

Report to Cabinet

Council Performance Report December 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: 24 February 2020

Reason for Decision

The purpose of this report is to allow:

- The review of Council Performance for December 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

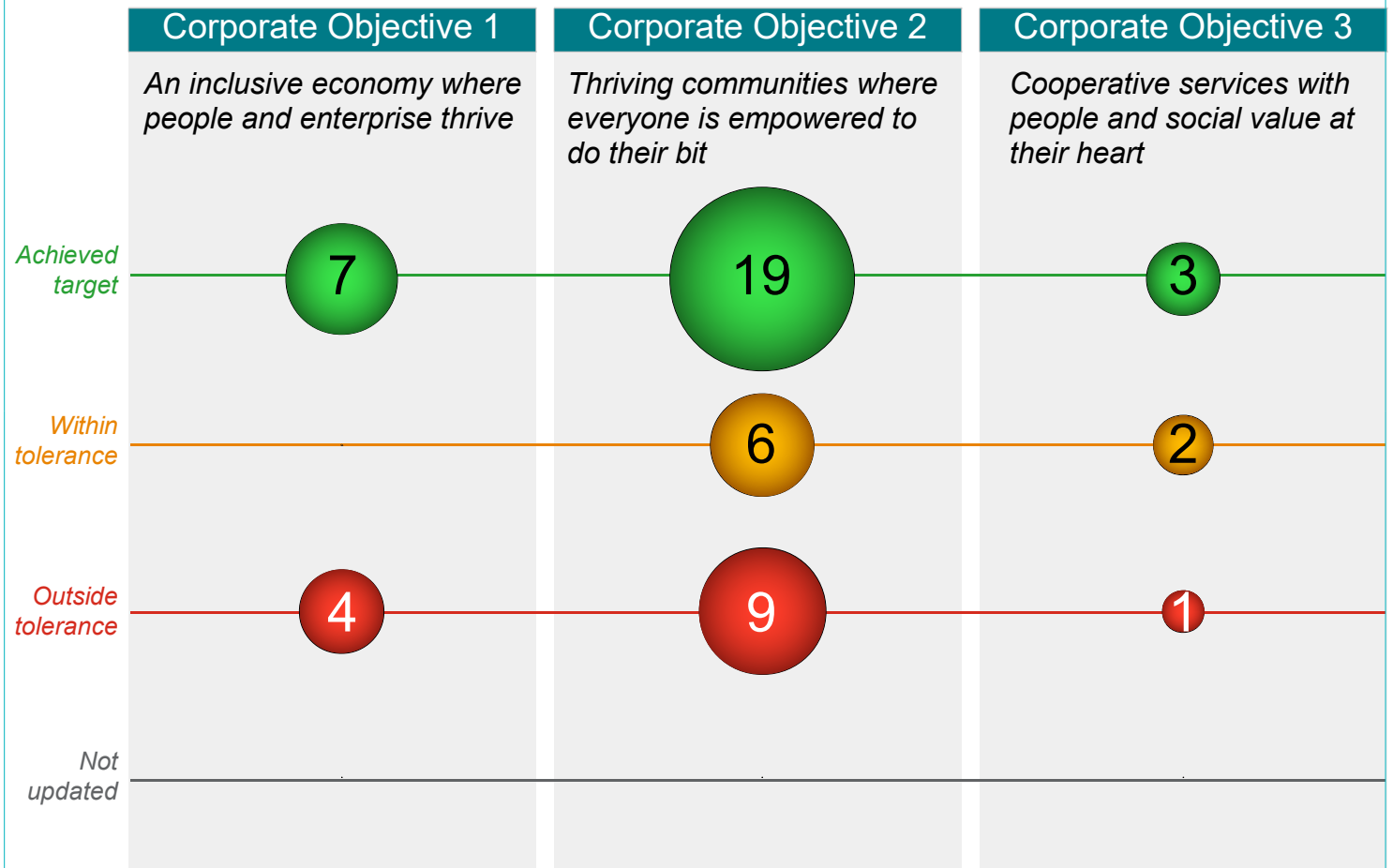
Satisfied with Local Area **71%** 

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

YYC 2013 / OMBC Election team 2016

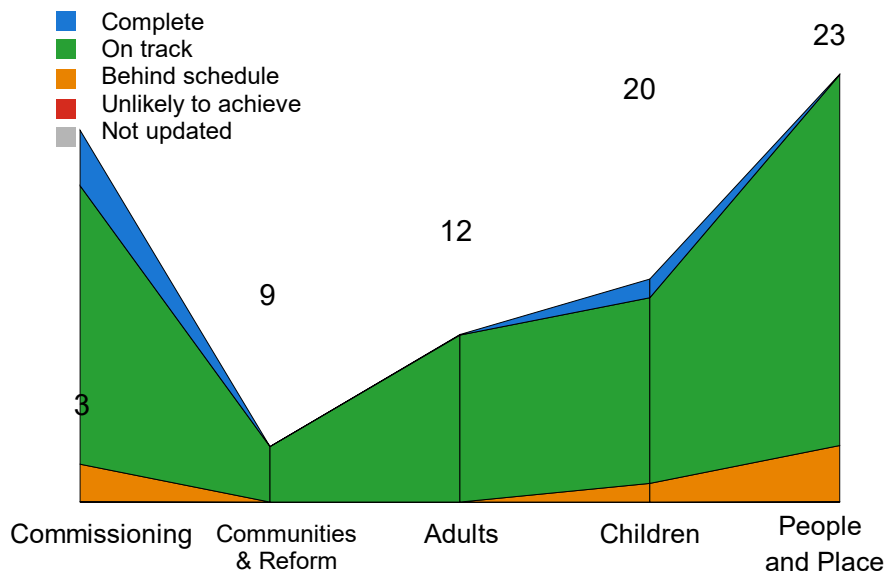
Performance Measures by Objective

Details in Appendices I and II



Action Summary

Details in Appendix III



Comment

The percentage of measures meeting target has increased to 57%, from 52% in September 2019. Work within directorates will need to continue to ensure a greater proportion of measures meet their targets.

This quarter has seen a fall in the number of red measures, a decrease from 15 to 14. This means 27% of measures are currently red.

Summary of Risks associated with Actions

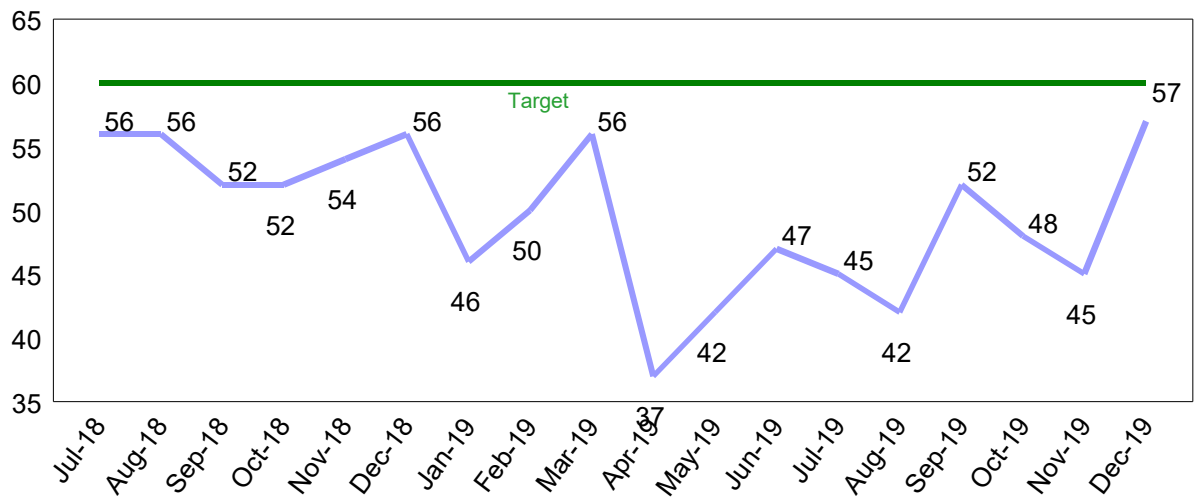
Details in Appendix IV

	Quarter 1				Quarter 2				Quarter 3			
	IV	III	II	I	IV	III	II	I	IV	III	II	I
A	0	1	0	0	0	1	0	0	0	1	0	0
B	0	0	10	0	0	0	10	0	0	0	3	0
C	0	0	16	0	0	0	17	0	0	0	10	0
D	0	4	7	1	0	4	6	1	0	4	4	0
E	0	0	1	0	0	0	1	0	0	0	0	0

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

RAG-rated Performance Measure Trend (December 2019)

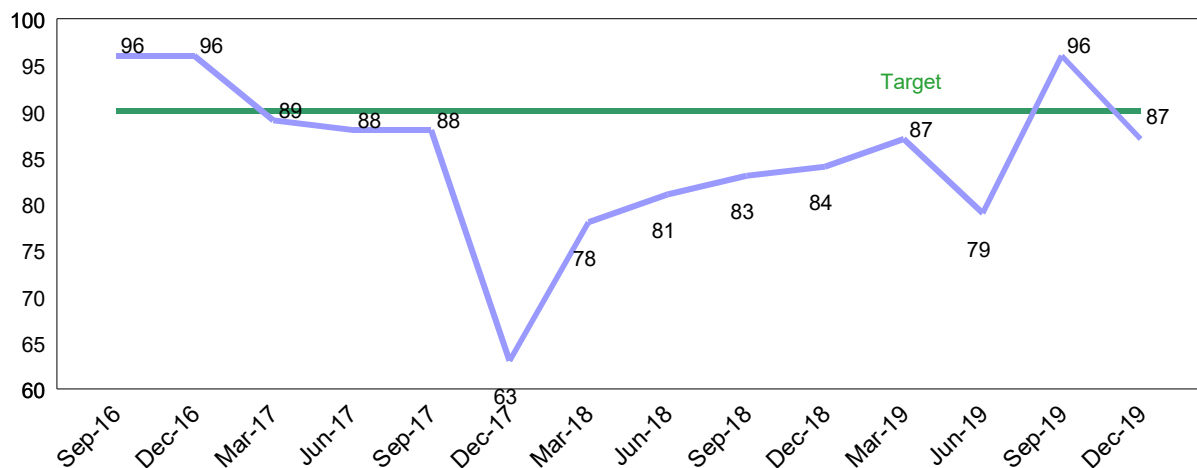
Performance Measures that achieved their target as a percentage of all reported Performance Measures. The aim is for 60% or more of the Performance Measures to have met their target.



	Prev. Quarter (Sep 19)	This Quarter (Dec 19)
No Update	0	0
> 5% off Target	15	14
Off Target	9	8
Achieved Target	28	29

Action Trend (December 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 (Sep 19)	This Quarter (Dec 19)
No Update	0	0
Unlikely to achieve	0	0
Behind schedule	3	6
On track	63	58
Complete	2	4

SICKNESS (year to date)



average days lost to sickness

same period previous year



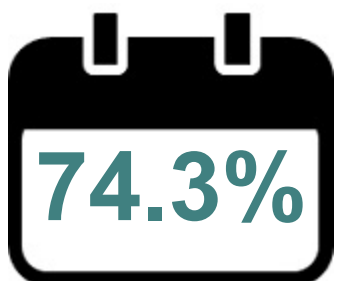
current trend



top 3 reasons

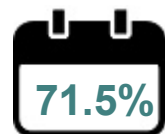
The top 3 causes of sickness are Mental Health (2.68 days per FTE), Musculo-Skeletal (2.4 days per FTE) and Stomach, Liver and Digestion (0.63 days per FTE)

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 that is longer than 20 days in duration.

TOP 3 REASONS FOR LEAVING (year to date)

127

Resignation



36



End of Fixed Term Contract

30



TUPE Transfer

30



Retirement

14



Dismissal

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

11.91 days per FTE

2 HR and Organisational Development

11.66 days per FTE

3 Economy

11.34 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)

13.5%



Staff turnover

same period previous year

11.1%



current trend



TURNOVER (rolling 12 months)

81.8%

of people still in post after 12 months



same period previous year

99.7%



current trend

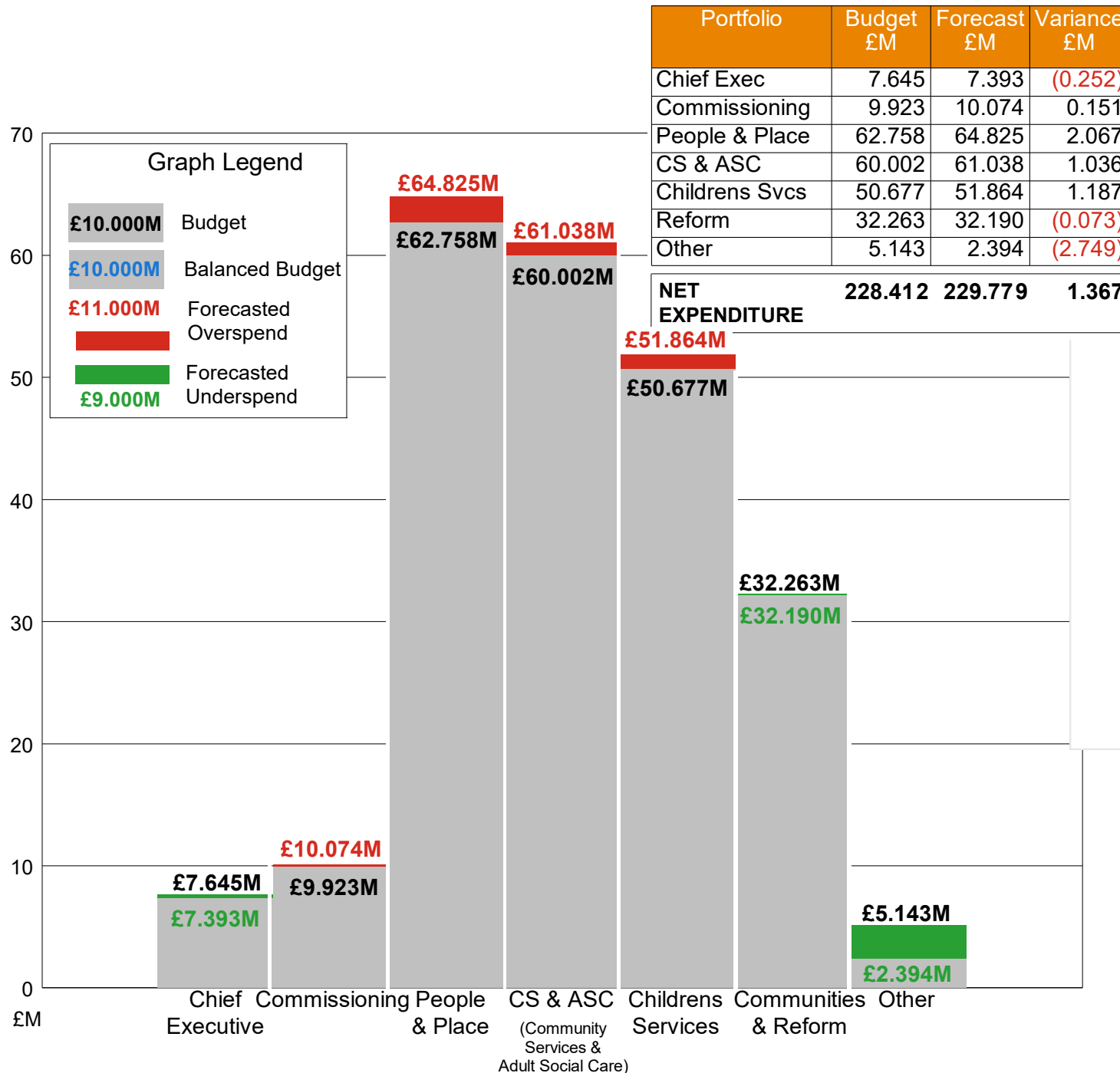


Budget Forecast

Month 8 2019/20

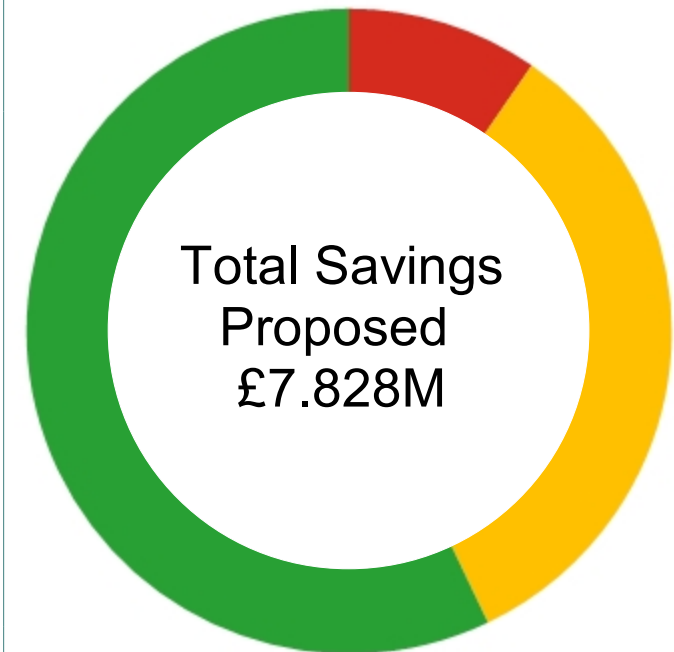
Approved 2019/20 Budget Reductions

Quarter 2 2019/20



Work in progress

£2.610M





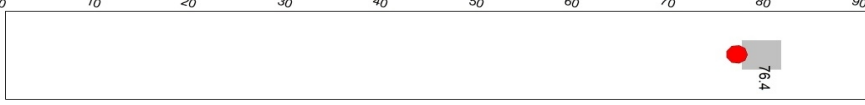
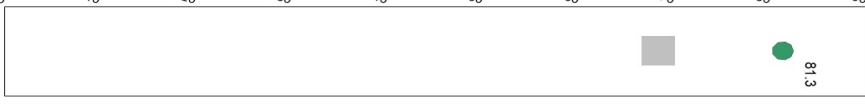
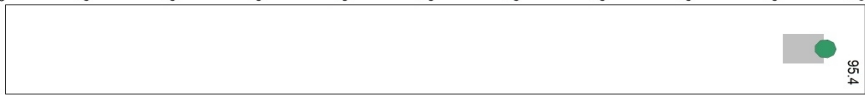
Delivered

£4.468M

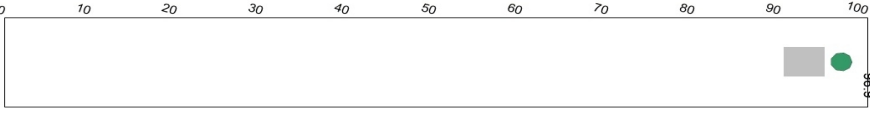
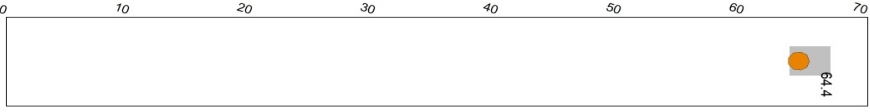
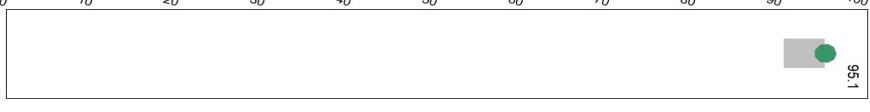
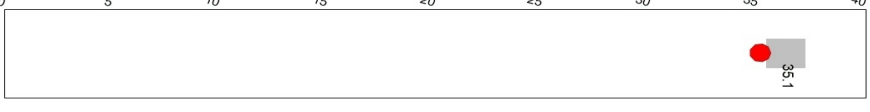
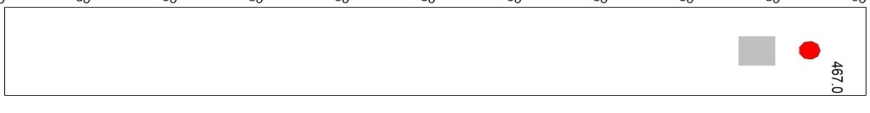
Appendices

- 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	
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		62.8%	(Prev Yr) ACTUAL 62.8% TARGET 61.0%	64.0%	0 10 20 30 40 50 60 70		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		92.0%
✓	M722(CP) Percentage of pupils in good/outstanding Oldham schools	Cllr S Mushtaq	Monthly		78.5%	(Prev Mth) ACTUAL 75.3% TARGET 81.0%	81.0%	0 10 20 30 40 50 60 70 80 90		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 91.7% TARGET 70.0%	70.0%	0 10 20 30 40 50 60 70 80 90		70.0%
✓	M700(CP) Attendance rates in Oldham Primary and Secondary Schools	Cllr S Mushtaq	Annual		95.8%	(Prev Yr) ACTUAL 95.4% TARGET 96.0%	95.2%	0 10 20 30 40 50 60 70 80 90 100		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 88.3% TARGET 90.0%	90.0%	<p>A horizontal bar chart with a scale from 0 to 100. A grey bar represents the target at 90.0%. An orange dot represents the actual value at 88.3%.</p>	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%	<p>A horizontal bar chart with a scale from 0 to 90. A grey bar represents the target at 80.0%. An orange dot represents the actual value at 77.5%.</p>	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 64.1% TARGET 66.0%	68.0%	<p>A horizontal bar chart with a scale from 0 to 70. A grey bar represents the target at 66.0%. A green dot represents the actual value at 64.1%.</p>	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 2.6% TARGET 3.5%	3.5%	<p>A horizontal bar chart with a scale from 0.0 to 4.0. A grey bar represents the target at 3.5%. A green dot represents the actual value at 2.6%.</p>	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 70.0% TARGET 70.0%	70.0%	<p>A horizontal bar chart with a scale from 0 to 90. A grey bar represents the target at 70.0%. A green dot represents the actual value at 70.0%.</p>	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 67%	67%		60%
	M656(CP) Percentage of Health Visitor mandated reviews completed within timescale	Cllr Z Chauhan	Quarterly		New Measure	(Prev Qtr) ACTUAL 88.4% TARGET 88.0%	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 95.10% TARGET 93.50%	95.00%		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 45.5% TARGET 50.0%	50.0%		50.0%
✓	M408(CP) Total new homes built	Cllr H Roberts	Quarterly	709	287	(Prev Qtr) ACTUAL 492 TARGET 225	337		450
✓	M356(CP) Number of work related opportunities created by Get Oldham Working	Cllr S Mushtaq	Monthly		5,905	(Prev Mth) ACTUAL 7,660 TARGET 5,500	5,625		6,000
	M63(CP) Number of visitors to Gallery Oldham	Cllr S Fielding	Quarterly		93,578	(Prev Qtr) ACTUAL 57,023 TARGET 43,000	61,500		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 5,330 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 2,759 TARGET 2,650	3,975		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 3,125 TARGET 2,500	2,500		6,000
	M357a(CP) Number of Get Oldham Working related Job opportunities filled	Cllr S Mushtaq	Monthly		3,386	(Prev Mth) ACTUAL 4,293 TARGET 3,116	3,187		3,400
	M409(CP) Percentage of completed homes that are affordable	Cllr H Roberts	Quarterly	17.0%	9.4%	(Prev Qtr) ACTUAL 18.7% 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 3.0% TARGET 3.0%	4.0%		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 72.3% 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 31.0% 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 349 days TARGET 400 days	450 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 204 TARGET 202	202		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 97.18% 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 64.0% 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 41.86% TARGET 44.00%	42.00%		44.74%
✓	M275(CP) Percentage of minor planning applications determined in time	Cllr H Roberts	Quarterly		96.0%	(Prev Qtr) ACTUAL 84.0% 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 100.0% 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 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 green dot represents the actual spend at 52.00%.</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 196 TARGET 150	225	<p>A horizontal bar chart with a scale from 0 to 300. A grey bar represents the target at 150. A green dot represents the actual number of businesses at 196.</p>	300
	M493(CP) Streets and grounds inspection issues	Cllr A Ur Rehman	Monthly		17%	(Prev Mth) ACTUAL 17% TARGET 21%	21%	<p>A horizontal bar chart with a scale from 0 to 25. A grey bar represents the target at 21%. A green dot represents the actual percentage at 17%.</p>	21%
	M494(CP) Number of food hygiene inspections	Cllr A Ur Rehman	Quarterly		New Measure	(Prev Qtr) ACTUAL 260 TARGET 521	761	<p>A horizontal bar chart with a scale from 0 to 800. A grey bar represents the target at 521. A red dot represents the actual number of inspections at 260.</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 7.0% TARGET 6.0%	6.0%	<p>A horizontal bar chart with a scale from 0 to 7. A grey bar represents the target at 6.0%. A green dot represents the actual percentage at 7.0%.</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	10.0 days	9.5 days	(Prev Mth) ACTUAL 7.8 days TARGET 4.0 days	4.5 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 28.0% 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 15% 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 16.5% TARGET 3.0%	7.0%		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 83.3% TARGET 77.0%	78.0%		80.0%
	M567(CP) Percentage of community based providers rated as 'Good' or Outstanding	Cllr Z Chauhan	Quarterly		New Measure	(Prev Qtr) ACTUAL 85.7% TARGET 90.0%	91.0%		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 74.1% 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	95.03%	94.46%	(Prev Mth) ACTUAL 72.62% TARGET 73.13%	82.00%		94.60%
	S368(CP) Percentage of national non domestic rates (NNDR) collected in year as a % of the total owed	Cllr A Jabbar	Monthly	96.73%	97.22%	(Prev Mth) ACTUAL 71.83% TARGET 71.98%	80.84%		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	9/1/2020	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	10/1/2020
DC100	Support Oldham Education Partnership Board in prioritising all the recommendations of Education & Skills Commission	Adrian Calvert	Cllr S Mushtaq	6/1/2020	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	21/1/2020
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	6/1/2020	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	21/1/2020

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	21/1/2020
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). GLD rose by 4 percentage points (ppts), from 64.1% to 68.1%. This compares to a 1ppt rise nationally. This makes Oldham the most improved LA in the NW. Oldham has now had a year on year increase since 2013, when outcomes for the GLD were 41	Gerard Jones	21/1/2020
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	16/1/2020	31/3/2020	31/3/2020	Work is currently ongoing to review this programme. It has achieved significant uplift in salary levels for programme attendees - report to portfolio due in February 2020. Funding ends March 2020 - work is ongoing to secure external funds.	Gerard Jones	21/1/2020

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	16/1/2020	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	21/1/2020
DC191	Explore options to support parents as co-educators, strengthening the partnership between council, schools and parents	Andrew Sutherland	Cllr S Mushtaq	6/1/2020	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. IN addition the SEND strategy 2019-22 reinforces the importance of working with parents/carers	Gerard Jones	21/1/2020
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	21/1/2020
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	6/1/2020	31/3/2022	31/3/2022	Council investment in school expansions are all in good/outstanding schools.	Gerard Jones	21/1/2020
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	6/1/2020	31/3/2021	31/3/2021	Predicted data indicates positive improvement in this target area.	Gerard Jones	21/1/2020

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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	6/1/2020	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	21/1/2020
DC197	Promote the Children's Champions scheme so that every child looked after has a champion to support them	Elaine Devaney	Cllr A Chadderton	14/1/2020	31/3/2020	31/3/2020	Training is being delivered to current and new children's champions and a mid term evaluation of the children's champions scheme has been commissioned to understand the impacts, outputs and outcomes associated with the scheme. This continues to be a very successful scheme for children looked after and care leavers. 34 young people have a champion. 2 awaiting	Gerard Jones	21/1/2020
DC198	Explore the options to provide free prescriptions to all children looked after and care leavers under 25	Elaine Devaney	Cllr A Chadderton	14/1/2020	31/3/2020	31/3/2020		Gerard Jones	21/1/2020
DE117	Improve security at bus stations, metrolink stops and car parks	Carol Brown	Cllr A Ur Rehman	7/1/2020	31/3/2020	31/3/2020	Appropriate interventions to be requested through TfGM as the responsible authority	Helen Lockwood	17/1/2020
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	8/1/2020	31/3/2020	31/3/2020	Lees, Shaw and A62 grants schemes now closed to application. A smaller scheme for Royton has been developed using District and LIF funds. 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 openings include Ascroft Medical and Grundys Hearing.	Helen Lockwood	17/1/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
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	8/1/2020	31/3/2021	31/3/2021	Date for next consultation still scheduled for summer 2020. Work on evidence under-way. Oldham Council Officers have concerns regarding slippage in preparation of evidence based and implications on timescales.	Helen Lockwood	17/1/2020
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	The 1st year of the 3 year £12m Highways Investment Programme is on target – due to efficiencies some works programmed for the 2nd Year are being carried out this financial year ahead of target within 2019/20 budget	Helen Lockwood	17/1/2020
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	8/1/2020	31/3/2020	31/3/2020	Work embedded in new Creating a Better place strategic approach to regeneration. Various activities underway progressing actions within the plans. Communications plan to support programme still to be rolled out early in the new year.	Helen Lockwood	17/1/2020
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	8/1/2020	31/3/2021	31/3/2021	Interserve has commenced pre-contract services work at OMA. The main works are still scheduled to start in spring 2020, with the new arts and heritage centre opening in late 2021. The business and transition arrangements for the new facility are ongoing.	Helen Lockwood	17/1/2020
DE172	Develop and deliver the transformation of Oldham Mumps (Princes Gate) area	Emma Barton	Cllr S Fielding	8/1/2020	31/3/2021	31/3/2021	Discussions on going with developer regarding expected planning application and development timelines.	Helen Lockwood	17/1/2020
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	8/1/2020	31/3/2020	31/3/2020	Financial modelling of new market is still ongoing. Further design options being considered to reduce costs.	Helen Lockwood	17/1/2020

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	8/1/2020	31/3/2020	31/3/2020	An inaugural meeting about the Creative District was held in December 2019, followed by successful partnership event on 18 December. Follow up task group to be confirmed for new year.	Helen Lockwood	17/1/2020
DE187	Double the number of co-operative enterprises active in the borough	Emma Barton	Cllr S Fielding	8/1/2020	31/3/2020	31/3/2020	Oldham In Place Partnership bid submitted and presented to funders during this quarter. We expect to hear if we have successfully gone through to the next round in Jan 2020.	Helen Lockwood	17/1/2020
DE190	Identify sites for public water fountains to support our green agenda	Gail Aspinall	Cllr A Ur Rehman	8/1/2020	31/3/2020	31/3/2020	The GMCA's Environment Team started working on a project in December 2019 to install refillable water stations across GM, which also include a form of digital advertising. They are currently looking at 2 sites in the Town Centre: - High Street – Outside Boots - King Street Metrolink Stop	Helen Lockwood	17/1/2020
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	8/1/2020	31/3/2020	31/3/2020	Parking Strategy reviewed and updated. Options for free parking being explored for next financial year	Helen Lockwood	17/1/2020
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	6/1/2020	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.	Rebekah Sutcliffe	7/1/2020

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DP414	Create a programme of events and activities to tackle social isolation and increase access to culture	Katrina Stephens	Cllr Z Chauhan	6/1/2020	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	7/1/2020
DP415	Develop the Local Cultural Education Partnerships	Katrina Stephens	Cllr S Fielding	6/1/2020	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	7/1/2020

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	10/1/2020	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	10/1/2020
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	9/1/2020	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	10/1/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
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	10/1/2020	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	10/1/2020
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	10/1/2020	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	10/1/2020
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	9/1/2020	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	10/1/2020
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	10/1/2020	31/3/2020	31/3/2020	Priorities continue to be developed and remain at multiple stages of implementation.	Mark Warren	10/1/2020
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	10/1/2020	2/10/2019	2/10/2019	This action is ongoing. The strategy and action plan is being delivered through the task and finish groups and highlight reports are presented to the corporate parenting panel every 2 months.	Gerard Jones	21/1/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
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	14/1/2020	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	21/1/2020
DC190	Support schools to set up breakfast clubs in every ward, and continue projects to tackle holiday hunger	Amanda Richardson	Cllr S Mushtaq	28/2/2020	31/3/2020	31/3/2020	Research into best practice nationally is underway to inform thinking as to next steps.	Gerard Jones	21/1/2020
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	14/1/2020	31/3/2020	31/3/2020	Fostering recruitment has been strong in the last quarter. We are aiming to exceed our annual target ending April 20. Last year we recruited 14 new families, a net gain of 11. This year we are on target to recruit 18 new families. We have reviewed and incentivised the payment scheme to increase recruitment, widen placement choice and promote stability	Gerard Jones	21/1/2020
DC200	Continue to work to ensure that all our Children Looked After are placed in the borough	Elaine Devaney	Cllr A Chadderton	14/1/2020	31/3/2021	31/3/2021	CLA placed in borough is at 56% over the last six months which is slightly below statistical neighbours at 58%. 93.2% of CLA are placed within a 20 mile radius of the child's home. This is above statistical neighbours at 84%. Reviewing out of borough placements remains a priority at the Access to Resource Panel.	Gerard Jones	21/1/2020

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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	8/1/2020	31/3/2022	31/3/2022	Keepmoat are on site delivering 68 new homes in North Werneth. Cabinet Report drafted for council to purchase 19 new homes at Primrose Bank for Affordable Rent. 20 specialist homes at Holly Bank completed. Fitton Hill Report to be considered in Feb-2020. New Flexible Housing Fund being considered by Cabinet to help accelerate housing development.	Helen Lockwood	17/1/2020
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	7/1/2020	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	17/1/2020
DE132	Review, adopt and implement a new Oldham Housing Strategy 2019	Emma Barton	Cllr H Roberts	8/1/2020	31/3/2022	31/3/2022	Governance Workshop to take place in Feb-2020. MoU's with RP's being established. Cabinet Report seeking creation of £30 M Flexible Housing Fund to help deliver Housing Strategy Objectives being considered in Jan-2020.	Helen Lockwood	17/1/2020
DE140	Local Plan Review (Issues and Options)	Emma Barton	Cllr H Roberts	8/1/2020	31/3/2021	31/3/2021	Work on Issues and Options continues. Some concern regarding ability to deliver in timescales given GMSF work pressures. Will keep under review.	Helen Lockwood	17/1/2020
DE144	Develop a joint programme of works to improve Air Quality across the Borough and Greater Manchester area	Carol Brown	Cllr A Ur Rehman	7/1/2020	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	17/1/2020

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DE169	Improving Private Rented Sector standards	Emma Barton	Cllr H Roberts	8/1/2020	31/3/2022	31/3/2022	Currently pulling together acquisition reports in respect of suitable P&R and L&R homes to take through the scheme by end of Q4. Ongoing engagement with empty home owners to increase participation in the scheme. Bond scheme progressing well to rehouse homeless clients into suitable PRS homes. Unsuccessful bid into FHF, awaiting further opportunities.	Helen Lockwood	17/1/2020
DE188	Establish the Oldham Code, setting our expectations for the quality of new homes	Emma Barton	Cllr S Fielding	8/1/2020	31/3/2020	31/3/2020		Helen Lockwood	17/1/2020
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	8/1/2020	31/3/2020	31/3/2020	Parking enforcement measures have been put into place to address this problem.	Helen Lockwood	17/1/2020
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	7/1/2020	31/3/2020	31/3/2020	Work to support cleaner air around schools and the appropriate use of legislation is currently underway.	Helen Lockwood	17/1/2020
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	6/1/2020	31/3/2020	31/3/2020	Geographical alignment is on track with a decision due to go to Cabinet in Jan 2020 Profiles for each new geographies commissioned and work is underway to develop a whole system model. Paper due to SDA outlining long term plan in Feb 2020	Rebekah Sutcliffe	7/1/2020
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	6/1/2020	31/3/2020	31/3/2020	Work taking place which will see a revised narrative for the borough	Rebekah Sutcliffe	7/1/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
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	6/1/2020	31/3/2020	31/3/2020	Phase 2 started. Appointment of design team for feasibility underway. Project governance board established.	Rebekah Sutcliffe	7/1/2020
DP366	Review of prevention and early intervention to inform recommissioning of Early Help	Liz Lyons	Cllr S Fielding	6/1/2020	31/3/2020	31/3/2020	Review completed– Ext to external commissions granted by Cabinet in Nov.Procurement on track for 2 main features of contract for Early Intervention(Formally low & medium level Early Help)& Health Improvement & Weight management services.Both tenders on track to be released w/c 24th Feb to achieve a go live date of the 1st Oct 20.	Rebekah Sutcliffe	7/1/2020
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	6/1/2020	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	7/1/2020
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	6/1/2020	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	7/1/2020

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	9/1/2020	31/3/2021	31/3/2021	The Community Enablement Transformation Programme is ongoing. A longer term planning review for implementation of the overall enablement programme is now underway along with the development of a business case for phase 2 being developed.	Mark Warren	10/1/2020
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	10/1/2020	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	10/1/2020
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	10/1/2020	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	10/1/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DA117	Implement a redesigned, integrated safeguarding model	Helen Ramsden	Cllr Z Chauhan	10/1/2020	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	10/1/2020
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	31/12/2019	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	21/1/2020
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	8/1/2020	31/3/2022	31/3/2022	Work embedded in new Creating a Better place strategic approach to land and property. Various activities underway progressing actions within the plans, including tightening decision making through the Land and Property Protocols	Helen Lockwood	17/1/2020
DS103	Through our Welfare Rights Service, support people adversely affected by Welfare Reform.	Anne Ryans	Cllr A Jabbar	1/1/2020	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. At the end of Q3 the target for the achievement of additional financial support for customers (£1m for a full year) had been exceeded	Mike Barker	22/1/2020
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	1/1/2020	31/3/2020	31/3/2020	Work continues to support these strategies with an update of the CPIS approved at Cabinet on 16 December 2019 together with the Creating a Better Place overarching development strategy Finance officers attend all meetings, working groups and Member briefings to progress the town centre vision	Mike Barker	22/1/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DS232	Procurement will carry out a due diligence exercise establishing by category of spend business types within Oldham	Steve Boyd	Cllr A Jabbar	8/1/2020	31/3/2020	31/3/2020	We are now in the process of scheduling targeted engagement with local suppliers in specific cohorts.	Mike Barker	22/1/2020
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	
DS242	Deliver IT Strategic Roadmap within agreed timeframes in project plan.	Chris Petrie	Cllr A Jabbar	9/1/2020	31/3/2021	31/3/2021	The IT strategic roadmap is on track and being monitored/reviewed at monthly IT Strategic Investment Board meetings.	Helen Lockwood	17/1/2020

Accountable Lead

Martyn Bramwell

Follow-up Action

Absence is measured quarterly with figures for quarter 3 currently being produced. This is expected to show that the full year target has been exceeded.

Preliminary outputs from the 'Improving Employee Attendance' review will be presented in this month (January) and will focus on identifying best practice, gaps in the organisation's current practice, and recommendations for improvement. Oldham is leading the development of a one-day workshop that is being attended by numerous Local Authorities from across the North and Midlands. The focus is upon sharing best practice and considering new and innovative approaches to maximising employee attendance. The workshop is being held on 5th February the outputs of which, when combined with the preliminary outputs above, will lead to the production of the final report for consideration by the HR Director and SMT as appropriate.

Target Date

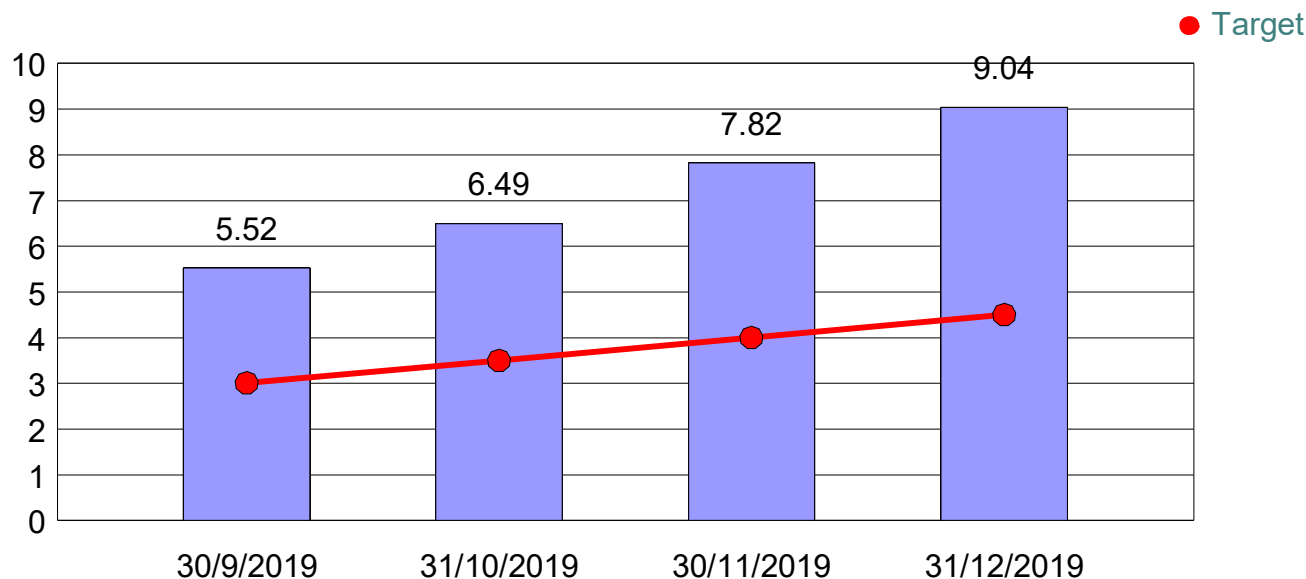
31 Mar 2019

Director Assurance

Julia Veall

Project re absence is underway with research into best practice complete. Some workshops planned for New Year to discuss different practices across the NW which will help ensure our approach reflects best practice going forward & help ensure measures set reflect whats realistic to reduce absences.

Current and Previous Performance



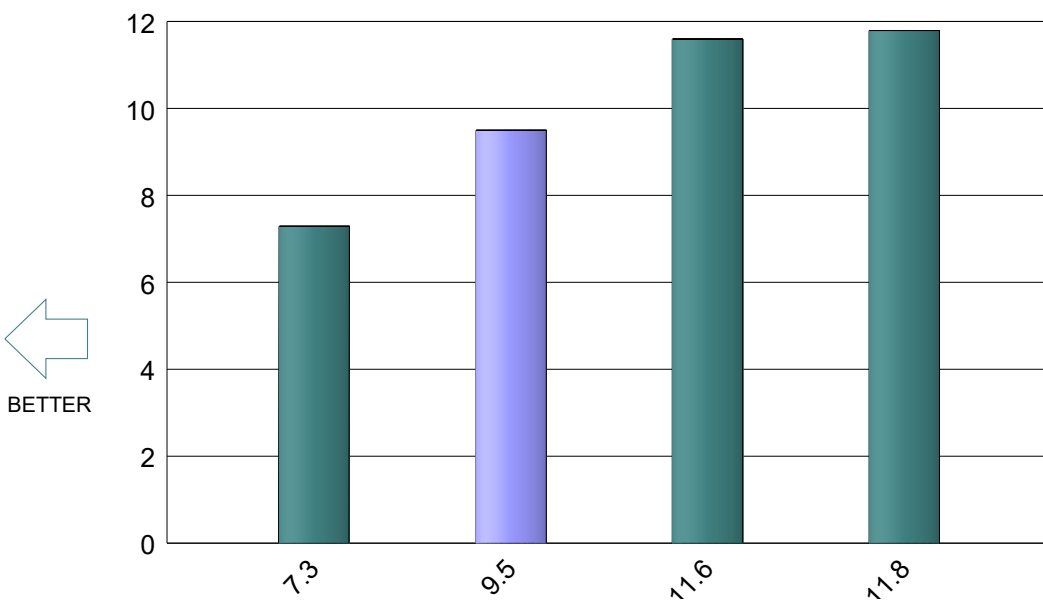
Benchmarking Period

01-Apr-2018 to 31-Mar-2019

Updated Annual Averages

- Geographical neighbours: 8.4
- English authorities: 14.1
- GMCA: 10.0
- CIPFA nearest neighbours: 9.9

Benchmarking Definition : Sickness absence FTE days per employee

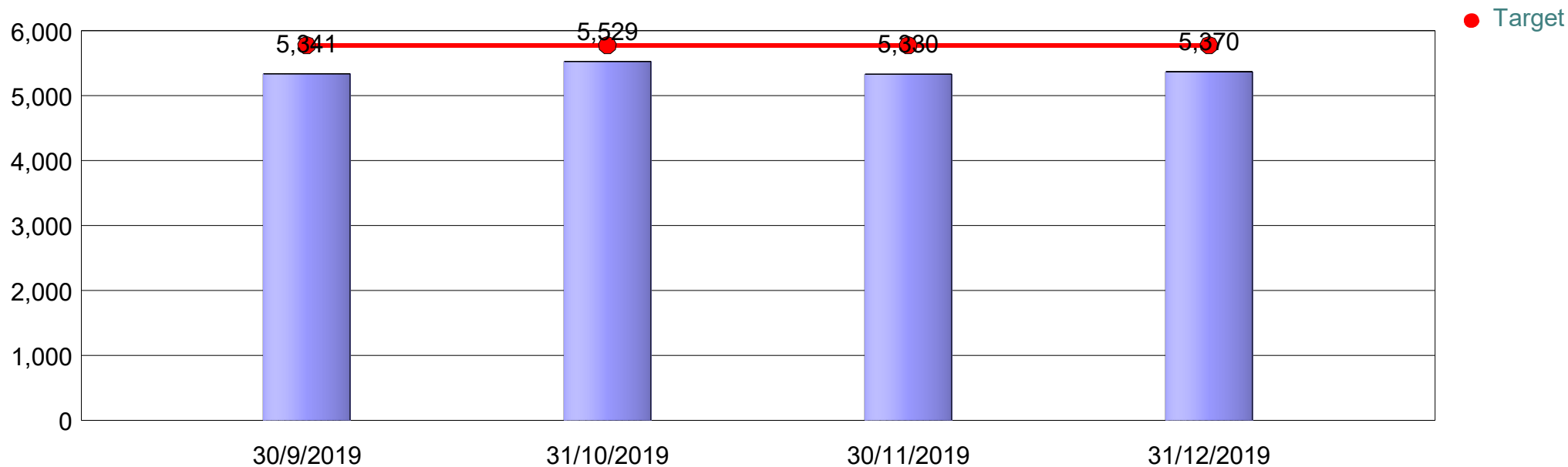


BETTER

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

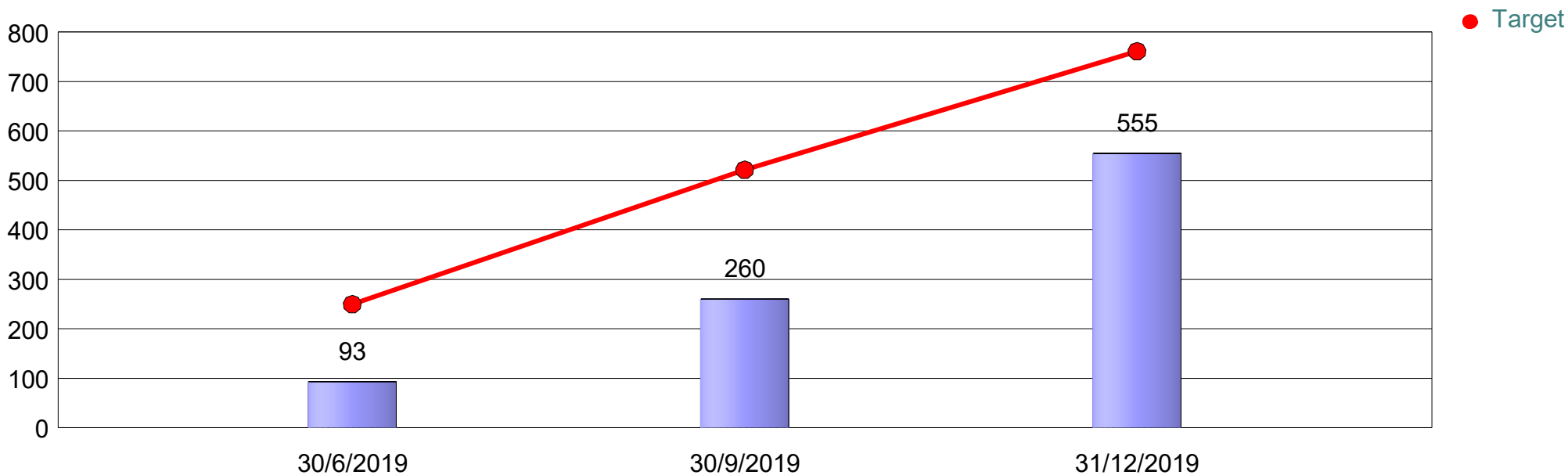
The failure of the visitor number recording system and subsequent re-introduction of manual recording methods at some library sites has been previously reported as has the national trend in declining library visits. We are currently forecasting a drop in library visits for this year of approx 3% although we are experiencing a notable increase in digital issues and remote access and there has been an increase in new members since the removal of library fines in August 2019. The service is currently exploring a wider group of measures to better determine usage and patterns.

Director Assurance

Katrina Stephens

The technology which monitors number of library visitors is not currently working effectively in a number of libraries which means the reported figures are likely to be an under-representation of the true number of visitors. Updating the technology/systems will require capital investment.

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Neil Crabtree

Accountable Lead Follow Up Action

Progress is being made towards the year end figure of inspections. Agreed with team manager to review progress on monthly basis for next 3 months to ensure delivery

Director Assurance

Carol Brown

Additional resource allocated to complete the work to target.

Target Date

31 Jan 2020

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.

We are now working with the Corvu team to introduce a more accurate method of forecasting monthly figures which should avoid our monthly inputted figures turning red in financial year 2020/21.

Target Date

no date available

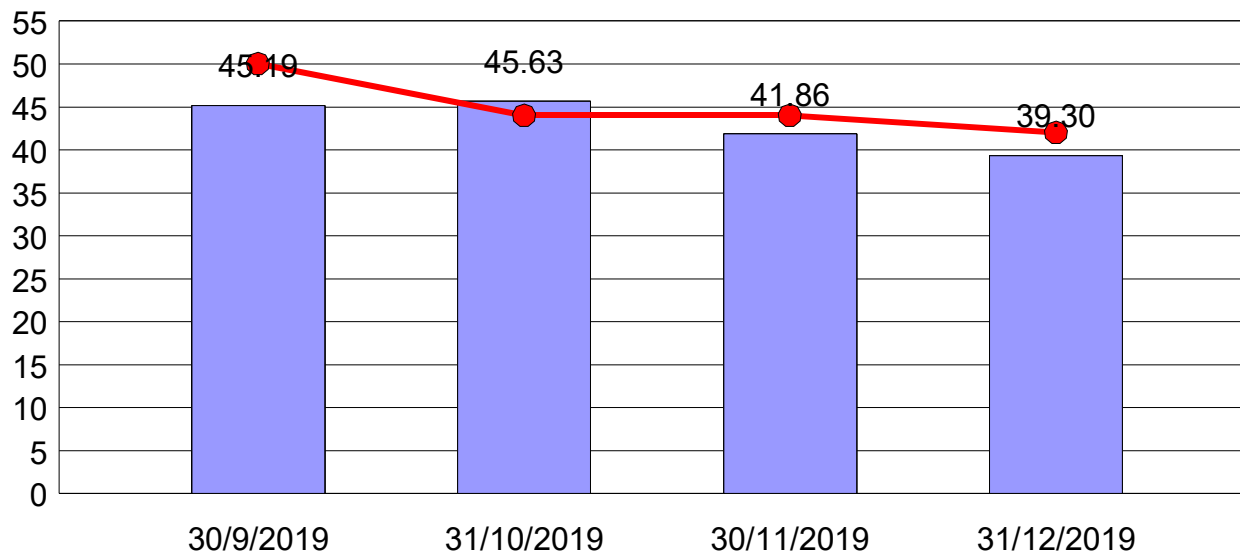
Director Assurance

Carol Brown

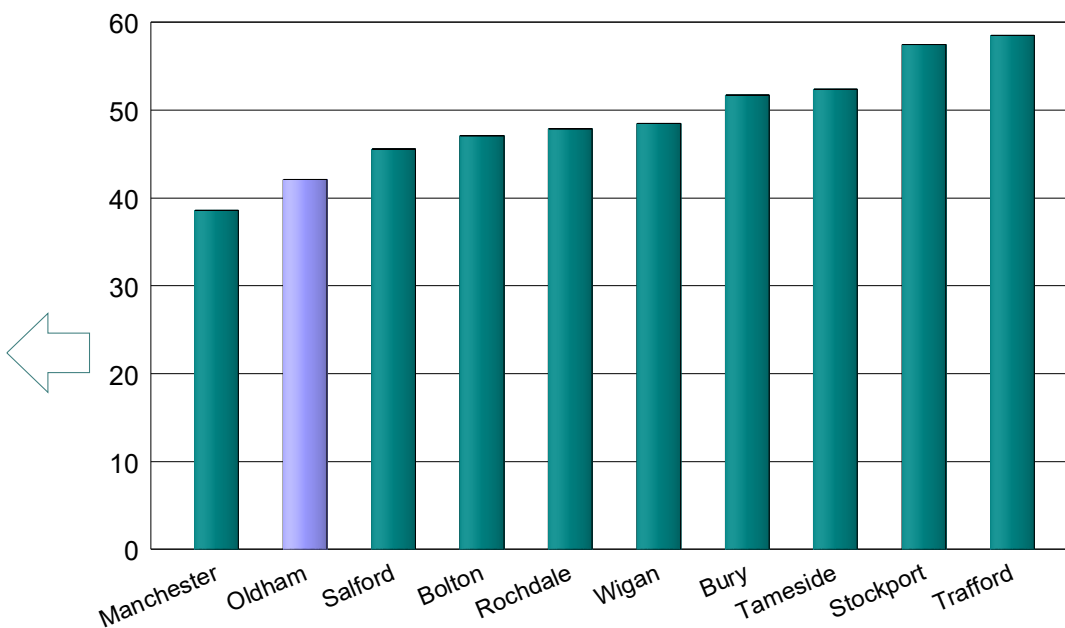
The profiling is inaccurate for a number of reasons including weather and the number of collection days which fall within each period. The underlying data shows the rate to be on target

Current and Previous Performance

● Target



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



Benchmarking Period
Financial year

01 Apr 17
to
31 Mar 18

Updated
Annually

Averages

Geographical neighbours 44.01

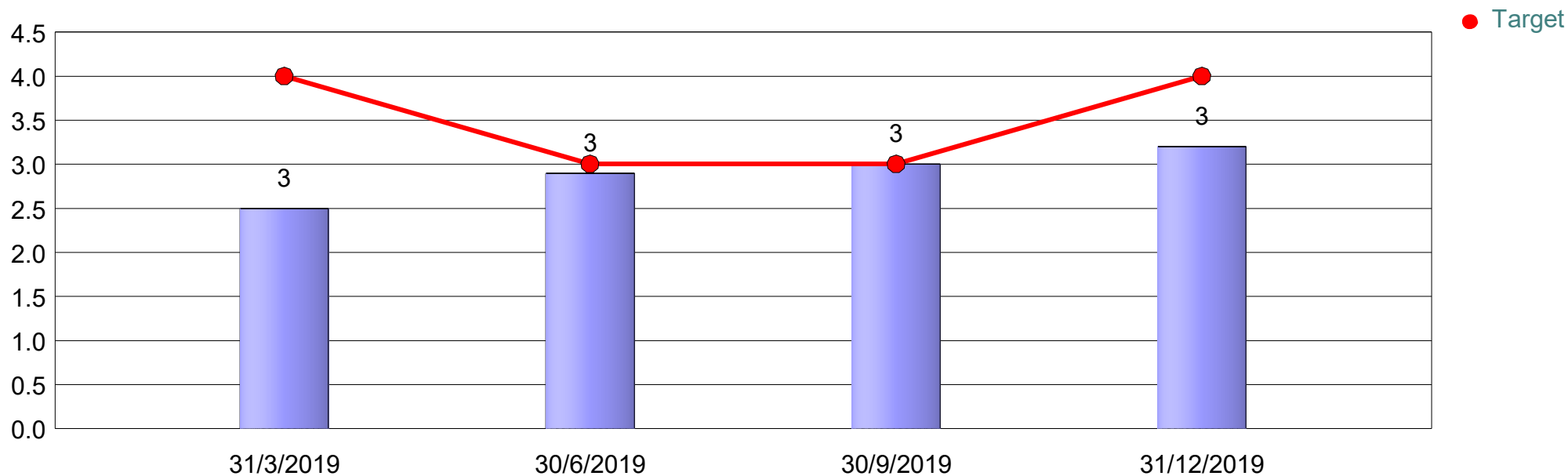
English authorities 42.02

GMCA 48.99

CIPFA nearest neighbours 41.52



Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Jayne Ratcliffe

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

The Head of Service for the Learning Disability team is leading the employment element of the workforce strategy. Further to initial scoping during Summer 2019 of the number of adults with learning disabilities and/ or Autism (LD/A) in meaningful employment/ internship/ other, a working group was set up and expanded.

It was soon established that sourcing the details around data and the numbers of people relevant to this workstream is very difficult because many organisations do not record employee data around learning disabilities and/ or autism. In many instances the data is recorded as a 'disability' without the specific detail necessary for this workstream. However, during this process we have confirmed that various local employers have committed to employing adults with learning disabilities, namely Royal Oldham Hospital have committed to 10 people in the first year.

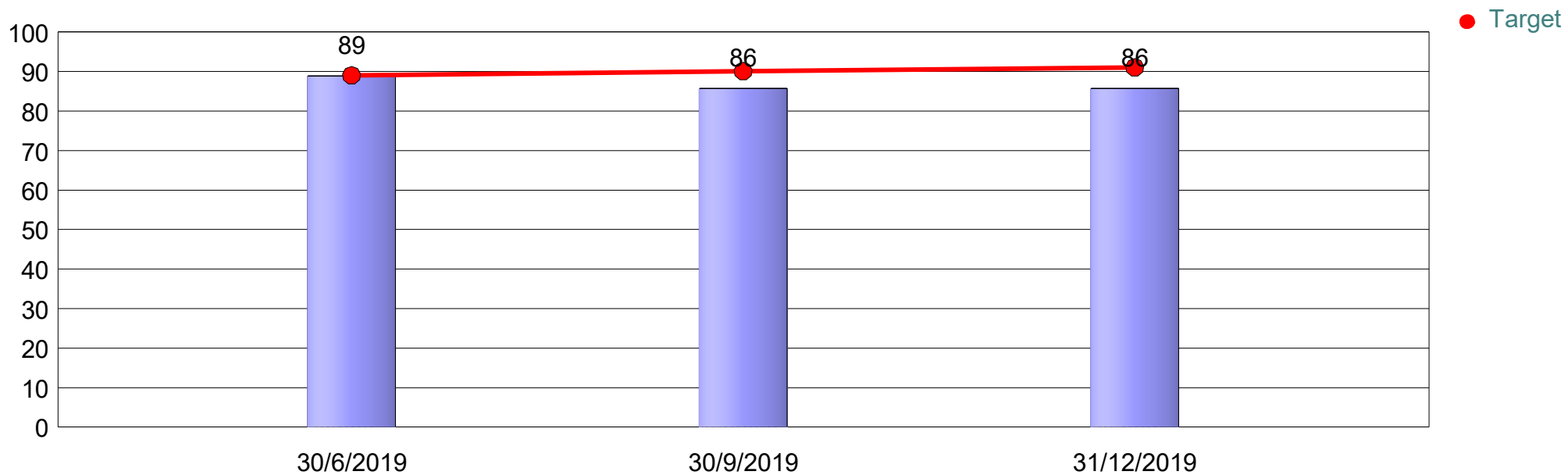
We have continued to build on local relationships and broaden the scope therein by linking with Education/SEND, Get Oldham Working, local colleges, DWP/ Job Centre, Maximus, Ingeus, POINT, the Economy and Skills dept of the Council and relevant colleagues across Oldham. A report will be taken to JLT to request all partners pledge to support people with a learning disability to achieve employment.

Director Assurance

Mark Warren

As described, we are expected to meet the target by te end of year target and we will continue to monitor this

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Helen Ramsden

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

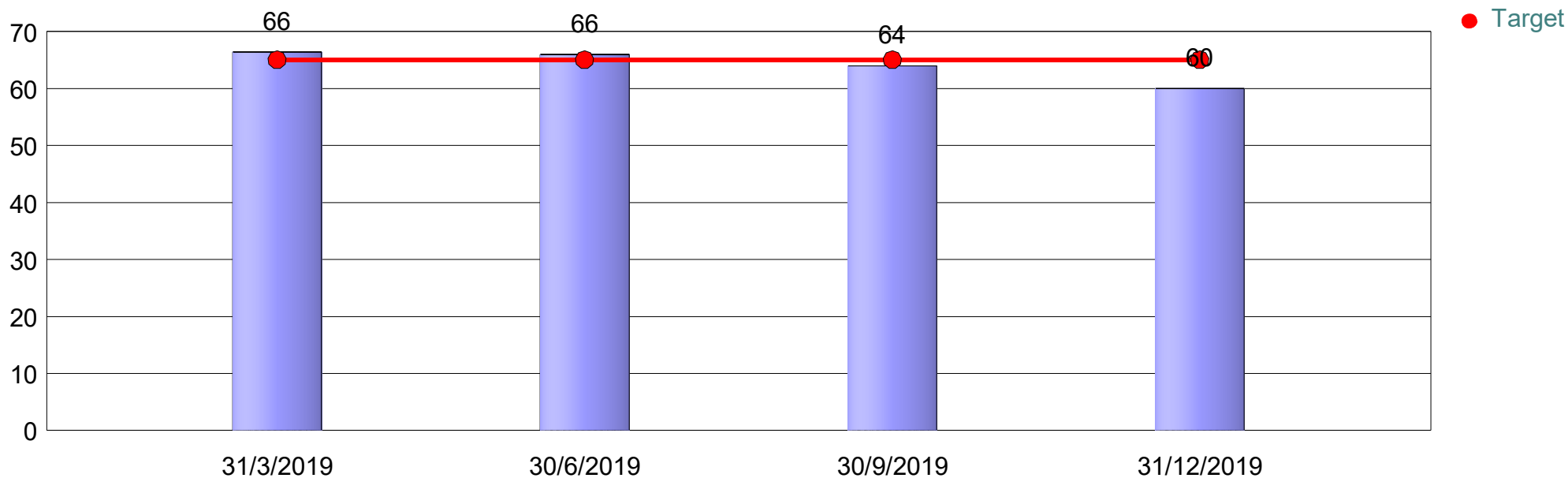
The Greater Manchester Health and Social Care Partnership (GM HSCP) have a target in place to have all Care Homes in GM rated as Good or Outstanding with the Care Quality Commission (CQC) by the end of March 2020.
 At present, Oldham is not on track to achieve this target as a number of recent inspections have seen the number of Care Homes in the locality rated as Requires Improvement increase.
 All Care Homes that have been inspected as Requires Improvement are invited to take part in a Quality Improvement Programme (known as PQUIP), supported by a Quality Monitoring Officer (QMO).

Director Assurance

Mark Warren

The PQUIP process is a detailed audit based on the CQC Key Lines of Enquiry, followed by a detailed report with the recommendations and an expectation that the provider then develops an improvement plan which in continued to be monitored and supported provided by a QMO.

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Bruce Penhale

Target Date

06 Feb 2020

No Benchmarking Available

Accountable Lead Follow Up Action

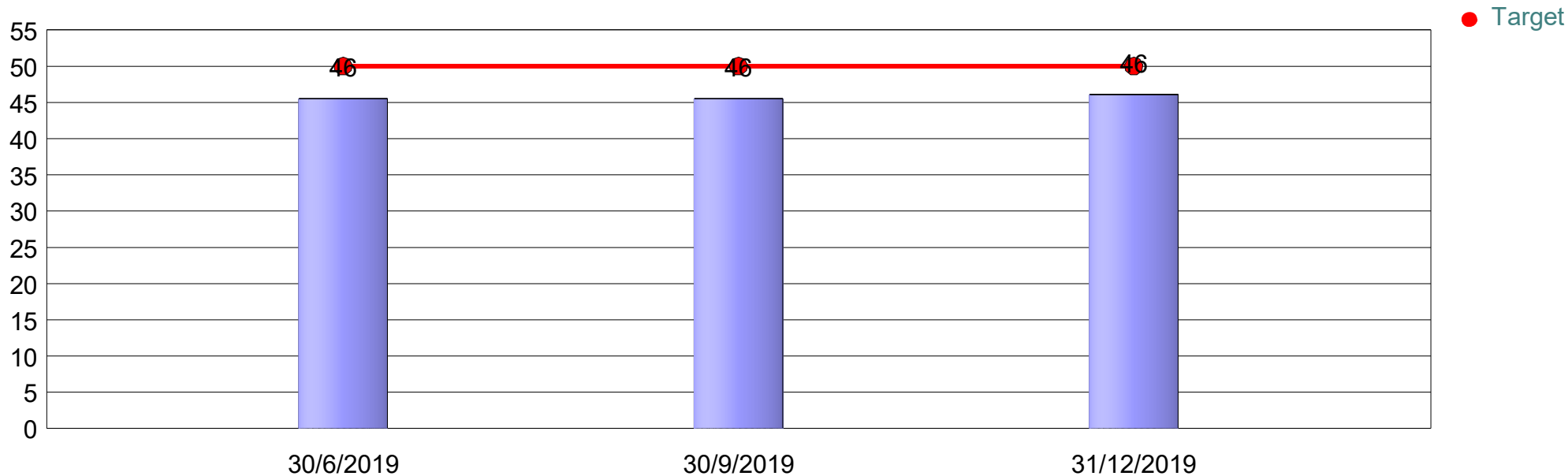
The measure is a tough one, which only counts families as having improved if all issues identified as significant concerns for any members of the family in their Early Help Assessment have been successfully addressed by case closure. Audit work is being undertaken to identify why the measure has fallen. An issue has already been identified with compliance in uploading assessment scores when closing cases. This is being addressed. Further work is being undertaken to look at which issues (e.g. school attendance, behaviour and routines, housing) are less likely to be successfully addressed, in order to inform changes in practice which will improve performance.

Director Assurance

Elaine Devaney

Processes have been reviewed to ensure data is updated in a timelier way. This will support accuracy against the target.

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

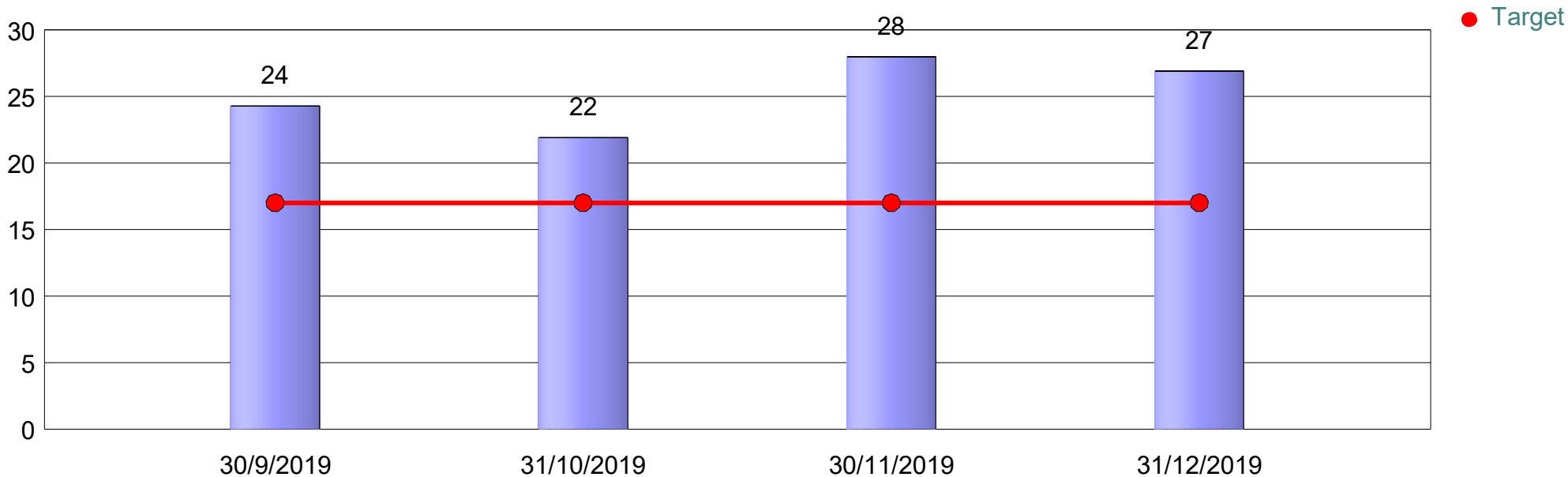
CURE will launch at ROH in Feb 2020 which should contribute to an increase in the number of people setting a quit date and the % of people who successfully quit. Work is underway to ensure that there are robust and effective pathways in place between the hospital and community stop smoking service. Discussions have taken place with the provider regarding how they will meet the increased demand for smoking cessation support and they have provided assurance that they have sufficient capacity. The opportunity to adapt Oldham’s BabyClear model (as part of the NES) is being explored as evidence from across GM, as part of the Smokefree Pregnancy Programme, suggests a midwifery-led model has the greatest impact on pathway delivery. The specification for the Health Improvement and Weight Management Service (which will include smoking cessation) is being developed and will broaden the existing stop smoking approach – the tender will go live in Feb 2020 and the new service will be in place by Oct 2020. Options to enhance the current Healthy Living Pharmacies offer to include stop smoking support and NRT will be considered by Clinical Committee in Jan 2020 – this will improve choice and access to a range of stop smoking products and support for people making a quit attempt.

Director Assurance

Katrina Stephens

Redesign of the stop smoking pathway is underway and new services/service models will be introduced during 2020. The aim of these service developments is to increase the numbers accessing services and successfully quitting smoking.

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Tracy Brierley

Target Date

17 Feb 2020

Accountable Lead Follow Up Action

Re- referral rates are higher than would be preferred. The reasons for this seem to be multi-faceted; ranging from whether the most appropriate decision was made from the onset, whether the assessments considered interventions and whether intervention services are involved in a timely manner.
 MASH have begun to evaluate the referrals made to Early Help and how these have progressed for November and December which should then provide data for interventions. Links between the Children's Assessment Teams and MASH continue and any case that has been referred back to Children's Social Care, following assessment will be noted.

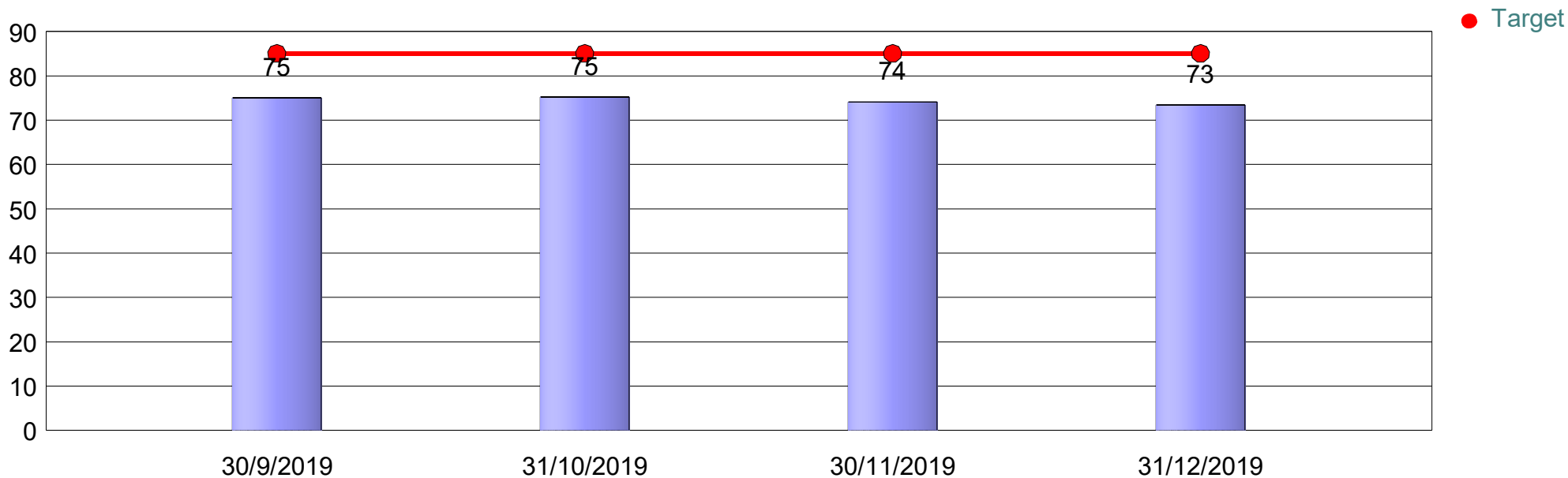
Director Assurance

Elaine Devaney

A MASH process review will commence mid-Feb when the AD Social Work is in post. An audit of Contact/Referrals has provided assurance that management oversight and decision making is robust. Family Connect will increase available timely interventions to reduce re-referrals.

No Benchmarking Available

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

This corporate performance measure reflects a 12 month rolling period. As a result; it is difficult to measure any impact of performance management and scrutiny which is taking place on a weekly basis.

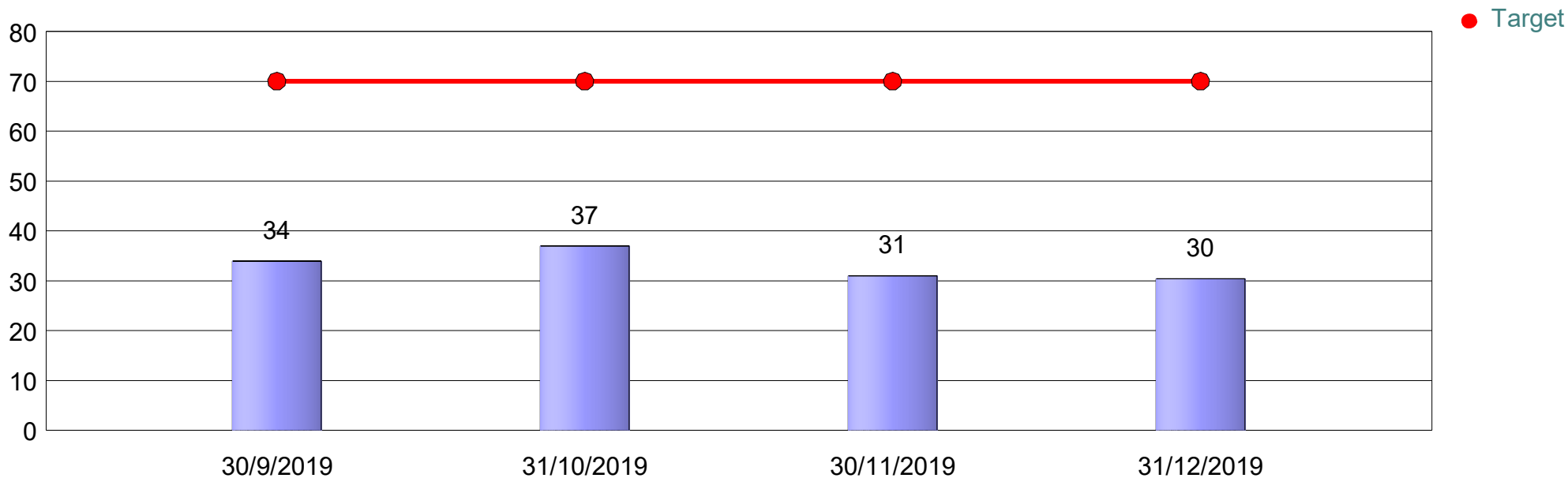
The ChAT information, reports on a 6 month rolling period, and is therefore more reflective of positive improvements made. The current ChAT indicator, reports that the number of assessments completed within 45 days, in December was at 92%. This indicator would suggest that the social work teams are making progress to ensure children and families are receiving timely assessments.

Director Assurance

Elaine Devaney

Careful performance monitoring and review is in place. There has been a small drop due to the Christmas period with the overall trajectory looking positive. The progress in the quality and timeliness of Assessments will continue to be scrutinised through Performance Clinic and monitored through CAB

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

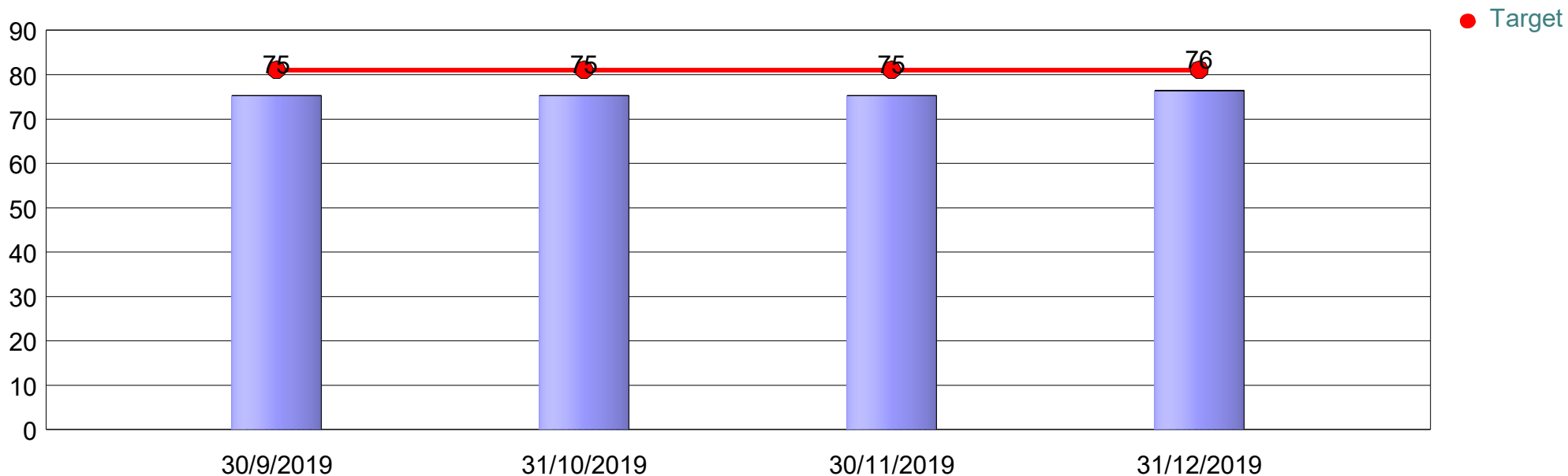
The current % for annual reviews contains all EHCPs issued prior of Sept 2018 which were judged to be requiring improvement during the first Ofsted SEND inspection. All new EHCPs issued from Sept 2018 are of the new standard identified as being of good enough standard by Ofsted in the revisit. This is circa 470 EHCPs. These plans will require only a top sheet change which is minimal to update. The present percentage figure is influenced by the fact that 2,000 EHCPs were issued prior to Sept 2018 and need to be rewritten to the new EHCP quality standard via the annual review process. A recovery plan is in place for this with set milestones for the remainder of this academic session.

Director Assurance

Andrew Sutherland

The figure picks up Annual Reviews and Stat EHCP reviews which has distorted the target. From April 2020 we will be reporting on stat reviews as per national guidelines.

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

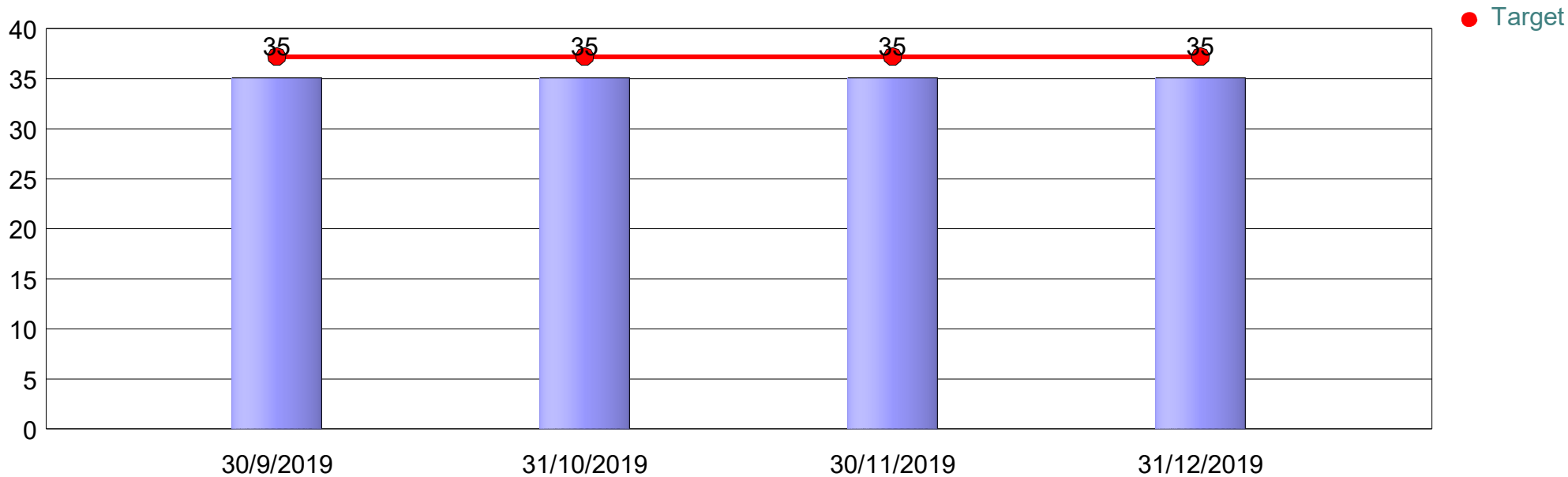
The national calculation for this measure has changed between the setting of the target and the submissions, this has linked to way new academies/closed schools are included. Without any changes in the position of schools the measure has dropped from 78.4% to 75.3%. With the old measures we would still 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 79.4% from published reports.

Director Assurance

Andrew Sutherland

The trajectory is improving and the number of Good/Outstanding schools has increased in 2019. However, to increase this target, requires more inspections of RI schools to show improvement to Good/Outstanding

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

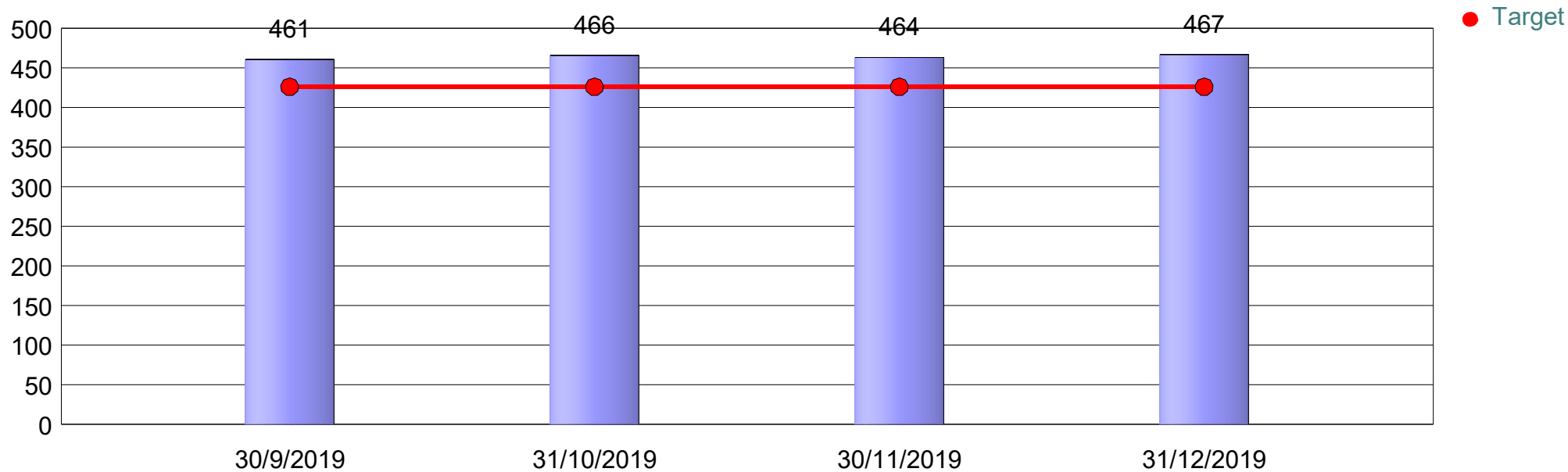
Andrew Sutherland

This remains a key priority for the service working with schools and additional intervention/activity is taking place in 2020 partly funded by the Opportunity Area.

Red Measure

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

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

Being part of the Regional Adoption Agency (RAA) has enabled Oldham to place an increased number of children in a timely manner and we continue to endeavour to place within the target timescales of the A1 indicator. Some children due to their needs have experienced delay, however, working alongside the voluntary partners the Adoption team has been successful in placing a sibling group of two of Bangladeshi heritage and a number of single children with additional needs. The RAA has an ongoing recruitment strategy to increase the number of prospective adopters to meet the needs of Oldham children and the other 5 LA's and are currently aiming to recruit 100 adopters for the forthcoming financial year. The post adoption support offer for Oldham families has increased since coming into the RAA and has enabled families to have access to a wider menu of support services and training.

Director Assurance

Elaine Devaney

The expectation is that RAA and Local Authority staff attend Legal Gateway meetings ensuring early notification and action for children who may have a plan of adoption commences. In Feb we will review the Public Law Outline process and the overall Permanence Planning pathway to improve performance.

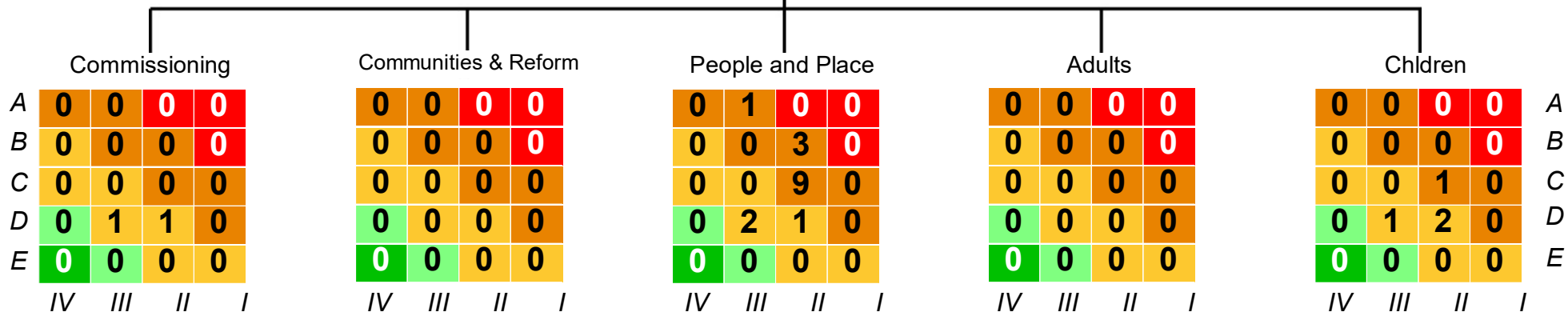
Appendix IV - Risks associated with Actions

Details of any Red risks will appear below the matrices

All risks

A	0	1	0	0
B	0	0	3	0
C	0	0	10	0
D	0	4	4	0
E	0	0	0	0
	IV	III	II	I

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



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
	None requested this month.

Action amendment(s)

Action Name	Amendment
	None requested this month.