

Report to Cabinet

Council Performance Report June 2019

Portfolio Holder:

Councillor Sean Fielding, Leader of the Council

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Date: 16 September 2019

Reason for Decision

The purpose of this report is to allow:


- The review of Council Performance for June 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 16-64 61.4% 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

LHNA 2019/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
42.0 Violence Against the Person Rate

GMP 2019

COMMUNITY

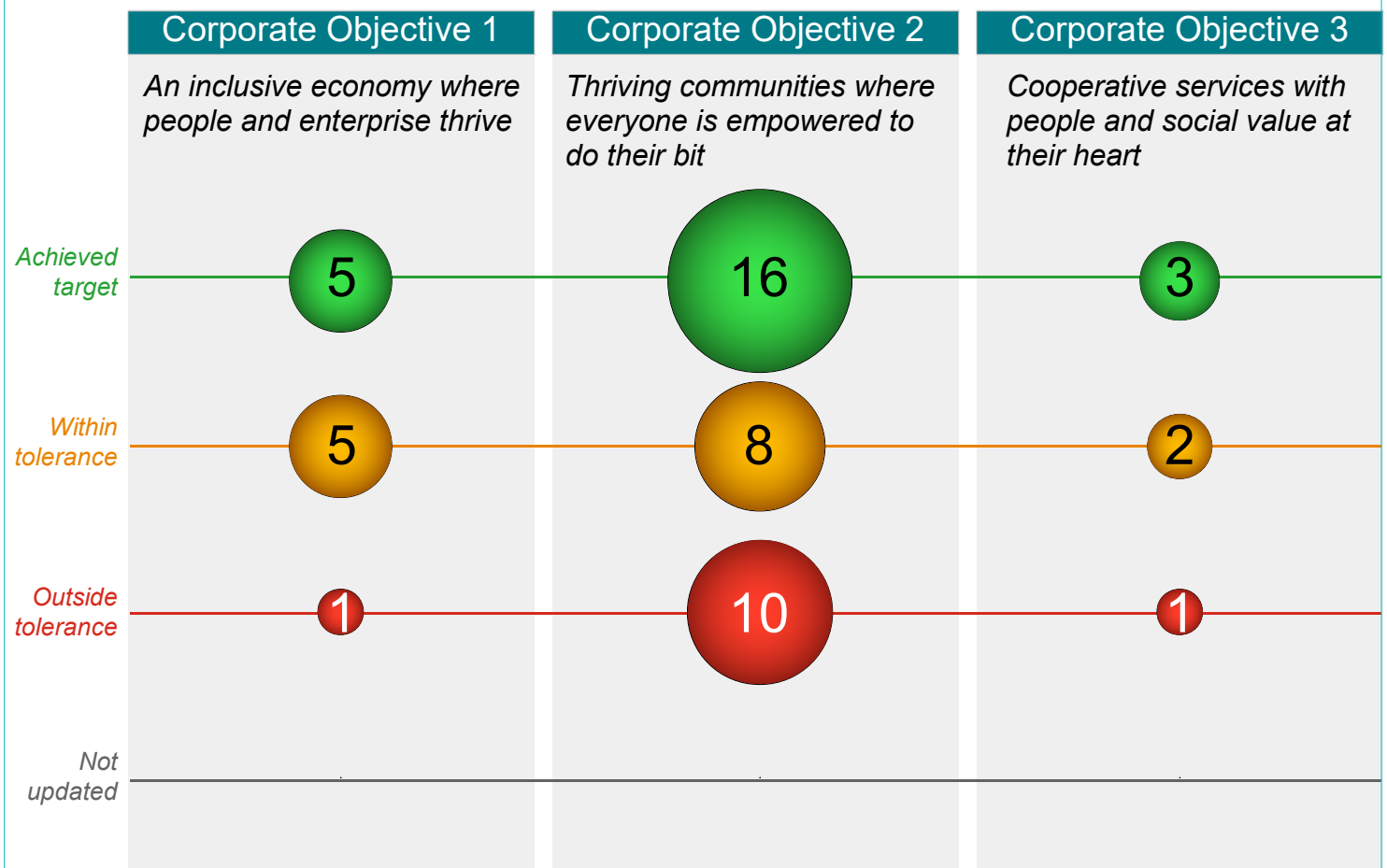
Satisfied with Local Area **71%** 

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

YYC 2013 / OMBC Election team 2016

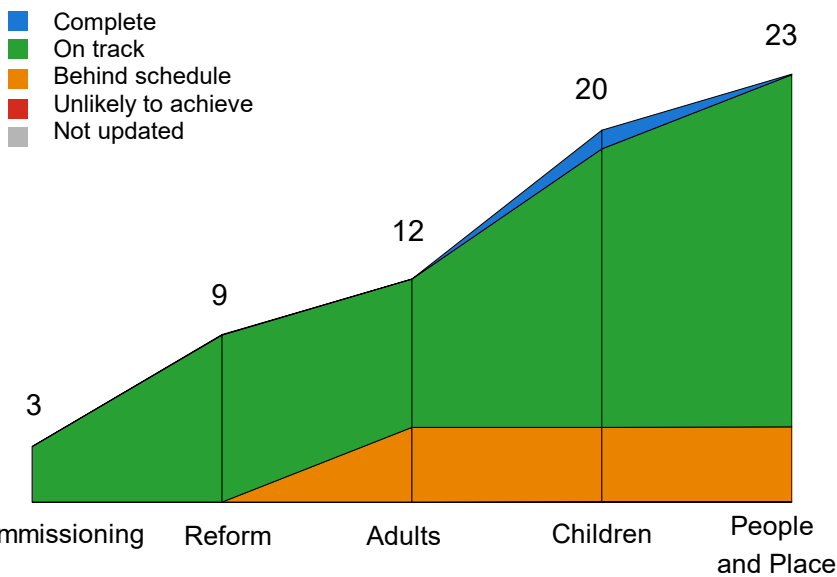
Performance Measures by Objective

Details in Appendices I and II



Action Summary

Details in Appendix III



Comment

The percentage of measures meeting target has increased to 47%, from 37% in April 2019. Targets have been reviewed to ensure they are profiled accurately, and this has impacted positively on performance. Work within directorates will need to continue to ensure a greater proportion of measures meet their targets.

Although the proportion of corporate actions on target has fallen since the final quarter of 18/19, the clear majority remain on target and it should be noted that many actions reported in this period are new.

Summary of Risks associated with Actions

Total 42 risks

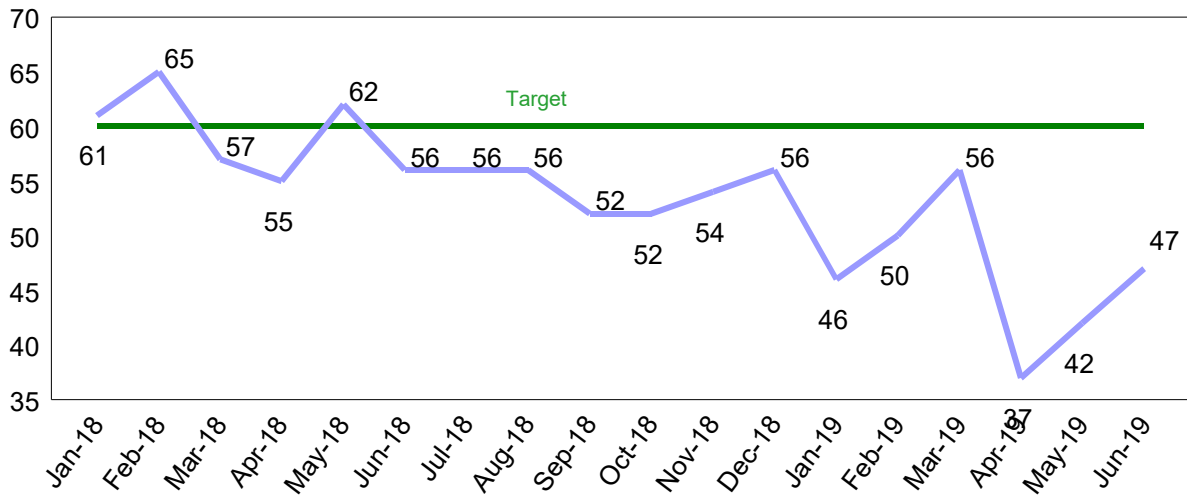
Details in Appendix IV

A	0	1	0	0
B	0	0	10	0
C	0	0	16	0
D	0	4	8	1
E	0	0	1	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 (June 2019)

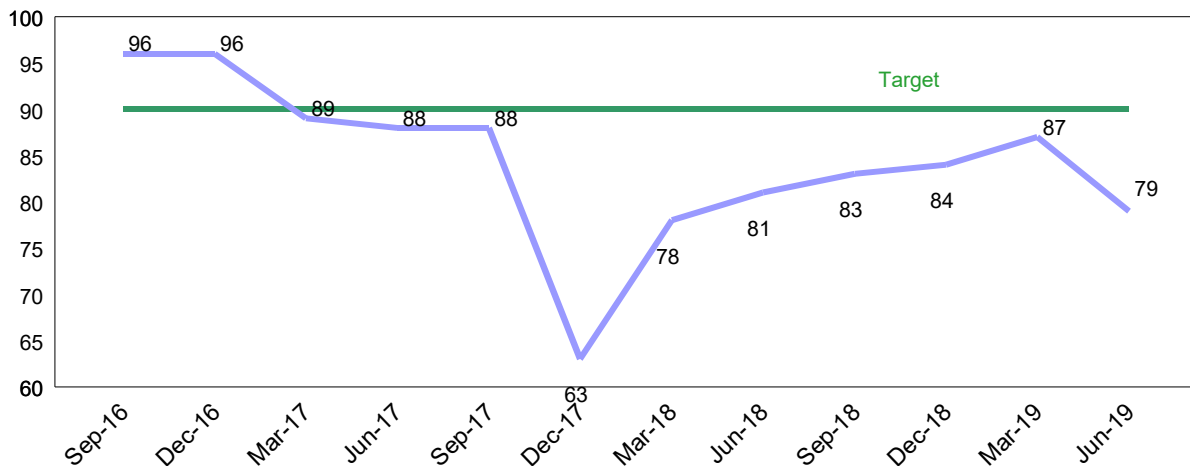
Performance Measures that achieved their target as a percentage of all reported Performance Measures. The aim is for 60% or more of the Performance Measures to have met their target.



No Update	0
> 5% off Target	12
Off Target	15
Achieved Target	24

Action Trend (June 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.



No Update	0
Unlikely to achieve	0
Behind schedule	13
On track	54
Complete	1

SICKNESS (year to date)



average days lost to sickness

same period previous year



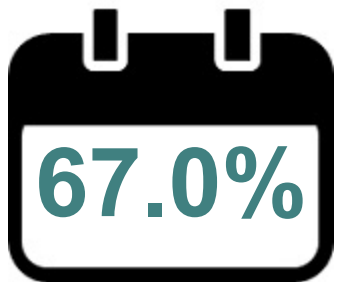
current trend



top 3 reasons

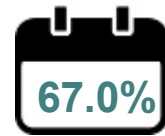
The 3 most common causes of sickness absence are Musculo-Skeletal (30.25%), Mental Health (28.82%) and Cancer Related (8.11%).

LONG TERM SICKNESS (year to date)

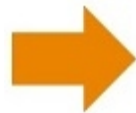


of days lost are due to long-term sickness

same period previous year



current trend



Long Term absence is any absence longer than 20 working days in total.

TOP 3 REASONS FOR LEAVING (year to date)

22

Resignation



5



Retirement

3



End of Fixed Term Contract

year end 2017/18

Resignation	163
Retirement	35
End of Fixed Term Contract	14
Other	26

SICKNESS TOP 3 DIVISIONS (year to date)

1

Adult Social Care

3.74 days per FTE

2

Economy

3.53 days per FTE

3

Environmental Management

3.02 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)

13.2%



Staff turnover

same period previous year

1.8%



current trend



TURNOVER (rolling 12 months)

100.0%

of people still in post after 12 months



same period previous year



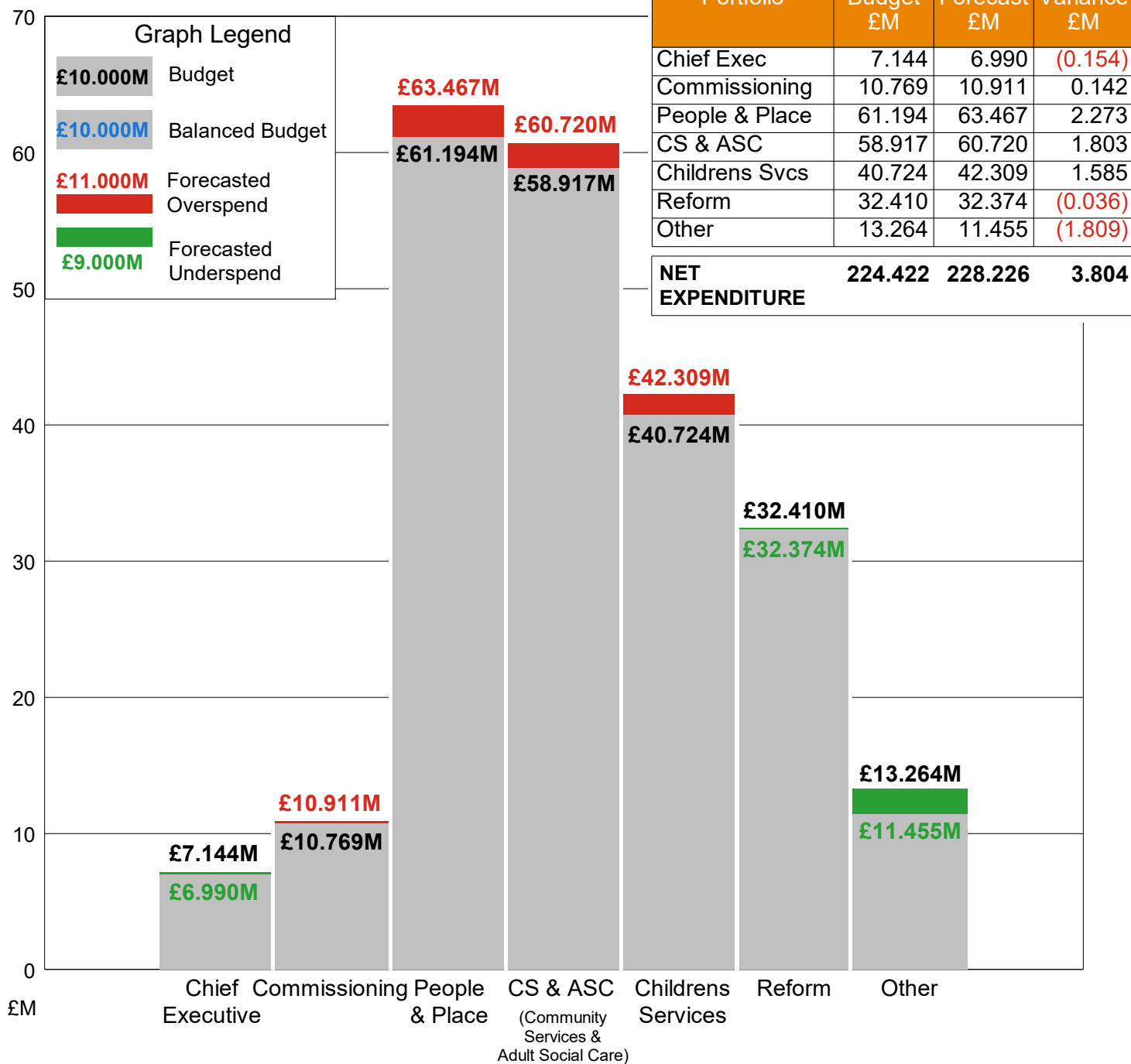
70.8%

current trend



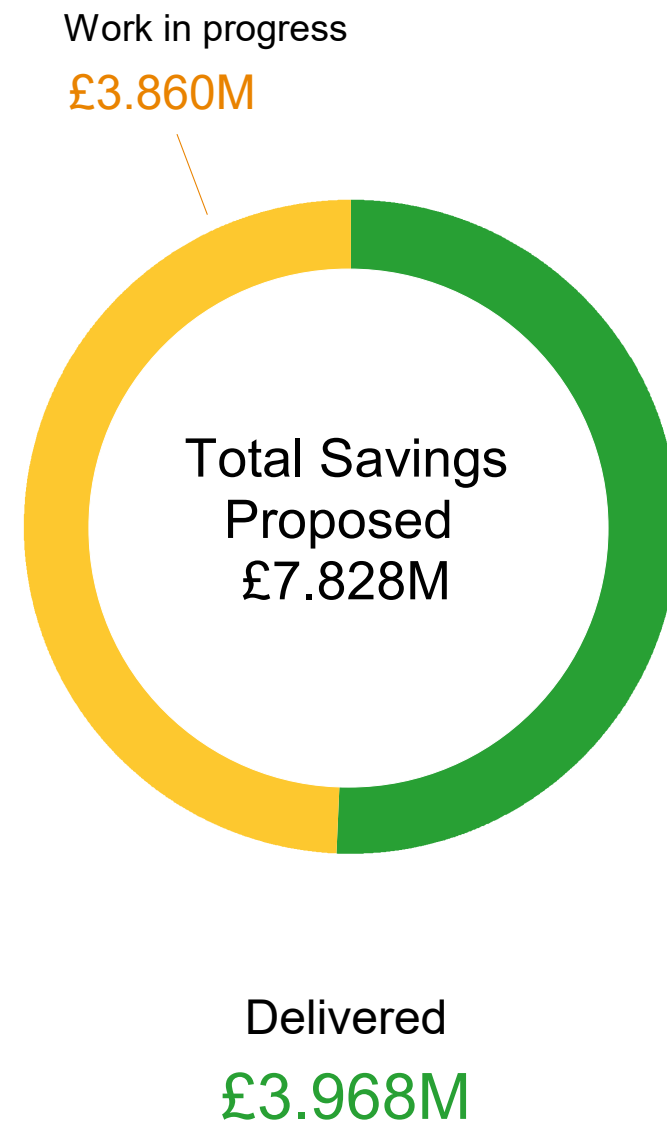
Budget Forecast

Month 3 2019/20



Approved 2018/19 Budget Reductions

Quarter 1 2019/20



Appendices

- I Corporate Measure detail
- II Red Corporate Measure Follow-up Action(s)
- III Corporate Plan Actions detail
- IV Risks associated with Actions

Appendix I - Corporate Measure Detail

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status		2019/20 Year End Ambition & Prediction
								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										
✓	M730(CP) Percentage of pupils achieving the national standard in reading, writing and mathematics at the end of Key Stage 2	Cllr S Mushtaq	Annual	66.0%	62.8%	(Prev Yr) ACTUAL 57.0% TARGET 57.0%	64.0%	0 10 20 30 40 50 60 70 62.8	64.0%	
✓	M729(CP) Percent of children receiving their 1-3 preference of school place for the September intake in Reception and Year 7	Cllr S Mushtaq	Annual		91.5%	(Prev Yr) ACTUAL 91.5% TARGET 92.0%	92.0%	0 10 20 30 40 50 60 70 80 90 100 92.2	92.0%	
✓	M722(CP) Percentage of pupils in good/outstanding Oldham schools	Cllr S Mushtaq	Monthly		78.5%	(Prev Mth) ACTUAL 78.5% TARGET 81.0%	81.0%	0 10 20 30 40 50 60 70 80 90 78.2	81.0%	
✓	M716(CP) Timeliness of quality EHC plans: Percent completed within 20 weeks over 12 months	Cllr S Mushtaq	Quarterly	59.0%	98.2%	(Prev Qtr) ACTUAL 98.2% TARGET 60.0%	70.0%	0 10 20 30 40 50 60 70 80 90 100 96.8	70.0%	
✓	M700(CP) Attendance rates in Oldham Primary and Secondary Schools	Cllr S Mushtaq	Annual		95.8%	(Prev Yr) ACTUAL 95.2% TARGET 96.0%	97.5%	0 10 20 30 40 50 60 70 80 90 100 95.8	97.5%	


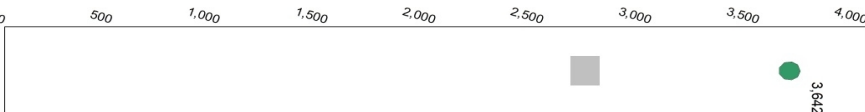
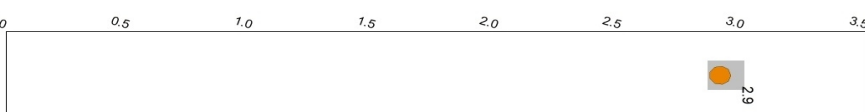
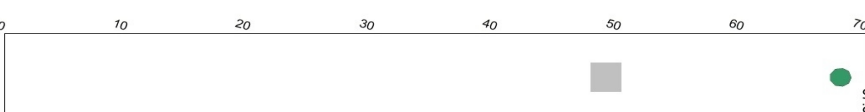
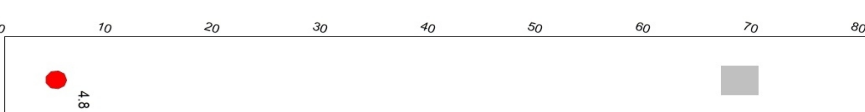
Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	2019/20 Year End Ambition & Prediction
✓	M683(CP) Percentage of ICPCs within 15 working days of section 47	Cllr A Chadderton	Monthly	83.4%	81.6%	(Prev Mth) ACTUAL 85.6% TARGET 90.0%	90.0%		90.0%
✓	M657(CP) Percentage of children who pass the Year 1 Phonics screening test.	Cllr S Mushtaq	Annual		77.5%	(Prev Yr) ACTUAL 77.5% TARGET 80.0%	80.0%		80.0%
✓	M649(CP) Percentage take up of 2 year-old children benefitting from funded early education places	Cllr S Mushtaq	Bi-Annual		69.1%			BI-ANNUAL - NO UPDATE THIS MONTH	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 S Mushtaq	Annual		64.1%	(Prev Yr) ACTUAL 63.7% TARGET 65.0%	68.0%		68.0%
✓	M640(CP) Percent of 16 to 17 year olds who are not in education, employment or training (NEET)	Cllr S Mushtaq	Monthly	3.3%	3.8%	(Prev Mth) ACTUAL 3.2% TARGET 3.5%	3.5%		3.5%
	M619(CP) Percentage of Care Leavers age 17-21 in Education, Employment or Training	Cllr A Chadderton	Monthly	87.1%	57.4%	(Prev Mth) ACTUAL 60.2% TARGET 70.0%	70.0%		70.0%

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	2019/20 Year End Ambition & Prediction
	M639(CP) Achieve the expected standard for the childhood immunisation programme as indicated by uptake of MMR at age 5	Cllr Z Chauhan	Quarterly		96.4%	(Prev Qtr) ACTUAL 96.4% TARGET 95.0%	95.0%		95.0%
	M655(CP) Percentage of children seen in the previous 12 months by an NHS dentist	Cllr Z Chauhan	Quarterly		64%	(Prev Qtr) ACTUAL 64% TARGET 60%	67%		60%
	M656(CP) Percentage of Health Visitor mandated reviews completed within timescale	Cllr Z Chauhan	Quarterly		New Measure	(Prev Qtr) ACTUAL 0.0% TARGET 0.0%	88.0%		88.0%
	M738(CP) Participation of 17 year olds in education or training (counted as Year 12 year group under CCIS)	Cllr S Mushtaq	Monthly		93.60%	(Prev Mth) ACTUAL 93.60% TARGET 94.60%	94.10%		95.00%
	M804(CP) Percentage of young people who achieve level 5+ in both English and mathematics at KS4	Cllr S Mushtaq	Annual		35.8%	(Prev Yr) ACTUAL 35.8% TARGET 37.2%	37.2%		37.2%
	M941(CP) Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days) per year	Cllr A Chadderton	Monthly		445 days	(Prev Mth) ACTUAL 464 days TARGET 426 days	426 days		426 days

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	2019/20 Year End Ambition & Prediction
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LIVE WELL : Adults of working age benefit from inclusive growth, live well and are empowered to do their bit

✓	M636(CP) Percentage who quit smoking at 4 weeks	Cllr Z Chauhan	Quarterly		New Measure	(Prev Qtr) ACTUAL 0.0% TARGET 0.0%	50.0%	<p>0 5 10 15 20 25 30 35 40 45 50 55</p> <p>45.5</p>	50.0%
✓	M408(CP) Total new homes built	Cllr H Roberts	Quarterly	706	287	(Prev Qtr) ACTUAL 287 TARGET 289	112	<p>0 20 40 60 80 100 120</p> <p>1120</p>	450
✓	M356(CP) Number of work related opportunities created by Get Oldham Working	Cllr S Mushtaq	Monthly		5,905	(Prev Mth) ACTUAL 6,138 TARGET 4,750	4,875	<p>0 1,000 2,000 3,000 4,000 5,000 6,000 7,000</p> <p>6,289.0</p>	6,000
	M63(CP) Number of visitors to Gallery Oldham	Cllr S Fielding	Quarterly		93,578	(Prev Qtr) ACTUAL 93,578 TARGET 90,000	22,000	<p>0 5,000 10,000 15,000 20,000 25,000 30,000</p> <p>26,784.0</p>	75,000
	M69(CP) Number of library visits per 1000 population. To library service points - not including web visits	Cllr S Fielding	Monthly		5,594	(Prev Mth) ACTUAL 5,506 TARGET 5,774	5,774	<p>0 1,000 2,000 3,000 4,000 5,000 6,000</p> <p>5,439.0</p>	5,774
	M197(CP) Number of visits to OCL Leisure Centres per 1000 population	Cllr Z Chauhan	Quarterly		5,324	(Prev Qtr) ACTUAL 5,324 TARGET 5,156	1,325	<p>0 200 400 600 800 1,000 1,200 1,400 1,600</p> <p>1,438.0</p>	5,300

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	2019/20 Year End Ambition & Prediction
	M256(CP) Number of life long learning enrolments	Cllr S Mushtaq	Monthly		6,300	(Prev Mth) ACTUAL 7,562 TARGET 6,000	6,000		6,000
	M357a(CP) Number of Get Oldham Working related Job opportunities filled	Cllr S Mushtaq	Monthly		3,386	(Prev Mth) ACTUAL 3,549 TARGET 2,691	2,761		3,400
	M409(CP) Percentage of completed homes that are affordable	Cllr H Roberts	Quarterly	22.0%	9.4%	(Prev Qtr) ACTUAL 9.4% TARGET 26.6%	25.0%		25.0%
	M548(CP) Proportion of adults with learning disabilities in paid employment in England	Cllr Z Chauhan	Quarterly	5.6%	2.5%	(Prev Qtr) ACTUAL 2.5% TARGET 4.0%	3.0%		4.0%
	M659(CP) Percent of NHS Health Checks offered which were taken up in the Quarter	Cllr Z Chauhan	Quarterly		44.3%	(Prev Qtr) ACTUAL 44.3% TARGET 50.0%	50.0%		50.0%
	M715(CP) Annual EHCP (SEND) reviews completed within legal time frame	Cllr S Mushtaq	Monthly		New Measure	(Prev Mth) ACTUAL 6.3% TARGET 70.0%	70.0%		80.0%

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	2019/20 Year End Ambition & Prediction
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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		507 days	(Prev Mth) ACTUAL 128 days TARGET 130 days	210 days		600 days
	M543(CP) Number of individuals (65+) in a permanent residential or nursing placement – per 10,000 population 65+	Cllr Z Chauhan	Monthly		209	(Prev Mth) ACTUAL 208 TARGET 205	205		201
	M863(CP) Percent of eligible adults aged 65+ who have received the flu vaccine	Cllr Z Chauhan	Quarterly	75.4%	72.1%	(Prev Qtr) ACTUAL 72.1% TARGET 75.0%	75.0%		75.0%

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	2019/20 Year End Ambition & Prediction
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PLACE : An organisation that works cooperatively with residents and partners to deliver for Oldham

✓	M915(CP) Customer satisfaction (Contact Centre)	Cllr A Jabbar	Monthly		95.77%	(Prev Mth) ACTUAL 96.81% 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 94.4%.</p>	94.00%
✓	M631(CP) Early Help - Proportion of cases where at least one individual shows an improvement in one or more assessed scores	Cllr A Shah	Monthly		66.4%	(Prev Mth) ACTUAL 66.0% TARGET 65.0%	65.0%	<p>A horizontal bar chart with a scale from 0 to 70. A grey bar represents the target at 65.0%. A green dot represents the actual performance at 66.0%.</p>	65.0%
✓	M501(CP) Percentage of Household waste sent for Reuse, Recycling or Composting	Cllr A Ur Rehman	Monthly	48.99%	40.35%	(Prev Mth) ACTUAL 48.51% TARGET 47.00%	49.00%	<p>A horizontal bar chart with a scale from 0 to 50. A grey bar represents the target at 47.00%. An orange dot represents the actual performance at 48.9%.</p>	44.74%
✓	M275(CP) Percentage of minor planning applications determined in time	Cllr H Roberts	Quarterly		96.0%	(Prev Qtr) ACTUAL 96.0% TARGET 80.0%	80.0%	<p>A horizontal bar chart with a scale from 0 to 100. A grey bar represents the target at 80.0%. A green dot represents the actual performance at 95.3%.</p>	80.0%
	M126(CP) Percentage CO2 reduction on 1990 baseline	Cllr A Jabbar	Annual 3yr in arrears		43.4%	(Prev Yr) ACTUAL 43.4% TARGET 40.0%		<p>A horizontal bar chart with a scale from 0 to 45. A grey bar represents the target at 40.0%. A green dot represents the actual performance at 43.4%.</p>	41.6%
	M274(CP) Percentage of major planning applications determined in time	Cllr H Roberts	Quarterly		100.0%	(Prev Qtr) ACTUAL 100.0% TARGET 80.0%	80.0%	<p>A horizontal bar chart with a scale from 0 to 90. A grey bar represents the target at 80.0%. A green dot represents the actual performance at 86.7%.</p>	80.0%

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	2019/20 Year End Ambition & Prediction
	M333(CP) Percentage Council spend in Oldham	Cllr A Jabbar	Monthly		61.55%	(Prev Mth) ACTUAL 52.00% TARGET 60.00%	60.00%	<p>A horizontal bar chart with a scale from 0 to 70. A grey bar represents the target at 60.00%. A red dot represents the actual spend at 52.2%.</p>	60.00%
	M393(CP) Number of businesses supported after being successfully included in a referral package / programme.	Cllr S Fielding	Quarterly		New Measure	(Prev Qtr) ACTUAL 0 TARGET 0	0	<p>A horizontal bar chart with a scale from 80.8 to 81.8. A green dot represents the actual value at 81.0. A grey bar represents the target at 81.0.</p>	300
	M493(CP) Streets and grounds inspection issues	Cllr A Ur Rehman	Monthly		17%	(Prev Mth) ACTUAL 16% TARGET 21%	21%	<p>A horizontal bar chart with a scale from 0 to 25. A green dot represents the actual value at 16.0. A grey bar represents the target at 21%.</p>	21%
	M494(CP) Number of food hygiene inspections	Cllr A Ur Rehman	Quarterly		New Measure	(Prev Qtr) ACTUAL 0 TARGET 0	249	<p>A horizontal bar chart with a scale from 0 to 250. A red dot represents the actual value at 93.0. A grey bar represents the target at 249.</p>	1,070
	M890(CP) Highways: Classified Network Surface Condition (Percentage of principal roads requiring maintenance)	Cllr A Ur Rehman	Annual		7.0%	(Prev Yr) ACTUAL 6.0% TARGET 8.0%	6.0%	<p>A horizontal bar chart with a scale from 0 to 7. A green dot represents the actual value at 6.0. A grey bar represents the target at 8.0.</p>	4.0%

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	2019/20 Year End Ambition & Prediction
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WELL LED : Oldham has an inclusive economy, thriving communities and residents who are independent, resilient and engaged

✓	S202(CP) Council Sickness Absence	Cllr A Jabbar	Monthly	14.5 days	9.5 days	(Prev Mth) ACTUAL 0.9 days TARGET 0.5 days	0.5 days		6.0 days
✓	M664(CP) Percentage of referrals which are repeat referrals to Children's Social Care	Cllr A Chadderton	Monthly	23.3%	25.6%	(Prev Mth) ACTUAL 24.6% TARGET 17 - 21.9%	17.0%		17 - 21.9%
	M340(CP) Percent of Internal Audit Opinions resulting in Weak, Inadequate, Limited Assurance	Cllr A Jabbar	Quarterly		13%	(Prev Qtr) ACTUAL 13% TARGET 15%	15%		15%
	M365(CP) Percentage of Council annual apprentice levy distributed to employers and apprenticeship training agencies within Oldham	Cllr A Jabbar	Quarterly		New Measure	(Prev Qtr) ACTUAL 0.0% TARGET 0.0%	0.0%		13.0%
	M566(CP) Percentage of care home beds rated as 'Good' or 'Outstanding' (NW ADASS CQC Data reports)	Cllr Z Chauhan	Quarterly		New Measure	(Prev Qtr) ACTUAL 0.0% TARGET 0.0%	75.0%		80.0%
	M567(CP) Percentage of community based providers rated as 'Good' or Outstanding	Cllr Z Chauhan	Quarterly		New Measure	(Prev Qtr) ACTUAL 0.0% TARGET 0.0%	89.0%		93.0%

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	2019/20 Year End Ambition & Prediction
	M682(CP) Children's Social Care – Percentage of completed assessments to timescale	Cllr A Chadderton	Monthly	87.1%	81.1%	(Prev Mth) ACTUAL 78.7% TARGET 85.0%	85.0%		85.0%
	S357(CP) Percentage of council tax in year collected of the total owed (cumulative)	Cllr A Jabbar	Monthly	97.67%	94.46%	(Prev Mth) ACTUAL 19.62% TARGET 20.01%	28.86%		94.60%
	S368(CP) Percentage of national non domestic rates (NNDR) collected in year as a % of the total owed	Cllr A Jabbar	Monthly	97.12%	97.22%	(Prev Mth) ACTUAL 19.86% TARGET 19.32%	29.24%		97.18%

Appendix III - Corporate Plan Actions Detail

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
Corporate Objective 1 : An inclusive economy where people and enterprise thrive									
DA113	Engagement with GMHSP(Health and Social Care Partnership) for the tender for Supported Employment Service and enable local improvement of employment of people with Learning Disabilities, Autism and Mental Health	Jayne Ratcliffe	Cllr Z Chauhan	10/7/2019	31/3/2020	31/3/2020	The workstream is ongoing and is supported by colleagues from the CCG. A recruitment drive is taking place for people with Disabilities to access employment, members of the Integrated Learning Disability team will be on the interview panel.	Mark Warren	10/7/2019
DC100	Support Oldham Education Partnership Board in prioritising all the recommendations of Education & Skills Commission	Adrian Calvert	Cllr S Mushtaq	5/7/2019	31/3/2020	31/3/2020		Merlin Joseph	
DC101	Focus on raising standards in reading writing, maths and phonics to level up educational outcomes at the end of all key stages	Adrian Calvert	Cllr S Mushtaq	5/7/2019	31/3/2020	31/3/2020		Merlin Joseph	
DC105	Invest £37 million in new primary and secondary school facilities in order to meet demands on projected pupil need.	Andy Collinge	Cllr S Mushtaq	8/7/2019	31/3/2020	31/3/2020	Projects to increase pupil places are on track with several significant expansions in the secondary sector close to completion. A 1,500 place secondary school will open in 2020 (Oasis Leesbrook). Approval has also been granted for a 1,200 place secondary school with a projected opening date of September 2022.	Merlin Joseph	

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DC111	Ensure all children are school ready when they are due to start school	Paula Healey	Cllr S Mushtaq	10/7/2019	31/3/2020	31/3/2020	There has been a significant increase in the proportion of children reaching a good level of development (GLD). Whilst still unvalidated, data shows that outcomes for GLD rose by 4 percentage points (ppts), from 64.1% to 68.1%. This compares to a 1ppt rise nationally. Oldham has now had a year on year increase since 2013, when outcomes for the GLD were 41.1%	Merlin Joseph	
DC155	Get Oldham Working to engage with 6,000 residents and fill 5,000 new employment-related opportunities by 2020	Jon Bloor	Cllr S Mushtaq	5/7/2019	31/3/2020	31/3/2020	Since April 2016 the GOW phase 2 programme has filled 5,034 work related opportunities (against a target of 4,061). This consisted of 3,642 jobs, 117 traineeships, 606 apprenticeships & 669 Work experience placements. The programme has therefore achieved the target set 9 months early. It has been enhanced by £2.5m external funding.	Merlin Joseph	
DC156	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)	Jon Bloor	Cllr S Mushtaq	5/7/2019	31/3/2020	31/3/2020	The Career Advancement Service was launched in December 2016 and is currently working with 575 residents engaged to date. 94 of those on the programme have started new jobs as a result of the support so far resulting in an average increase in salary of £4,154 (which if applied to the cohort equates to and additional £2.4m income per year).	Merlin Joseph	
DC157	Fight for a Fair Employment borough, and lead the way as a GM Good Employment Charter member	Jon Bloor	Cllr S Mushtaq	9/7/2019	31/3/2020	31/3/2020	The Council may choose to sign the GM Good Employer Charter. It is expected that this will happen.	Merlin Joseph	
DC191	Explore options to support parents as co-educators, strengthening the partnership between council, schools and parents	Andrew Sutherland	Cllr S Mushtaq	4/7/2019	31/3/2020	31/3/2020	A range of programmes and staff development days alongside focused team sessions are all contributing towards this outcome.	Merlin Joseph	

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DC193	Improve support for schools recruiting governors, particularly from underrepresented communities	Andrew Sutherland	Cllr S Mushtaq	4/7/2019	31/3/2020	31/3/2020	A range of activity linked to key themes such as early help, early years and the Oldham Family Connect model are being utilised to build further integration into policy and practice.	Merlin Joseph	
DC194	Council investment will have ensured by 2022 that all new school places created for Oldham children and young people are in good or outstanding schools.	Andrew Sutherland	Cllr S Mushtaq	4/7/2019	31/3/2022	31/3/2022	The Mental Health Support team are continuing to work with schools and build on the learning from the school surveys carried out earlier this year.	Merlin Joseph	
DC195	Oldham to match the national level of school readiness by 2021 through supporting best practice in early family learning support programmes	Andrew Sutherland	Cllr S Mushtaq	4/7/2019	31/3/2021	31/3/2021	Predicted data which will be validated in August indicates positive improvement in this target area.	Merlin Joseph	
DC196	Oldham children and young people (5-16) to report better than national averages of wellbeing by 2021 through targeted support for SEMH(Social Emotional and Mental Health) programmes in schools.	Andrew Sutherland	Cllr S Mushtaq	4/7/2019	31/3/2021	31/3/2021	The Local Offer continues to improve in quality and there are a number of events planned, including two on 11th July, to engage parents in the progress and continued development of SEND. In addition there are an increasing number of VLOG case studies highlighting and sharing good practice in this area.	Merlin Joseph	
DC197	Promote the Children's Champions scheme so that every child looked after has a champion to support them	Kerrie Scraton	Cllr A Chadderton		31/3/2020	31/3/2020	Recruitment for champions is ongoing for children looked after that want a champion. The revised handbook and guidelines are being updated. Currently we have 30 champions. Only 3 young people that have requested a champion are waiting to be matched.	Merlin Joseph	
DC198	Explore the options to provide free prescriptions to all children looked after and care leavers under 25	Kerrie Scraton	Cllr A Chadderton		31/3/2020	31/3/2020	The free prescriptions process is set-up. Health partners have agreed to fund all free prescriptions. 1 young person is currently testing the application process before it goes live.	Merlin Joseph	

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DE117	Improve security at bus stations, metrolink stops and car parks	Carol Brown	Cllr A Ur Rehman	8/7/2019	31/3/2020	31/3/2020	Appropriate interventions to be requested through TfGM as the responsible authority	Helen Lockwood	11/7/2019
DE119	Enhance and support all town centres by retaining and helping businesses to grow and thrive, and by encouraging new businesses to start up in empty properties	Emma Barton	Cllr S Fielding	5/7/2019	31/3/2020	31/3/2020	Following a review of the Lees, Shaw and A62 grant programmes, a deadline for applications has been set of 31st December 2019. This has resulted in an increase in enquiries and applications across all areas.	Helen Lockwood	11/7/2019
DE139	Greater Manchester's Plan for Homes, Jobs and the Environment (aka GMSF): in partnership with GMCA, provide support for the opportunities and implications associated with the proposed development sites across the borough	Emma Barton	Cllr H Roberts	5/7/2019	31/3/2021	31/3/2021	Work on the GMSF continues with an aim to get the third draft of the GMSF ready by October 2019. Specifically, allocations continue to be honed and work on viability, transport infrastructure and master planning continues in order to justify the plan and allocations.	Helen Lockwood	11/7/2019
DE148	Maintain our 24-hour road repair promise for priority routes and invest in our secondary routes and highways	Gordon Anderson	Cllr A Ur Rehman	5/7/2019	31/3/2020	31/3/2020		Helen Lockwood	11/7/2019
DE170	Review, develop and deliver a new Town Centre Vision, with an associated action plan, children's masterplan, and comprehensive investment plan, which will support our local communities and ensure it is a place that thrives.	Emma Barton	Cllr S Fielding	5/7/2019	31/3/2020	31/3/2020	The refreshed Town Centre Vision and Priority Areas were approved at Cabinet on 24 June 2019. The priority area action plans were discussed at Leadership prior to the Cabinet meeting. Deep dive sessions for the Priority Area and action plans will be held as the programme of works develops. A communications plan has been developed to support the programme.	Helen Lockwood	11/7/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DE171	Develop and deliver the Oldham Museum and Archive (OMA) Centre to enhance the cultural offer in the town centre	Emma Barton	Cllr S Fielding	5/7/2019	31/3/2021	31/3/2021	<p>The Council will enter in to a two-stage design and build contract and the Stage 1 tenders submitted on 28 May 2019 are being assessed.</p> <p>The OMA Business Plan is being finalised. A transition plan is being implemented to ensure that all work streams are completed prior to the new facility opening.</p> <p>The OMA branding has been completed and rolled out.</p>	Helen Lockwood	11/7/2019
DE172	Develop and deliver the transformation of Oldham Mumps (Princes Gate) area	Emma Barton	Cllr S Fielding	5/7/2019	31/3/2021	31/3/2021	Exchanged with Travelodge and Lidl. Planning consent granted for car park on Roscoe Mill / RSPCA site. Options for residential use on remaining Roscoe Mill / RSPCA site currently being explored.	Helen Lockwood	11/7/2019
DE173	Develop options / business cases for key projects which will act as enablers for catalytic transformation of Our Town Centre - (examples - Market and retail offer, public services accommodation, culture offer and event space)	Emma Barton	Cllr S Fielding	5/7/2019	31/3/2020	31/3/2020	Options and financial modelling for the Tommyfield Market are progressing. The accommodation review is underway and discussions for the cultural offer and event space are being held.	Helen Lockwood	11/7/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DE186	Develop Oldham town centre's night time economy, attracting new, high quality businesses and creating a connected, diverse and safe evening offer	Emma Barton	Cllr S Fielding	5/7/2019	31/3/2020	31/3/2020	Old Town Hall - Former GBK–Marketing details finalised and issued to operators - Egyptian Room–Officers visited Produce Hall in Stockport. Town Centre Night-Time Management Group co-ordinates Town Centre Management, Community Safety, Licensing, Environmental Health, Police and Fire & Rescue activities. The Night-Time Economy Taskforce met in June.	Helen Lockwood	11/7/2019
DE187	Double the number of co-operative enterprises active in the borough	Emma Barton	Cllr S Fielding	5/7/2019	31/3/2020	31/3/2020	We are working with business start-up programmes to ensure that a co-operative business model is promoted as part of their programmes as this is often overlooked when setting up a business.	Helen Lockwood	11/7/2019
DE190	Identify sites for public water fountains to support our green agenda	Gail Aspinall	Cllr A Ur Rehman	8/7/2019	31/3/2020	31/3/2020	Businesses in the following locations have registered for the Refill Campaign App and work is on-going to identify further sites for public water fountains: - Oldham Town Centre - Chadderton - Failsworth - Uppermill - Shaw	Helen Lockwood	11/7/2019
DE191	Extend our free weekend car parking pledge (up to 3 hours) with unlimited free parking on weekdays after 3pm.	Emma Barton	Cllr A Ur Rehman	5/7/2019	31/3/2020	31/3/2020	This initiative has been in place since April 2013.	Helen Lockwood	11/7/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DP213	Establish joint working with planning to support health promoting environments within the context of the GM spatial framework for new homes, town centre planning and transport infrastructure planning	Katrina Stephens	Cllr Z Chauhan	5/7/2019	31/3/2020	31/3/2020	Work in response to Council motion on health impact assessments is progressing. A process to provide public health input into Licensing decisions has been scoped, and is on track to be in place by end of the year.	Rebekah Sutcliffe	9/7/2019
DP414	Create a programme of events and activities to tackle social isolation and increase access to culture	Katrina Stephens	Cllr Z Chauhan	5/7/2019	31/3/2020	31/3/2020	Programme of Audio-Described & BSL tours and activities at Gallery Oldham underway for visually & hearing impaired visitors. Encountering the Unexpected activity programme engaging older people with natural history collections. Libraries of Sanctuary programme started. Reading Friends which targeted older social isolated people now includes younger LGBT groups	Rebekah Sutcliffe	10/7/2019
DP415	Develop the Local Cultural Education Partnerships	Katrina Stephens	Cllr S Fielding	5/7/2019	31/3/2020	31/3/2020	Several workshops have been held with partnership members, and the vision and objectives for the partnership have been agreed.	Rebekah Sutcliffe	10/7/2019

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

DA104	Implement GM Learning Disabilities priorities ensuring all 10 priorities become BAU	Jayne Ratcliffe	Cllr Z Chauhan	10/7/2019	31/3/2020	31/3/2020	The GM Learning Disability priorities have been identified and are managed by the LDPB partnership board. The team are working to own the priorities as the workstream leads are implementing the strategy. The Head of Service for Learning Disability is working with the team and stakeholders to ensure the priorities are aligned with objectives.	Mark Warren	10/7/2019
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Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DA112	Review of the community services statutory requirements and compliance to include;-Care Act-Social care Green paper-NHS 10-year plan compliance-LPS(Liberty Protection Safeguarding)/MCA(Mental Capacity Act)	David Garner	Cllr Z Chauhan	8/7/2019	31/12/2019	31/12/2019	This is an ongoing piece of work that requires ongoing horizon scanning and action on key pieces of legislation and statutory guidance impacting on the work of community services. The Social Care Green Paper continues to be delayed with no current date of publication available. Work is being undertaken in other areas including LPS.	Mark Warren	10/7/2019
DA115	New legislative frameworks relating to MCA(Mental Capacity Act)/LPS(Liberty Protection Safeguarding) are embedded confidently in practice and leads to an increase in CoP DoLs in community settings	Julie Urmson	Cllr Z Chauhan	11/7/2019	31/3/2021	31/3/2021	Revised MCA Code of Practice is expected in December 2019 and implementation of the legislation by Autumn 2020. This is being monitored.	Mark Warren	
DA121	Monitor the effectiveness of the new RAS approach and further develop our personalised approach to our customer's health and social care journey.	Kirsty Littlewood	Cllr Z Chauhan	10/7/2019	31/3/2020	31/3/2020	Reporting arrangements now in place to monitor outputs from the RAS and sub groups established to lead on reviewing the data, to ensure the system is effective.	Mark Warren	10/7/2019
DA123	OMBC to continue to take a lead GM role in the GM transformation agenda, working across the core features of the GM ASC Transformation model (which includes supporting people to live independent lives for longer in their own homes)	David Garner	Cllr Z Chauhan	8/7/2019	31/3/2020	31/3/2020	This is an ongoing piece of work that includes involvement in a wide range of different GM Transformation Agendas that reflect the priorities of the Oldham Locality Plan. Involvement levels are dependent on the specific activities. This activity ensures Oldham is represented and takes a lead where appropriate and is able to report on levels of involvement.	Mark Warren	10/7/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DA125	Achievement of our joint vision and priorities for the community health and adult social care service, covering key areas, such as stakeholder relationship, access to services, community enablement and IMT.	Mark Warren	Cllr Z Chauhan	11/7/2019	31/3/2020	31/3/2020	Priorities are at multiple stages of implementation.	Mark Warren	
DC167	Deliver on the corporate parenting strategy to significantly improve the life chances of every child in Oldham's care.	Merlin Joseph	Cllr A Chadderton	6/8/2019	2/10/2019	2/10/2019	The Corporate Parenting Strategy has now been signed off and an action plan to deliver on the priorities has been drawn up with key performance measures identified against each priority. Task & Finish Groups are meeting on a regular basis for each workstream.	Merlin Joseph	
DC171	Collaborate with the Early Intervention and Prevention Review in the development of Oldham Family Connect to ensure that recommendations are implemented in line with our ambition for Children in Oldham	Merlin Joseph	Cllr A Chadderton	6/8/2019	31/3/2020	31/3/2020	The review findings are being used to inform the development of the Oldham Family connect model. A group has been convened to steer the development of the tender for the contracted lower level services and connectivity with Oldham Family Connect.	Merlin Joseph	
DC190	Support schools to set up breakfast clubs in every ward, and continue projects to tackle holiday hunger	Andrew Sutherland	Cllr S Mushtaq	4/7/2019	31/3/2020	31/3/2020	A survey was issued to all schools regarding Breakfast clubs, which is now complete. The next steps are to review the findings and make recommendations to take things forward.	Merlin Joseph	

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DC199	Review our fostering and adoption service to create more, stable places for children looked after, including through an incentive scheme for residents to become foster carers	Kerrie Scraton	Cllr A Chadderton		31/3/2020	31/3/2020	Oldham Fostering Service (OFS) is undergoing a team restructure to create a dedicated recruitment and support team to streamline the assessment process for all who apply. OFS continues to be part of You Can Foster. They are researching the nationwide shortage of disabled foster carers. The aim is to encourage disabled people to consider fostering for Oldham.	Merlin Joseph	
DC200	Continue to work to ensure that all our Children Looked After are placed in the borough	Kerrie Scraton	Cllr A Chadderton		31/3/2021	31/3/2021	CLA placed in borough had been decreasing between Aug '18 and Apr '19. However, this began increasing recently, and has remained around 57% over the last three months - slightly below Stat Neighbours at 58%. OOB placements have been a priority at the Access to Resource Panel and the High Cost Placements Panel. CLA that placed within a 20 mile radius is 91.7%	Merlin Joseph	
DE124	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	5/7/2019	31/3/2022	31/3/2022	Tenders have been returned for Fitton Hill which will deliver around 400 new homes. Planning applications have also been submitted for 68 homes in North Werneth. First Choice have received planning for 30 homes in Sholver.	Helen Lockwood	11/7/2019
DE126	Commit to preserving and enhancing the quality of our environment. Prosecuting fly tippers and people who drop litter	Carol Brown	Cllr A Ur Rehman	9/7/2019	31/3/2020	31/3/2020	Enforcement work reacting to service requests continues. Additional work to support cleaner air around schools and the appropriate use of legislation is currently underway.	Helen Lockwood	11/7/2019
DE132	Review, adopt and implement a new Oldham Housing Strategy 2019	Emma Barton	Cllr H Roberts	5/7/2019	31/3/2022	31/3/2022	The new strategy was approved by Cabinet on 24 June 2019 and is being taken to full council on 10 July 2019.	Helen Lockwood	11/7/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DE140	Local Plan Review (Issues and Options)	Emma Barton	Cllr H Roberts	5/7/2019	31/3/2021	31/3/2021	Issues and Options consultation currently planned for early 2020. Slippage may occur due to GMSF timetable and work pressures. Will keep under review.	Helen Lockwood	11/7/2019
DE144	Develop a joint programme of works to improve Air Quality across the Borough and Greater Manchester area	Carol Brown	Cllr A Ur Rehman	9/7/2019	31/3/2020	31/3/2020	Delays from Government in the response to the submitted Outline business case. Conversation completed – formal consultation could be delayed	Helen Lockwood	11/7/2019
DE169	Improving Private Rented Sector standards	Emma Barton	Cllr H Roberts	5/7/2019	31/3/2022	31/3/2022	Empty Homes Pilot ready to be launched in July 2019 and review of Selective Licensing scheme to be completed by August 2019.	Helen Lockwood	11/7/2019
DE188	Establish the Oldham Code, setting our expectations for the quality of new homes	Emma Barton	Cllr S Fielding	5/7/2019	31/3/2020	31/3/2020	Planning position paper to be prepared regarding key housing issues, including five-year housing land position, national space standards, densities and permitted development rights (i.e. change of use from offices to residential).	Helen Lockwood	11/7/2019
DE189	Work with stakeholders and the wider community to develop voluntary solutions to the problem of vehicle use around schools and vehicle idling; civil enforcement [also see DE192]	Emma Barton	Cllr S Fielding	5/7/2019	31/3/2020	31/3/2020	In discussion with the Council's Legal Department and NSL (the Council's Enforcement Contractor) to address this problem.	Helen Lockwood	11/7/2019
DE192	Work with stakeholders and the wider community to develop voluntary solutions to the problem of vehicle use around schools and vehicle idling; vehicle emissions [also see DE189]	Carol Brown	Cllr A Ur Rehman	9/7/2019	31/3/2020	31/3/2020	Work to support cleaner air around schools and the appropriate use of legislation is currently underway.	Helen Lockwood	11/7/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DP293	Lead the strategic development of place based integration and reform across the borough and implement planning for the GM reform white paper.	Vicky Sugars	Cllr S Fielding	5/7/2019	31/3/2020	31/3/2020	Directors Workshop took place on 2 July 2019 to co-produce the whole system model Negotiations continue on seeking geographical alignment Partner Core Group established to look at quick wins Programme Brief completed for the SDA	Rebekah Sutcliffe	9/7/2019
DP359	Work with Senior Officers and Elected Members to develop a narrative for both the place and the organisation that reflects our ambitions, our priorities and our values.	Shelley Kipling	Cllr S Fielding	9/7/2019	31/3/2020	31/3/2020	Work taking place which will see a revised narrative for the borough implemented in September 2019.	Rebekah Sutcliffe	9/7/2019
DP363	Work with Oldham Coliseum and Arts Council England to agree a sustainable model for the future of performing arts in the borough	Sheena Macfarlane	Cllr S Fielding	5/7/2019	31/3/2020	31/3/2020	Phase 1 underway and will be concluded in August.	Rebekah Sutcliffe	9/7/2019
DP366	Review of prevention and early intervention to inform recommissioning of Early Help	Rebekah Sutcliffe	Cllr S Fielding	9/7/2019	31/3/2020	31/3/2020	We are working with Oldham Cares colleagues to develop an integrated place based approach to commissioning of early help and other similar services.	Rebekah Sutcliffe	9/7/2019
DP413	Develop Northern Roots, building relationships with partners and stakeholders, and consulting with residents. [An action in the Economy portfolio re the Alexandra Park depot exists – DE142]	Shelley Kipling	Cllr S Fielding	9/7/2019	31/3/2020	31/3/2020	Northern Roots project is progressing well:the process to register the land & trf to a Northern Roots company is underway,trademark,word mark & licensing structure are in place, consultation with partners & community has commenced,& initial conversations with funders have taken place.Pilot projects will begin from autumn 19,with development of a planning app	Rebekah Sutcliffe	9/7/2019
DP416	Encourage wider use of our excellent leisure facilities, and better food choices through Healthy Oldham promotions targeting those who benefit the most	Katrina Stephens	Cllr Z Chauhan	5/7/2019	31/3/2020	31/3/2020	Work is underway through the LDP to develop and promote a wider leisure and physical activity offer for the borough.	Rebekah Sutcliffe	10/7/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
Corporate Objective 3 : Cooperative services with people and social value at their heart									
DA105	Lead the work being undertaken with partner organisations to implement a new approach to the delivery of community enablement	David Garner	Cllr Z Chauhan	8/7/2019	31/3/2021	31/3/2021	The Community Enablement Transformation Programme is ongoing. A number of short-term pilot projects that have been in place through to June 2019 have been extended to Sept 2019. A longer term planning review for implementation of the overall enablement programme is now underway and due to be completed by Sept 2019.	Mark Warren	10/7/2019
DA108	Implementation of the phase 2 cluster and specialised service integration programme to realise true integrated service delivery (links to several business planning actions)	Jayne Ratcliffe	Cllr Z Chauhan	10/7/2019	31/3/2020	31/3/2020	Phase 2 of integration is continuing to evolve and develop. The service has been very focused on the transfer of PCFT to SRFT. This transfer took place on 1st July 2019. Workshops have taken place with staff to review roles and responsibilities. This work will continue to be implemented. We are progressing to review governance structures including meetings.	Mark Warren	10/7/2019
DA110	Oversee the transition of clinical services to NCA(Northern Care Alliance) and ensure OMBC staff and priorities are embedded within the revised governance and employer model arrangements	Mark Warren	Cllr Z Chauhan	11/7/2019	31/8/2019	31/8/2019	Transfer of staff took place on 1 July.	Mark Warren	

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DA111	Development of an Oldham Cares Strategic Commissioning Function (SCF) with the CCG to enable transition to a single commissioning function	Helen Ramsden	Cllr Z Chauhan	8/7/2019	31/12/2019	31/12/2019	Since colocation in April 2018, much development has taken place on areas of commonality. A blueprint for the SCF has been developed and is going through governance processes. Next steps are to socialise this with staff and consider the implications for staffing structures. Overview and Scrutiny Committee receive an update on SCF on the 10th September 2019.	Mark Warren	10/7/2019
DA117	Implement a redesigned, integrated safeguarding model	Helen Ramsden	Cllr Z Chauhan	8/7/2019	31/3/2020	31/3/2020	The model has been developed, consulted on and agreed by the Safeguarding Adults Board. It is awaiting formal delegated sign off by the DASS, following which the new staffing structure will be implemented. It is anticipated that recruitment will commence by the end of September.	Mark Warren	10/7/2019
DC201	Inclusion (SEND) Strategy will aim to- Increase children educated in the borough- Reduce EHC requests and use resources flexibly- Improve post 19 provision- Ensure a sustainable and effective local offer is in place	Shirley Woods -Gallagher	Cllr S Mushtaq	5/7/2019	31/3/2020	31/3/2020	The SEND Strategy is due to have a soft launch in the autumn term, alongside the launch of the review of the high needs block, with schools forum and key stakeholders.	Merlin Joseph	
DE162	The Medium Term Property Strategy (MTPS) is focused on rationalising the Council's Corporate Estate (over a 4 year period)	Emma Barton	Cllr S Fielding	5/7/2019	31/3/2022	31/3/2022	Working through Phase 1 programme; linked to review of property services and opportunities to accelerate savings from the Town Centre Vision, Housing Strategy, Accommodation Strategy and the Locality Asset Review.	Helen Lockwood	11/7/2019
DS103	Through our Welfare Rights Service, support people adversely affected by Welfare Reform.	Anne Ryans	Cllr A Jabbar	4/7/2019	31/3/2020	31/3/2020	The team continues to proactively support those who who contact the team for assistance and have developed out reach arrangements with cluster teams.	Mike Barker	11/7/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DS184	Supporting delivery against key strategies including the town centre vision, the medium term property strategy, income strategy and commercial property investment strategy	Anne Ryans	Cllr A Jabbar	4/7/2019	31/3/2020	31/3/2020	Work continues to support these strategies with an update of the CPIS planned for later in the year. Finance officers attend all meetings to progress the town centre vision	Mike Barker	11/7/2019
DS232	Procurement will carry out a due diligence exercise establishing by category of spend business types within Oldham	Steve Boyd	Cllr A Jabbar	10/7/2019	31/3/2020	31/3/2020	We are in the process of completing this action, and it will be completed by the 6th of September.	Mike Barker	11/7/2019
DS240	Review council report templates to include the impact on children and young people on every report	Elizabeth Drogan	Cllr S Fielding	8/8/2019	31/3/2020	31/3/2020	Changes to template are being finalised. Anticipate this will be in place by Q2 2019/20	Paul Entwistle	8/8/2019
DS242	Deliver IT Strategic Roadmap within agreed timeframes in project plan.	Chris Petrie	Cllr A Jabbar	10/7/2019	31/3/2021	31/3/2021	Current roadmap is on track; report being compiled to provide an update on current strategic plan and to confirm what funding has been used, what for and for what outcome as well as to provide an overview of future planned deliverables	Helen Lockwood	11/7/2019

Accountable Lead

Martyn Bramwell

Follow-up Action

The target of 6 days per FTE is an aspirational stretch target and is highly unlikely to be achievable without significant changes in current organisational policy, process and practice. It is important that we reverse the current upward trend in sick absence. To this end we intend to review the organisations approach to the management of employee attendance, comparing current organisational practice to best practice in both public and private sector. Project Initiation Document (PID) has been drafted and submitted to the Service Director for consideration. Subject to approval this will then be submitted for SMT/EMT for consideration.

Target Date

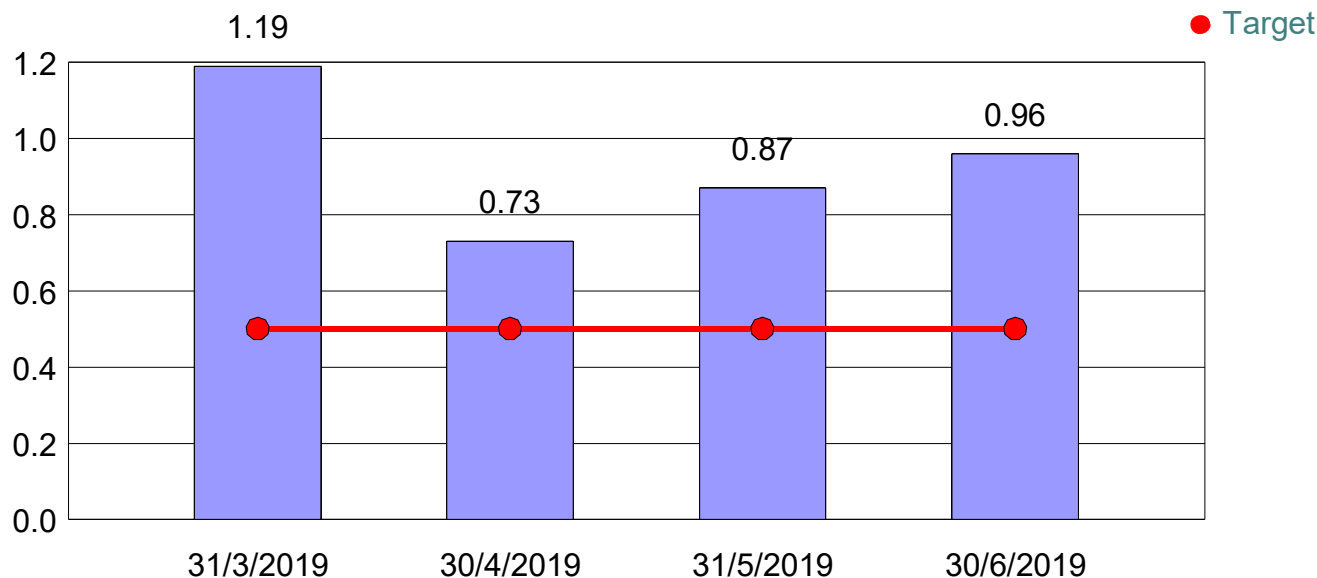
31 Mar 2019

Director Assurance

Julia Veall

The project is ensuring People services are working with colleagues from Public health and other services to ensure steps to continue to address sickness absence are targeted in the right way

Current and Previous Performance



Benchmarking Period

Financial year

01 Apr 16
to

31 Mar 17

Updated

Annually

Averages

Geographical neighbours 9.8

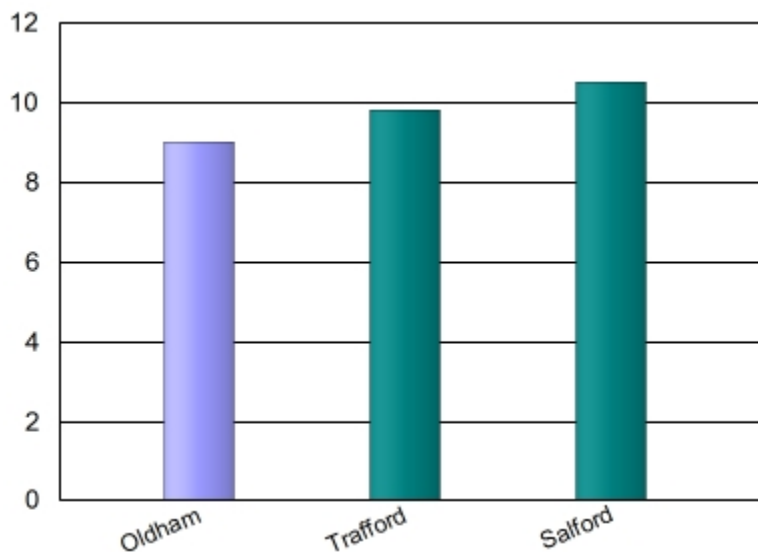
English authorities 8.8

GMCA 9.8

CIPFA nearest neighbours 11.5

Benchmarking Definition :

Sickness absence FTE days per employee (days per person)

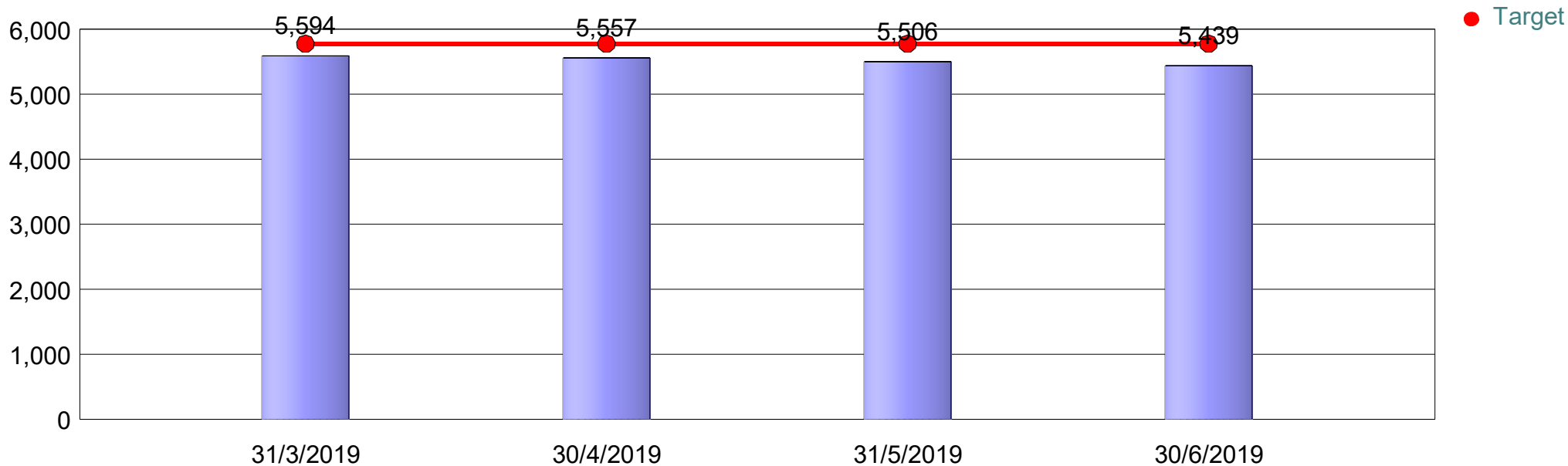


BETTER



WORSE

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Sheena Macfarlane

Accountable Lead Follow Up Action

This is a monthly visitor count and can be affected by any number of factors. It is slightly down on last May but new members is comparable to last May. Should this trend continue into future months, this will be further explored to understand the reasons behind this and the actions that can be taken.

Director Assurance

Katrina Stephens

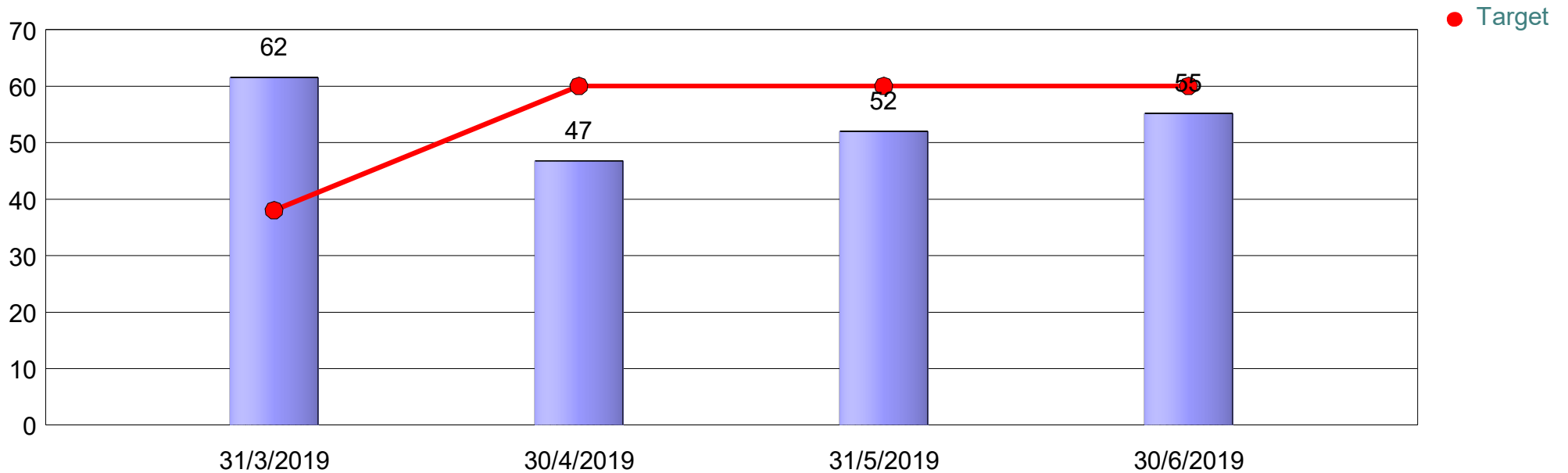
Some variation in visits from month to month can be expected, and we will continue to monitor this closely and take further action if this trend of a reduced number of visits continues.

Target Date

no date available

No Benchmarking Available

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Steve Boyd

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

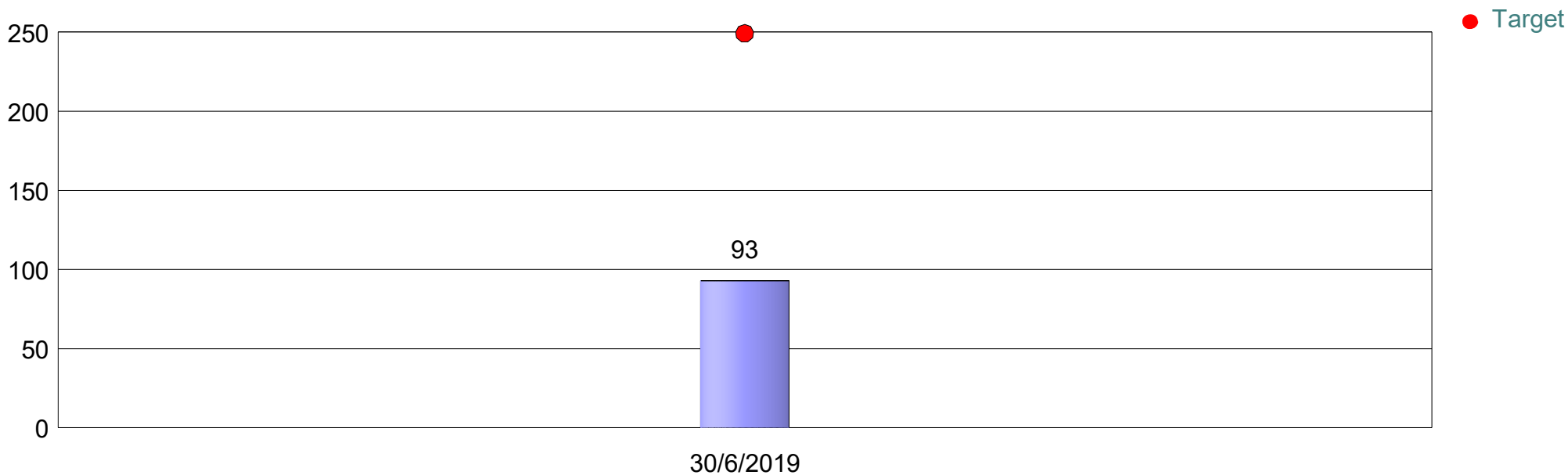
We will seek to achieve the 60% target for local spend by working closely with the Business and Investment Team, The Growth Company and the GM Chamber to carry out the following initiatives; Establish and categorise the local supply base to deliver targeted engagement; Training events on how to submit bids; Create a local business networking group

Director Assurance

Mike Barker

I am pleased to note that the trend towards target of 60% remains positive, with a further increase from last months performance. As stated in the follow up action, work in progress to ensure target is met will take some time.

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Neil Crabtree

Accountable Lead Follow Up Action

Looking to seek approval for overtime for staff to inspect a number of extra business premises to ensure targets are met

Director Assurance

Carol Brown

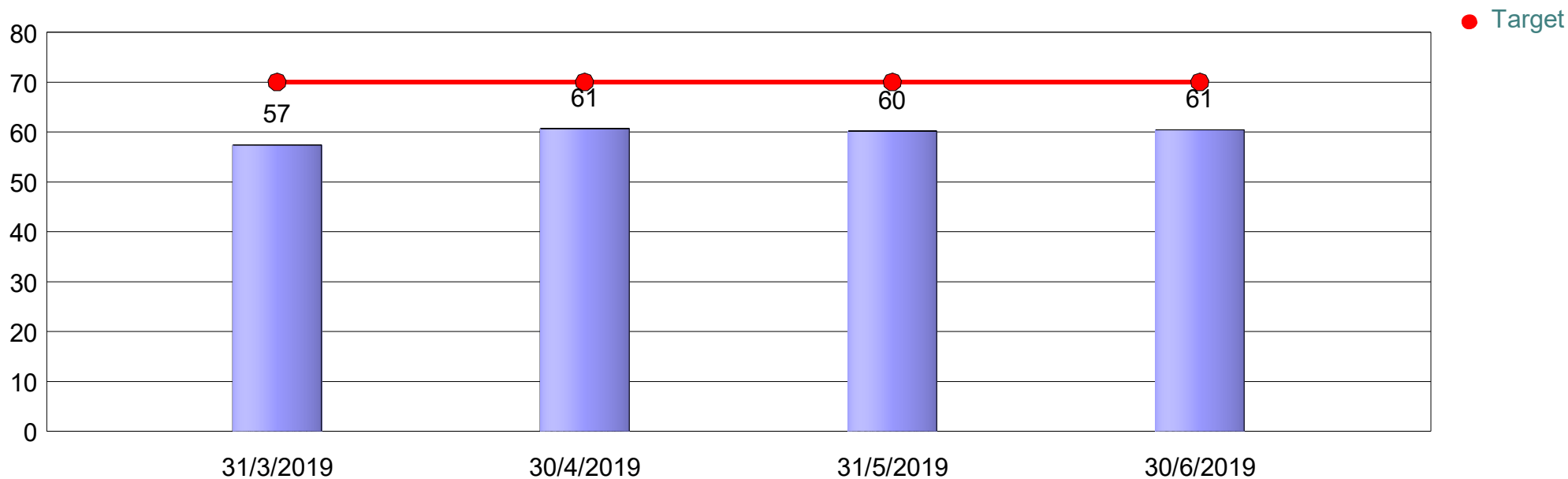
Additional staff time supported to improve performance against the target. However, the number of inspections due this year is extremely challenging.

Target Date

31 Jul 2019

No Benchmarking Available

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Kerrie Scraton

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

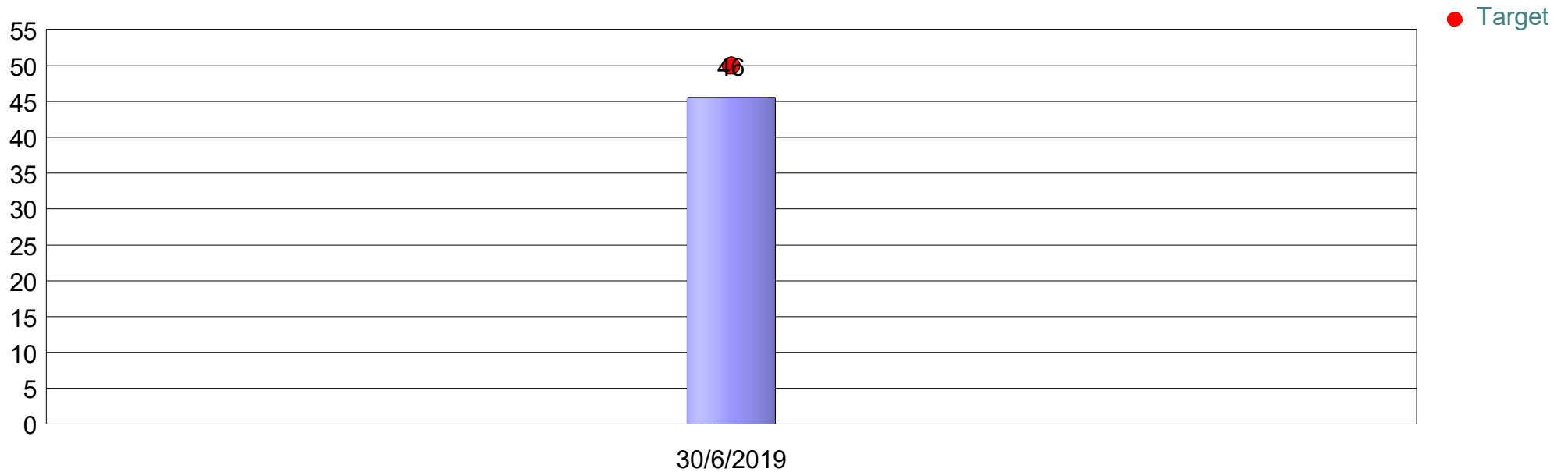
Ongoing partnership working with North Lancs Training and Get Oldham Working to develop traineeships and apprenticeships within Oldham Council and partner agencies. Supporting care leavers to develop their confidence and employability skills through the Princes Trust Self Development Programme and the Get a Job Programme. Focus on EET/NEET, particularly for 18-21 year olds, through improved Pathway Planning by the Aftercare Team. Ensuring that EET/NEET status of all care leavers is accurately recorded on Mosaic.

Director Assurance

Merlin Joseph

EET / NEET performance continues to be overseen by the Children’s Assurance Board and the Corporate Parenting Panel

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Rebecca Fletcher

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

Positive Steps the provider of the stop smoking service has invested in additional training for staff to improve the quality of stop smoking interventions delivered.

The service has been asked to focus on targeted groups such as pregnant women and routine and manual workers, these groups often require more intensive support and can take multiple attempts before becoming a successful quitter.

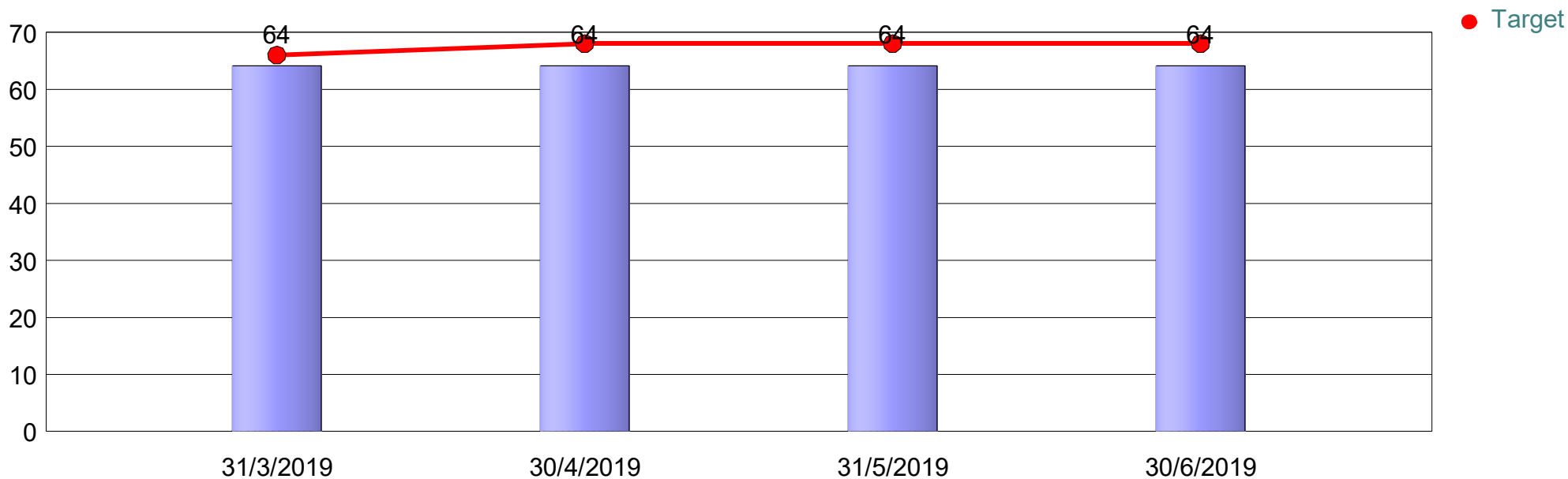
The service has demonstrated that these groups are accessing the service with good results.

Director Assurance

Katrina Stephens

This performance is consistent with the previous year and commissioners are working with the service to improve this performance.

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Tony Shepherd

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

Early analysis of EYFSP data indicates an improvement of 3.7 percentage points from 64.1% to 76.8%. This is compared to a 0.2ppt increase nationally to 71.7%.

A significant programme of activity has contributed to this improvement including:

- Increasing the challenge to HTs through the Director of Education, Skills and Early Years
- Delivery of the making it REAL programme in 31 Oldham schools (71% reporting overall improvement in GLD results)
- Clear challenge through the moderation programme about expectations and misunderstandings
- Increased follow up work in response to EYFSP predictions collected in April

Further analysis will take place over the summer. Data remains unvalidated until October 2019

Director Assurance

Andrew Sutherland

The Opportunity Area funded interventions are continuing and the Early Years Team are working with schools and settings to support them to continue to improve

Accountable Lead

Kerrie Scraton

Follow-up Action

Re-referrals remain persistently above target as the result of systemic demand management challenges. The new operating model once approved will address this. Tactical changes have been made through the establishment of weekly performance clinics chaired by the Director of Children's Social Care to instil greater rigour across key decision making points.

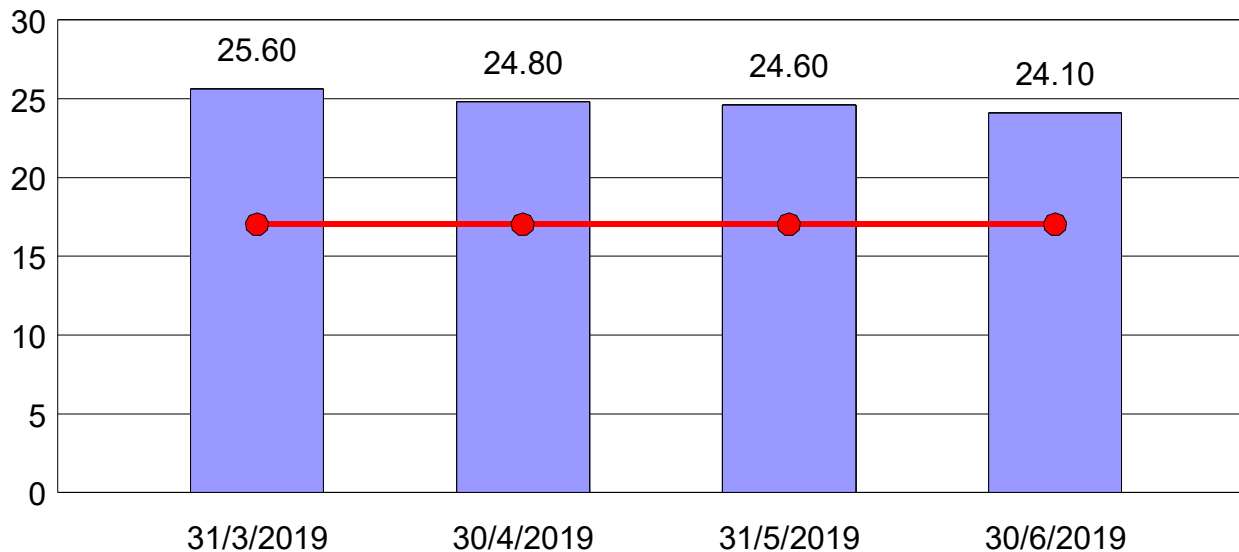
Director Assurance

Merlin Joseph

Referral rates are being closely monitored via the Children's Assurance Board

Current and Previous Performance

● Target



Benchmarking Period

Financial year

01 Apr 16 to 31 Mar 17

Updated Annually

Averages

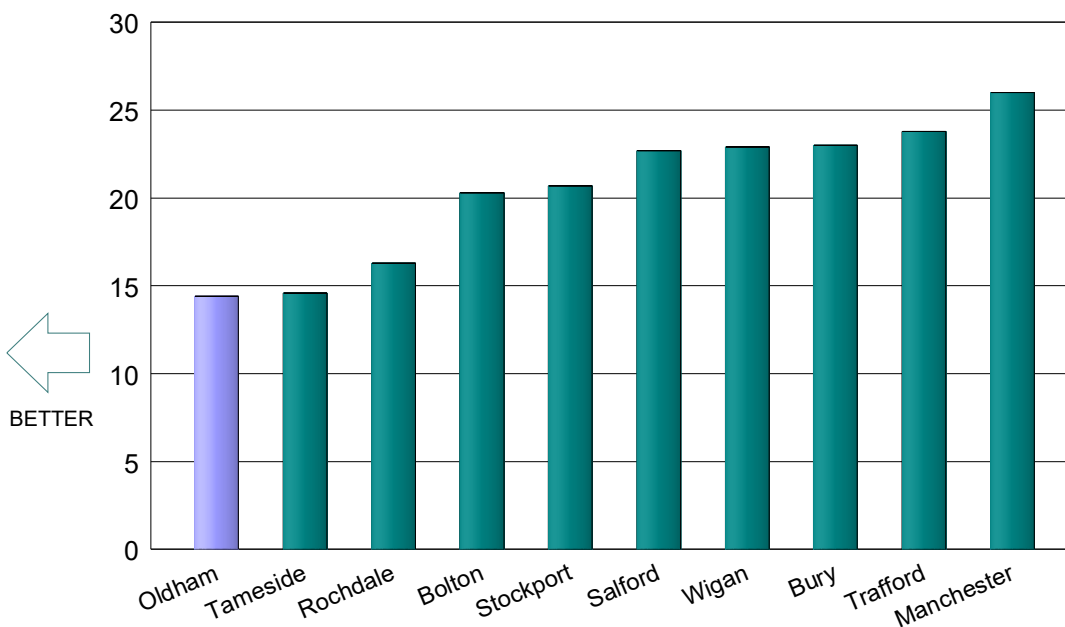
Geographical neighbours 19.6

English authorities 19.9

GMCA 20.5

CIPFA nearest neighbours 19.4

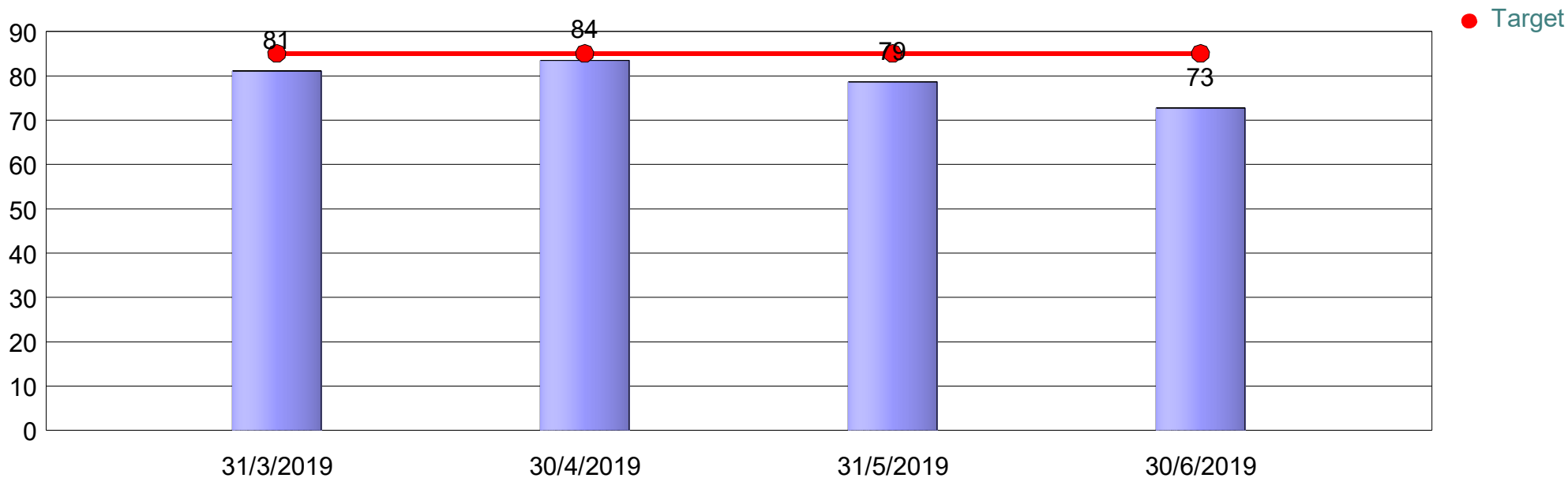
Benchmarking Definition : Referrals to children's social care within 12 months of earlier referral (%) (%)



← BETTER

→ WORSE

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Kerrie Scraton

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

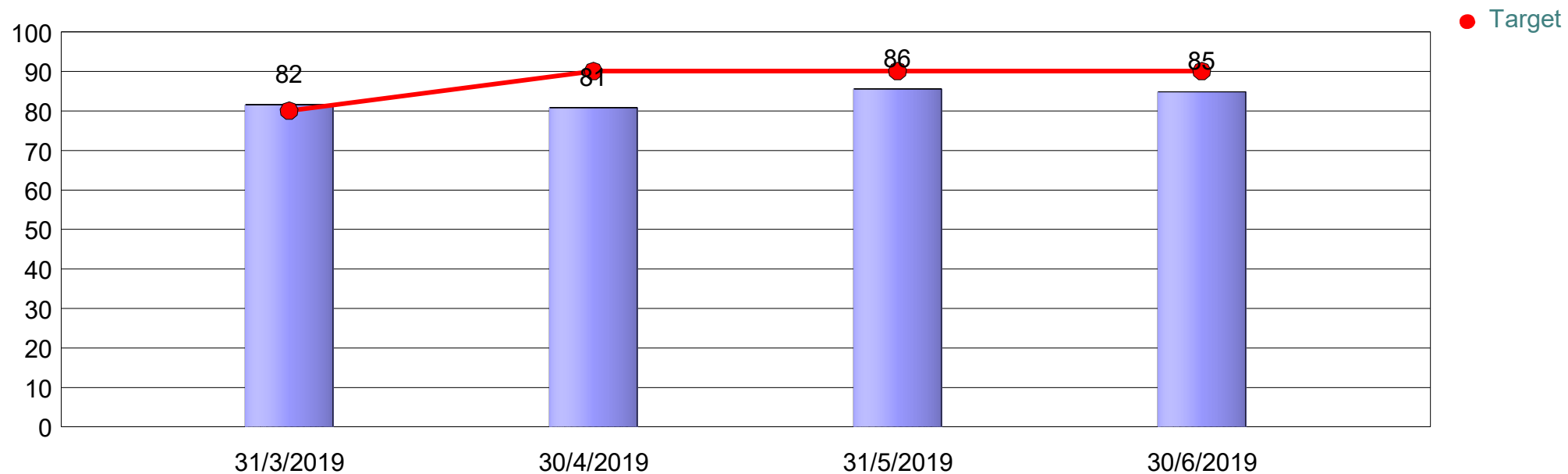
The dip in timeliness experienced this month is largely attributable to a focus by all teams to complete overdue assessments. This is evidenced by the significant hike in the number of completed assessments this month rising to 467 from 357 last month. Timeliness of assessment is challenged at the weekly performance clinics chaired by the Director of Children’s Social Care.

Director Assurance

Merlin Joseph

- The Children’s Social Care Management Team are tracking the completion rate on a weekly basis to ensure the timeliness of completions and to bring the rate back to target

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Kerrie Scraton

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

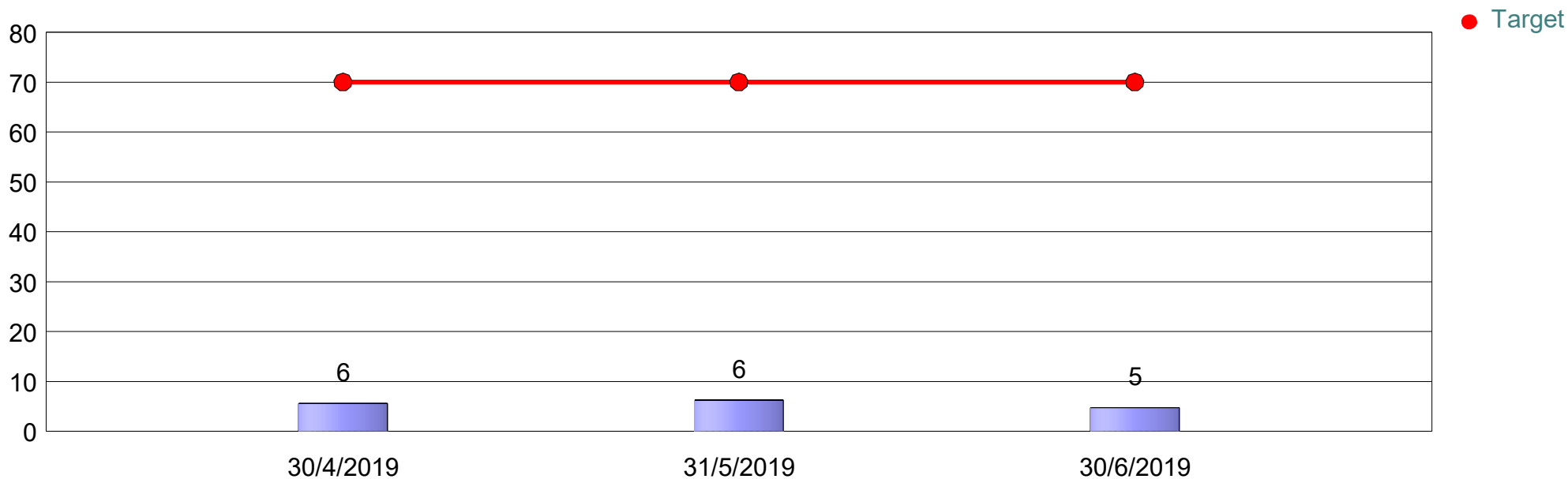
The percentage of ICPCs completed in time within the month fell from 88% to 67%. This has been influenced with the small number of ICPCs taking place, 6 of 9 ICPCs were completed in time.

Director Assurance

Merlin Joseph

The exceptions are understood by the Service and this is being monitored via the Children's Assurance Board

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Paula Green

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

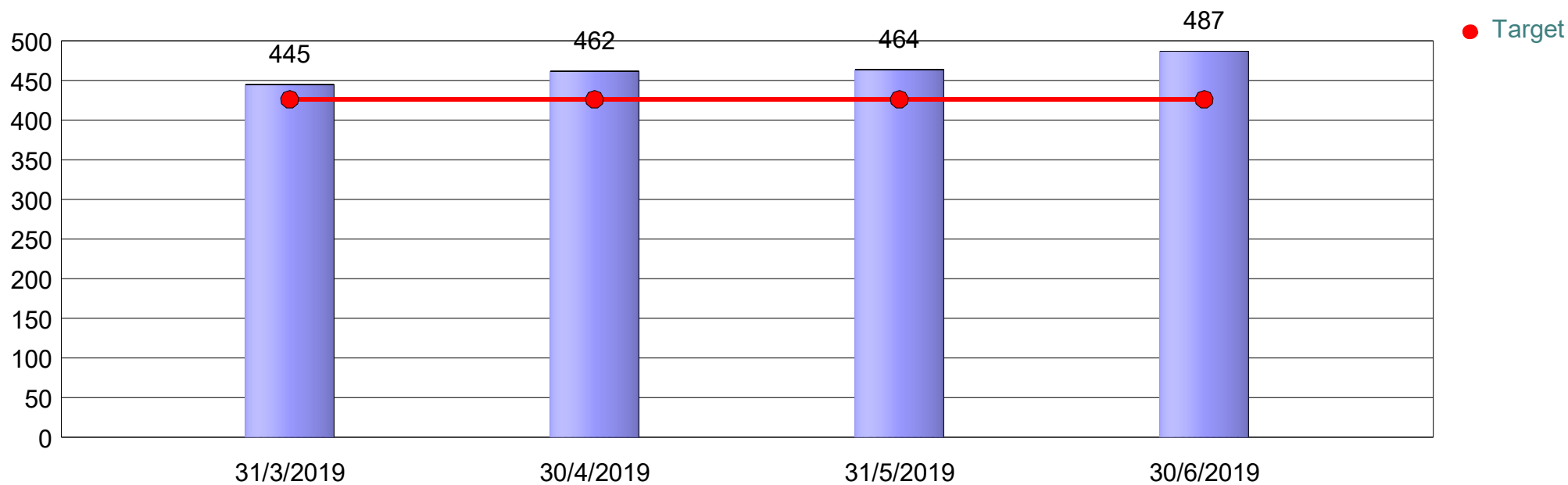
- From 22/04/2019 SEND Officers are attending the statutory annual reviews that include CLA and transition reviews. This is what should be being measured on Corvu. The Service has created, in consultation with the local partnership an annual review plan which sets out priorities and matches to existing resources. The plan aims to ensure that we are compliant with the annual review timescales and appropriate priority reviews have been identified. The SEND Team and BIS are currently working on a more robust way of reporting this as the data on Synergy becomes more reliable and cleansed. Out of 23 statutory reviews since 22/04/2019, the workflow has been completed on 11 annual reviews within timescale - 48%

Director Assurance

Andrew Sutherland

The SEND team have been managing the completion of annual reviews alongside the creation of new EHC plans. Schools are engaged with the SEND service and systems and processes are becoming embedded more effectively identifying school and service responsibility with all annual reviews. A plan setting

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Kerrie Scraton

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

A1 considerably increased this month, rising from 464 days to 487 days. This has been influenced by a sibling group of 3 who all waited 907 days to be placed with their adoptive family. Naturally, this has also impacted the 12 month rolling figure which is now at 502.

Director Assurance

Merlin Joseph

The exceptions are understood by the Service and work to improve Permanency Planning for children and young people is being progressed. This is being monitored via the Children's Assurance Board

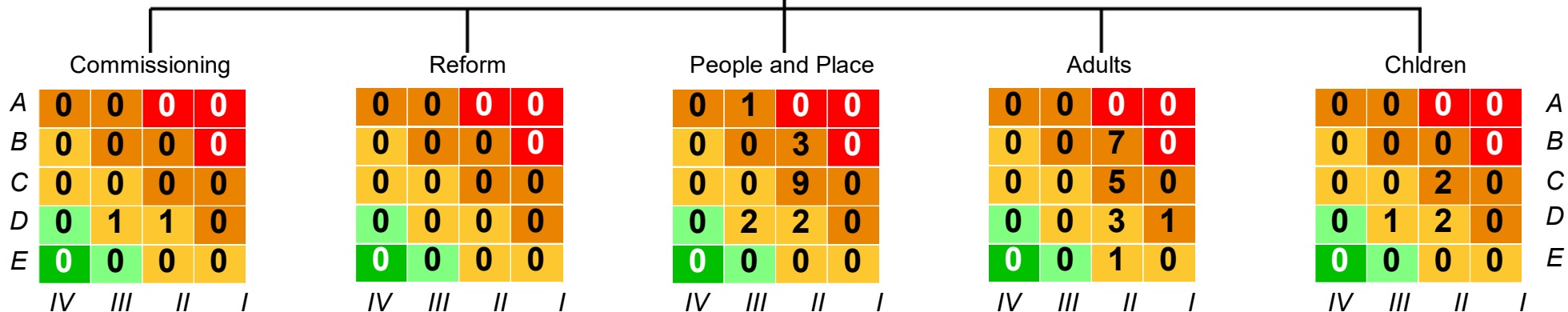
Appendix IV - Risks associated with Actions

Details of any Red risks will appear below the matrices

All risks

A	0	1	0	0
B	0	0	10	0
C	0	0	16	0
D	0	4	8	1
E	0	0	1	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	



Linked to Action	Ref	Risk Updater	Risk Description	Cabinet Member	Likelihood	Impact	Mitigation	Date Risk Reviewed
No Red risks to display								