

**Report to PVFM**

## **Council Performance Report September 2019**

**Portfolio Holder:**

Councillor Sean Fielding, Leader of the Council

**Officer Contact:** Matt Drogan, Head of Strategy and Performance

**Report Author:** Matt Drogan, Head of Strategy and Performance

**Ext:** 4711

**Date:** 4 February 2020

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### **Reason for Decision**

The purpose of this report is to allow:

- The review of Council Performance for September 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 2018) **235,623** 

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 2018/Census 2011



## INCOME & BENEFITS

Median Household Income **£21,752**

68.5% Employment Rate  
11.1% Out of Work Benefits  
5.1% Unemployment  
7.7% ESA Benefits

CACI 2018/Census 2011/DWP 2019



## HOUSING

**64.9%** Owner Occupied

12.9% in Fuel Poverty  
20.9% Social Rented  
13.6% Private Rented  
22.1% Claiming Council Tax Benefits/Housing Benefits

LHNA 2019/DECC 2019/Council Tax 2019



## HOUSEHOLD INFO

Number of Households **97,762**

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

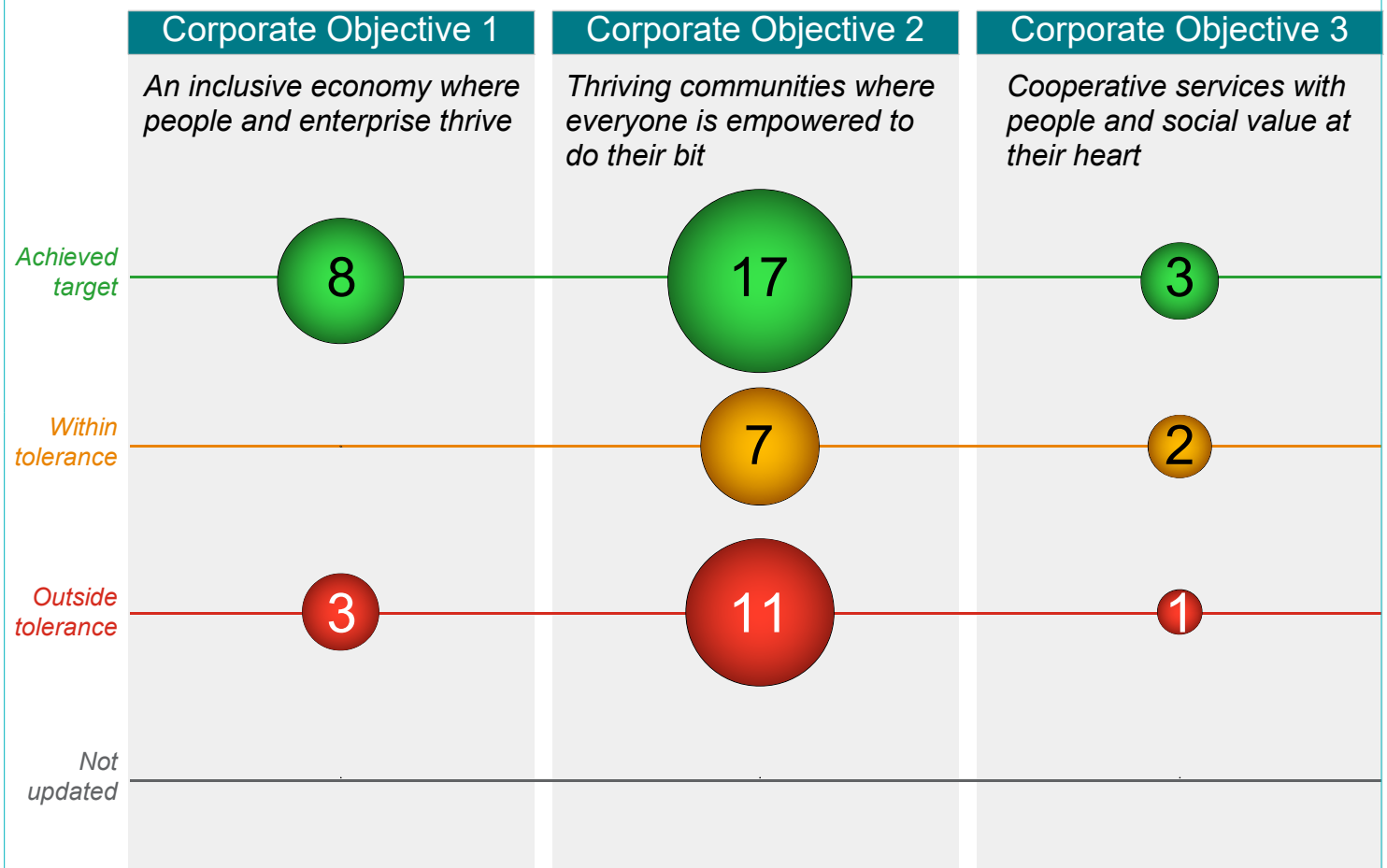
Satisfied with Local Area **71%** 

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

YYC 2013 / OMBC Election team 2016

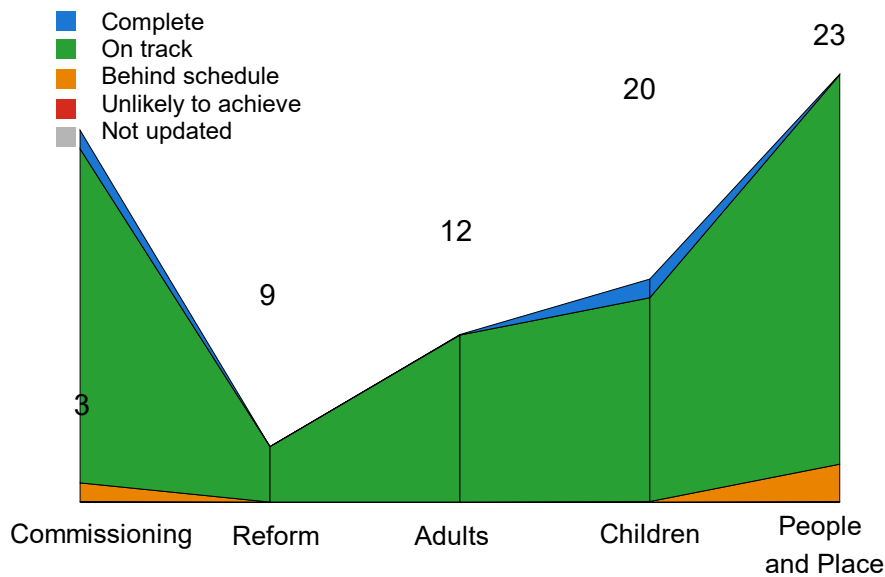
## Performance Measures by Objective

Details in Appendices I and II



### Action Summary

Details in Appendix III



### Comment

The percentage of measures meeting target has increased to 52%, from 37% in April 2019. Work within directorates will need to continue to ensure a greater proportion of measures meet their targets.

This quarter has seen an increase in the number of red measures, an increase from 12 to 15. This means 29% of measures are currently red.

### Summary of Risks associated with Actions

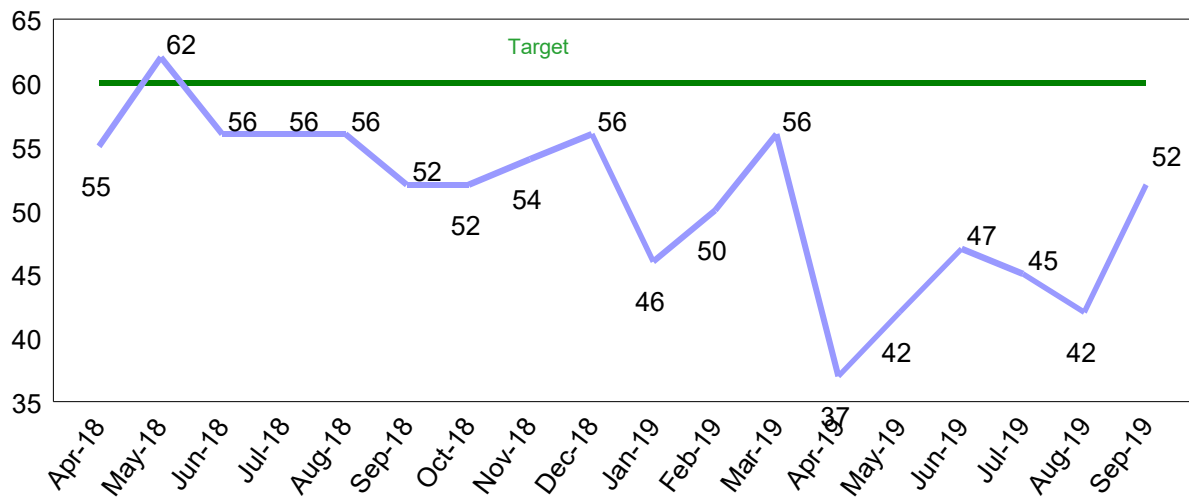
Details in Appendix IV

	Quarter 1				Quarter 2			
	IV	III	II	I	IV	III	II	I
A	0	1	0	0	0	1	0	0
B	0	0	10	0	0	0	10	0
C	0	0	16	0	0	0	17	0
D	0	4	7	1	0	4	6	1
E	0	0	1	0	0	0	1	0

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

## RAG-rated Performance Measure Trend (September 2019)

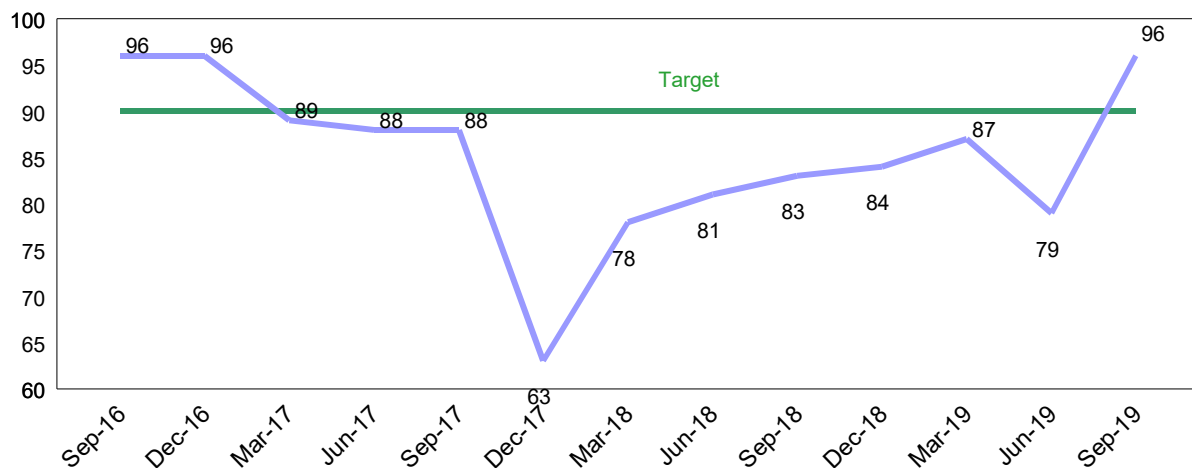
Performance Measures that achieved their target as a percentage of all reported Performance Measures. The aim is for 60% or more of the Performance Measures to have met their target.



	Prev. Quarter (Jun 19)	This Quarter (Sep 19)
No Update	0	0
> 5% off Target	13	15
Off Target	14	9
Achieved Target	24	28

## Action Trend (September 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.



	Prev. Quarter (Jun 19)	This Quarter (Sep 19)
No Update	0	0
Unlikely to achieve	0	0
Behind schedule	13	3
On track	54	63
Complete	1	2

## SICKNESS (year to date)



average days lost to sickness

same period previous year



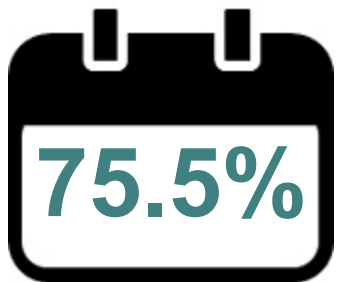
current trend



### top 3 reasons

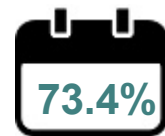
The 3 most common causes of sickness are Mental Health (32.3%), Musculo-skeletal (26.2%) and Cancer Related (6.44%).

## LONG TERM SICKNESS (year to date)



of days lost are due to long-term sickness

same period previous year

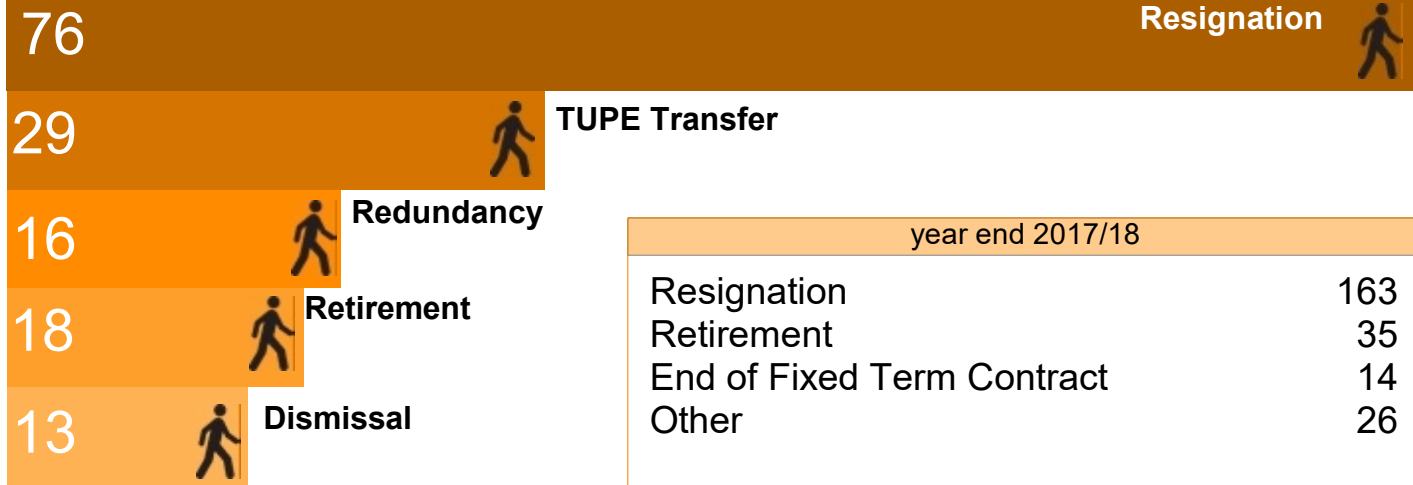


current trend



Long Term Absence is any absence longer than 20 days in length.

## TOP 3 REASONS FOR LEAVING (year to date)



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

8.32 days per FTE

2 Economy

7.24 days per FTE

3 People Services

6.23 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)

12.1%



Staff turnover

same period previous year

9.9%



current trend



## TURNOVER (rolling 12 months)

78.0%

of people still in post after 12 months



same period previous year

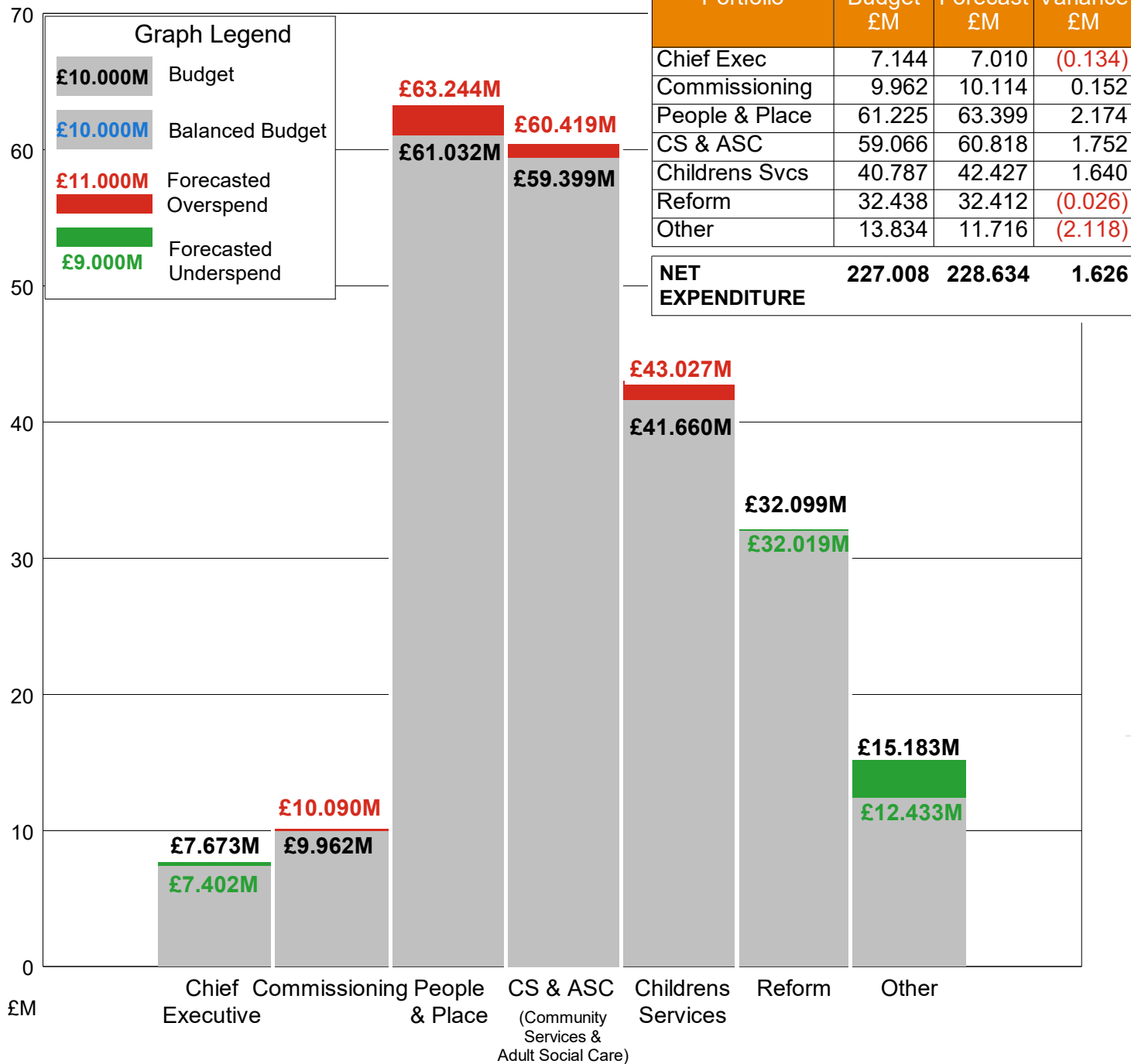
100.0%

current trend



# Budget Forecast

Month 6 2019/20

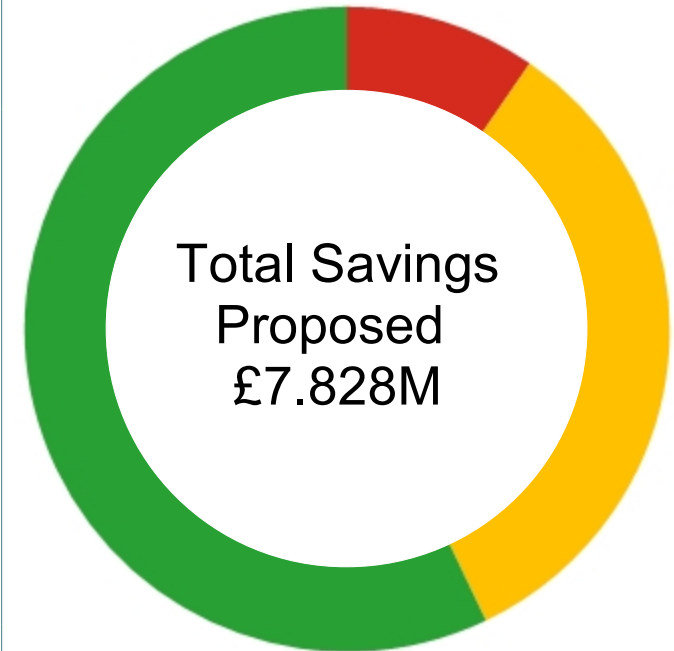


# Approved 2019/20 Budget Reductions

Quarter 2 2019/20

Work in progress

£2.610M



Delivered

£4.468M

## **Appendices**

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

# 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	
<b>START WELL : Children and Young people get the best start in life and make the most of their education</b>										
✓	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 61.6% TARGET 61.0%	64.0%		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%		92.0%	
✓	M722(CP) Percentage of pupils in good/outstanding Oldham schools	Cllr S Mushtaq	Monthly		78.5%	(Prev Mth) ACTUAL 78.4% TARGET 81.0%	81.0%		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 96.8% TARGET 70.0%	70.0%		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%	95.2%		95.2%	



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 83.9% 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%		85.0%		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 S Mushtaq	Annual		64.1%	(Prev Yr) ACTUAL 64.1% TARGET 66.0%	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 3.4% 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 58.0% 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%	<p>A horizontal bar chart with a scale from 0 to 100. A grey bar represents the actual value at 96.4, and a green dot represents the target at 95.0.</p>	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 67%	67%	<p>A horizontal bar chart with a scale from 0 to 70. A grey bar represents the actual value at 64, and an orange dot represents the target at 67.</p>	60%
	M656(CP) Percentage of Health Visitor mandated reviews completed within timescale	Cllr Z Chauhan	Quarterly		New Measure	(Prev Qtr) ACTUAL 86.8% TARGET 88.0%	88.0%	<p>A horizontal bar chart with a scale from 0 to 90. A grey bar represents the actual value at 86.8, and a green dot represents the target at 88.4.</p>	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 93.40% TARGET 0.00%	0.00%	NO UPDATE DUE UNTIL OCTOBER	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%	<p>A horizontal bar chart with a scale from 0 to 40. A grey bar represents the actual value at 35.1, and a red dot represents the target at 37.2.</p>	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 465 days TARGET 426 days	426 days	<p>A horizontal bar chart with a scale from 0 to 500. A grey bar represents the actual value at 465, and a red dot represents the target at 461.0.</p>	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 45.5% TARGET 50.0%	50.0%		50.0%
✓	M408(CP) Total new homes built	Cllr H Roberts	Quarterly	709	287	(Prev Qtr) ACTUAL 256 TARGET 112	225		450
✓	M356(CP) Number of work related opportunities created by Get Oldham Working	Cllr S Mushtaq	Monthly		5,905	(Prev Mth) ACTUAL 6,571 TARGET 5,125	5,250		6,000
	M63(CP) Number of visitors to Gallery Oldham	Cllr S Fielding	Quarterly		93,578	(Prev Qtr) ACTUAL 26,784 TARGET 22,000	43,000		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 5,529 TARGET 5,774	5,774		5,774
	M197(CP) Number of visits to OCL Leisure Centres per 1000 population	Cllr Z Chauhan	Quarterly		5,324	(Prev Qtr) ACTUAL 1,438 TARGET 1,325	2,650		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 8,401 TARGET 6,000	1,000		5,971
	M357a(CP) Number of Get Oldham Working related Job opportunities filled	Cllr S Mushtaq	Monthly		3,386	(Prev Mth) ACTUAL 3,802 TARGET 2,903	2,974		3,400
	M409(CP) Percentage of completed homes that are affordable	Cllr H Roberts	Quarterly	17.0%	9.4%	(Prev Qtr) ACTUAL 22.3% TARGET 25.0%	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 2.9% TARGET 3.0%	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 67.8% TARGET 50.0%	50.0%		50.0%
	M715(CP) Annual EHCP (SEND) statutory reviews completed within legal time frame	Cllr S Mushtaq	Monthly		New Measure	(Prev Mth) ACTUAL 32.0% 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
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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 295 days TARGET 300 days	350 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 207 TARGET 203	203		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 95.22% TARGET 94.00%	94.00%		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 65.0% TARGET 65.0%	65.0%		65.0%
✓	M501(CP) Percentage of Household waste sent for Reuse, Recycling or Composting	Cllr A Ur Rehman	Monthly	49.33%	40.35%	(Prev Mth) ACTUAL 48.44% TARGET 50.00%	50.00%		44.74%
✓	M275(CP) Percentage of minor planning applications determined in time	Cllr H Roberts	Quarterly		96.0%	(Prev Qtr) ACTUAL 95.3% TARGET 80.0%	80.0%		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%			41.6%
	M274(CP) Percentage of major planning applications determined in time	Cllr H Roberts	Quarterly		100.0%	(Prev Qtr) ACTUAL 86.7% TARGET 80.0%	80.0%		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
	M333(CP) Percentage Council spend in Oldham	Cllr A Jabbar	Monthly		61.55%	(Prev Mth) ACTUAL 48.20% TARGET 60.00%	60.00%		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 81 TARGET 75	150		300
	M493(CP) Streets and grounds inspection issues	Cllr A Ur Rehman	Monthly		17%	(Prev Mth) ACTUAL 17% TARGET 21%	21%		21%
	M494(CP) Number of food hygiene inspections	Cllr A Ur Rehman	Quarterly		New Measure	(Prev Qtr) ACTUAL 93 TARGET 249	521		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%		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		9.5 days	(Prev Mth) ACTUAL 4.4 days TARGET 2.5 days	3.0 days		6.0 days
✓	M664(CP) Percentage of referrals which are repeat referrals to Children's Social Care	Cllr A Chadderton	Monthly	24.4%	25.6%	(Prev Mth) ACTUAL 23.2% 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 0% 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 2.0% TARGET 0.0%	3.0%		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 85.4% TARGET 75.0%	77.0%		80.0%
	M567(CP) Percentage of community based providers rated as 'Good' or Outstanding	Cllr Z Chauhan	Quarterly		New Measure	(Prev Qtr) ACTUAL 88.9% TARGET 89.0%	90.0%		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 73.8% 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 45.84% TARGET 46.55%	55.34%		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 45.81% TARGET 46.36%	55.41%		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
<b>Corporate Objective 1 : An inclusive economy where people and enterprise thrive</b>									
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	7/10/2019	31/3/2020	31/3/2020	This is ongoing as part of the local employment workstream within the GM LD & Autism strategies workstream. The focus at present is on linking with key employers in Oldham to establish their position regarding the employment of people with a Learning Disability and/or Autism and if they do not currently employ people what support is needed to enable change.	Mark Warren	14/10/2019
DC100	Support Oldham Education Partnership Board in prioritising all the recommendations of Education & Skills Commission	Adrian Calvert	Cllr S Mushtaq	2/10/2019	31/3/2020	31/3/2020	All of the work of the Oldham Education Partnership, Local Authority and Opportunity Area is integrated to ensure that priorities are met in a cohesive manner to ensure the best outcomes for the children and young people of Oldham.	Gerard Jones	12/11/2019
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	2/10/2019	31/3/2020	31/3/2020	A range of projects are in place working with the Local Authority, Oldham Education Partnership and Oldham Opportunity Area. unvalidated results in summer 2019 show that the gap between disadvantaged and non-disadvantaged pupils closed by 25.	Gerard Jones	12/11/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
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	9/10/2019	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.	Gerard Jones	12/11/2019
DC111	Ensure all children are school ready when they are due to start school	Paula Healey	Cllr S Mushtaq	9/10/2019	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%	Gerard Jones	12/11/2019
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.	Gerard Jones	12/11/2019
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	10/10/2019	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).	Gerard Jones	12/11/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DC157	Fight for a Fair Employment borough, and lead the way as a GM Good Employment Charter member	Jon Bloor	Cllr S Mushtaq	10/10/2019	31/3/2020	31/3/2020	The Council is working towards signing the GM Good Employer Charter. It is also supporting this initiative with promotion via Growth Company and the Council Business Growth and Investment team.	Gerard Jones	12/11/2019
DC191	Explore options to support parents as co-educators, strengthening the partnership between council, schools and parents	Andrew Sutherland	Cllr S Mushtaq	9/10/2019	31/3/2020	31/3/2020	Close working with POINT continues and the recent SEND re-visit gave testimony to the good work happening in this space.	Gerard Jones	12/11/2019
DC193	Improve support for schools recruiting governors, particularly from underrepresented communities	Andy Collinge	Cllr S Mushtaq	9/10/2019	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.	Gerard Jones	12/11/2019
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	4/10/2019	31/3/2022	31/3/2022	Council investment in school expansions are all in good/outstanding schools.	Gerard Jones	12/11/2019
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	4/10/2019	31/3/2021	31/3/2021	Predicted data indicates positive improvement in this target area.	Gerard Jones	12/11/2019
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	4/10/2019	31/3/2021	31/3/2021	The mental health team continue to work with schools based on pupil surveys of health and well being and the SEMH team target schools as needed.	Gerard Jones	12/11/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DC197	Promote the Children's Champions scheme so that every child looked after has a champion to support them	Elaine Devaney	Cllr A Chadderton	10/10/2019	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.	Gerard Jones	12/11/2019
DC198	Explore the options to provide free prescriptions to all children looked after and care leavers under 25	Elaine Devaney	Cllr A Chadderton	10/10/2019	31/3/2020	31/3/2020	The free prescriptions process is set-up. Health partners have agreed to fund all free prescriptions. One young person received their free prescriptions after testing the application process and the system is now live.	Gerard Jones	12/11/2019
DE117	Improve security at bus stations, metrolink stops and car parks	Carol Brown	Cllr A Ur Rehman	1/10/2019	31/3/2020	31/3/2020	Appropriate interventions to be requested through TfGM as the responsible authority	Helen Lockwood	28/10/2019
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	4/10/2019	31/3/2020	31/3/2020	The Council's town centre grants and overall business support continues together with our partners support at Growth Hub and Enterprise Fund. Recent town centre start-ups this quarter include the Cob and Coal Micro Bar in Tommyfield and the Eatery Artisan/Deli in Manchester Chambers.	Helen Lockwood	28/10/2019
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	4/10/2019	31/3/2021	31/3/2021	GMSF timetable revised. Next consultation (on the Publication Plan) will be summer 20. GMSF to then be submitted for public examination. Work continues to consider implications of comments received, further high-level concept planning is being carried out & a no. of key pieces of evidence are being carried out at GM level (transport infrastructure & viability).	Helen Lockwood	28/10/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
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	4/10/2019	31/3/2020	31/3/2020		Helen Lockwood	28/10/2019
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	4/10/2019	31/3/2020	31/3/2020	Action plans being developed to be considered by leadership. Communications plan to support programme still to be developed.	Helen Lockwood	28/10/2019
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	4/10/2019	31/3/2021	31/3/2021	Interserve appointed as preferred contractor for 2stage redevelopment of OMA.Stage 1 to develop OMA designs & deliver pre-contract services work.Work packages to be tendered & a price for main contract works obtained.Main works to start in spring 20,with opening late 21.Work on the Business & Transition Plans is ongoing.Monthly meetings will monitor progress	Helen Lockwood	28/10/2019
DE172	Develop and deliver the transformation of Oldham Mumps (Princes Gate) area	Emma Barton	Cllr S Fielding	4/10/2019	31/3/2021	31/3/2021	Travelodge and Lidl have completed contracts. A further 2 smaller retailers have signed pre-let agreements for the ancillary retail space. It is expected that a planning application will be submitted shortly for the development.	Helen Lockwood	28/10/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
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	4/10/2019	31/3/2020	31/3/2020	Financial modelling of new market ongoing. Further design options being considered to reduce costs.	Helen Lockwood	28/10/2019
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	4/10/2019	31/3/2020	31/3/2020	Vacant Unit 2 & 4 being proactively marketed and are in discussions with potential occupiers. Council has been shortlisted for grant allocation from Future High Street fund which would accelerate the growth of the night time economy. Night time task force met in June and GM Mayor has appointed Night time advisor Sacha Lord to assist Oldham	Helen Lockwood	28/10/2019
DE187	Double the number of co-operative enterprises active in the borough	Emma Barton	Cllr S Fielding	4/10/2019	31/3/2020	31/3/2020	A Social Enterprise Partnership has been formed with housing providers, Action Together, Oldham Enterprise Trust, Upturn Enterprise and Oldham Council. The group is applying for funding to support this ambition..	Helen Lockwood	28/10/2019
DE190	Identify sites for public water fountains to support our green agenda	Gail Aspinall	Cllr A Ur Rehman	4/10/2019	31/3/2020	31/3/2020	16 Town Centre businesses offer free refills of water bottles - 6 of which are happy to have this service promoted. The Markets Team is liaising with the NHS & United Utilities over creating a 'Wellbeing Corner' in a vacant stall within the Market Hall. This would feature a water bottle refill station (a Wellbeing Corner has been created on Ashton Market)	Helen Lockwood	28/10/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
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	4/10/2019	31/3/2020	31/3/2020	This initiative has been in place since April 2013.	Helen Lockwood	28/10/2019
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	8/10/2019	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	8/10/2019
DP414	Create a programme of events and activities to tackle social isolation and increase access to culture	Katrina Stephens	Cllr Z Chauhan	7/10/2019	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	8/10/2019
DP415	Develop the Local Cultural Education Partnerships	Katrina Stephens	Cllr S Fielding	7/10/2019	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	8/10/2019



Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
<b>Corporate Objective 2 : Thriving communities where everyone is empowered to do their bit</b>									
DA104	Implement GM Learning Disabilities priorities ensuring all 10 priorities become BAU	Jayne Ratcliffe	Cllr Z Chauhan	7/10/2019	31/3/2020	31/3/2020	The GM Learning Disability priorities are managed by the LD Partnership Board. The team continue to work to develop these priorities as work continues on implementing the local strategy. The Head of Service for Learning Disability is working with the team and stakeholders to ensure the priorities are aligned with objectives. This is ongoing.	Mark Warren	14/10/2019
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	8/10/2019	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.	Mark Warren	14/10/2019
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	8/10/2019	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	14/10/2019
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	2/10/2019	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	14/10/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
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	8/10/2019	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	14/10/2019
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	8/10/2019	31/3/2020	31/3/2020	Priorities continue to be developed and remain at multiple stages of implementation.	Mark Warren	14/10/2019
DC167	Deliver on the corporate parenting strategy to significantly improve the life chances of every child in Oldham's care.	Elaine Devaney	Cllr A Chadderton	10/10/2019	2/10/2019	2/10/2019	The Corporate Parenting Strategy has now been signed off and an action plan to deliver on the priorities his underway with key performance measures identified against each priority. Task & Finish Groups are meeting on a regular basis for each workstream.	Gerard Jones	12/11/2019
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	Elaine Devaney	Cllr A Chadderton	9/10/2019	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.	Gerard Jones	12/11/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DC190	Support schools to set up breakfast clubs in every ward, and continue projects to tackle holiday hunger	Amanda Richardson	Cllr S Mushtaq	16/10/2019	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.	Gerard Jones	12/11/2019
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	Elaine Devaney	Cllr A Chadderton	10/10/2019	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.	Gerard Jones	12/11/2019
DC200	Continue to work to ensure that all our Children Looked After are placed in the borough	Elaine Devaney	Cllr A Chadderton	10/10/2019	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 93.2%	Gerard Jones	12/11/2019
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	4/10/2019	31/3/2022	31/3/2022	Keepmoat carrying out pre-development works for 68 homes at North Werneth. 135 homes at Limeurst Village has been completed. Report recommending preferred bidder for Fitton Hill (circa 400 homes) being prepared for Cabinet.	Helen Lockwood	28/10/2019
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	1/10/2019	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	28/10/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DE132	Review, adopt and implement a new Oldham Housing Strategy 2019	Emma Barton	Cllr H Roberts	4/10/2019	31/3/2022	31/3/2022	New Strategy approved and implementation phase underway. Governance arrangements being established with joint workshop with Policy and key stakeholders to be held.	Helen Lockwood	28/10/2019
DE140	Local Plan Review (Issues and Options)	Emma Barton	Cllr H Roberts	4/10/2019	31/3/2021	31/3/2021	Consultation on Issues and Options has now moved to summer 2020 to align with the next consultation on the GMSF (see above). Will keep under review.	Helen Lockwood	28/10/2019
DE144	Develop a joint programme of works to improve Air Quality across the Borough and Greater Manchester area	Carol Brown	Cllr A Ur Rehman	1/10/2019	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	28/10/2019
DE169	Improving Private Rented Sector standards	Emma Barton	Cllr H Roberts	4/10/2019	31/3/2022	31/3/2022	Empty Homes Pilot launched. Enquiries received & survey visits carried out. 16 owner enquiries in train & 2 properties valued. Tenancy management partner procurement underway. Recruitment of Senior Housing Needs post underway to support delivery of Bond Scheme, Empty Homes Pilot, Temporary Accom provision via leases, deliver updated TA Strategy & other initiatives	Helen Lockwood	28/10/2019
DE188	Establish the Oldham Code, setting our expectations for the quality of new homes	Emma Barton	Cllr S Fielding	4/10/2019	31/3/2020	31/3/2020	Work has commenced on the preparation of an Oldham Code. It will address national spatial standards & other optional standards as appropriate. Consideration will be given to other issues as appropriate through the Local Plan review. It's anticipated that the 5 year housing land supply position to be published as part of the Monitoring Report (in December 19)	Helen Lockwood	28/10/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
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	4/10/2019	31/3/2020	31/3/2020	Parking enforcement measures have been put into place to address this problem.	Helen Lockwood	28/10/2019
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	1/10/2019	31/3/2020	31/3/2020	Work to support cleaner air around schools and the appropriate use of legislation is currently underway.	Helen Lockwood	28/10/2019
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	8/10/2019	31/3/2020	31/3/2020	Geographical alignment is on track with a decision due to go to Council in December 2019  Profiles for each new geographies commissioned and work is underway to develop a whole system model.	Rebekah Sutcliffe	7/10/2019
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.	Simon Jones	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	8/10/2019	31/3/2020	31/3/2020	Phase 2 started. Appointment of design team for feasibility underway. Project governance board established.	Rebekah Sutcliffe	9/7/2019
DP366	Review of prevention and early intervention to inform recommissioning of Early Help	Liz Lyons	Cllr S Fielding	4/10/2019	31/3/2020	31/3/2020	This is progressing well and due to report Oct/Nov	Rebekah Sutcliffe	8/10/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
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]	Anna Da Silva	Cllr S Fielding	7/10/2019	31/3/2020	31/3/2020	Northern Roots is progressing well, registration of the Northern Roots charitable company is underway, consultation with residents, partners and stakeholders is ongoing, a first offer of funding has been received, the process to develop a planning application and business model and plan is underway, and pilot projects have commenced.	Rebekah Sutcliffe	7/10/2019
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	7/10/2019	31/3/2020	31/3/2020	Promoting physical activity opportunities and healthier food choices are key themes in the developing healthy weight and physical activity strategy, including local adoption of the 'That Counts' campaign. Work is underway through the LDP to develop and promote a wider leisure and physical activity offer for the borough.	Rebekah Sutcliffe	8/10/2019

### 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	8/10/2019	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 and some have been extended to December 2019 following review. A longer term planning review for implementation of the overall enablement programme is now underway and due to be completed by October 2019.	Mark Warren	14/10/2019
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Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
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	8/10/2019	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	14/10/2019
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	8/10/2019	31/8/2019	31/8/2019	Transfer of staff successfully took place on 1 July. The first 100 day check has been completed and work continues to monitor the impact of the transfer.	Mark Warren	14/10/2019
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	8/10/2019	31/12/2019	31/12/2019	Since colocation in April 2018, much development has taken place on areas of commonality. Overview and Scrutiny Committee received an update on SCF on the 10/9/19. Work on the integration model is ongoing.	Mark Warren	14/10/2019
DA117	Implement a redesigned, integrated safeguarding model	Helen Ramsden	Cllr Z Chauhan	8/10/2019	31/3/2020	31/3/2020	The model has been developed, consulted on and agreed by the Safeguarding Adults Board. Delegated report has been signed by the DASS. New posts have been created and following recruitment freeze panel the 2 senior posts in the structure will be advertised. Following this the remainder of the structure will be implemented.	Mark Warren	14/10/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
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	Paula Green	Cllr S Mushtaq	3/10/2019	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.	Gerard Jones	12/11/2019
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	4/10/2019	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	28/10/2019
DS103	Through our Welfare Rights Service, support people adversely affected by Welfare Reform.	Anne Ryans	Cllr A Jabbar	1/10/2019	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	16/10/2019
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	1/10/2019	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, working groups and Member briefings to progress the town centre vision	Mike Barker	16/10/2019
DS232	Procurement will carry out a due diligence exercise establishing by category of spend business types within Oldham	Steve Boyd	Cllr A Jabbar	8/10/2019	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	16/10/2019
DS240	Review council report templates to include the impact on children and young people on every report	Elizabeth Drogan	Cllr S Fielding	7/10/2019	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	8/10/2019	31/3/2021	31/3/2021	Current roadmap is on track; report prepared for approval. Strategic roadmaps on track and reviewed at monthly board meetings.	Helen Lockwood	28/10/2019



Accountable Lead

Martyn Bramwell

Follow-up Action

The 6 days absence per FTE is a stretch target. Actual performance remains in line with the median performance of Local Government both nationally and regionally.

In an effort to reduce current levels of absence the 'Improving Employee Attendance' review is now underway. This is focussed upon identifying best practice, gaps in the organisations' current practice and recommendations for improvement.

Initial findings will be presented to the Director of HR/OD to be in January.

Target Date

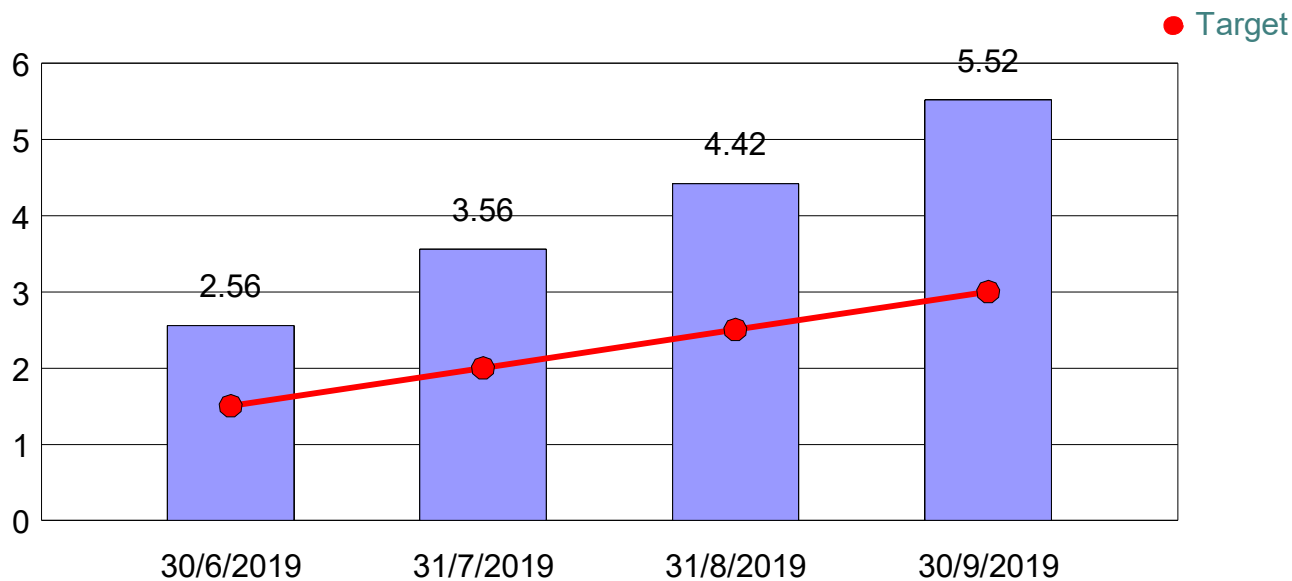
31 Mar 2019

Director Assurance

Julia Veall

Recent data shows an overall increase in absences which makes the review even more important both in terms of understanding the reasons for this and to identify how improvements can be made.

**Current and Previous Performance**



Benchmarking Period  
Financial year

01 Apr 17  
to  
31 Mar 18

Updated

Averages

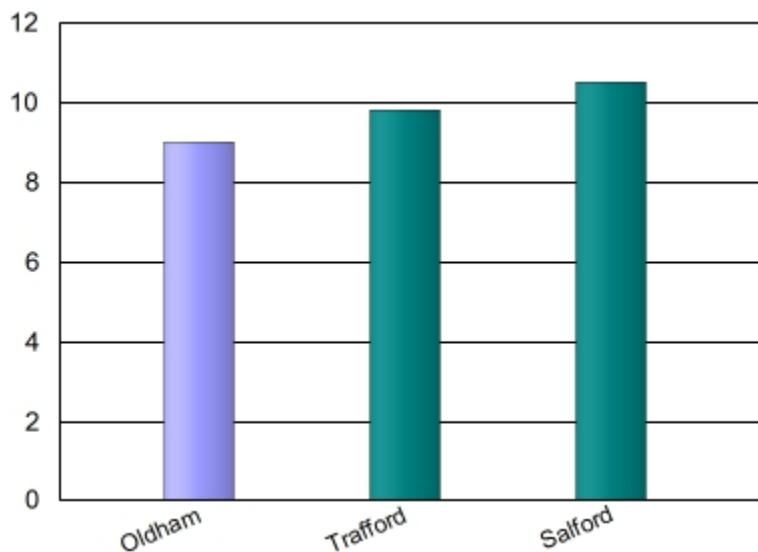
Geographical neighbours

English authorities

GMCA

CIPFA nearest neighbours

Benchmarking Definition :



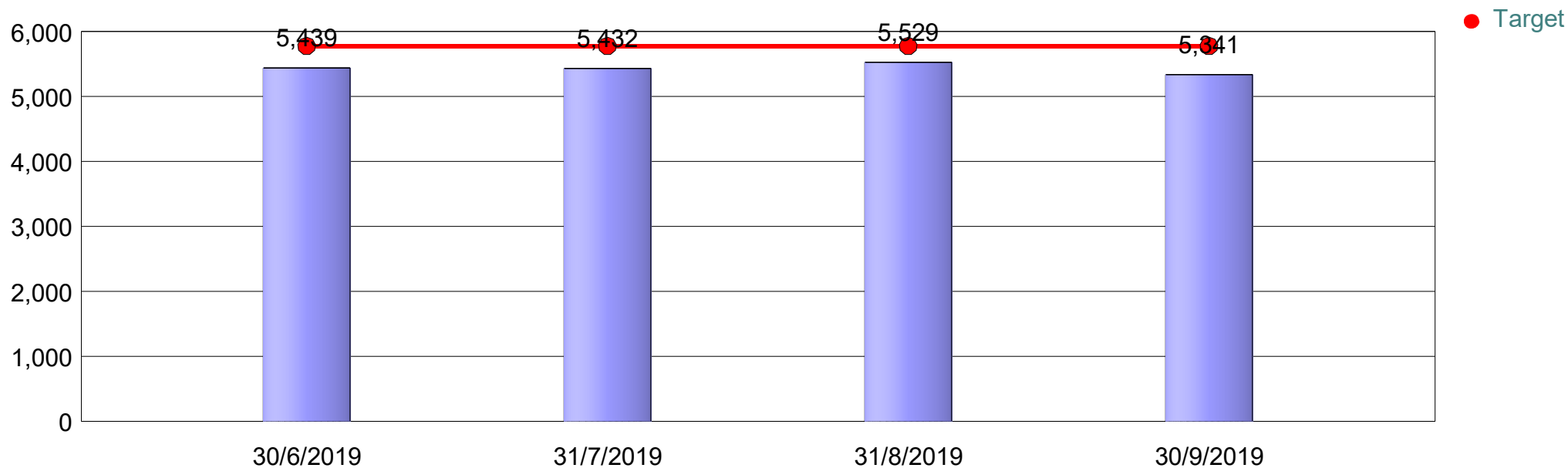
WORSE



WORSE

**Red Measure** M69(CP) Number of library visits per 1000 population. To library service points - not including web visits

**Current and Previous Performance**



**Follow Up Action and Assurance Details**

**Accountable Lead**

Sheena Macfarlane

**Target Date**

no date available

No Benchmarking Available

**Accountable Lead Follow Up Action**

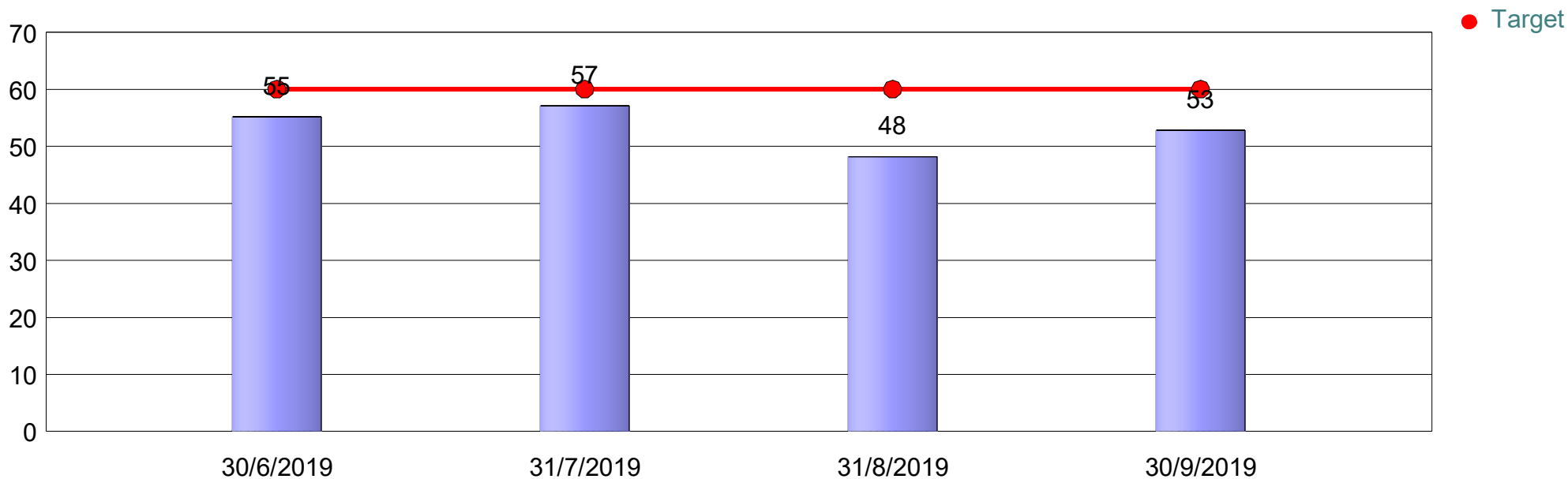
Library visits fluctuate throughout the year and Sept normally sees a drop off for the start of the school year. However we are unable to record accurately visitor numbers at some of our key library sites, including Oldham, due a failure in the automatic counting system which is now out of contract and needs to be replaced. Declining library visits is a national trend and we are currently forecasting a drop in library visits for this year of approx 3% although we are experiencing a notable increase in digital issues and remote access. The service is currently exploring a wider group of measures to better determine usage and patterns

**Director Assurance**

Katrina Stephens

Although library visits are trending downwards, library services are still well utilised through digital and remote access. A failure in the recoding system is affecting our ability to report accurately against this measure. Solutions are being investigated but are likely to require investment.

**Current and Previous Performance**



**Follow Up Action and Assurance Details**

**Accountable Lead**

Steve Boyd

**Target Date**

31 Mar 2020

No Benchmarking Available

**Accountable Lead Follow Up Action**

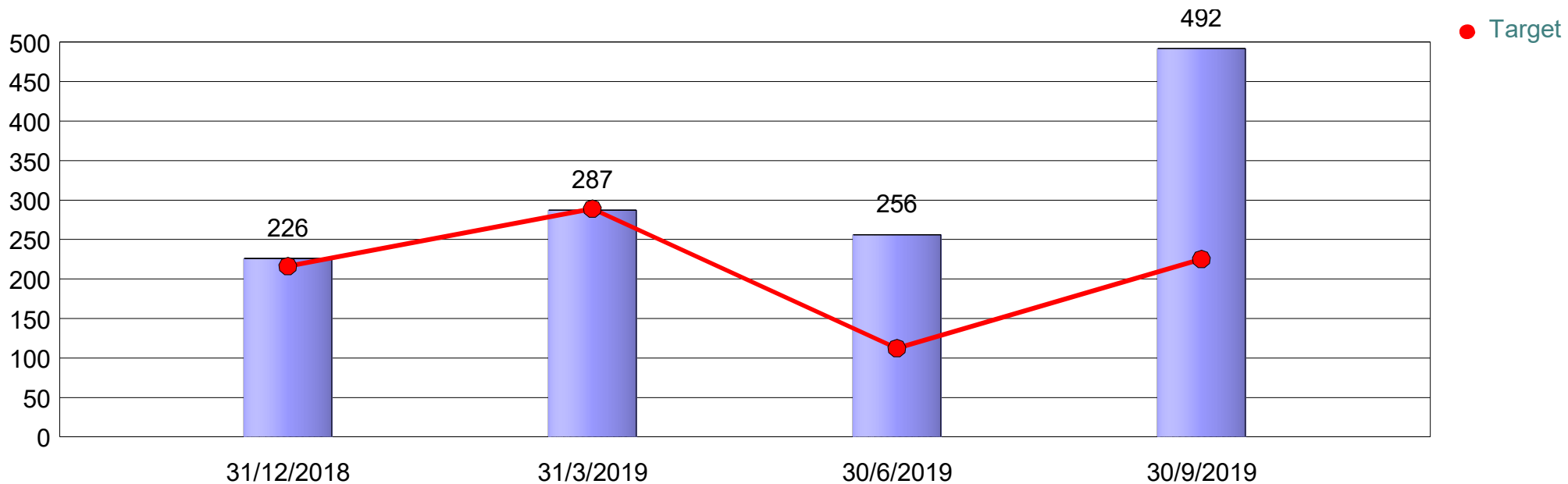
It is difficult to give any guarantees of achieving the 60% target figure by 31st March'20 however new Procurement practices, such as the launch of the Procurement Anchor Partnership Delivery Group in November'19, will result in an increase in local spend month on month.

**Director Assurance**

Mike Barker

I am satisfied that the team are working to new procurement processes and these are being bedded in to the organisation.

**Current and Previous Performance**



**Follow Up Action and Assurance Details**

**Accountable Lead**

Elizabeth Dryden-Stuart

**Accountable Lead Follow Up Action**

The monitoring of completions takes places through the year and includes checks and balances to ensure that all completions are captured accurately. It is considered likley thay target will be achieved by end of monitoring period (1 April 2020).

**Director Assurance**

Emma Barton

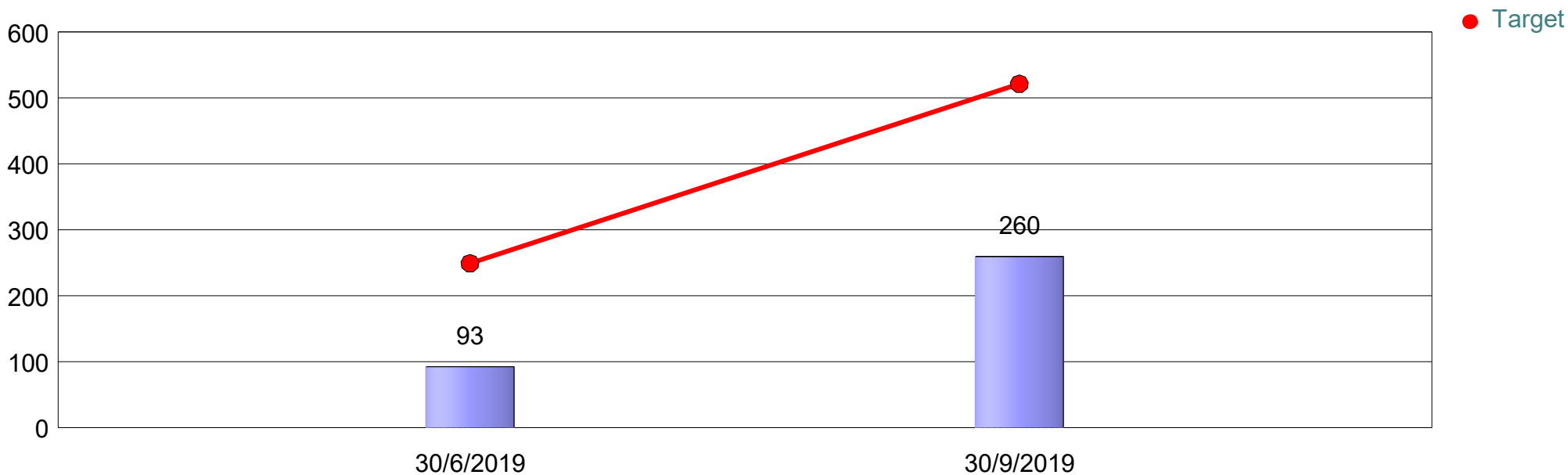
Performance noted and we will continue to monitor and review to help identify early warnings of any slippage ahead of year end

**Target Date**

01 Apr 2020

No Benchmarking Available

**Current and Previous Performance**



**Follow Up Action and Assurance Details**

**Accountable Lead**

Neil Crabtree

**Accountable Lead Follow Up Action**

Overtime now approved to allow the delivery of the necessary catch up inspections. this will ensure the programme is delivered.

**Director Assurance**

Carol Brown

Additional resource allocated to complete the work to target

**Target Date**

31 Oct 2019

No Benchmarking Available

Accountable Lead

Craig Dale

Follow-up Action

Tonnage figures are inputted each month which calculate a monthly and annual percentage. Although this month's figures are lower than forecast the annual forecast of 44.74% is still very much on target.

Target Date

no date available

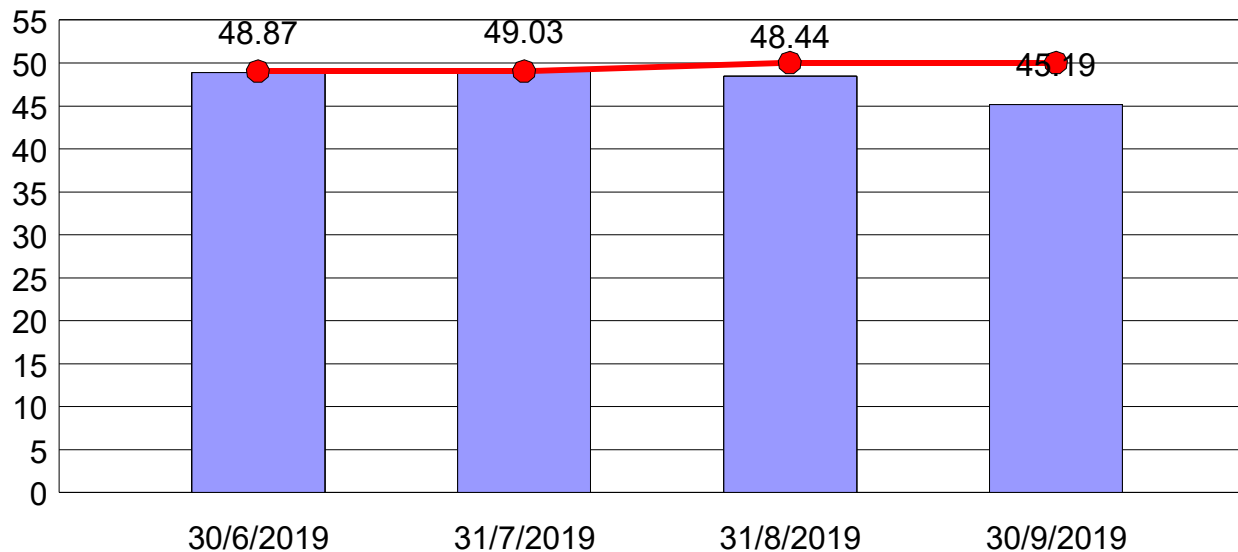
Director Assurance

Carol Brown

The profiling is inaccurate for a variety of reasons including weather and the number of collection days which fall within each period. The underlying data shows the rate to be on target.

**Current and Previous Performance**

● Target



Benchmarking Period  
Financial year

01 Apr 17  
to  
31 Mar 18

Updated  
Annually

Averages

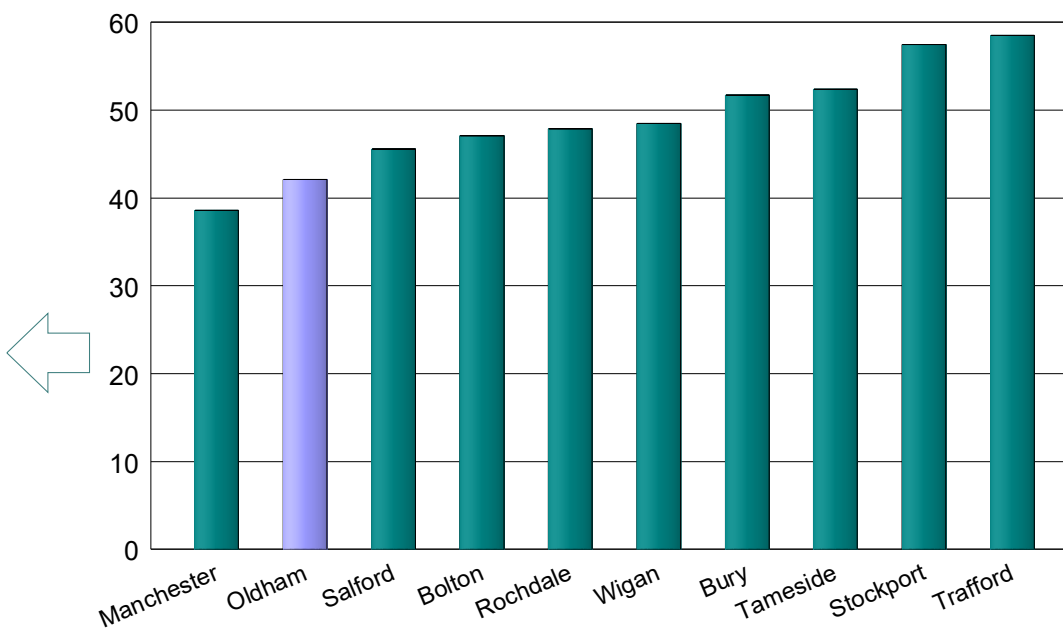
Geographical neighbours 44.01

English authorities 42.02

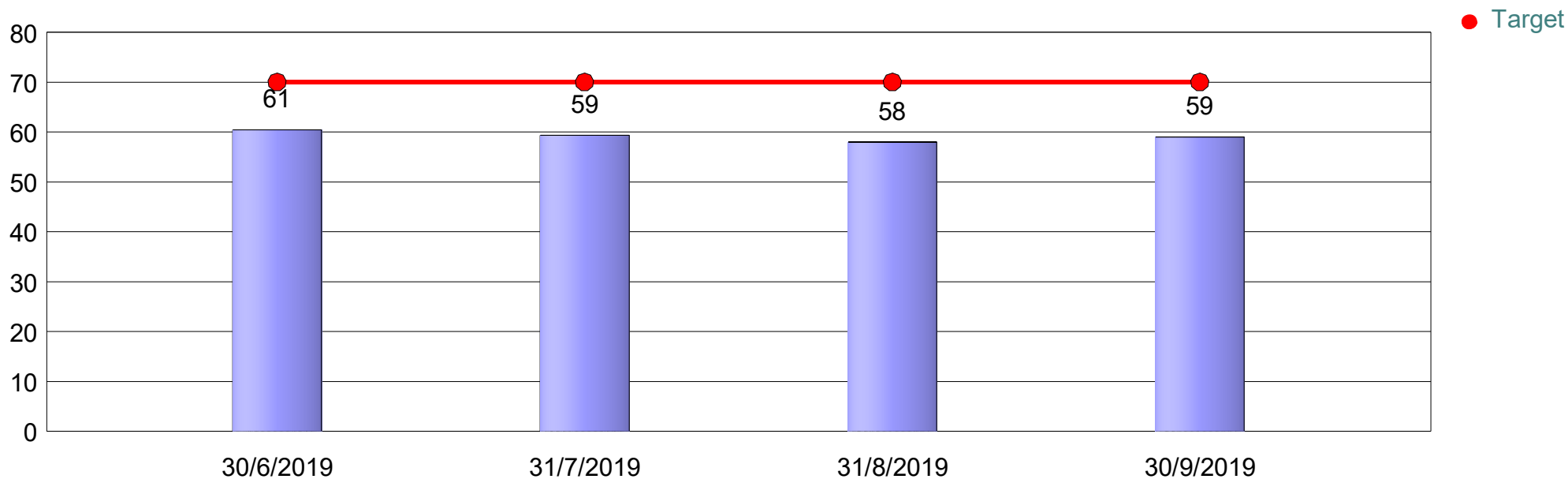
GMCA 48.99

CIPFA nearest neighbours 41.52

Benchmarking Definition : Percentage of household waste sent for reuse, recycling and composting (annual) (%)



**Current and Previous Performance**



**Follow Up Action and Assurance Details**

**Accountable Lead**

Elissa Slater

**Target Date**

no date available

No Benchmarking Available

**Accountable Lead Follow Up Action**

The overall EET for young people who are care leavers 16-25 is currently 76%. 17-21 year olds in EET is 59%. This has increased throughout the year. 17-18 years old in EET is 85% and 19-21-year olds in EET is 64%. Working groups have met and continue to develop opportunities within the NHS, North Lancashire training, Princes Trust, College, positive steps, Get Oldham Working for 19-21 years olds.

There has been some reduction of provision that has impacted on a small cohort of young people, that are not ready to attend main stream college.

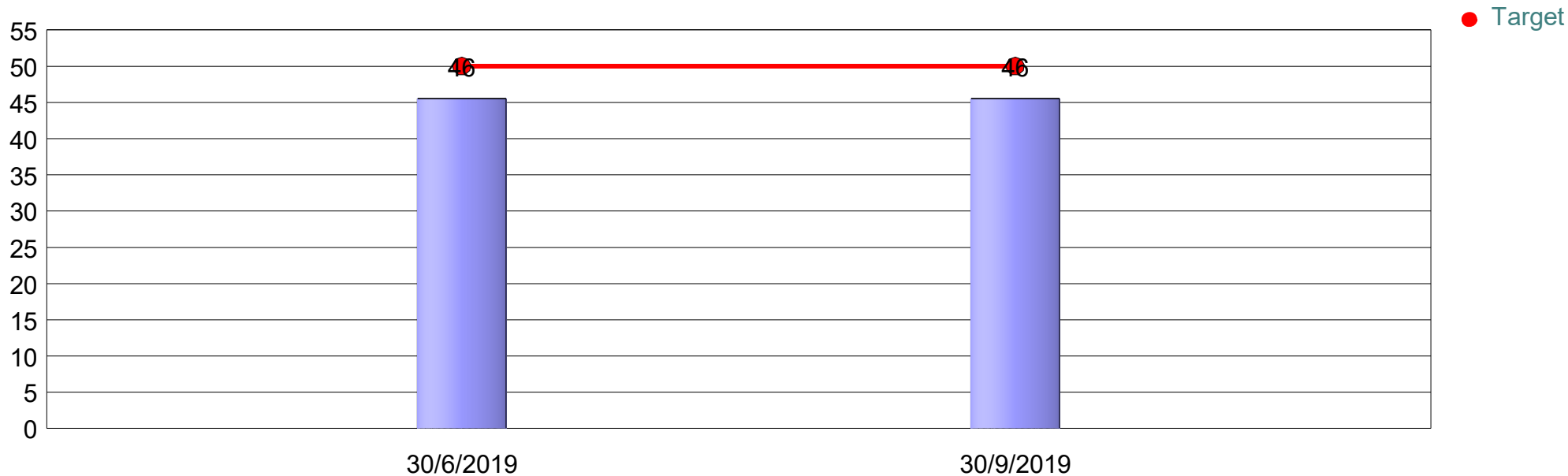
An identified career advisor and multi-agency work with a range of partners is ongoing to tailor programmes to meet the individual needs of our Children Looked After and Care Leavers. Traineeships have been developed to be able to assist some of the NEET young people, whilst 2 young people have been successful in gaining DWP 12 month internships. In the month of September 2019 there has been a significant increase in young people going to University which is now 18 young people an increase of 8 from last year.

**Director Assurance**

Elaine Devaney

EET performance is overseen by the Children's Assurance Board and challenged by Performance Clinic. The Corporate Parenting Panel provides a multi-agency focus on creating opportunities for work experience, traineeships, apprenticeships and employment for our Children Looked After and Care Leavers.

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Rebecca Fletcher

Target Date

31 Mar 2020

No Benchmarking Available

Accountable Lead Follow Up Action

In order to improve our quit rates locally, we are working with our local stop smoking provider, Positive Steps to increase quits. We are also meeting with our maternity and health visiting services in order to ensure support for pregnant women to quit. In addition, we are exploring pharmacy provision which would further increase accessibility of smoking cessation support. In early 2020, Royal Oldham Hospital will launch its CURE programme aimed at supporting in-patients to quit smoking whilst in hospital. OMBC are working with ROH and our community smoking cessation provider to ensure robust pathways. These pathways will work to support continuing quits.

Director Assurance

Katrina Stephens

Current work aims to increase access to stop smoking support through pharmacies, Royal Oldham Hospital, and the existing smoking cessation service. Plans for future commissioning of stop smoking support are being developed, with the aim of increasing access to and take up of stop smoking services.



Accountable Lead

Tracy Brierley

Follow-up Action

Since April 2019, the rate of re-referrals had been relatively stable, staying around 24% slightly behind statistical neighbours at 21.7%. There has been insufficient step down to Early Help but the Oldham Family Connect model is about to be piloted which will assist with the reduction in re-referrals. Relationships between early help are continuing to be developed and consultation with Intensive Support Team and MASH manager is actively encouraged to ensure children receive the right service at the right time.

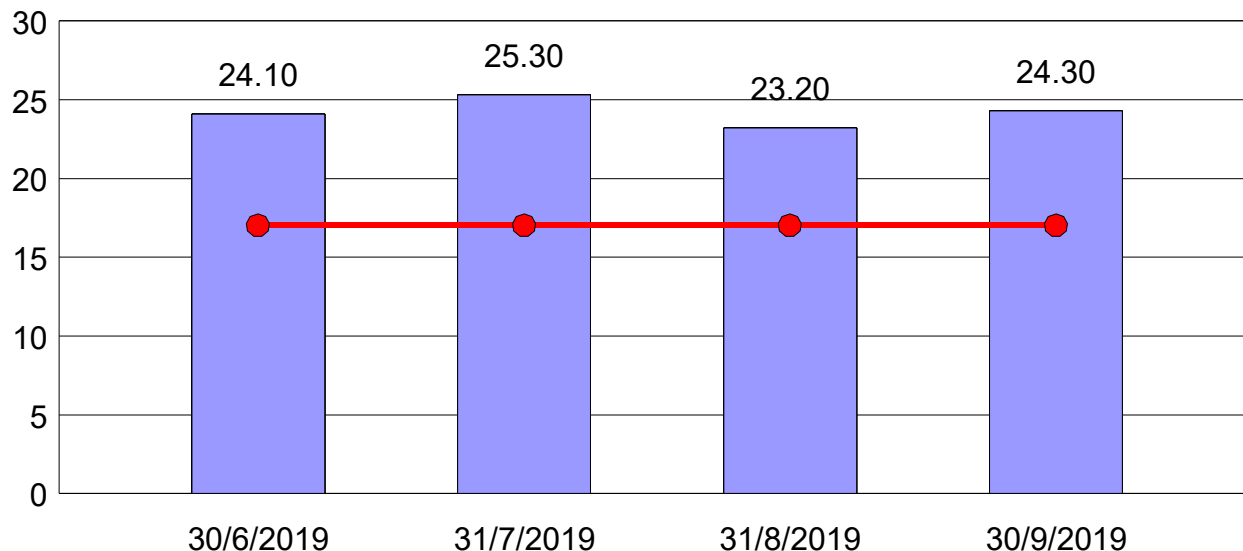
Director Assurance

Elaine Devaney

With the remodelling of Early Help as part of the Oldham Family Connect Project we expect to see re-referrals reduce inline with Statistical Neighbours. We will be making better use of the Step Down Process to ensure that we are focussing Early Help Services at Tier 3 of Need.

**Current and Previous Performance**

● Target



Benchmarking Period  
Financial year

01 Apr 17  
to  
31 Mar 18

Updated  
Annually

Averages

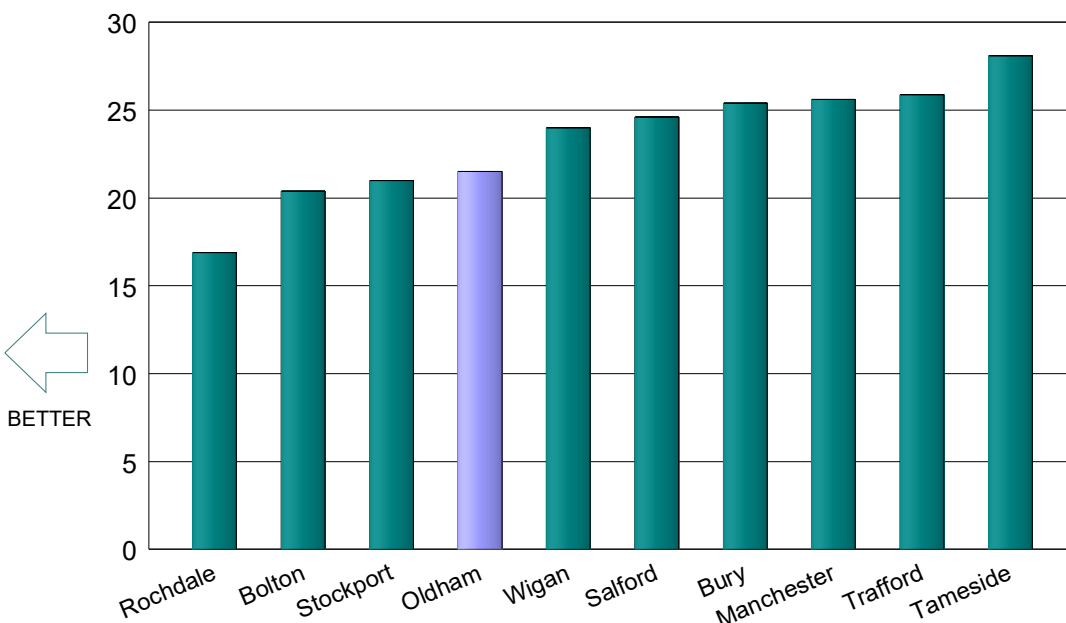
Geographical neighbours 22.5

English authorities 20.0

GMCA 23.3

CIPFA nearest neighbours 21.5

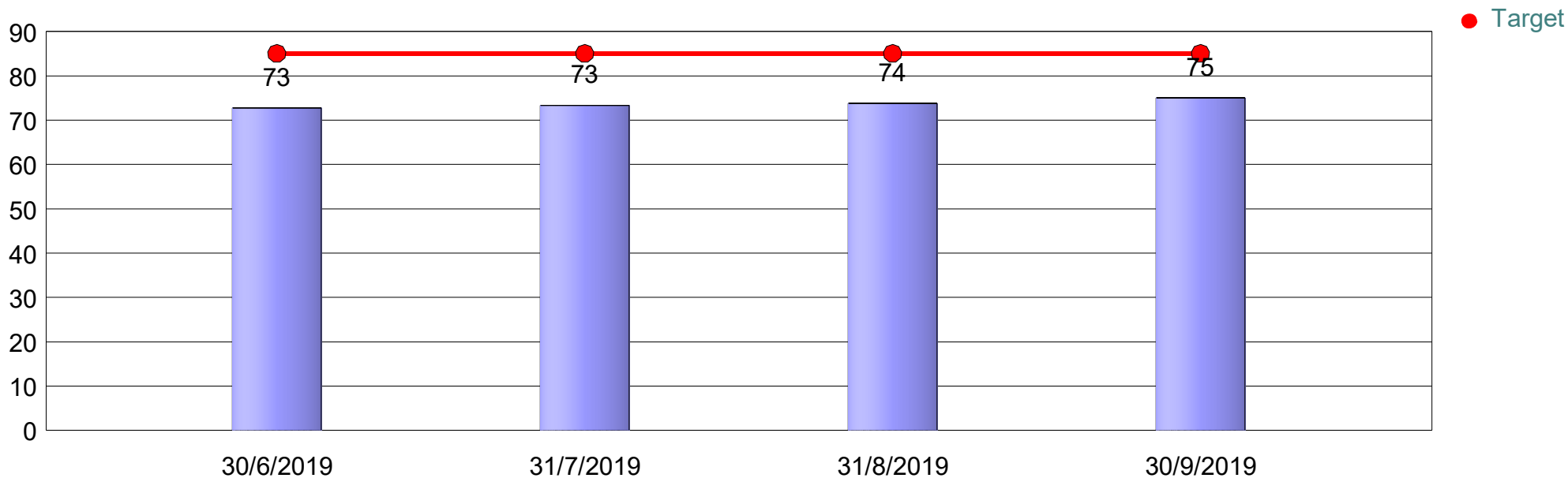
Benchmarking Definition : Referrals to children's social care within 12 months of earlier referral (%) (%)



← BETTER

→ WORSE

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Leanne Cooper

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

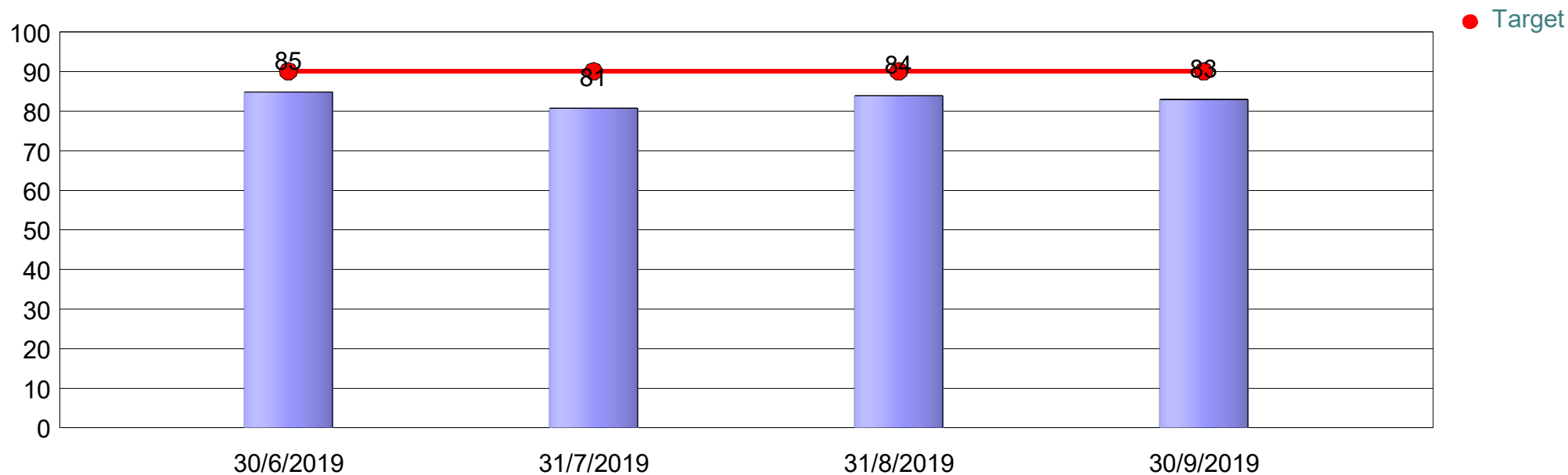
The indicated proportion of Assessments completed within 45 days is below the expected target. This has been influenced by a dip in performance from April to June. Following a period of sustained activity and management oversight from September 100% of Single Assessments were completed within 45 days. The Head of Service will continue to scrutinise performance to ensure that we sustain improvement and continue to meet the agreed target.

Director Assurance

Elaine Devaney

In month performance has seen significant improvement, with almost 100% completed to timescale in September. Appointment of the new Assistant Director will ensure performance is maintained. Progress will continue to be scrutinised & monitored through Performance Clinic and Children's Assurance Board

**Current and Previous Performance**



**Follow Up Action and Assurance Details**

**Accountable Lead**

Anisa Patel

**Target Date**

no date available

No Benchmarking Available

**Accountable Lead Follow Up Action**

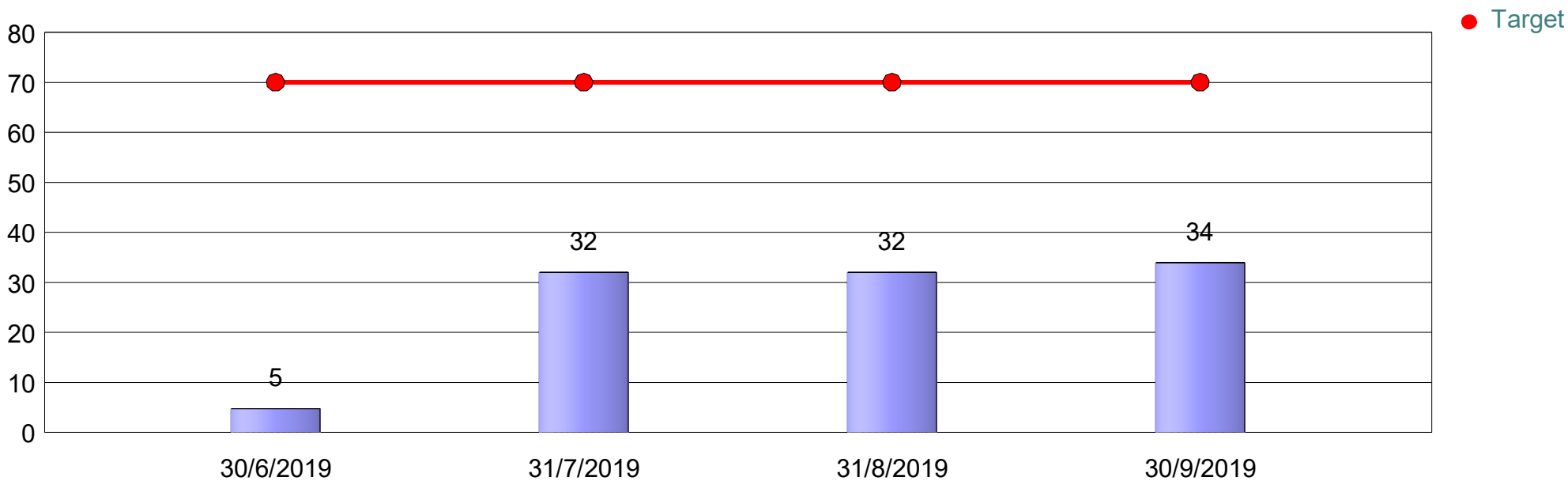
75% of ICPCs in September were completed in time, which in turn has caused the 12 month rolling figure to remain at 83%. This figures is still above Statistical Neighbours of 75%. We are in the process of undertaking a Thematic Audit of cases that fell out of timescale and identify areas for improvement.

**Director Assurance**

Elaine Devaney

The appointment of the Assistant Director Safeguarding will add an additional layer of scrutiny to ensure performance improves and is sustained. Performance Clinic will continue to challenge practice and identify improvements. Children's Assurance Board will monitor progress.

**Current and Previous Performance**



**Follow Up Action and Assurance Details**

**Accountable Lead**

Paula Green

**Target Date**

31 Dec 2019

No Benchmarking Available

**Accountable Lead Follow Up Action**

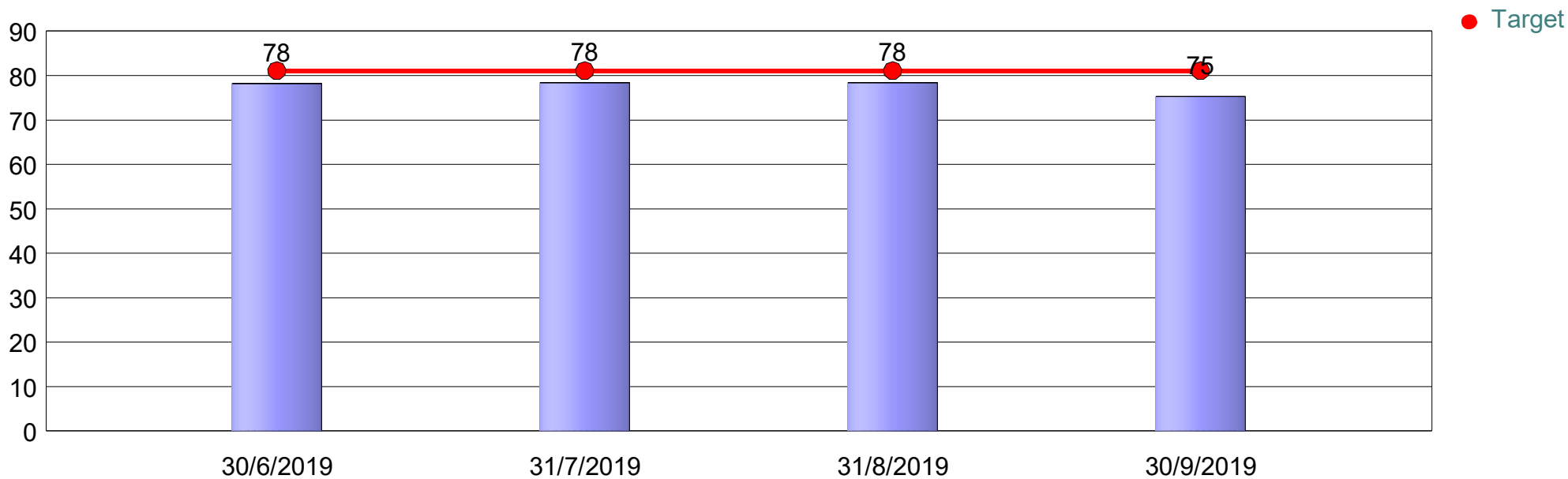
AR workflow completed within 12 weeks has increased by 2% month on month. Officers are attending all CLA and transitions reviews. There is an issue with schools not sending section 2's in which is being looked at and rectified with SEND Support processes.

**Director Assurance**

Andrew Sutherland

Pleased to report positive and sustained improvement in this target and close liaison with schools to improve section 2 input is ongoing.

**Current and Previous Performance**



**Follow Up Action and Assurance Details**

**Accountable Lead**

Adrian Calvert

**Target Date**

no date available

No Benchmarking Available

**Accountable Lead Follow Up Action**

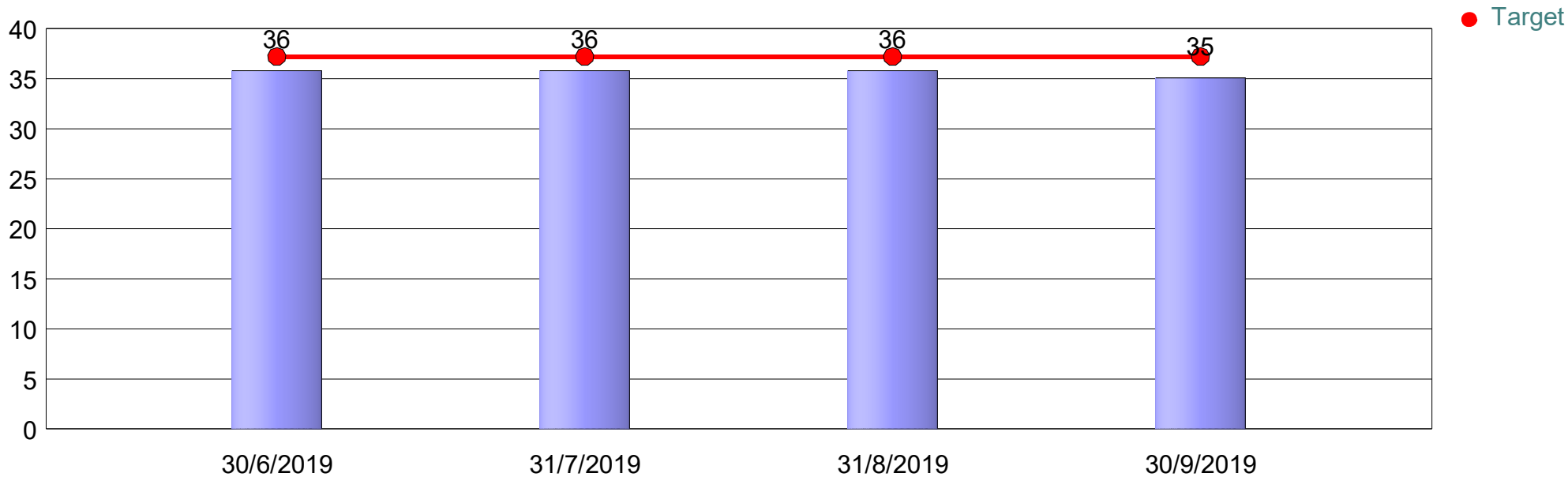
The national calculation for this measure has changed between this submission and the previous submission, this has linked to way new academies/closed schools are included. Without any changes in the position of schools the measure has dropped from 78.4% to 75.3%. With the old measures we would still be on target to meet this end of year target. The current percentage of Oldham Schools that are good or better is still measured in the same way and that figure currently stands at 79.6% from published reports.

**Director Assurance**

Andrew Sutherland

It is unfortunate that the measure has changed with a negative impact on Oldham that is out of our control and does not reflect the work done to date. Recent inspections under the new Framework have been positive and we are working closely with our schools to maintain this positive trajectory.

**Current and Previous Performance**



**Follow Up Action and Assurance Details**

**Accountable Lead**

Adrian Calvert

**Target Date**

no date available

No Benchmarking Available

**Accountable Lead Follow Up Action**

This figure is still from initial data submissions and we have not had unvalidated or validated data at this stage.

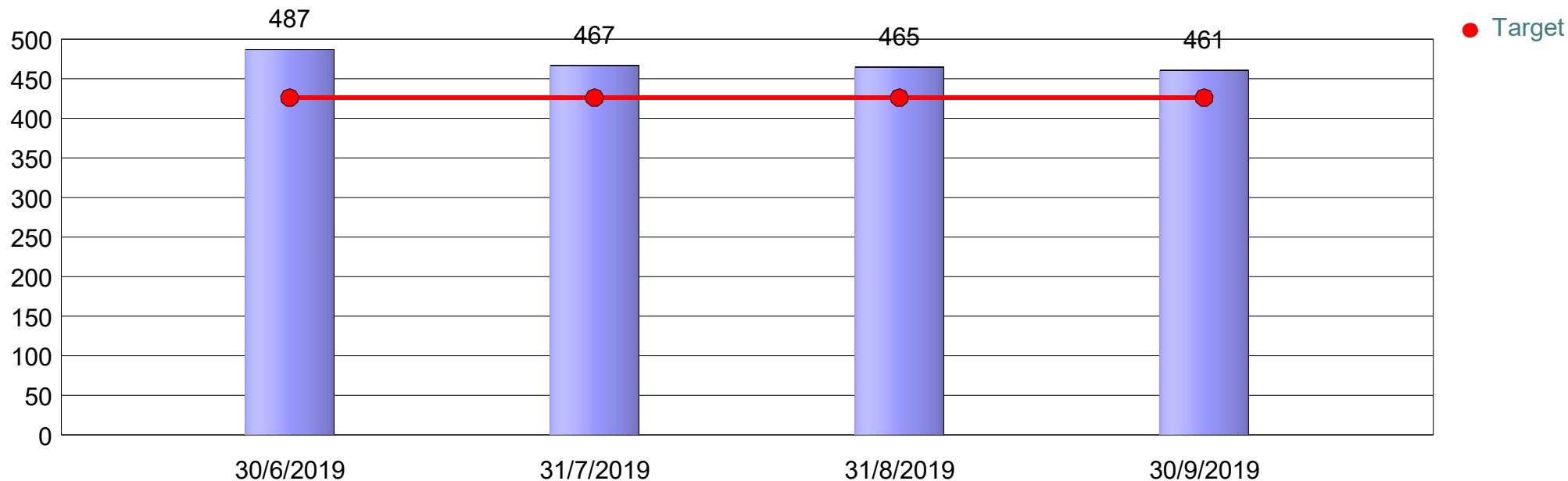
The outcomes are not as high as we would have hoped and we will continue to work with the schools, academies and regional schools commissioner in a coordinated approach to support the schools and academies.

**Director Assurance**

Andrew Sutherland

Performance has been reviewed at secondary head teacher meetings and we are supporting subject network groups. We are also preparing to redirect a focus using OA support on KS4.

**Current and Previous Performance**



**Follow Up Action and Assurance Details**

**Accountable Lead**

Andrew Logie

**Target Date**

no date available

No Benchmarking Available

**Accountable Lead Follow Up Action**

This key performance indicator is above target but in line with statistical neighbours. OMBC and the RAA Adoption Now share responsibility for the number of days it takes for an Oldham Child with a plan of adoption to move in with his or her 'forever family'. We need to perform better on both counts – planning at the earliest opportunity for those children in our care, and the RAA having, readily available, the numbers and types of adopter households needed to meet our sufficiency duty in this regard. Recent service developments target an improvement on both counts – the reduction of drift and delay in internal OMBC processes and court, and the RAA providing adopters in good time at point of need. This work has just commence in Q3 and so I will update on progress in the next cycle.

**Director Assurance**

Elaine Devaney

The expectation is that both Regional Adoption Agency and Local Authority staff attend at Legal Gateway meetings. This will ensure early notification and action for children who may have a plan of adoption commences. This will be monitored through the Children's Assurance Board.

# Appendix IV - Risks associated with Actions

Details of any Red risks will appear below the matrices

All risks

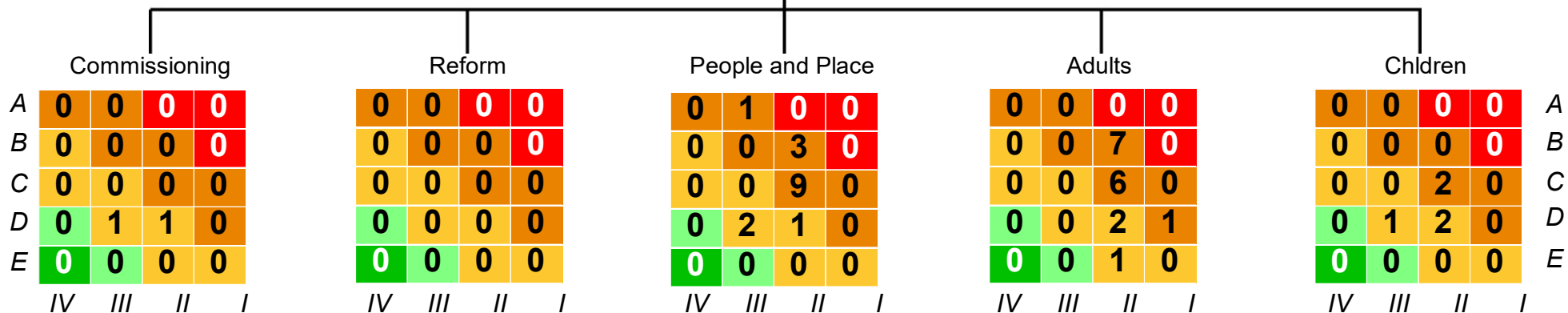
A	0	1	0	0
B	0	0	10	0
C	0	0	17	0
D	0	4	6	1
E	0	0	1	0
	IV	III	II	I

**Likelihood**

- A Very High
- B High
- C Significant
- D Low
- E Very Low

**Impact**

- I Catastrophic
- II Critical
- III Marginal
- IV Negligible



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



## Appendix V - Amendments

Details of potential changes to be made to the Corporate Performance Report

### Performance Measure amendment(s)

Measure Name	Amendment
M700(CP) Attendance rates in Oldham Primary and Secondary Schools	The current target of 97.5% for attendance in Oldham schools is much higher than the National average figure of 95.2%. Whilst we are ambitious for our schools, this measure will continue to be marked as red it is highly unlikely we will achieve 97.5%. Taking into account targets for both primary and secondary, the revised target should be 95.2%. This change has the full support of Andrew Sutherland and Cllr Mushtaq.

### Action amendment(s)

Action Name	Amendment
DS242, DS126, and DS233	Combine these three actions:  DS242 Deliver IT Strategic Roadmap within agreed timeframes in project plan.  DS126 Enable the digital capabilities the council requires to deliver its corporate objectives through the delivery of the emerging ICT strategic roadmap.  DS233 Continue to deliver the ICT Strategic Roadmap.