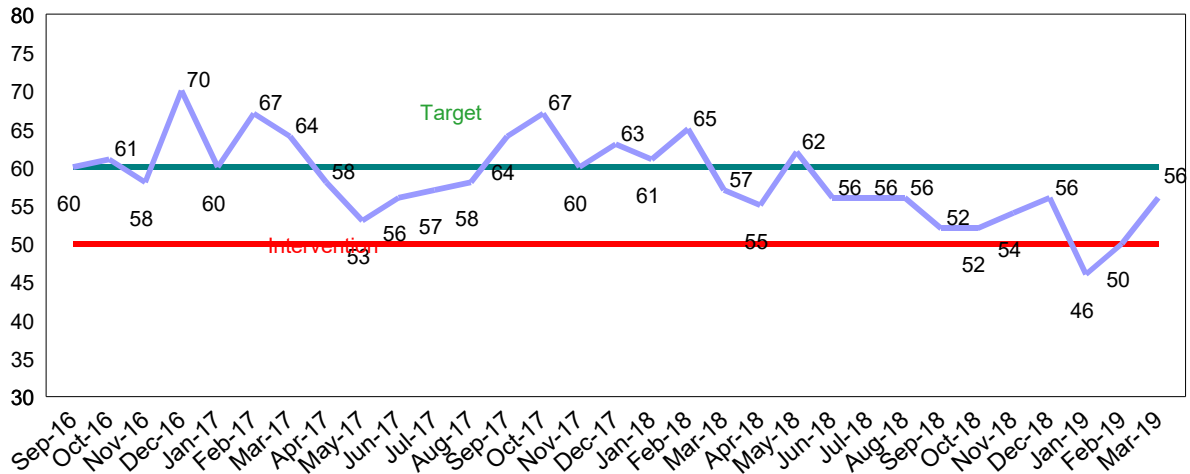
	Health and Adult Social Care CS				Strategic Reform and Public Health				Childrens Services			
A	0	0	0	0	0	0	0	0	0	0	0	0
B	0	0	2	0	0	0	0	0	0	0	0	0
C	0	3	2	0	0	0	0	0	0	0	0	0
D	0	0	0	0	0	0	0	0	0	0	0	0
E	0	0	0	0	0	0	0	0	0	0	0	0

IV III II I

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

RAG-rated Performance Measure Trend (March 2019)

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.

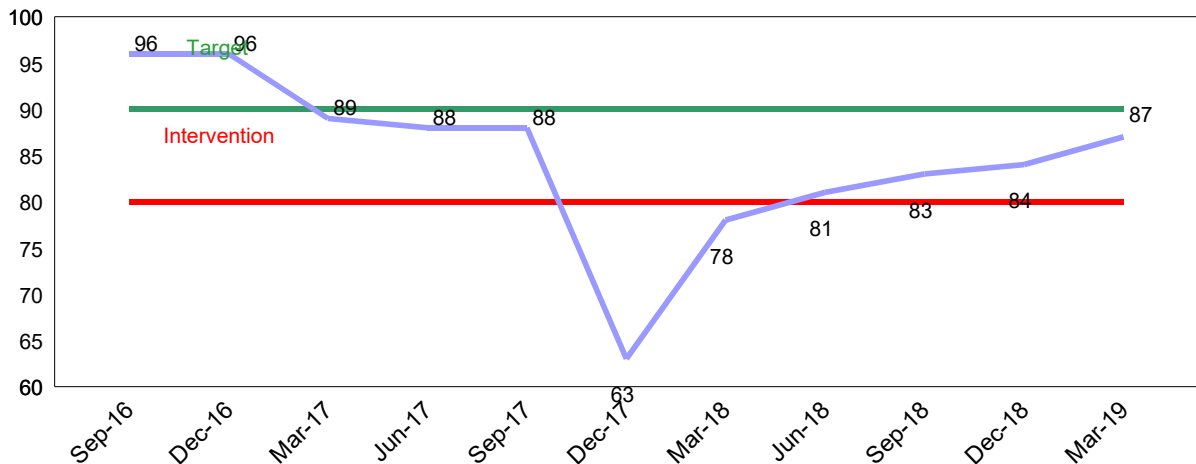


This Quarter (Mar 19) **Prev. Quarter (Dec 18)**

No Update	0	0
> 5% off Target	9	8
Off Target	11	11
Achieved Target	25	26

Action Trend (March 2019)

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.



This Quarter (Mar 19) **Prev. Quarter (Dec 18)**

No Update	0	0
Unlikely to achieve	0	0
Behind schedule	8	11
On track	59	59
Complete	3	0

SICKNESS (year to date)

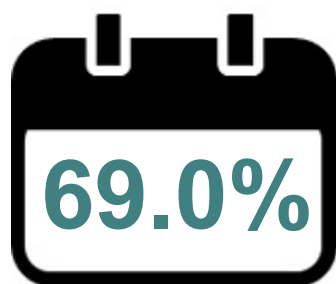


average days lost to sickness

top 3 reasons

The 3 most common causes of absence are Mental Health inc. Stress (29.66%), Musculo-Skeletal (28.59%) and Stomach Liver and Digestion related (8.52%).

LONG TERM SICKNESS (year to date)



of days lost are due to long-term sickness

Long Term absence is classed as any absence longer than 20 consecutive working days.

TOP 5 REASONS FOR LEAVING (year to date)

163

Resignation

35



Retirement

14



End of Fixed Term Contract

14



Redundancy

12



TUPE Transfer

year end 2017/18

Resignation	186
End of Contract	13
TUPE Transfer	11
Other	13

SICKNESS TOP 3 DIVISIONS (year to date)

1

Economy

14.12 days per FTE

2

Public Health - Youth and Leisure

12.70 days per FTE

3

Children's Social Care and Early Help

11.12 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)

Staff turnover



11.4%

TURNOVER (rolling 12 months)

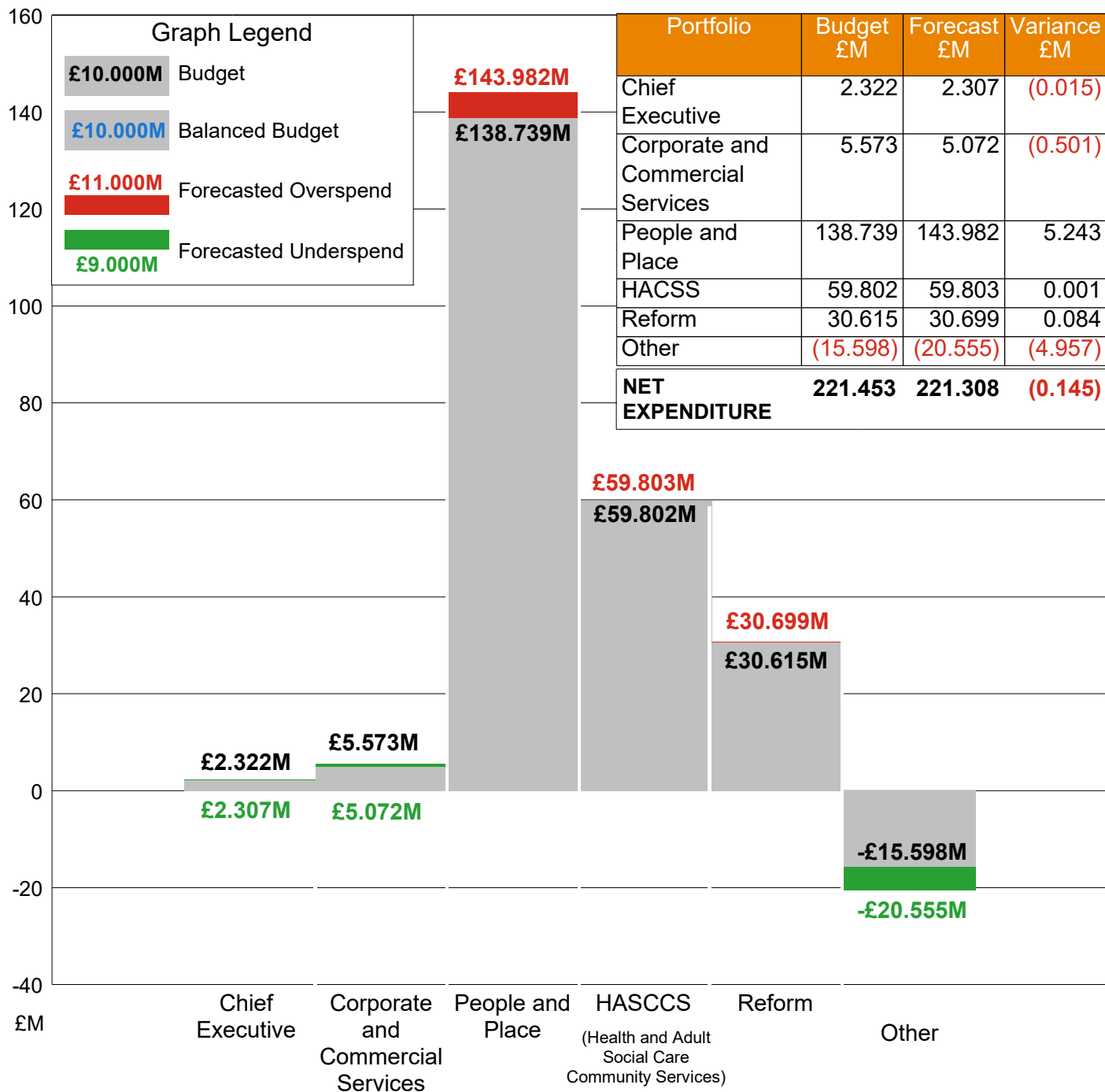
100.0%



of people still in post after 12 months

Budget Forecast

Month 8 2018/19



Approved 2018/19 Budget Reductions

Quarter 4 2018/19



Delivered
£6.686M

Appendices


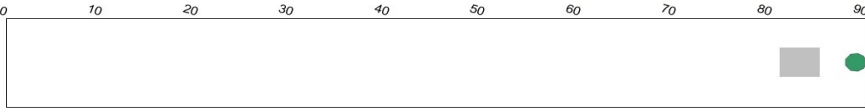
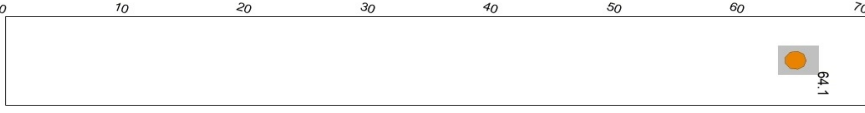
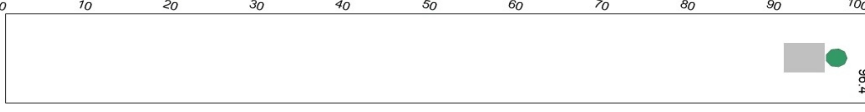
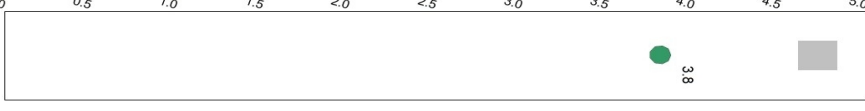

- I Corporate Measure detail
- II Red Corporate Measure Follow-up Action(s)
- III Corporate Plan Actions detail
- IV High-level Directorate Red Risk(s)

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	62.1%	59.2%	60.5%	(Prev Yr)	60.5%	<p>ACTUAL 57.1% TARGET 59.3%</p>
✓	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	66.0%	57.0%	61.0%	(Prev Yr)	61.0%	<p>ACTUAL 62.8% TARGET 57.0%</p>
✓	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%	<p>ACTUAL 91.5% TARGET 92.0%</p>
✓	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%	<p>ACTUAL 78.0% TARGET 89.0%</p>
✓	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%	<p>ACTUAL 98.2% 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
✓	M700(CP) Attendance rates in Oldham Primary and Secondary Schools	Cllr P Jacques	Quarterly		95.4%	96.0%	(Prev Qtr) ACTUAL 95.4% 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%	85.0%	
✓	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) Percent of 16 to 17 year olds who are not in education, employment or training (NEET)	Cllr S Mushtaq	Monthly	3.4%	3.6%	3.5%	(Prev Mth) ACTUAL 3.7% TARGET 4.6%	4.6%	
	M655(CP) Percentage of children seen in the previous 12 months by an NHS dentist	Cllr Z Chauhan	Quarterly		New Measure	60%	(Prev Qtr) ACTUAL 64% 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)	400 - 725	<p>ACTUAL 516 TARGET 400 - 725</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)	94.50%	<p>ACTUAL 94.70% TARGET 92.20%</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)	40.0%	<p>ACTUAL 39.0% TARGET 40.0%</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 74.3% TARGET 50.0%	50.0%	
✓	M408(CP) Total new homes built	Cllr H Roberts	Quarterly	486	New Measure	289	(Prev Qtr) ACTUAL 226 TARGET 216	289	
✓	M256(CP) Number of life long learning enrolments	Cllr S Mushtaq	Monthly		7,055	8,650	(Prev Mth) ACTUAL 5,447 TARGET 5,683	6,473	
	M63(CP) Number of visitors to Gallery Oldham	Cllr P Jacques	Quarterly		101,934	90,000	(Prev Qtr) ACTUAL 72,174 TARGET 67,500	90,000	
	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 5,671 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 3,960 TARGET 3,867	5,156	

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)	62	<p>ACTUAL 63 TARGET 62</p>
	M409(CP) Percentage of completed homes that are affordable	Cllr H Roberts	Quarterly	22.0%	New Measure	26.6%	(Prev Qtr)	26.6%	<p>ACTUAL 27.9% TARGET 9.7%</p>
	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)	4.0%	<p>ACTUAL 2.5% TARGET 3.0%</p>
	M645(CP) Number who successfully quit smoking at 4 weeks	Cllr Z Chauhan	Quarterly		606	1,065	(Prev Qtr)	1,065	<p>ACTUAL 453 TARGET 799</p>
	M646(CP) Early Help - Percentage of cases showing improvement	Cllr A Ur Rehman	Monthly		65.4%	65.0%	(Prev Mth)	65.0%	<p>ACTUAL 66.8% TARGET 65.0%</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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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	161 days	New Measure	926 days	(Prev Mth)	926 days	<p>ACTUAL 474 days TARGET 849 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 206 TARGET 200</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 74.3% TARGET 75.0%</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)	6.0%	<p>ACTUAL 0.0% TARGET 0.0%</p>
✓	M501(CP) Percentage of Household waste sent for Reuse, Recycling or Composting	Cllr A Shah	Monthly	48.99%	39.85%	44.75%	(Prev Mth)	44.12%	<p>ACTUAL 39.76% TARGET 39.28%</p>
✓	M275(CP) Percentage of minor planning applications determined in time	Cllr H Roberts	Quarterly		66.0%	80.0%	(Prev Qtr)	80.0%	<p>ACTUAL 93.0% TARGET 80.0%</p>
✓	M274(CP) Percentage of major planning applications determined in time	Cllr H Roberts	Quarterly		75.0%	80.0%	(Prev Qtr)	80.0%	<p>ACTUAL 100.0% TARGET 80.0%</p>
	M126(CP) Percentage CO2 reduction on 1990 baseline	Cllr A Jabbar	Annual 3yr in arrears		41.0%	40.0%	(Prev Yr)	40.0%	<p>ACTUAL 41% TARGET 38.4%</p>
	M493(CP) Streets and grounds inspection issues	Cllr A Shah	Monthly		New Measure	23%	(Prev Mth)	23%	<p>ACTUAL 19% TARGET 23%</p> <p>17.0</p> <p>14 of 40</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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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)	96.94%	<p>ACTUAL 94.56% TARGET 93.30%</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)	94.60%	<p>ACTUAL 93.00% TARGET 93.23%</p>
✓	M683(CP) 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 79.3% 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 83.7% 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 24.7% 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 50.14% 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	Cllr A Jabbar	Quarterly		New Measure	15%	(Prev Qtr) ACTUAL 13% TARGET 15%	15%	<p>A horizontal bar chart with a scale from 0 to 16. A grey bar represents the target at 15%. A green dot represents the actual performance at 13%.</p>
	M915(CP) Customer satisfaction (Contact Centre)	Cllr A Jabbar	Monthly		95.05%	94.00%	(Prev Mth) ACTUAL 94.57% TARGET 94.00%	94.00%	<p>A horizontal bar chart with a scale from 0 to 100. A grey bar represents the target at 94.00%. A green dot represents the actual performance at 94.57%.</p>
	S202(CP) Council Sickness Absence	Cllr A Jabbar	Monthly	14.5 days	8.4 days	6.0 days	(Prev Mth) ACTUAL 1.0 days TARGET 0.5 days	0.5 days	<p>A horizontal bar chart with a scale from 0.0 to 1.2. A grey bar represents the target at 0.5 days. A red dot represents the actual performance at 1.0 days.</p>

Accountable Lead

Martyn Bramwell

Follow-up Action

The year end position on sickness absence is an average of 9.6 working days lost per employee. This is above the target of 6 days and higher than the position of 8.4 days lost in 2017/18.

The top two reasons of sickness absence in 2018/19 were musculo skeletal at 29.3% of all absence, and mental health including stress at 29.1%.

The duration of these top two causes of long term absences have increased by 21% and 17.5% respectively. The number of cases also increased significantly. Overall, long term sickness instances have increased by 7%.

Additional focus will be given to preventative and reactive in relation to the top two reasons in particular to look at pro active interventions of signs and symptoms, to work on reducing of the duration of cases. A working group to progress these issues will also target particular areas where absence requires additional management of cases.

Target Date

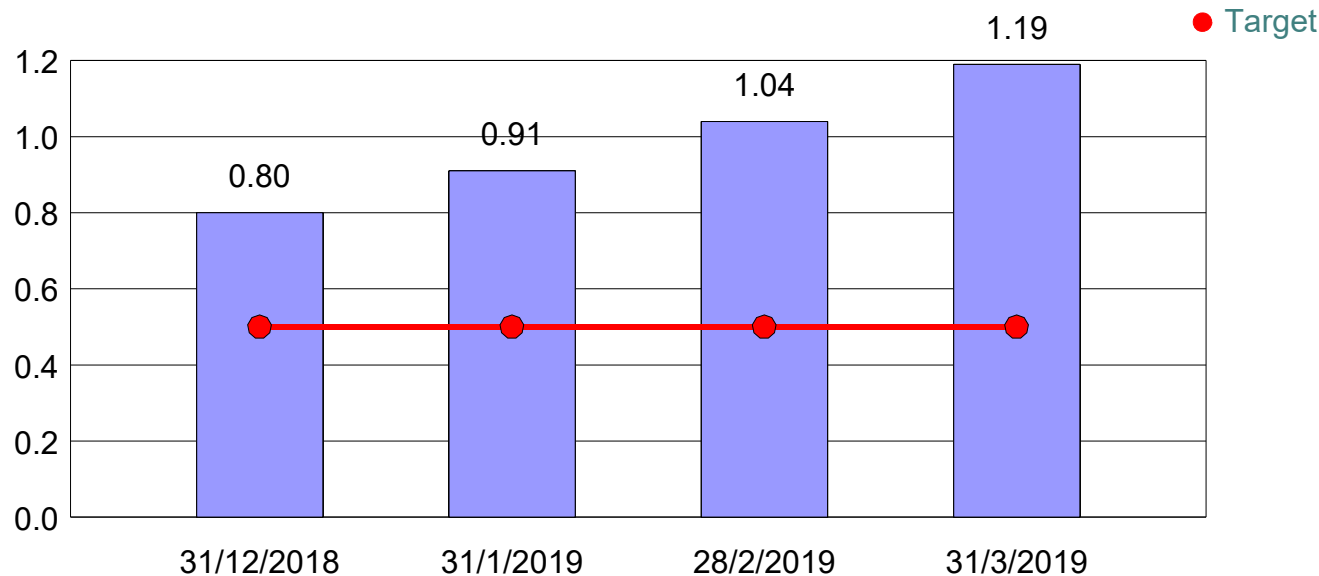
31 Mar 2019

Director Assurance

Ray Ward

Discussions have begun with Public Health. The aim is to identify the preventative and reactive measures that can be taken to improve the health and wellbeing of employees, enabling a reduction in absence. Data is currently being gathered to inform the focus of these measures.

Current and Previous Performance



Benchmarking Period

Financial year

01 Apr 16 to 31 Mar 17

Updated Annually

Averages

Geographical neighbours 9.8

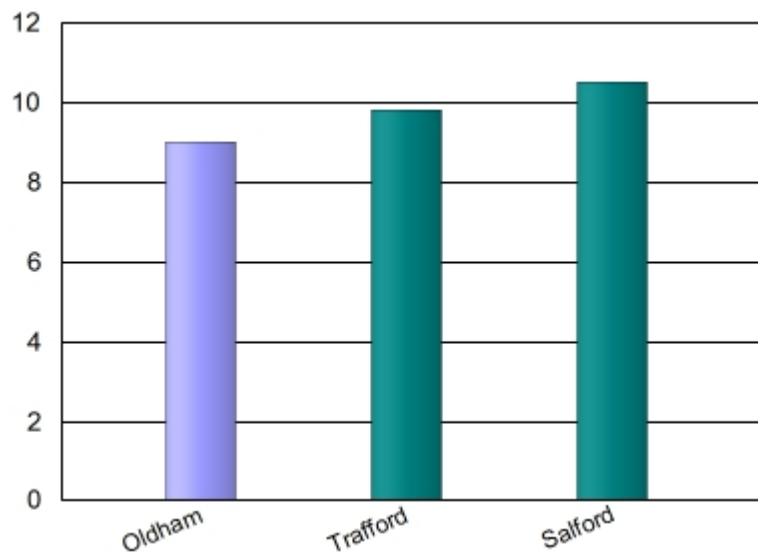
English authorities 8.8

GMCA 9.8

CIPFA nearest neighbours 11.5

Benchmarking Definition :

Sickness absence FTE days per employee (days per person)

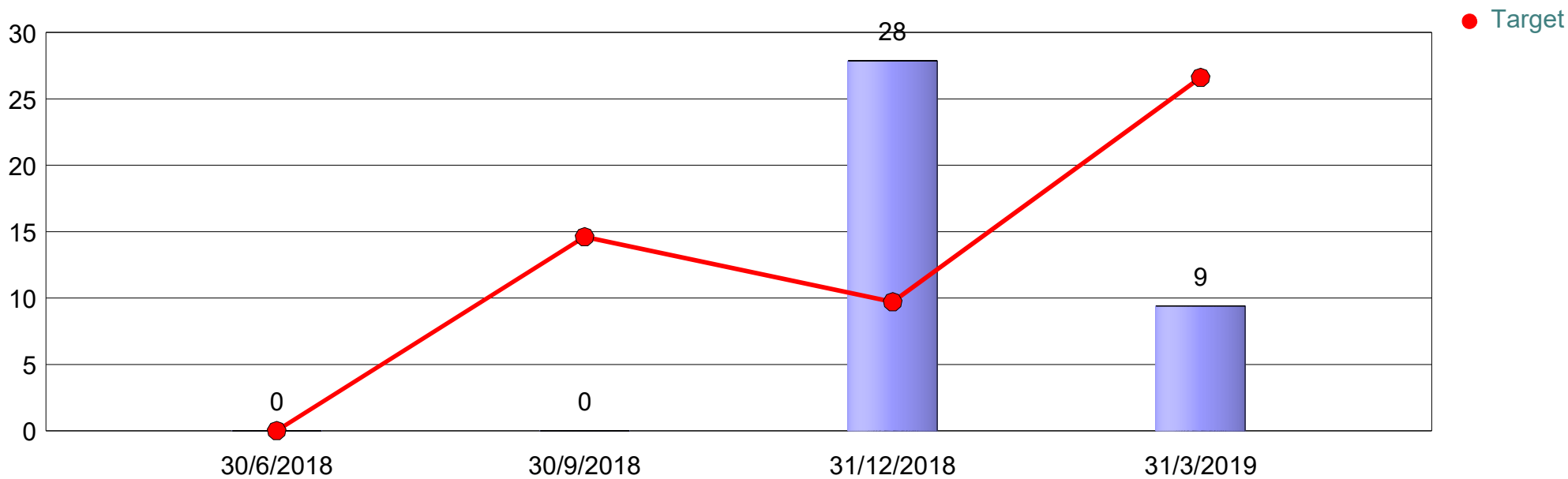


BETTER



WORSE

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Bryn Cooke

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

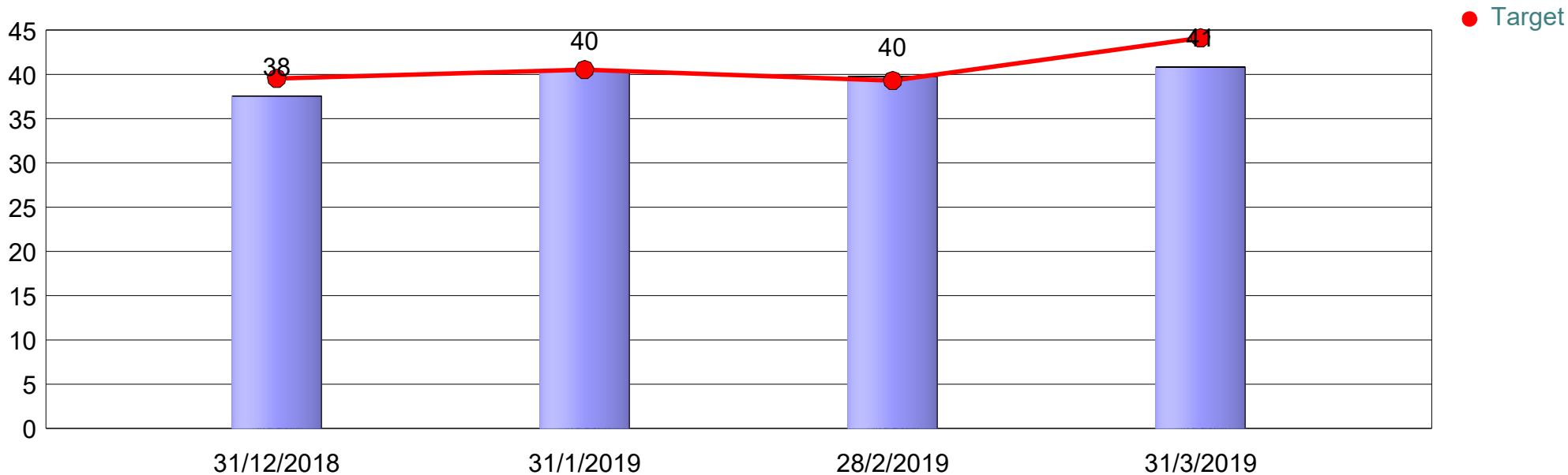
27 new affordable homes have been completed against a target of 56. The reason for this reduction is due to delays in the construction programme of homes being built at Derker, Sholver & Royton by FCHO. The target for next year is 210 - 190 being completed by FCHO and 20 by the council.

Director Assurance

Emma Barton

There are a number of external factors which impact on delivery rates for new homes which in turn, affect the % of affordable new homes. In conjunction with the emerging housing strategy, review meetings are in place with house builders to better understand blockages and barriers to delivery.

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Craig Dale

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

The annual Corvu target for 2018/19 is 44.75%. Draft tonnage figures as of 17/04/19 suggest we will achieve 44.54%. Please note the waste management tonnages are predicted a year in advance and this year's potential variance equates to approximately 300 tonnes within the 81,578 tonnes total waste we have produced.

Director Assurance

Carol Brown

Full analysis of waste collected will be undertaken to inform future work with residents. Target reached within acceptable limits.

Accountable Lead

Jayne Ratcliffe

Follow-up Action

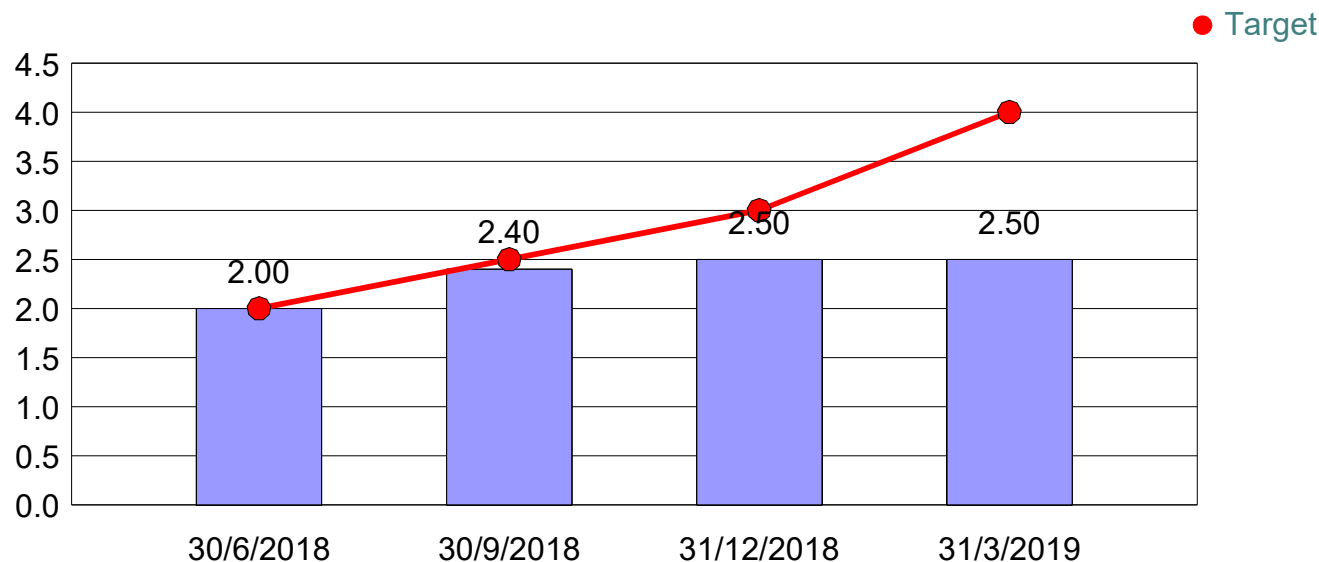
All GM authorities have now responded to GM, highlighting how they intend to address employment via the GM strategy. Oldham's plan will progress with the following actions; Mapping resources currently working to support people with a Learning Disability into employment. Meeting with all partners across Oldham carers to launch the working health programme to support people with a Learning Disability into employment. Increasing awareness of the access to work programme across all partners, operational teams, service users and carers. Reviewing exiting contracts to ensure there is an employer lead approach in terms of social value, which is audited and monitored. Reviewing the employment engagement strategy for Oldham, with an emphasis on targeting small to medium employers to engage in supporting people with a Learning Disability into employment. Devising a business disability tool kit, to engage local businesses in working in accordance with employment engagement strategy. Working with GM in the development of the service with the aim of providing a specialist employment service by the end of 2019.

Director Assurance

Mark Warren

GM localities have signed up to deliver 10 objectives in the GM LD strategy. 1 objective aims for a min 7% of people with a diagnosed LD in paid employment. Oldham LD Partnership Board will be responsible for delivering the strategy&have developed a 3 year plan with employment a distinct programme.

Current and Previous Performance



Benchmarking Period

Financial year

01 Apr 13
to
31 Mar 14

Updated
Annually

Averages

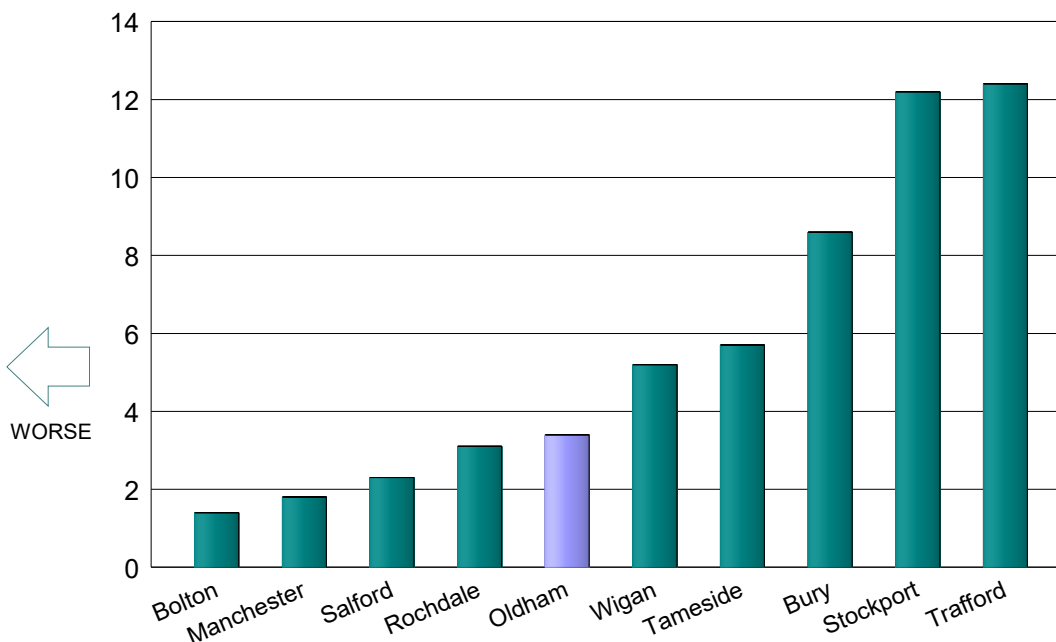
Geographical neighbours 5.0

English authorities 7.3

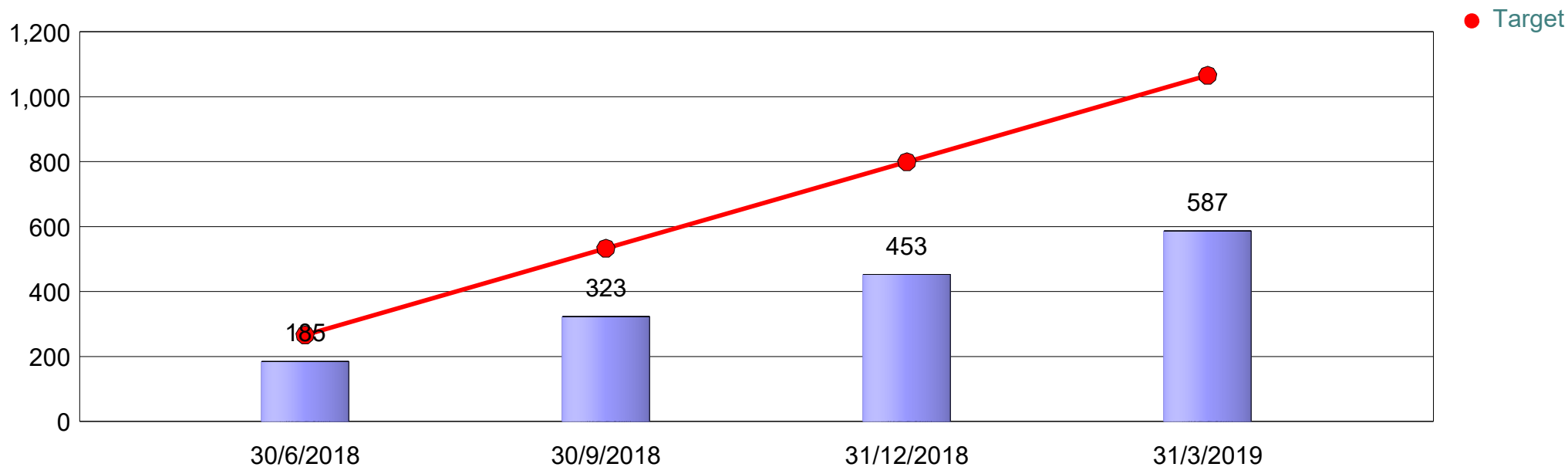
GMCA 5.6

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

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

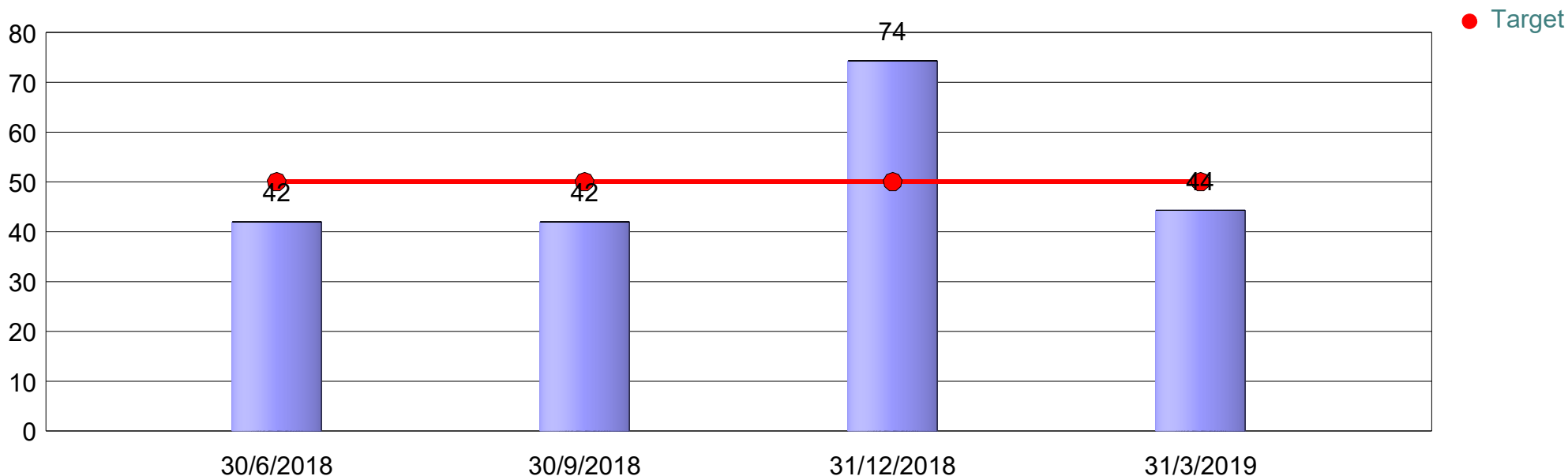
Work continues with Positive Steps to develop the Stop Smoking Service offer and increase the number of people accessing Stop Smoking Support. The service is targeting pregnant smokers and those in routine and manual groups and outcomes for those accessing the service are good.

Director Assurance

Katrina Stephens

To increase numbers stopping smoking a wider approach is needed, particularly expanding the primary care offer. Plans for 19/20 include developing the stop smoking support offer in primary and secondary care, and piloting the use of e-cigarettes as a stop smoking aid.

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Anna Tebay

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

Continued improvement is being made across the NHS HC programme in Oldham, and a number of initiatives are progressing through the NHS Health Checks Improvement Action Plan. The programme will achieve the 20% invite target for 2019/20 and 50% uptake for primary care.

The NHS Health Check Programme target is to one-fifth (20%) of the eligible population every year, as part of a five-year programme cycle. The total eligible population is 63,301. The annual target for invites is 12,660 (20%).

Significant improvement is continually being made across GP practices delivering NHS Health Checks programme. The new programme manager is refreshing the delivery programme and working with GP clusters. GP practices that require support to increase their HC invites and attendance will be identified and targeted for support by PH programme manager.

Current progress against action plan:

- DMT approval granted to vary the specification to practices to deliver NHS Health Checks to ensure a greater focus on quality as we enter the second wave of the 5 year roll out of the national programme. This will be monitored throughout 2019/20 with a view to putting in some practice performance targets regarding minimum recording data sets and outcomes for patients from the programme for 2020 onwards.

Director Assurance

Katrina Stephens

Work continues with primary care to increase the uptake and quality of NHS Health Checks. Issues with the handover of the data contract and generating invitations to attend for a Health Check during 2018/19 had a negative impact on reported performance during the year. This has since been resolved.

Accountable Lead

Kerrie Scraton

Follow-up Action

Re-referrals rate remains marginally above at GM/stat neighbour averages (23%) The introduction of capacity through structural investment will build more effective support to reduce this rate.

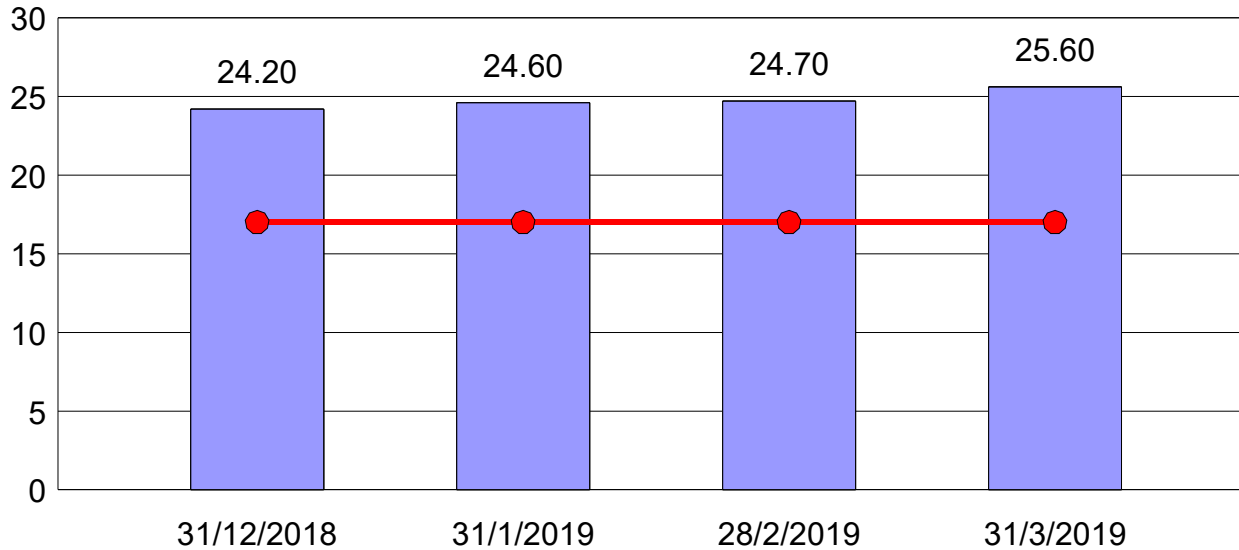
Director Assurance

Merlin Joseph

Oldham is performing in line with the GM average of 23.3, Family Support Workers are now targeting more effective work within the Children's Assessment Teams to address this, this will be strengthened through the investment plan.

Current and Previous Performance

● Target



Benchmarking Period

Financial year

01 Apr 16 to 31 Mar 17

Updated Annually

Averages

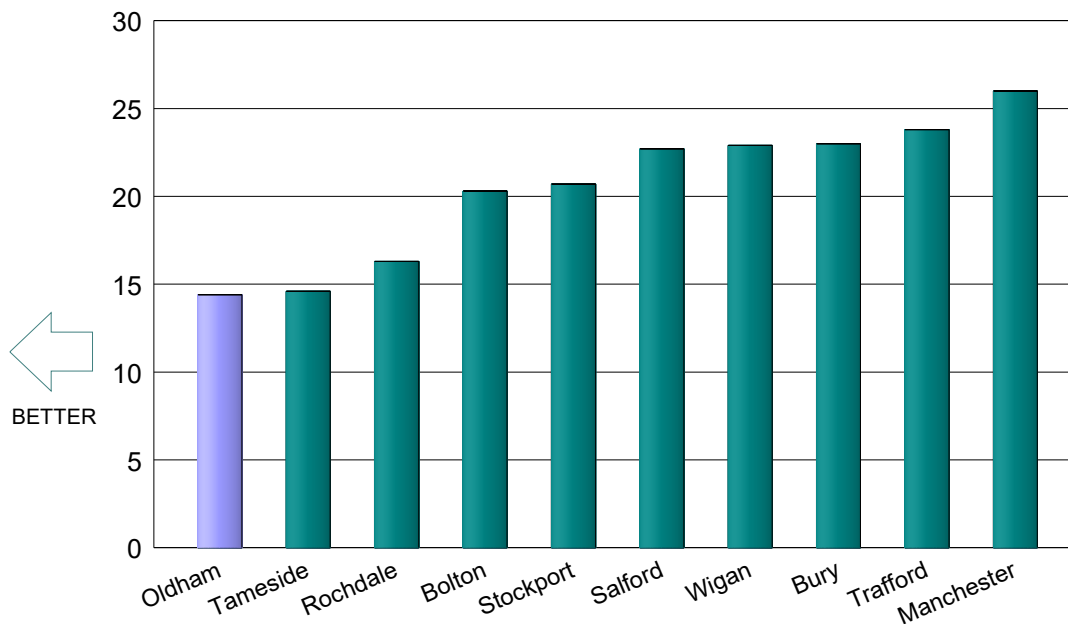
Geographical neighbours 19.6

English authorities 19.9

GMCA 20.5

CIPFA nearest neighbours 19.4

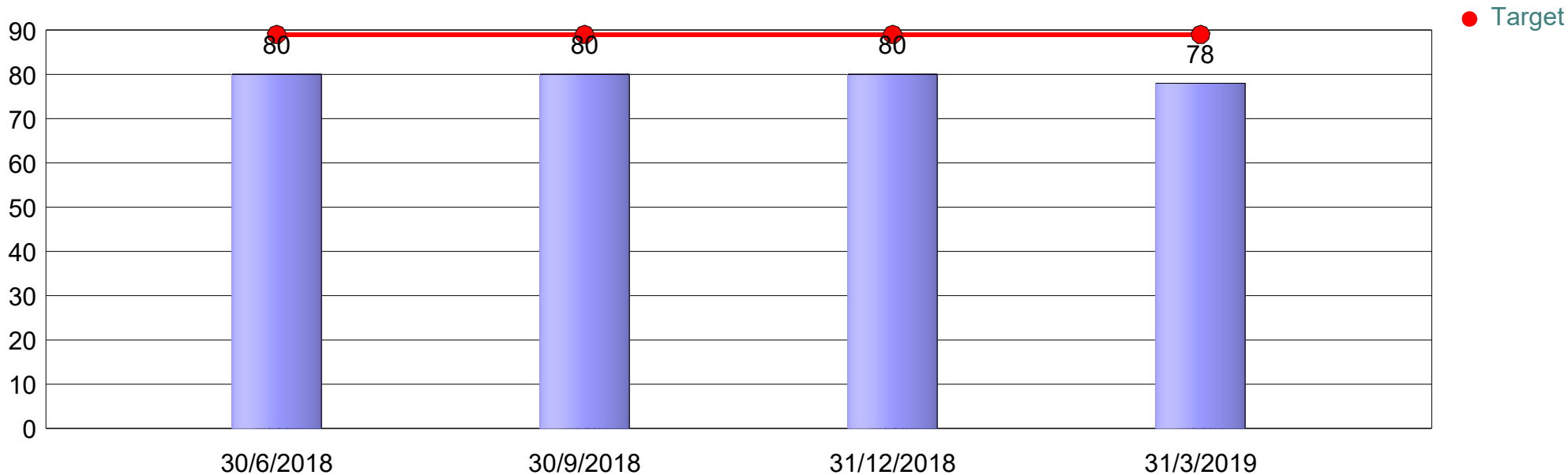
Benchmarking Definition : Referrals to children's social care within 12 months of earlier referral (%) (%)



← BETTER

→ WORSE

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Adrian Calvert

Accountable Lead Follow Up Action

Changes in national methodology has reduced the figure by 3% without individual school gradings changing. Under either methodology the target has not been met. The Education and Early Years Service, OEP and OA have signed up to five key priorities for improvement with support being given to:

Target Date

no date available

- 1 Teaching, learning and assessment;
- 2 Effective leadership at all levels;
- 3 Literacy at all ages and stages, through a borough-wide initiative;
- 4 School readiness, child and family support;
- 5 Inclusion issues affecting the achievement of SEND, disadvantaged and International New Arrivals.

No Benchmarking Available

Work within all of these areas including School to School Support work in schools with the most need will support the improvement of this figure but this will need to run over the timescale of Ofsted frameworks.

Director Assurance

Andrew Sutherland

Using Opportunity Area funding the LA has targeted schools requiring improvement to support them get to Good or Outstanding. Recent inspections have reflected the positive role of the LA and inspection gradings have been in line with expectations based on data and knowledge of schools.

Accountable Lead

Adrian Calvert

Follow-up Action

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

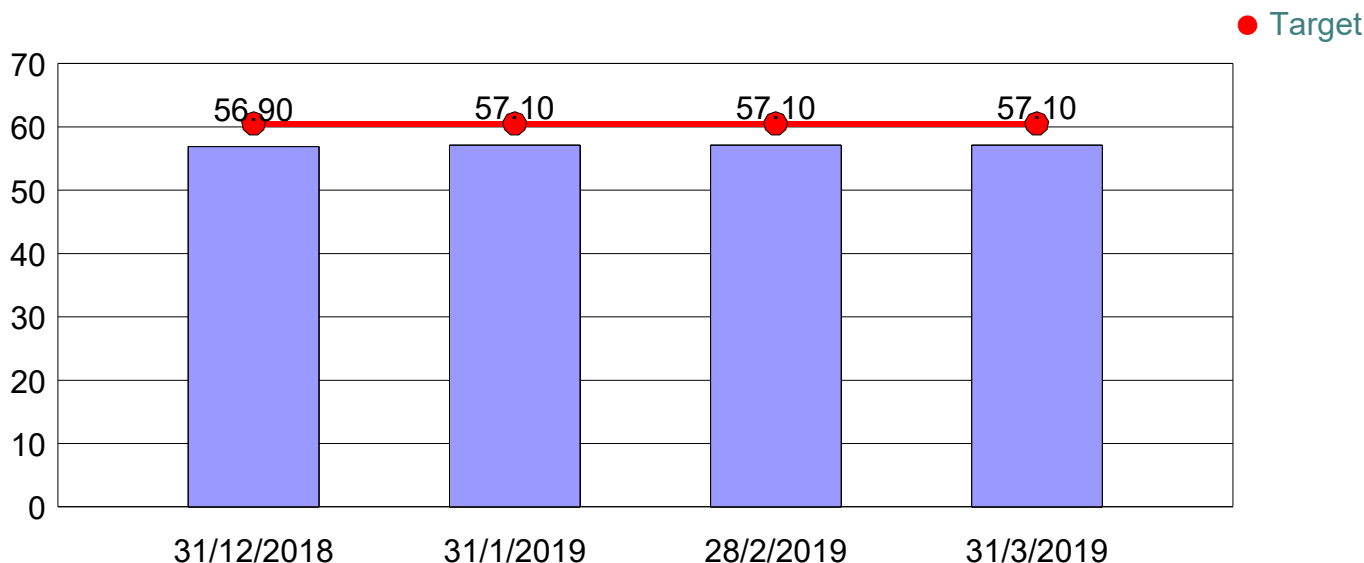
- Opportunity Area funded School to School Support is already taking place in 3 schools with 2 additional schools in the process of receiving support aimed at increasing performance.
- A project to support disadvantaged boys is being led by the Advantage Teaching School (Oldham Sixth Form College).
- Tutor Trust Support taking place in Secondary Schools working with Year 11 disadvantaged pupils.
- A minimising exclusions project working with 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

Predicted data indicates there will be an improvement in performance in September 2019 as a result of the interventions described.

Current and Previous Performance



Benchmarking Period

Academic year

01 Sep 17
to
31 Aug 18

Updated
Annually

Averages

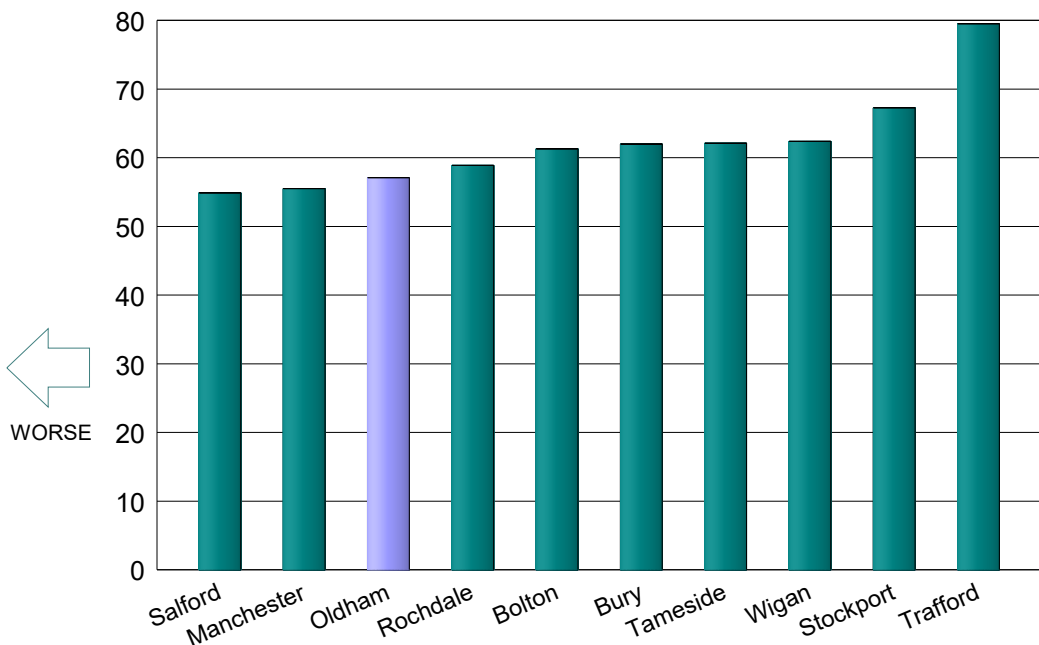
Geographical neighbours 61.4

English authorities 64.3

GMCA 62.1

CIPFA nearest neighbours 58.8

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



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
Corporate Objective 1 : An inclusive economy where people and enterprise thrive									
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	1/4/2019	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.	11/4/2019
A02	✓	Extend free weekend car parking (up to 3 hours) in town centre beyond 2016	Emma Barton	Cllr S Fielding	5/4/2019	31/3/2019	31/3/2019	No change to the status of free weekend parking.	11/4/2019
A03	✓	Maintain 24-hour road repair promise for priority routes and invest in our highways	Carol Brown	Cllr A Shah	1/4/2019	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.	11/4/2019
A04	✓	Deliver our Town Centre Masterplan to transform Oldham's economy	Emma Barton	Cllr S Fielding	5/4/2019	31/3/2020	31/3/2020	Outline Future Vision for the Town centre agreed with Leadership. Communications plan to be agreed for consultation in summer.	11/4/2019
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	5/4/2019	31/3/2019	31/3/2019	Town Centre / Parliament Sq: - Arts event: Illuminate in Feb – 6k attendees (4k expected) - Appearances of Town Centre Mascots – 415 meet-&-greet	11/4/2019
A06	✓	Encourage investment in green and renewable technology to produce clean power and create jobs	Emma Barton	Cllr S Fielding	5/4/2019	31/3/2019	31/3/2019	Exploring options for renewable technology at Alexandra Park depot and refurbishment / new build of Tommyfield market.	11/4/2019
A07	✓	Support Oldham Education Partnership Board in prioritising all the recommendations of Education & Skills	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	11/4/2019

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
A07		Commission			8/1/2019	31/3/2020	31/3/2020	schools and is investing in a number of key school improvement initiatives which complement the work of the Opportunity Area (OA)	11/4/2019
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	11/4/2019
A09	✓	Be a strong voice in Greater Manchester for Fair Growth - equality of opportunities and investment, fight poverty	Andrew Sutherland	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.	11/4/2019
A10	✓	Identify key employment sites to secure new job opportunities and welcome new businesses into the borough	Emma Barton	Cllr S Mushtaq	5/4/2019	31/3/2019	31/3/2019	Broadway Green phase 2a is on programme to complete at the end of May and phase 2b has started on site. Countryside have submitted a planning application for 140 new homes. Hollinwood - Tree clearance works have now taken place on site in readiness for the phase 1 highway works. Residential development of the Kaskenmoor site is currently being considered.	11/4/2019
A11	✓	Support existing and attract new business from high profile retailers to	Emma Barton	Cllr S Fielding	5/4/2019	31/3/2019	31/3/2019	Boroughwide business grant scheme launched on 22nd March. This grant	11/4/2019

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
A11		independent traders			5/4/2019	31/3/2019	31/3/2019	scheme will provide support to businesses in key sectors to relocate into or grow within the Borough. Max grant of £10k available subject to eligibility and availability of funds.	11/4/2019
A12	✓	Get Oldham Working to engage with 6,000 residents and fill 5,000 new employment-related opportunities by 2020	Andrew Sutherland	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)	11/4/2019
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)	Andrew Sutherland	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.	11/4/2019
A14	✓	Fight for a Fair Employment borough	Andrew Sutherland	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.	11/4/2019
A15	✓	Deliver Oldham's Cultural Quarter including new Oldham Coliseum Theatre, Arts & Heritage Centre	Emma Barton	Cllr P Jacques	5/4/2019	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. The new Coliseum Theatre as planned will not, however, go ahead. Rather, Cabinet has approved feasibility work on a range of alternative options to reflect the changing requirements of theatre provision in Oldham.	11/4/2019
A16	✓	Invest in Tommyfield Market Hall	Emma Barton	Cllr S Fielding	5/4/2019	31/3/2019	31/3/2019	Linked with the Town Centre Vision work - conclude the market hall work-stream and review options for refurbishment or new build, together with the need for a temporary market and identify a preferred option.	11/4/2019
A17	✓	Complete regeneration of Prince's Gate	Emma Barton	Cllr S Fielding	5/4/2019	31/3/2020	31/3/2020	Conditional agreements were exchanged on 27th February 2019 for the sale of site A.	11/4/2019

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
A17					5/4/2019	31/3/2020	31/3/2020	Work is being undertaken by all parties to satisfy the conditions before the agreement can become unconditional.	11/4/2019
A18	✓	Improve security at bus stations, metrolink stops and car parks	Carol Brown	Cllr A Shah	1/4/2019	31/3/2019	31/3/2019	TfGM aware - Combined Authority function On target to influence the position as the opportunity arises	11/4/2019
A19	✓	Regulate buses to get the routes we need and the fares we can afford	Carol Brown	Cllr A Shah	1/4/2019	31/3/2020	31/3/2020	TfGM aware - Combined Authority function On target to influence the position as the opportunity arises	11/4/2019
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	5/4/2019	31/3/2019	31/3/2019	Grant on target in Shaw and Lees. Slower uptake along A62. To date: - 9 new businesses set up - 12 vacant buildings improved / brought back into use - Secured 67 existing jobs - Estimated 27 new jobs created - 38 external improvement schemes completed - 2 existing business relocated to district grant areas	11/4/2019
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	5/4/2019	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.	11/4/2019
A22		Implementation of current Local Plan (including monitoring and providing policy advice / input into key development initiatives / masterplans).	Emma Barton	Cllr H Roberts	5/4/2019	31/3/2019	31/3/2019	Policy advice provided as and when required.	11/4/2019
A23		Ensure the Council's corporate objectives and social value are driven through the effective and prioritised review of contract management.	Joe Davies	Cllr A Jabbar	12/4/2019	31/3/2019	31/3/2020	The procurement function is developing; a new approach to increasing the level of SME involvement in service delivery; measures to ensure that frameworks do not become over	12/4/2019

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
A23					12/4/2019	31/3/2019	31/3/2020	expensive	12/4/2019
A24		Implement the Oldham Heritage & Arts Centre (OHAC) transition plan	Katrina Stephens	Cllr P Jacques	11/1/2019	31/3/2019	31/3/2019	All workstreams now have nominated leads and milestones for each are being collated for the project programme. An IT workshop was held, priorities identified and agreed and two 'requests for service' submitted. A risk workshop is scheduled for 30th April	16/4/2019
A25		Leading the development of the GM Energy company - feasibility, funding bids, partnership	Rebekah Sutcliffe	Cllr A Jabbar	16/4/2019	31/3/2019	31/3/2019	Scoping work for a new GM Energy Innovation Company has continued with a set of workshops led by the GMCA Low Carbon Hub team, engaging a wide range of stakeholders. This will lead to a new report back to GMCA Leaders in the next couple of months, seeking permission to carry out due diligence on two options.	16/4/2019
A26		Feasibility for electrical spec of Market Hall, car park & Civic Hub, liaison with FCHO on heat network feasibility.	Rebekah Sutcliffe	Cllr S Fielding	16/4/2019	31/3/2019	31/3/2019	Funding being sought by Aqualor Energy to fund a test borehole for ground source heat from disused coal mines, to be fed into the FCHO heat network. There is also a range of actions for the Town Centre Masterplan to map out opportunities to maximise the potential for a low carbon development.	16/4/2019
A27		Leading delivery and analysis of CLES anchors work and implementing CLES evaluation framework	Rebekah Sutcliffe	Cllr S Fielding	16/4/2019	31/3/2019	31/3/2019	An event has been held to identify how a range of partners can work together to support more young people & adults to progress in the world of work, starting with a focus on construction sector. This will involve highlighting the key actions that are required to deliver skills to employers & good careers to local people, in context of major investment in Oldham	16/4/2019
A28		Commission tracking of number of young people attending higher education to provide a clearer picture of the	Andrew Sutherland	Cllr P Jacques	1/10/2018	31/3/2019	31/3/2019	A technical education working group of key partners has been established. The group will review the destination profile of the post	11/4/2019

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
A28		sustained destination profile of each individual school to assist challenge on curriculum and pastoral support linked to supporting increased sustained positive destinations			1/10/2018	31/3/2019	31/3/2019	16 cohort as part of its terms of reference and make decisions on the best way to track progress in a way that generates impact.	11/4/2019
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.	11/4/2019
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 April/May 2019 to monitor and report on progress	11/4/2019
A31		Lead on developing an agreed approach for how the Council and partners will maximise spend	Rebekah Sutcliffe	Cllr S Fielding	16/4/2019	31/3/2019	31/3/2019	CLES analysis now complete for Oldham Royal, OCL and Oldham College detailing how influencable spend can be maximised in these anchors. Discussion to take place at 23 May OLB on our overall approach as a Borough. The local spend figure for March'19 is 61.55%.	16/4/2019
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 underway to expand primary schools in East	11/4/2019

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	Oldham and Chadderton. Significant investment and planned expansion at 3 secondary schools, rebuild at Royton & Crompton and continuing upgrades/expansion.	11/4/2019
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	5/4/2019	31/3/2019	31/3/2019	The gasholder demolition works have re-commenced and are due to complete in May. The phase 1 highway works are scheduled to start on site in June 2019. Saddleworth School - The applications submitted to Planning Committee were approved on 28 February 2019.	11/4/2019

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	1/4/2019	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.	11/4/2019
T02	✓	Ensure our children in care get our parental support until the age of 25	Kerrie Scraton	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	5/4/2019	31/3/2019	31/3/2019	Procurement of Development Partner at Fitton Hill is underway with 5 developers taken through to ITT Stage with a partner to be selected in August. Keepmoat have submitted plans for 68 homes at North Werneth.	11/4/2019
T04	✓	Extend the National Award winning Warm Homes Oldham Programme	Emma Barton	Cllr H Roberts	5/4/2019	31/3/2019	31/3/2019	1,003 people brought out of fuel poverty; 367 emergency credits issued;	11/4/2019

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
T04					5/4/2019	31/3/2019	31/3/2019	£125k benefit gains realised; 151 broken and inefficient boilers replaced; 55 first time central heating systems installed (highest in GM); £525k of external funding levered-in (DFG, ECO, ECHO and Warm Homes Fund); OJEU procurement for new providers completed for delivery from 1 June 19	11/4/2019
T05	✓	Continue to develop co-operative communities where people support each other	Rebekah Sutcliffe	Cllr S Fielding	16/4/2019	31/3/2019	31/3/2019	The Thriving Communities programmes Fast Grants were successful in 2018, the borough fund was oversubscribed with great ideas for delivering community benefit at a local level. In May we will look to refresh the central fund with a larger allocation of £60k+. In addition; the Social Action Fund is now approaching completion, with £850k being allocated to t	16/4/2019
T06		Ensure all of our children get a healthy start in life to enable them to thrive	Katrina Stephens	Cllr A Chadderton	1/4/2019	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. Plans for the future of the service are being developed and will be taken to Cabinet in the next quarter.	16/4/2019
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.	29/5/2019
T08		Implement the Continuous Improvement Plan for children's services	Kerrie Scraton	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.	29/5/2019
T09		Develop a case weighting system to ensure that newly qualified and experienced staff can increase contact with children and their families on their	Kerrie Scraton	Cllr A Chadderton	21/1/2019	31/3/2019	31/3/2019	Caseloads have reduces as a result of additional capacity made available through the short-term investment plan. The new Operating Model will ensure that caseloads	29/5/2019

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
T09		caseload and deliver high quality assessments			21/1/2019	31/3/2019	31/3/2019	remain manageable. In July 2018 43% SW's had a caseload greater than 30, in July this has reduced to 2%.	29/5/2019
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	1/4/2019	31/3/2019	31/3/2019	2018 Britain in Bloom entry focused on Failsworth/Hollinwood corridor, Alexandra Park & the Town Centre. Green dividend extended.	11/4/2019
T11	✓	Review of prevention and early intervention to inform recommissioning of Early Help	Kerrie Scraton	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.	29/5/2019
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	8/4/2019	31/3/2019	31/3/2020	Comms and policy now under joint leadership and working together on key messages. OLB key projects such as winter awareness have been supported and further discussion about forward looking shared priorities to take place next OLB	1/5/2019
T13		Delivery impactful and consistent communications messages for the Oldham Cultural Quarter (Coliseum Theatre and Arts & Heritage Centre) in partnership with others	Carl Marsden	Cllr S Fielding	8/4/2019	31/3/2019	31/3/2020	OMA milestone plans discussed with activity to launch OMA brand awareness and Volunteers Scheme from June onwards. Work to start on-site in October. Discussions ongoing re on site hoardings, brand hierarchy and messaging.	1/5/2019
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)	David Garner	Cllr Z Chauhan	1/5/2019	31/3/2019	31/3/2019	ASC's involvement in the GM Transformation Agenda and the Living Well at Home Programme continues. This is an ongoing piece of work and is reviewed regularly to ensure effective involvement and priorities for the next year are included in the 2019-20 Business Plan.	9/1/2019

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
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	David Garner	Cllr Z Chauhan	1/5/2019	31/3/2019	31/3/2019	The Safeguarding Review has been completed and signed off by the Safeguarding Board. Implementation of the review recommendations is underway and will be completed at various points during 2019-20 outlined in the implementation plan.	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	1/4/2019	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. Proposals are now being considered in light of the early intervention and prevention review.	16/4/2019
T17		Lead, support and implement delivery of the Thriving Communities programme	Rebekah Sutcliffe	Cllr S Fielding	16/4/2019	31/3/2019	31/3/2019	The Thriving Communities programme continues to make progress, this quarter saw the award of the Social Prescribing Innovation Partnership will see in excess of £1m being invested in developing and linking in community capacity for 'more than medical' care for Oldham Residents. The partnership is led by Action Together, Age UK, Positive Steps and Mind. All	16/4/2019
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 Operating Model and high level programme plan for scaling up place based integration has been developed and presented to the SDS. Negotiations are still taking place to seek geographical alignment. A Directors workshop to further design the model is scheduled for May 19.	16/4/2019
T19		Preventing and reducing Youth offending	Kerrie Scraton	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,	

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T19					21/1/2019	31/3/2021	31/3/2021	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.	11/4/2019
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 would reach the target.	11/4/2019
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	11/4/2019
T23	✓	Invest in our street cleaning team	Carol Brown	Cllr A Shah	1/4/2019	31/3/2019	31/3/2019	Recruitment complete	11/4/2019
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	Through the District Review, suggestions have been made by members to improve the effectiveness of district working, both in terms of delivery and cost. The District Review recommendations have been developed and will be going to Annual	16/4/2019

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T24					9/1/2019	31/3/2019	31/3/2019	Council for approval on the 22 May 19.	16/4/2019

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	3/4/2019	31/3/2019	31/3/2021	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.	3/4/2019
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	3/4/2019	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 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	3/4/2019	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.	3/4/2019
C04		Through our Welfare Rights Service, support people adversely affected by Welfare Reform.	Anne Ryans	Cllr A Jabbar	4/4/2019	31/3/2019	31/3/2019	In line with the anticipated work programme, the service has worked to ensure the maximum number of people have been assisted during the year in, for example, gaining additional Council Tax Reduction and debt management advice. There has been good engagement with other agencies to support the delivery of common objectives.	8/1/2019

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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	3/4/2019	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.	3/4/2019
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	8/4/2019	31/3/2019	31/3/2020	###Brand continuing to be used as business as usual across organisational and external activity and has been adopted by GMP . Wider work to develop corporate narrative is progressing with re-refresh aligned to admin priorities and Corporate plan	1/5/2019
C07		Provide communications and digital support for the next phase of the Resident First project	Carl Marsden	Cllr A Jabbar	8/4/2019	31/3/2019	31/3/2020	Ongoing. Phase 3 Resident First scope is being determined. Communications activity and strategy being developed to support the introduction of text alert service with residents.	1/5/2019
C08		To ensure that all PCFT /ASC / Miocare staff have access to technology to assist them to practice including; smart phones (that sync with Windows 10), client database development and access, work rota systems	David Garner	Cllr Z Chauhan	1/5/2019	31/3/2019	31/3/2019	A laptop roll out to all PCFT and ASC community service staff has been completed. A detailed IM&T Strategy is in development which will further enhance our IM&T infrastructure for integrated working ensuring consistent electronic recording practice.	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	David Garner	Cllr Z Chauhan	1/5/2019	31/3/2019	31/3/2019	A Quality Assurance Group has now been established and a draft framework is in development.	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	David Garner	Cllr Z Chauhan	1/5/2019	31/3/2019	31/3/2019	The new customer journey is being implemented on 29 April 2019 as part of the EEPPA programme. Post go live monitoring has been planned and proposals for Phase 2 activities are being scoped and developed.	9/1/2019

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C10		integrate health assessments (CHC)			1/5/2019	31/3/2019	31/3/2019		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.	David Garner	Cllr Z Chauhan	1/5/2019	31/3/2019	31/3/2019	A new policy hub is in development. Out dated or previously unavailable policies have and are being developed across a range of areas including practice, record keeping and expectations of staff. This remains ongoing.	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)	David Garner	Cllr Z Chauhan	1/5/2019	31/3/2019	31/3/2019	A Mosaic governance group has been established to oversee system led development and regular reviews are taking place with audit to ensure robust control mechanisms are embedded across all areas of practice.	9/1/2019
C13		Deliver the GIS improvement programme. Develop a singular approach to gathering, managing and analysing geographical data across the organisation	Dami Awobajo	Cllr S Fielding	1/4/2019	31/3/2020	31/3/2020	Bentley GIS Services have now been removed from the Council's estate. This includes the Desktop GIS product, and the Intranet web map. (This doesn't include the separate Bentley CAD product). All former Bentley GIS users have now been moved to using either: 1. Interactive Web mapping 2. Cadcorp's desktop GIS product	1/5/2019

