

## Report to Cabinet

# Council Performance Report March 2020

### Portfolio Holder:

Councillor Sean Fielding, Leader of the Council

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**Date:** 22 June 2020

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### Reason for Decision

The purpose of this report is to allow:


- The review of Council Performance for March 2020
- 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% Female 50.7%

Aged 0-15 22.7% Aged 61.4% Aged 65+ 15.9%

White 71.3% Pakistani 11.8% Bangladeshi 8.6% Other 8.3%

ONS Mid-Year Estimate 2018/ Oldham Population Estimates 2020



## INCOME & BENEFITS

Median Household Income **£21,752**

70.5% Employment Rate  
12.2% Out of Work Benefits  
4.5% Unemployment  
5.8% ESA Benefits

CACI 2019/Census 2011/DWP 2019



## HOUSING

**64.9%** Owner Occupied

12.9% in Fuel Poverty  
20.9% Social Rented  
13.6% Private Rented  
20.2% Claiming Council Tax Benefits/Housing Benefits

LHNA 2019/DECC 2019/Council Tax 2019



## HOUSEHOLD INFO

Number of Households **97,219**

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

OMBC Council Tax 2020/Census 2011



**97%** with at least 1 qualification at KS4

68.1% School-Ready Children with standard pass in GCSE English and Maths

96.4% young people aged 16 to 18 are in EET  
13.6 Adults with No Qualifications  
52.6% (including Eng & Maths)

DfE 2019/Positive Steps 2018/Census 2011

## HEALTH

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


77.4 yrs Male Life Expectancy  
81.2 yrs Female Life Expectancy  
18.0% Currently Smoke

### Obese Children

Reception: 10.6% Year 6: 23.0%

Public Health England/Census 2011

## CRIME

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

2.5 Robbery of Personal Propert  
7.5 Residential Burglary Rate  
12.1 Vehicle Offences Rate  
39.2 Violence Against the Person Rate

ONS 2019

## COMMUNITY

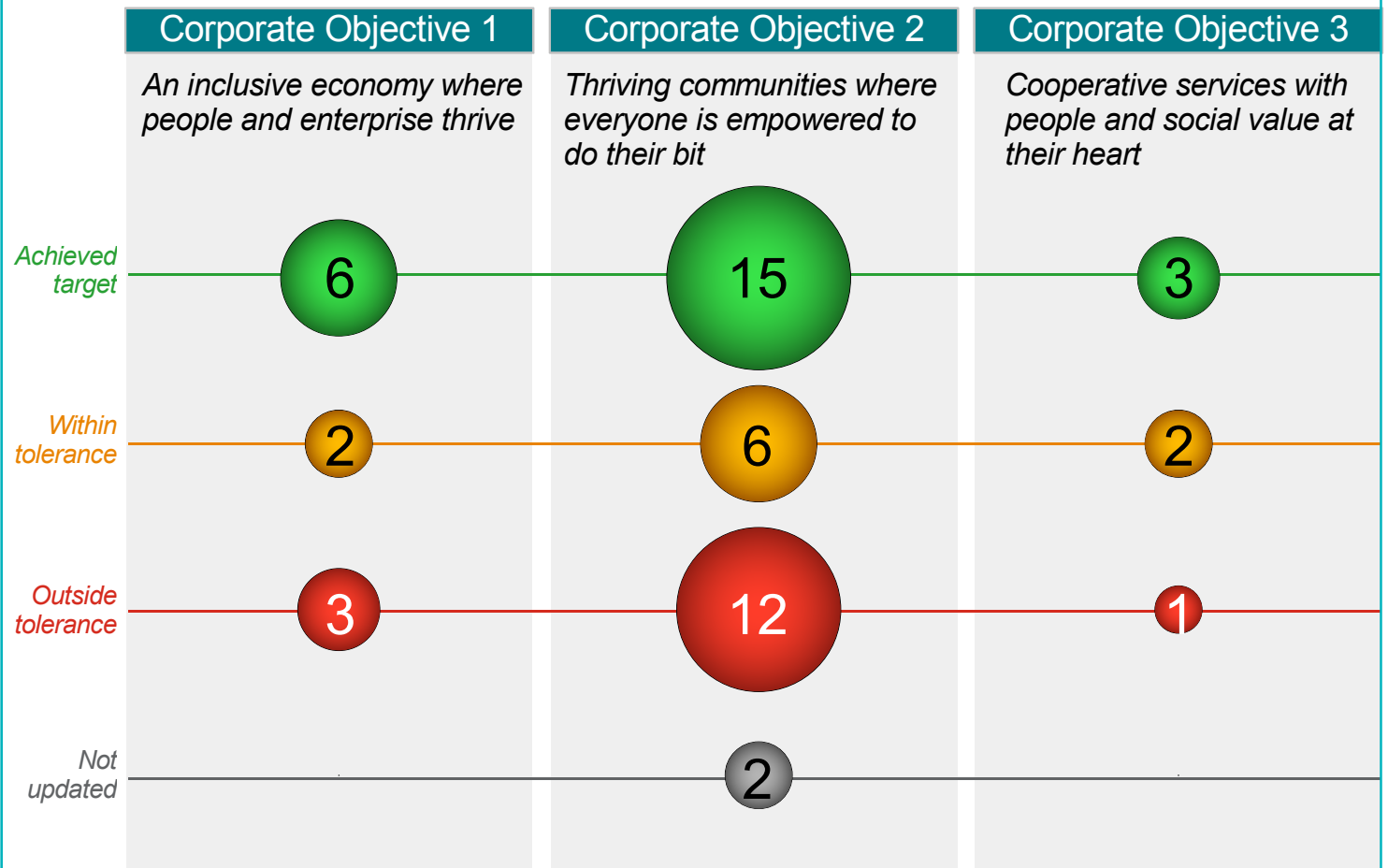
Satisfied with Local Area **71%** 

38% Volunteered in Last 12 Months  
31% Local Election Turnout  
26% Feel Involved in Community

YYC 2013 / UK Electoral Commision 2018

# Performance Measures by Objective

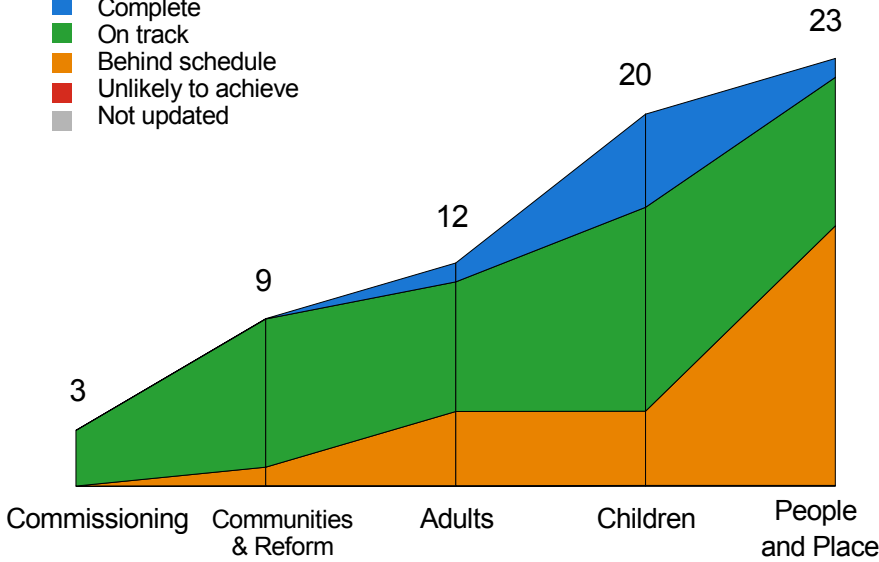
Details in Appendices I and II



## Action Summary

Details in Appendix III

- Complete
- On track
- Behind schedule
- Unlikely to achieve
- Not updated



## Comment

As anticipated, performance at Quarter 4 has been affected by the impact of Covid-19. A number of actions have fallen behind schedule, as outlined from pages 18-35 and the measures and action trend charts on page 4. A review of achieve-ability is currently taking place, given the ongoing impact of Covid-19 on service delivery.

## Summary of Risks associated with Actions

Details in Appendix IV

	Quarter 1				Quarter 2				Quarter 3				Quarter 4			
	IV	III	II	I	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	0	1	0	0
B	0	0	10	0	0	0	10	0	0	0	3	0	0	0	10	0
C	0	0	16	0	0	0	17	0	0	0	10	0	0	0	12	0
D	0	4	7	1	0	4	6	1	0	4	4	0	0	4	5	0
E	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0

### Impact

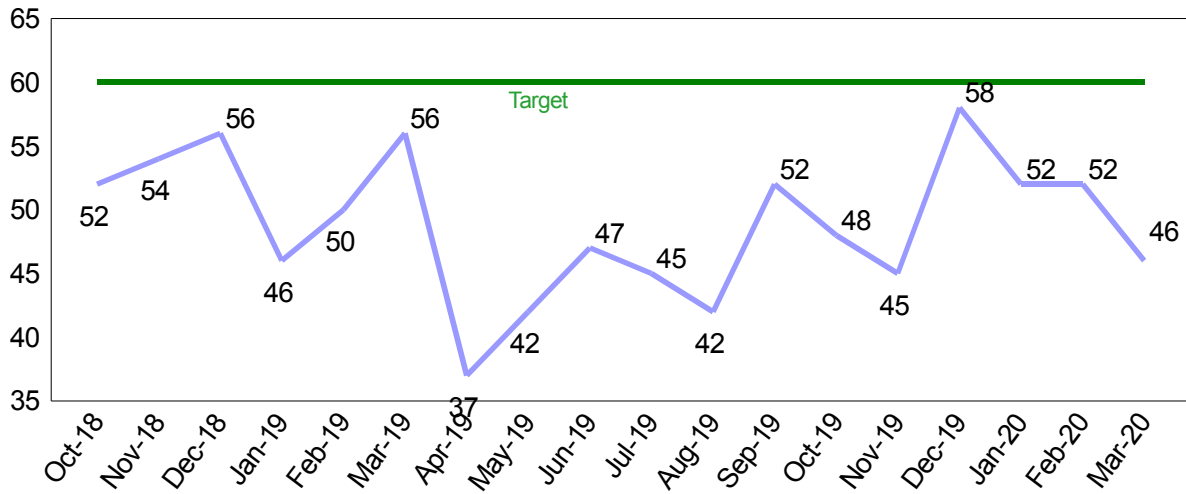
- I Catastrophic
- II Critical
- III Marginal
- IV Negligible

### Likelihood

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

## RAG-rated Performance Measure Trend (March 2020)

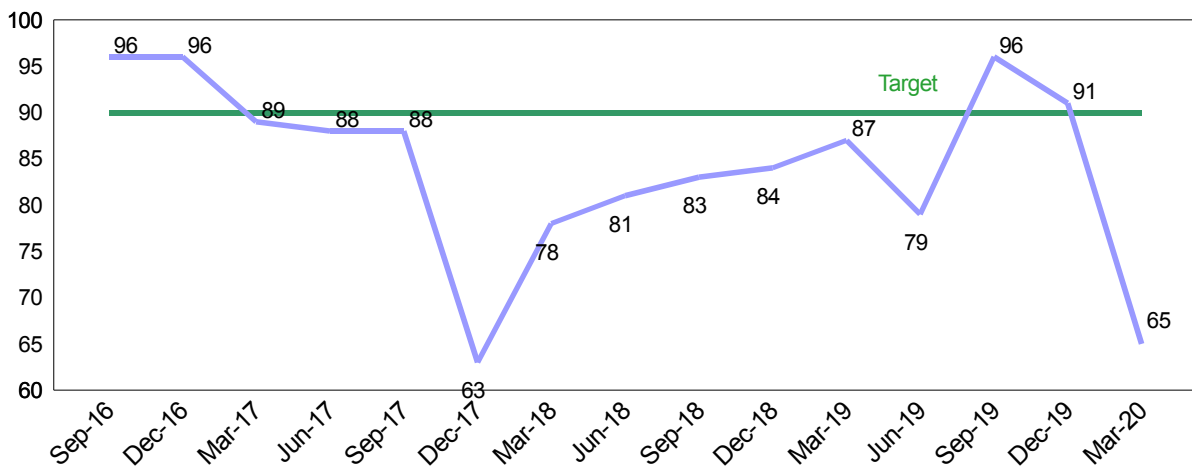
Performance Measures that achieved their target as a percentage of all reported Performance Measures. The aim is for 60% or more of the Performance Measures to have met their target.



	Prev. Quarter (Dec 19)	This Quarter (Mar 20)
No Update	0	2
> 5% off Target	13	16
Off Target	7	10
Achieved Target	31	24

## Action Trend (March 2020)

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 (Dec 19)	This Quarter (Mar 20)
No Update	0	0
Unlikely to achieve	0	0
Behind schedule	6	24
On track	58	37
Complete	4	7

## SICKNESS (year to date)



average days lost to sickness

same period previous year



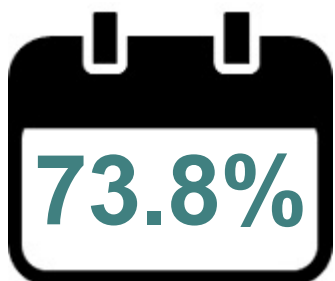
current trend



### top 3 reasons

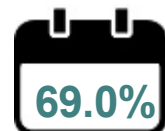
The top 3 causes of absence are Mental Health (3.53 day per FTE), Musculo-Skeletal (3.00 days per FTE) and Stomach and Digestion related (0.8 days per FTE)

## 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 longer than 20 working days in duration

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



year end 2018/19

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

## SICKNESS TOP 3 DIVISIONS (year to date)

1	Adult Social Care	15.70 days per FTE
2	Economy	14.40 days per FTE
3	Education, Early Years and Skills	12.40 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)

**12.7%**



Staff turnover

same period previous year

**11.4%**

current trend



## TURNOVER (rolling 12 months)

**87.0%**

of people still in post after 12 months



same period previous year

**100.0%**

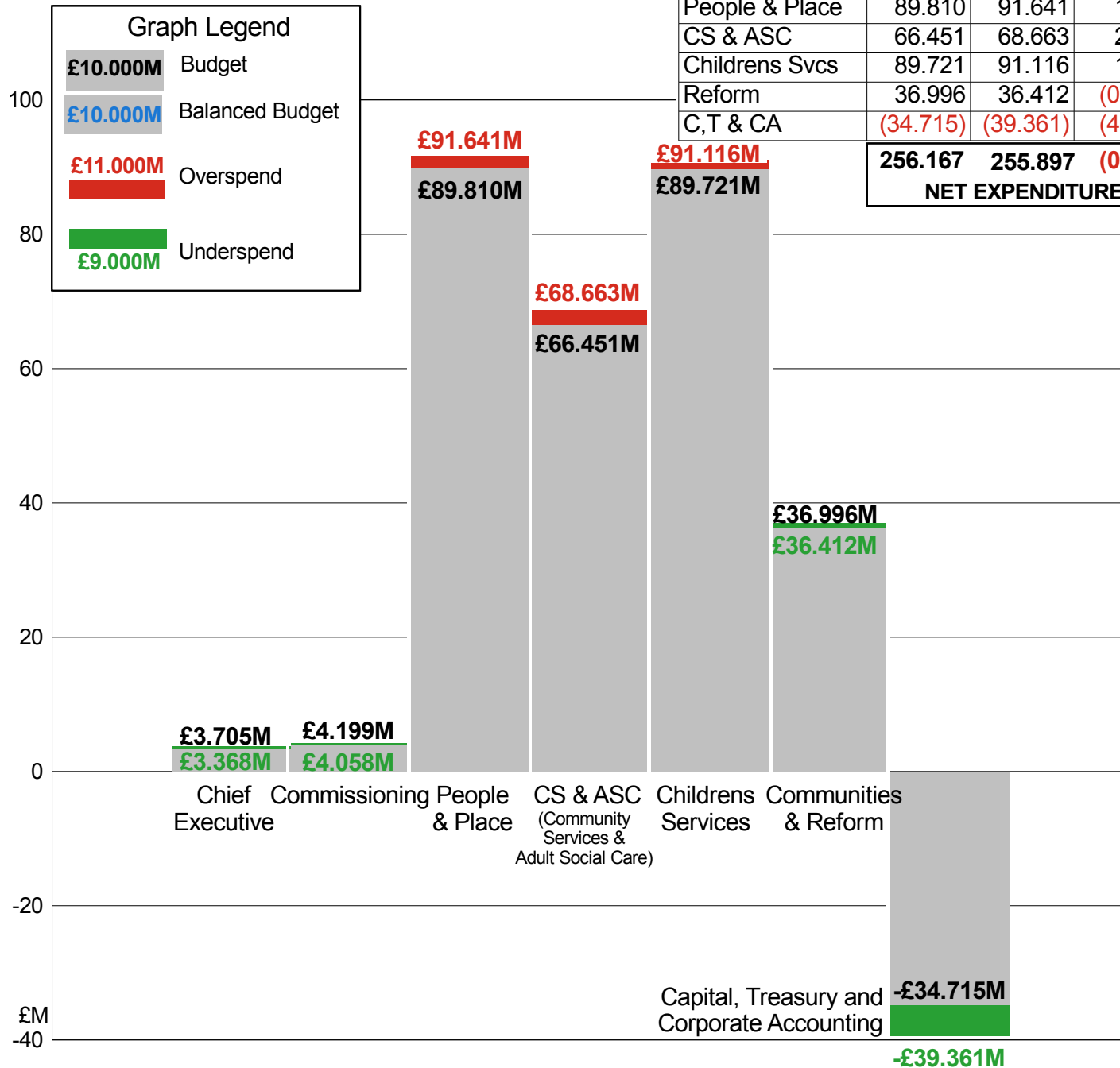
current trend



# Budget

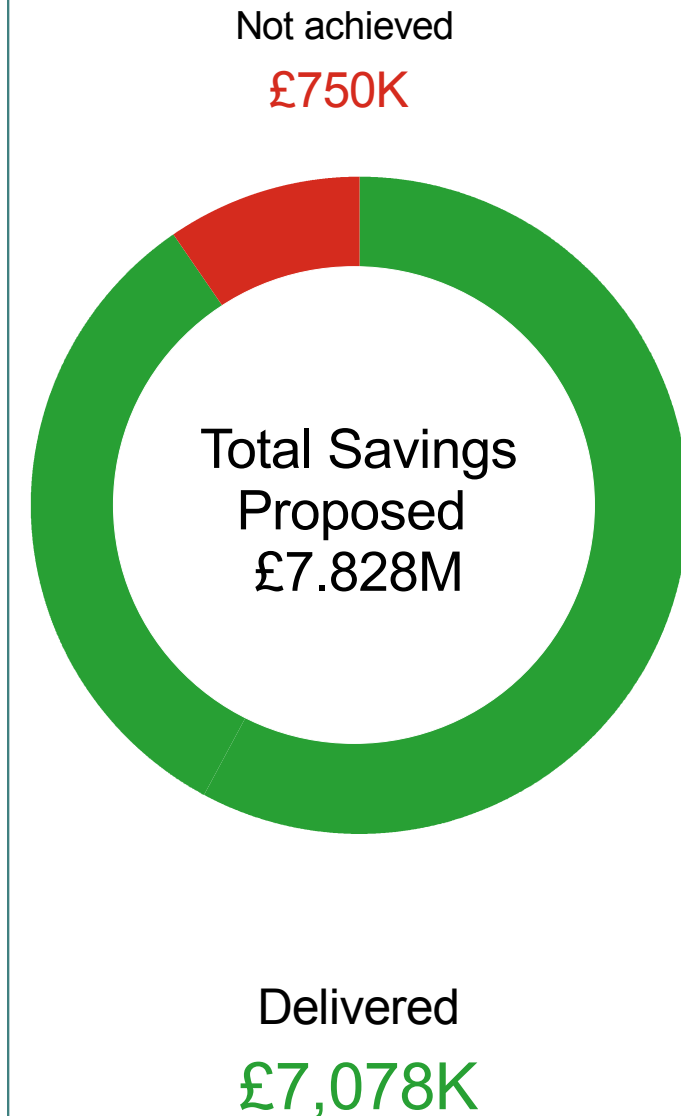
## Year End Outturn 2019/20

Portfolio	Budget £M	Outturn £M	Variance £M
Chief Exec	3.705	3.368	(0.337)
Commissioning	4.199	4.058	(0.141)
People & Place	89.810	91.641	1.831
CS & ASC	66.451	68.663	2.212
Childrens Svcs	89.721	91.116	1.395
Reform	36.996	36.412	(0.584)
C,T & CA	(34.715)	(39.361)	(4.646)
<b>NET EXPENDITURE</b>	<b>256.167</b>	<b>255.897</b>	<b>(0.270)</b>



# Approved 2019/20 Budget Reductions

## Quarter 4 2019/20



## **Appendices**

- I Corporate Measure detail
- II Corporate Plan Actions detail
- III Red Corporate Measure Follow-up Action(s)
- 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			Year End Ambition (Figure) & Outturn (Colour)
								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		62.8%	(Prev Yr) ACTUAL 62.8% TARGET 61.0%	64.0%	0 10 20 30 40 50 60 70		64.0%	
✓	M729(CP) Percentage 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 78.6% TARGET 81.0%	81.0%	0 10 20 30 40 50 60 70 80 90		81.0%	
✓	M716(CP) Timeliness of quality EHC plans: Percentage completed within 20 weeks over 12 months	Cllr S Mushtaq	Quarterly	59.0%	98.2%	(Prev Qtr) ACTUAL 81.3% TARGET 70.0%	70.0%	0 10 20 30 40 50 60 70 80		70.0%	
✓	M700(CP) Attendance rates in Oldham Primary and Secondary Schools	Cllr S Mushtaq	Annual		95.8%	(Prev Yr) ACTUAL 95.8% TARGET 96.0%	95.2%	0 10 20 30 40 50 60 70 80 90 100		95.2%	
✓	M683 Percentage of ICPCs that take place within 15 working days of a strategy discussion, or the strategy discussion at which section 47 enquiries were initiated if more than one has been held (rolling 12 months)	Cllr A Chadderton	Monthly	83.4%	81.6%	(Prev Mth) ACTUAL 82.0% TARGET 90.0%	90.0%	0 10 20 30 40 50 60 70 80 90 100		90.0%	



Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	Year End Ambition (Figure) & Outturn (Colour)
✓	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 actual value of 77.5, and a vertical line represents the target of 80.0. The number 77.5 is written at the end of the bar.</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%	(Prev 6-month) ACTUAL 87.3% TARGET 85.0%	85.0%	<p>A horizontal bar chart with a scale from 0 to 100. A grey bar represents the actual value of 87.3, and a vertical line represents the target of 85.0. A red dot is placed at the 85.0 mark. The number 87.3 is written below the bar.</p>	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 actual value of 64.1, and a vertical line represents the target of 66.0. A green dot is placed at the 66.0 mark. The number 64.1 is written at the end of the bar.</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 3.4% TARGET 3.5%	3.5%	<p>A horizontal bar chart with a scale from 0.0 to 4.0. A grey bar represents the actual value of 3.4, and a vertical line represents the target of 3.5. A green dot is placed at the 3.5 mark. The number 3.4 is written at the end of the bar.</p>	3.5%
	M619 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 80. A grey bar represents the actual value of 70.0, and a vertical line represents the target of 70.0. A green dot is placed at the 70.0 mark. The number 70.0 is written at the end of the bar.</p>	70.0%
	M639(CP) Achieve the expected standard for the childhood immunisation programme as indicated by uptake of MMR at age 5	Cllr Z Chauhan	Quarterly		96.4%	(Prev Qtr) ACTUAL 96.9% TARGET 95.0%	95.0%	<p>A horizontal bar chart with a scale from 0 to 100. A grey bar represents the actual value of 96.9, and a vertical line represents the target of 95.0. A green dot is placed at the 95.0 mark. The number 96.9 is written at the end of the bar.</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 60%	60%	<p>A horizontal bar chart with a scale from 0 to 70. A grey bar represents the actual value of 64, and a vertical line represents the target of 60. A green dot is placed at the 60 mark. The number 63.3 is written at the end of the bar.</p>	60%

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	Year End Ambition (Figure) & Outturn (Colour)
	M656(CP) Percentage of Health Visitor mandated reviews completed within timescale	Cllr Z Chauhan	Quarterly		New Measure	(Prev Qtr) ACTUAL 88.2% 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 95.40% TARGET 95.00%	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 472 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	Year End Ambition (Figure) & Outturn (Colour)
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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 46.1% TARGET 50.0%	50.0%	<p>A horizontal bar chart with a scale from 0 to 55. A grey bar represents the actual value at 47.3, and a red dot represents the target at 50.0.</p>	50.0%
✓	M408(CP) Total new homes built	Cllr H Roberts	Quarterly	709	287	(Prev Qtr) ACTUAL 583 TARGET 337	450	<p>A horizontal bar chart with a scale from 0 to 700. A grey bar represents the actual value at 650, and a green dot represents the target at 450.</p>	450
✓	M356(CP) Number of work related opportunities created by Get Oldham Working	Cllr S Mushtaq	Monthly		5,905	(Prev Mth) ACTUAL 7,967 TARGET 5,875	6,000	<p>A horizontal bar chart with a scale from 0 to 9,000. A grey bar represents the actual value at 8,050, and a green dot represents the target at 6,000.</p>	6,000
	M63(CP) Number of visitors to Gallery Oldham	Cllr S Fielding	Quarterly		93,578	(Prev Qtr) ACTUAL 85,291 TARGET 61,500	75,000	<p>NO UPDATE THIS QUARTER DUE TO COVID-19 AND RESULTING CLOSURE OF GALLERY OLDHAM THIS MEASURE EXCEEDED THE YEAR END TARGET AT QUARTER 3</p>	75,000
	M69(CP) Number of library visits per 1000 population. To library service points - not including web visits	Cllr S Fielding	Monthly		5,594	(Prev Mth) ACTUAL 5,341 TARGET 5,774	5,774	<p>A horizontal bar chart with a scale from 0 to 6,000. A grey bar represents the actual value at 5,180, and a red dot represents the target at 5,774.</p>	5,774
	M197(CP) Number of visits to OCL Leisure Centres per 1000 population	Cllr Z Chauhan	Quarterly		5,324	(Prev Qtr) ACTUAL 4,063 TARGET 3,975	5,300	<p>NO UPDATE THIS QUARTER DUE TO COVID-19 AND RESULTING CLOSURE OF LEISURE CENTRES BASED ON PREVIOUS PERFORMANCE, ON TRACK TO ACHIEVE TARGET</p>	5,300
	M256(CP) Number of life long learning enrolments	Cllr S Mushtaq	Monthly		6,300	(Prev Mth) ACTUAL 4,757 TARGET 4,250	4,500	<p>A horizontal bar chart with a scale from 0 to 6,000. A grey bar represents the actual value at 5,170, and a green dot represents the target at 4,500.</p>	4,500

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	Year End Ambition (Figure) & Outturn (Colour)
	M357a(CP) Number of Get Oldham Working related Job opportunities filled	Cllr S Mushtaq	Monthly		3,386	(Prev Mth) ACTUAL 4,519 TARGET 3,329	3,400		3,400
	M409(CP) Percentage of completed homes that are affordable	Cllr H Roberts	Quarterly	17.0%	9.4%	(Prev Qtr) ACTUAL 25.6% 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 3.2% TARGET 4.0%	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 50.2% 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 56.9% 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	Year End Ambition (Figure) & Outturn (Colour)
<b>AGE WELL : Older people live fulfilling lives and form part of an engaged and resilient community</b>									
✓	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 425 days TARGET 550 days	600 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 199 TARGET 201	201		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 72.8% TARGET 75.0%	75.0%		75.0%

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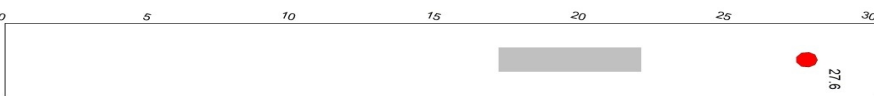
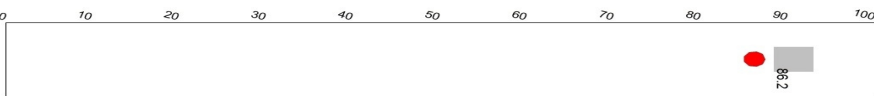
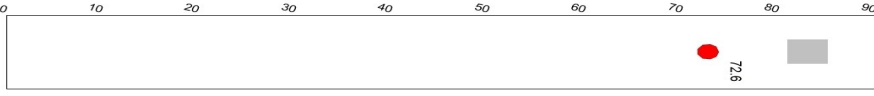
**PLACE : An organisation that works cooperatively with residents and partners to deliver for Oldham**

✓	M915(CP) Customer satisfaction (Contact Centre)	Cllr A Jabbar	Monthly		95.77%	(Prev Mth) ACTUAL 96.00% TARGET 94.00%	94.00%	<p>0 10 20 30 40 50 60 70 80 90 100</p>	94.00%
✓	M631 Early Help - Proportion of cases where at least one individual shows an improvement in one or more assessed scores (rolling 12 months)	Cllr A Chadderton	Monthly		66.4%	(Prev Mth) ACTUAL 58.2% TARGET 65.0%	65.0%	<p>0 10 20 30 40 50 60 70</p>	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 37.21% TARGET 39.00%	43.00%	<p>0 5 10 15 20 25 30 35 40 45</p>	44.74%
✓	M275(CP) Percentage of minor planning applications determined in time	Cllr H Roberts	Quarterly		96.0%	(Prev Qtr) ACTUAL 95.0% TARGET 80.0%	80.0%	<p>0 10 20 30 40 50 60 70 80 90</p>	80.0%
	M126(CP) Percentage CO2 reduction on 1990 baseline	Cllr A Jabbar	Annual 3yr in arrears		43.4%	(Prev Yr) ACTUAL 43.4% TARGET 40.0%		<p>0 5 10 15 20 25 30 35 40 45 50</p>	41.6%
	M274(CP) Percentage of major planning applications determined in time	Cllr H Roberts	Quarterly		100.0%	(Prev Qtr) ACTUAL 100.0% TARGET 80.0%	80.0%	<p>0 10 20 30 40 50 60 70 80 90 100</p>	80.0%
	M333(CP) Percentage Council spend in Oldham	Cllr A Jabbar	Monthly		61.55%	(Prev Mth) ACTUAL 62.00% TARGET 60.00%	60.00%	<p>0 10 20 30 40 50 60 70</p>	60.00%

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	Year End Ambition (Figure) & Outturn (Colour)
	M393(CP) Number of businesses supported after being successfully included in a referral package / programme.	Cllr S Fielding	Quarterly		New Measure	(Prev Qtr) ACTUAL 259 TARGET 225	300		300
	M493(CP) Streets and grounds inspection issues	Cllr A Ur Rehman	Monthly		17%	(Prev Mth) ACTUAL 16% TARGET 21%	21%		21%
	M494(CP) Number of food hygiene inspections	Cllr A Ur Rehman	Quarterly		New Measure	(Prev Qtr) ACTUAL 555 TARGET 761	1,070		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 6.0%	4.0%		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	Year End Ambition (Figure) & Outturn (Colour)
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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 10.5 days TARGET 5.5 days	6.0 days		6.0 days
✓	M664 Percentage of referrals which are repeat referrals to Children's Social Care (rolling 12 months)	Cllr A Chadderton	Monthly	24.4%	25.6%	(Prev Mth) ACTUAL 25.8% TARGET 17 - 21.9%	17.0%		17 - 21.9%
	M340(CP) Percent of Internal Audit Opinions resulting in Weak, Inadequate, Limited Assurance	Cllr A Jabbar	Quarterly		13%	(Prev Qtr) ACTUAL 13% TARGET 15%	15%		15%
	M365(CP) Percentage of Council annual apprentice levy distributed to employers and apprenticeship training agencies within Oldham	Cllr A Jabbar	Quarterly		New Measure	(Prev Qtr) ACTUAL 15.9% TARGET 7.0%	13.0%		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 78.6% TARGET 78.0%	80.0%		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 91.0%	93.0%		93.0%
	M682 Children's Social Care – Percentage of completed assessments to timescale (rolling 12 months)	Cllr A Chadderton	Monthly	87.1%	81.1%	(Prev Mth) ACTUAL 71.2% TARGET 85.0%	85.0%		85.0%



Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	Year End Ambition (Figure) & Outturn (Colour)
	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 92.53% TARGET 93.23%	94.60%	<p>A horizontal progress bar for S357. The x-axis ranges from 0 to 100. A grey bar represents the current month actual at 94.1%. A vertical line indicates the target at 93.23%. The actual value is above the target.</p>	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 93.55% TARGET 93.54%	97.18%	<p>A horizontal progress bar for S368. The x-axis ranges from 0 to 100. A grey bar represents the current month actual at 95.2%. A vertical line indicates the target at 93.54%. The actual value is significantly above the target.</p>	97.18%

## Appendix II - Corporate Plan Actions Detail

Ref	Actions		Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
	Complete	Behind Schedule								
<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	30/4/2020	31/3/2020	30/6/2020	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	30/4/2020
DC100	Support Oldham Education Partnership Board in prioritising all the recommendations of Education & Skills Commission		Adrian Calvert	Cllr S Mushtaq	2/4/2020	31/3/2020	30/6/2020	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 in Oldham. The exact work will have to be refocused due to the Covid-19 situation and this will be reviewed in due course.	Gerard Jones	30/4/2020
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	2/4/2020	31/3/2020	30/6/2020	A range of projects have been in place working with the Local Authority, Oldham Education Partnership and Oldham Opportunity Area. Outcomes for summer 2019 were positive. Given the current Covid-19 situation we will not receive data for 2020.	Gerard Jones	30/4/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	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	23/4/2020	31/3/2020	30/9/2020	Risk is that there are a shortage of pupil spaces. September 2020 taken care of, but closure of small independent schools permanently due to loss of income could also negatively impact on managing this priority.	Gerard Jones	30/4/2020
DC111	Ensure all children are school ready when they are due to start school	Paula Healey	Cllr S Mushtaq	23/4/2020	31/3/2020	30/9/2020	Schools and settings closed on 23 March 2020 owing to Covid-19. This is likely to have some longer term impact on our target to match school readiness by 2021 owing to potential gaps in learning and support that would have otherwise been in place.	Gerard Jones	30/4/2020
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	14/4/2020	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	30/4/2020
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	28/4/2020	31/3/2020	30/6/2020	Work is currently ongoing to review this programme. It has achieved significant uplift in salary levels for programme attendees. Funding ended March 2020 - work is ongoing to secure external funds.	Gerard Jones	30/4/2020
DC157	Fight for a Fair Employment borough, and lead the way as a GM Good Employment Charter member	Jon Bloor	Cllr S Mushtaq	28/4/2020	31/3/2020	30/6/2020	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	30/4/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
DC191	Explore options to support parents as co-educators, strengthening the partnership between council, schools and parents	Andrew Sutherland	Cllr S Mushtaq	23/4/2020	31/3/2020	30/9/2020	Engagement with parents and partners is only possible online, which reduces the service available. However, maintaining links with POINT (Parent/Care Forum ) to gauge parent views at this point. Also maintaining the Local Offer to update and guide parents on matters as they arise.	Gerard Jones	30/4/2020
DC193	Improve support for schools recruiting governors, particularly from underrepresented communities	Andy Collinge	Cllr S Mushtaq	23/4/2020	31/3/2020	30/9/2020	Schools and settings closed on 23 March 2020 owing to Covid-19. This has slowed the programme to recruit into this area.	Gerard Jones	30/4/2020
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	23/4/2020	31/3/2022	31/3/2022	Progress continues on extending Crompton House, supporting the build of Bluecoat 2 and the new schools at Breezehill and Saddleworth.	Gerard Jones	30/4/2020
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	23/4/2020	31/3/2021	31/3/2021	Schools and settings closed on 23 March 2020 owing to Covid-19. This is likely to have some longer term impact on our target to match national school readiness by 2021 owing to potential gaps in learning & support that would have otherwise been in place. Predictions indicated a rise to 69.1% from 68%. This could have been pushed closer to the 70% target.	Gerard Jones	30/4/2020
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	23/4/2020	31/3/2021	31/3/2021	THE EHMW team are providing additional support and resources to schools in response to Covid-19. It is too early to identify if there will be a longer term impact on wellbeing at this stage.	Gerard Jones	30/4/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	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	14/4/2020	31/3/2020	30/6/2020	Training is being rolled out to current and new children's champions and an evaluation of the children's champions scheme to understand the impacts, outputs and outcomes is currently being drafted. This continues to be a very successful scheme for Children Looked After and Care Leavers. 35 young people have a champion and one champion is awaiting a match.	Gerard Jones	30/4/2020
DC198	Explore the options to provide free prescriptions to all children looked after and care leavers under 25	Elaine Devaney	Cllr A Chadderton	14/4/2020	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	30/4/2020
DE117	Improve security at bus stations, metrolink stops and car parks	Carol Brown	Cllr A Ur Rehman	1/4/2020	31/3/2020	30/6/2020	Appropriate interventions to be requested through TfGM as the responsible authority	Helen Lockwood	30/4/2020
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	8/4/2020	31/3/2020	30/6/2020	The Greaves under offer to a restaurant, due to open in Summer 2020. 18 Greaves Street is under offer to a new leisure use.  2 grants approved in new Royton Scheme, delay in implementation due to Covid-19.  Business grant scheme being reviewed given the potential crisis payments needed for businesses who fall outside Govt business support packages	Helen Lockwood	30/4/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	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	8/4/2020	31/3/2021	31/3/2021	The next consultation stage is now likely to be delayed due to the impact of Covid 19. We are waiting for confirmation regarding the likely timescales. Evidence and preparation of the GMSF is to continue so that GMCA are in a position to go out to consultation as soon as practical.	Helen Lockwood	30/4/2020
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	6/4/2020	31/3/2020	30/6/2020	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	30/4/2020
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	8/4/2020	31/3/2020	30/6/2020	Vision completed and approved.  Amalgamated into Creating a Better Place strategic framework to support our residents with new opportunities for homes and employment.  Communications plan to be developed in late Summer 2020 to coincide with the review of the Local Plan.  Work continues through Covid-19 period.	Helen Lockwood	30/4/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
DE171	Develop and deliver the Oldham Museum and Archive (OMA) Centre to enhance the cultural offer in the town centre	Emma Barton	Cllr S Fielding	8/4/2020	31/3/2021	31/3/2021	<p>Some delays due to uncertainty with Covid-19 period.</p> <p>Interserve have completed their pre-contract services work. Staff are currently working with Interserve to get them to a point where they can commence enabling works on the former library, with the main works starting in the summer.</p>	Helen Lockwood	30/4/2020
DE172	Develop and deliver the transformation of Oldham Mumps (Princes Gate) area	Emma Barton	Cllr S Fielding	8/4/2020	31/3/2021	31/3/2021	<p>Travelodge and Lidl - discussions continue with developer regarding expected planning application and development timelines.</p> <p>The Old Bank has received expressions of interest and the Council are in negotiations with developers.</p> <p>Site C – housing site – feasibility and options being developed to support Creating a Better Place and Housing Strategy priorities</p>	Helen Lockwood	30/4/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	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	8/4/2020	31/3/2020	30/6/2020	Significant opportunity being developed for town centre, which supports Creating a Better Place agenda.  New Market building not progressing - not viable. Wider town centre options under review to ensure future sustainability of the market.	Helen Lockwood	30/4/2020
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	8/4/2020	31/3/2020	30/6/2020	Partnership work embedded with GMCA team and GM Night Time Economy Advisor.  Creative District work continues with enhanced partnership arrangements with Hack Oldham.  Egyptian Room is under offer and negotiations are in place with a view to have a new leisure offer opening in Summer 2021.	Helen Lockwood	30/4/2020
DE187	Double the number of co-operative enterprises active in the borough	Emma Barton	Cllr S Fielding	8/4/2020	31/3/2020	30/6/2020	Oldham in Place Partnership bid was successful as part of a GM proposal to enter into the final bidding phase. Work is ongoing with a hope that activity will begin from January 2021.	Helen Lockwood	30/4/2020
DE190	Identify sites for public water fountains to support our green agenda	Gail Aspinall	Cllr A Ur Rehman	8/4/2020	31/3/2020	30/6/2020	On hold due to Covid-19.	Helen Lockwood	30/4/2020
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	8/4/2020	31/3/2020	30/6/2020	Report prepared to be submitted to Portfolio meeting. However – all parking arrangements relaxed and / or suspended to support key workers during Covid-19 period.	Helen Lockwood	30/4/2020



Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
DP213	Establish joint working with planning to support health promoting environments within the context of the GM spatial framework for new homes, town centre planning and transport infrastructure planning	Katrina Stephens	Cllr Z Chauhan	8/4/2020	31/3/2020	30/6/2020	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	1/5/2020
DP414	Create a programme of events and activities to tackle social isolation and increase access to culture	Katrina Stephens	Cllr Z Chauhan	8/4/2020	31/3/2020	30/6/2020	Audio-Described & BSL tours and activities at Gallery Oldham on-going. Encountering the Unexpected activity programme engaging older people with natural history collections. Libraries of Sanctuary programme on-going. Reading Friends which targeted older social isolated people now includes younger LGBT groups. Autism and dementia friendly activities	Rebekah Sutcliffe	1/5/2020
DP415	Develop the Local Cultural Education Partnerships	Katrina Stephens	Cllr S Fielding	8/4/2020	31/3/2020	30/6/2020	Funding has been secured to appoint a co-ordinator. Core group has broken in to task teams to progress key activities. Continuing to explore match funding options to release Curious Minds development funds to progress objectives.	Rebekah Sutcliffe	30/4/2020

**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	30/4/2020	31/3/2020	30/6/2020	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	30/4/2020
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Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
DA112	Review of the community services statutory requirements and compliance to include;-Care Act-Social care Green paper-NHS 10-year plan compliance-LPS(Liberty Protection Safeguarding)/MCA(Mental Capacity Act)	David Garner	Cllr Z Chauhan	30/4/2020	31/12/2019	31/12/2019	This continues as 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	30/4/2020
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	30/4/2020	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	30/4/2020
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	30/4/2020	31/3/2020	30/6/2020	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	30/4/2020
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	30/4/2020	31/3/2020	30/6/2020	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	30/4/2020
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	30/4/2020	31/3/2020	30/6/2020	Priorities continue to be developed and remain at multiple stages of implementation.	Mark Warren	30/4/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
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	14/4/2020	31/3/2022	31/3/2022	The corporate parenting annual report has been signed off by Cllr Amanda Chadderton. The report outlines our successes and achievements against the action plans for 2019/20. Housing are undertaking a review of our Homeless Young People offer for 16/17 year olds.	Gerard Jones	30/4/2020
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	14/4/2020	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	30/4/2020
DC190	Support schools to set up breakfast clubs in every ward, and continue projects to tackle holiday hunger	Amanda Richardson	Cllr S Mushtaq	23/4/2020	31/3/2020	30/9/2020	Schools and settings closed on 23 March 2020 owing to Covid-19. Alternative model for FSM feeding in place locally and nationally. Will need to consider summer holidays. Future support for breakfast clubs will form the basis of a report to Portfolio in due course, once Covid-19 restrictions are removed/relaxed.	Gerard Jones	30/4/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
DC199	Review our fostering and adoption service to create more, stable places for children looked after, including through an incentive scheme for residents to become foster carers	Elaine Devaney	Cllr A Chadderton	14/4/2020	31/3/2020	30/6/2020	The retention of foster carers in the Fostering Service is strong. The payment scheme has been revised to improve recruitment and stability and widen placement choice. There has been a net gain of 12 new, mainstream households and a reduction in the use of Independent Fostering Agencies with 27 children placed at 31.03.20 compared to 32 children in 2019.	Gerard Jones	30/4/2020
DC200	Continue to work to ensure that all our Children Looked After are placed in the borough	Shirley Woods -Gallagher	Cllr A Chadderton	1/4/2020	31/3/2021	1/4/2021	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	30/4/2020
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	8/4/2020	31/3/2022	31/3/2022	Cabinet have approved the following:- - purchase of 19 homes at Primrose Bank, - Countryside as Developer Partner at Fitton Hill (360 mixed tenure homes) and - Flexible Housing Fund.  Initial work underway with developer for town centre location – potential for 210 town centre units.  All development sites closed due to Covid-19.	Helen Lockwood	30/4/2020

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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	1/4/2020	31/3/2020	30/6/2020	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	30/4/2020
DE132	Review, adopt and implement a new Oldham Housing Strategy 2019	Emma Barton	Cllr H Roberts	8/4/2020	31/3/2022	31/3/2022	New Housing Partnership launched in Feb with key stakeholders. Flexible Housing Fund Approved. MoU's being worked up with key partners.  Remote engagement during Covid-19	Helen Lockwood	30/4/2020
DE140	Local Plan Review (Issues and Options)	Emma Barton	Cllr H Roberts	8/4/2020	31/3/2021	31/3/2021	Work on Issues and Options continues. Timetable in Local Development Schemes needs to be reviewed in light of Covid 19 and windows for site work / community consultation and engagement.	Helen Lockwood	30/4/2020
DE144	Develop a joint programme of works to improve Air Quality across the Borough and Greater Manchester area	Carol Brown	Cllr A Ur Rehman	1/4/2020	31/3/2020	30/6/2020	Delays from Government in the response to the submitted Outline business case. Consultation delayed and work affected by the Covid-19 outbreak.	Helen Lockwood	30/4/2020
DE169	Improving Private Rented Sector standards	Emma Barton	Cllr H Roberts	8/4/2020	31/3/2022	31/3/2022	Empty homes pilot completed P&R on 1 property, 2 pending L&R delayed due to Covid-19. TA leasing scheme secured first property, more in pipeline. Bond scheme in operation but slowed down, work to increase amount of properties coming through. Work ongoing re: tenants charter. Some staff redeployed due to Covid-19 to support critical/emergency housing support.	Helen Lockwood	30/4/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
DE188	Establish the Oldham Code, setting our expectations for the quality of new homes	Emma Barton	Cllr S Fielding	8/4/2020	31/3/2020	30/6/2020	Draft papers completed outlining approach - this will look specifically at space standards and other relevant optional technical standards.  The wider Oldham Code will be developed as part of the Local Plan review.	Helen Lockwood	30/4/2020
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	8/4/2020	31/3/2020	30/6/2020	Resolved.	Helen Lockwood	30/4/2020
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	1/4/2020	31/3/2020	30/6/2020	Work to support cleaner air around schools and the appropriate use of legislation is currently underway.	Helen Lockwood	30/4/2020
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	8/4/2020	31/3/2020	30/6/2020	Geography agreed SDA paper outlining programme phase 1 and 2 has been agreed Design partner tenders have come back & will be awarded shortly Place plans are being mobilised as part of Covid 19 Community Bronze & 5 Place Based Hubs have been established to deal with the crisis. This includes Districts, Community Safety, Youth, Housing, Early Help and MH	Rebekah Sutcliffe	1/5/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
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	27/4/2020	31/3/2020	30/9/2020	Work on the development of a narrative for the Council is being taken forward as part of plans for the Team Oldham Corporate Plan delayed owing to Covid-19. A separate place narrative for Oldham has been commissioned by Emma Barton as part of Creating a Better Place.	Rebekah Sutcliffe	1/5/2020
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	8/4/2020	31/3/2020	30/6/2020	Design principles agreed and initial site assessment concluded that the footprint of 84 Union St/Museum site could accommodate the required facilities. Early design concept shared with stakeholders and governance board. Wider stakeholder engagement scheduled for late March delayed.	Rebekah Sutcliffe	1/5/2020
DP366	Review of prevention and early intervention to inform recommissioning of Early Help	Liz Lyons	Cllr S Fielding	8/4/2020	31/3/2020	30/6/2020	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. Additional month on ITT granted due to COVID 19 situation, new go live Nov 20	Rebekah Sutcliffe	1/5/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	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	8/4/2020	31/3/2020	30/6/2020	Northern Roots is progressing well, activation of the Northern Roots charitable company is underway, consultation with residents, partners and stakeholders is ongoing, the process to develop a planning application and business model and plan is underway. Pilot projects commenced in early 2020 but have had to be paused due to Covid-19.	Rebekah Sutcliffe	1/5/2020
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	8/4/2020	31/3/2020	30/6/2020	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	1/5/2020

### 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	30/4/2020	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. This work has been impacted by the response to COVID-19. The enablement teams are a key part of the response.	Mark Warren	30/4/2020
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Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	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	30/4/2020	31/3/2020	30/6/2020	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	30/4/2020
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	30/4/2020
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	30/4/2020	31/12/2019	30/9/2020	Oldham has published its refreshed Locality Plan, within which the SCF is referenced. There is a strategic working group on the development of the SCF which Mike Barker leads on. However, due to health and social care's efforts currently being focused on COVID-19 response the operation of these groups has been put on hold.	Mark Warren	30/4/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
DA117	Implement a redesigned, integrated safeguarding model	Helen Ramsden	Cllr Z Chauhan	30/4/2020	31/3/2020	30/6/2020	Staff have now been appointed and are due to commence their roles in April. There is one outstanding post, Head of Safeguarding. Applications received for this post, and interview date was set, however this was postponed due to Covid-19 outbreak. The interview has been rescheduled, and will take place in June. Interim Head of Safeguarding has been appointed	Mark Warren	30/4/2020
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	30/4/2020	31/3/2020	30/6/2020	Requests for EHCP needs assessments & the process of assessment continue despite C-19. The EHCP recovery plan is underway through SEND annual review team. The impact of the SEND Strategy is being reviewed during summer term 2020 as part of a wider review in to the high needs block provision. Recommendations will be finalised by 1st May.	Gerard Jones	30/4/2020
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	8/4/2020	31/3/2022	31/3/2022	New MTPS delivered as part of Creating a Better Place.  A number of theme work streams are progressing review land and property requirements and support savings plans and future disposals.	Helen Lockwood	30/4/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
DS103	Through our Welfare Rights Service, support people adversely affected by Welfare Reform.	Anne Ryans	Cllr A Jabbar	5/4/2020	31/3/2020	30/6/2020	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 showing excellent performance by the team	Mike Barker	27/4/2020
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	5/4/2020	31/3/2020	30/6/2020	Work continues to support these strategies with an update of the CPIS approved at Cabinet on 16 Dec. 2019 together with the Creating a Better Place overarching development strategy approved as part of the capital programme at 26 Feb. 2020 Council. Finance officers attend all meetings, working groups and Member briefings to progress the town centre vision	Mike Barker	27/4/2020
DS232	Procurement will carry out a due diligence exercise establishing by category of spend business types within Oldham	Steve Boyd	Cllr A Jabbar	13/4/2020	31/3/2020	30/6/2020	We are now in the process of scheduling targeted engagement with local suppliers in specific cohorts.	Mike Barker	27/4/2020
DS240	Review council report templates to include the impact on children and young people on every report	Elizabeth Drogan	Cllr S Fielding	21/4/2020	31/3/2020	30/6/2020	Template currently being finalised.	Paul Entwistle	
DS242	Deliver IT Strategic Roadmap within agreed timeframes in project plan.	Chris Petrie	Cllr A Jabbar	6/4/2020	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	30/4/2020

Accountable Lead

Martyn Bramwell

Follow-up Action

The Improving Attendance Project has been placed on hold as a result of COVID-19. Work to date has assisted in framing the next phase of activities to further progress improvement work to the council's approach to managing attendance.

An action plan has been developed to outline the next steps for the project. This includes assessing root causes, delving into demographics to identify proactive health promotion and support, undertaking qualitative checks with absentees to understand what interventions may have facilitated an earlier return, understanding the impact of early intervention, the effectiveness of wellness action plans, better usage or replacement of EAP services, maximisation of impact associated with physiotherapy services, developing management capability in absence and performance management, consideration of introducing nurse led services, exploring a potential move away from national conditions of pay for sickness, maximising ITrent as an enabler to improved absence management.

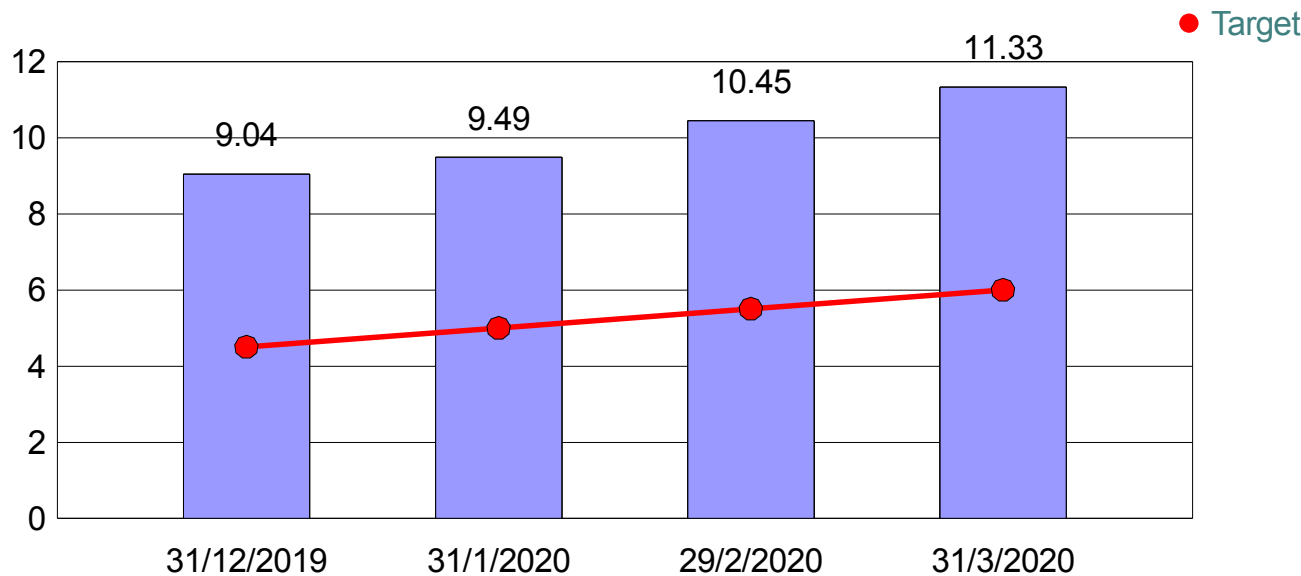
All actions have been collated into a plan, leads assigned and indicative timescales for completion pending the return to normal council duty and service provisions.

Director Assurance

Julia Veall

Whilst the absence management project has paused we will be able to make good progress once services resume to a more stable position. In the meantime we have set up systems to manage absence created by COVID-19 which is supporting movement of staff (volunteers) to key service areas.

Current and Previous Performance



Benchmarking Period

Financial year  
01-Apr-2018  
to  
31-Mar-2019

Updated  
Annual

Averages

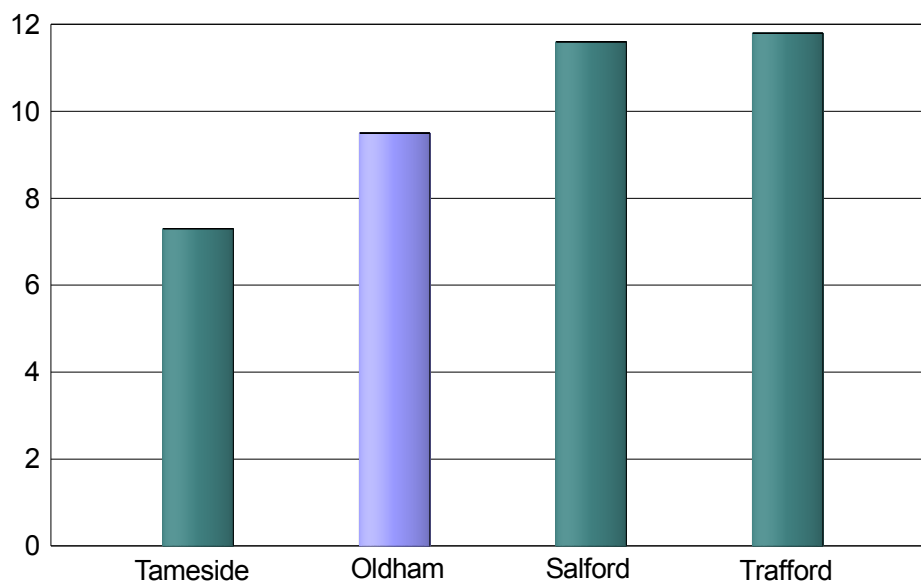
Geographical neighbours 8.4

English authorities 14.1

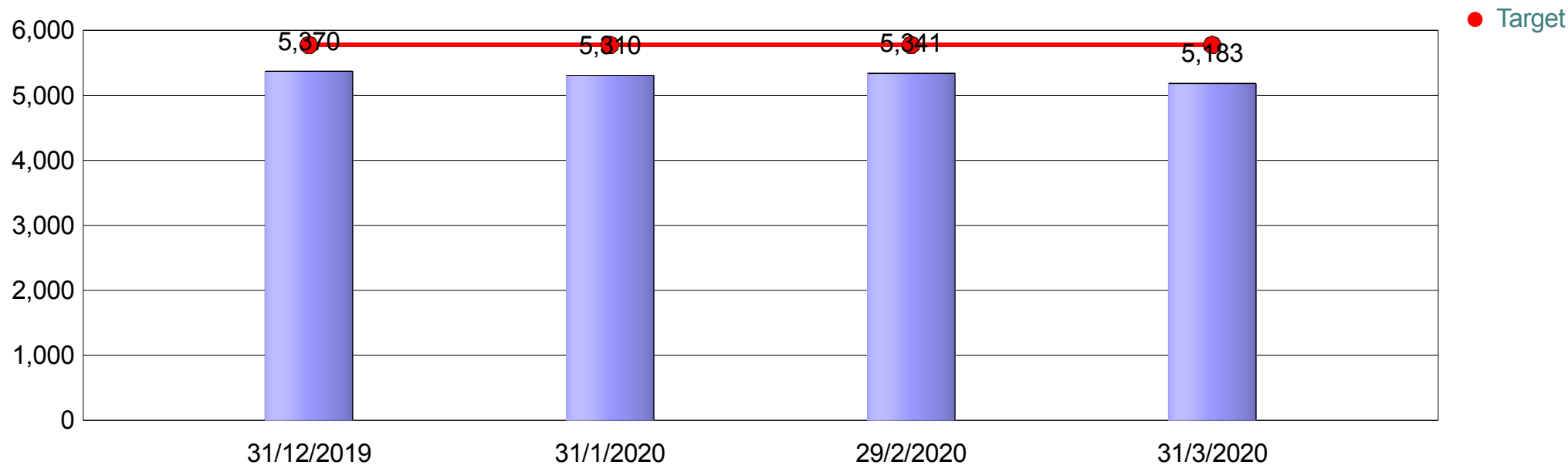
GMCA 10.0

CIPFA nearest neighbours 9.9

Benchmarking Definition : Sickness absence FTE days per employee



**Current and Previous Performance**



**Follow Up Action and Assurance Details**

**Accountable Lead**

Subnum Hariff-Khan

**Accountable Lead Follow Up Action**

In line with national trend, library visitor figures have declined in Oldham. We have seen an increase in access to digital services and supporting those that are housebound or in residential care home to access services from home or in their community settings. March 2020 visitor figures have also been hugely impacted by the Covid-19 and all libraries were closed from Monday 23rd March.

**Director Assurance**

Katrina Stephens

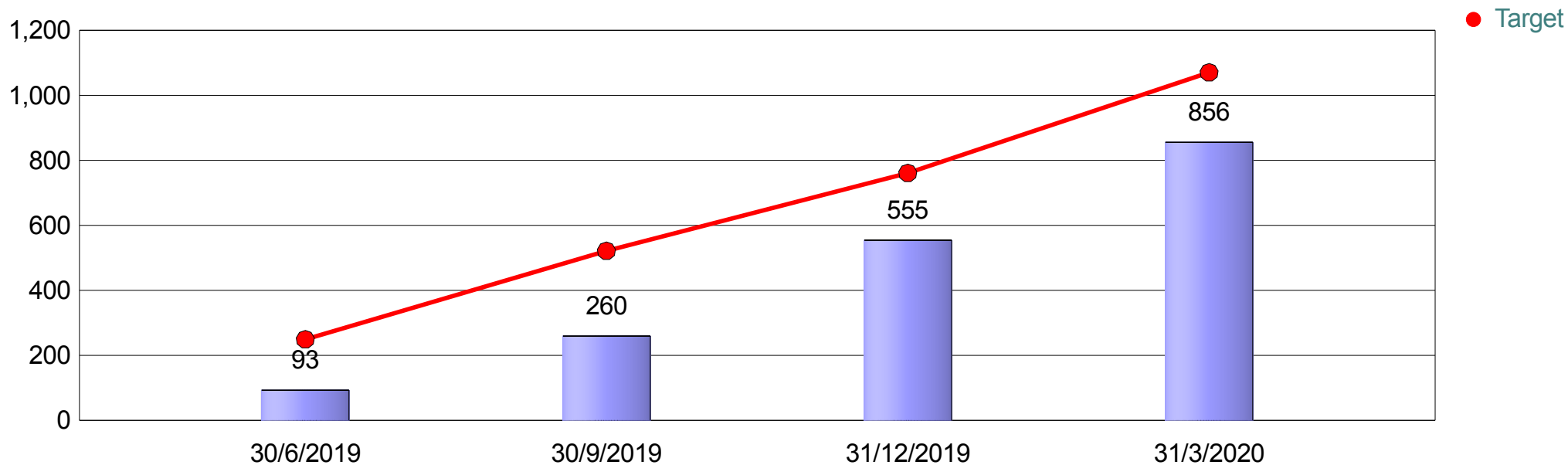
Figures for the final quarter have been affected by Covid-19 and the associated closure of libraries. Access to digital resources has been increasing over the course of the year, and has increased particularly significantly since the closure of services due to Covid-19.

**Target Date**

no date available

No Benchmarking Available

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Neil Crabtree

Accountable Lead Follow Up Action

Due to Covid-19 on 20th March 2020 the Food Standards Agency instructed all Local Authorities to stop carrying out food inspections to reduce unnecessary footfall in food businesses and ensure resources were redirected to deal with Covid-19. The FSA have reviewed and further instruction issued to suspend all inspections until the 17th July 2020 at the earliest.

Director Assurance

Carol Brown

The figure recognises the impact of current Covid-19 restrictions.

Target Date

no date available

No Benchmarking Available

Accountable Lead

Craig Dale

Follow-up Action

Due to Covid-19 we have moved to a temporary weekly refuse collection only, this is to ensure that we maintain a collection of the most essential waste produced. This is on the back of reduced staffing numbers and the need to protect those staff in work. This will affect our recycling rate significantly.

Target Date

no date available

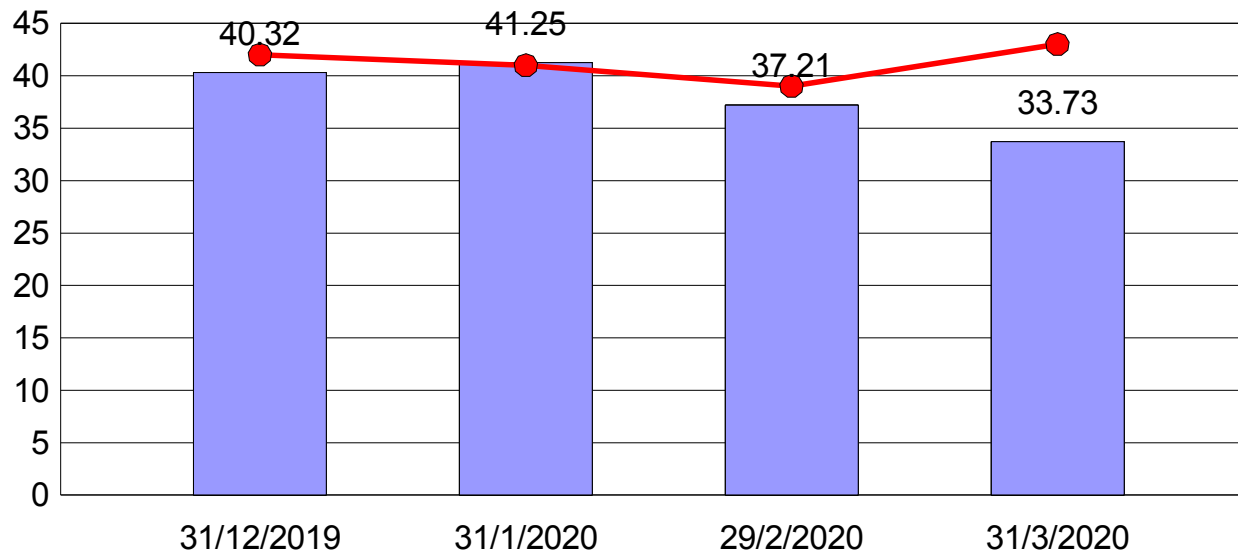
Director Assurance

Carol Brown

The temporary measures put in place will inevitably impact on the out turn figure. This will be reflected in the annual position. The reinstatement of recycling collections is programmed from the 27th April 2020.

Current and Previous Performance

● Target



Benchmarking Period  
Financial year

01 Apr 18  
to  
31 Mar 19

Updated  
Annually

Averages

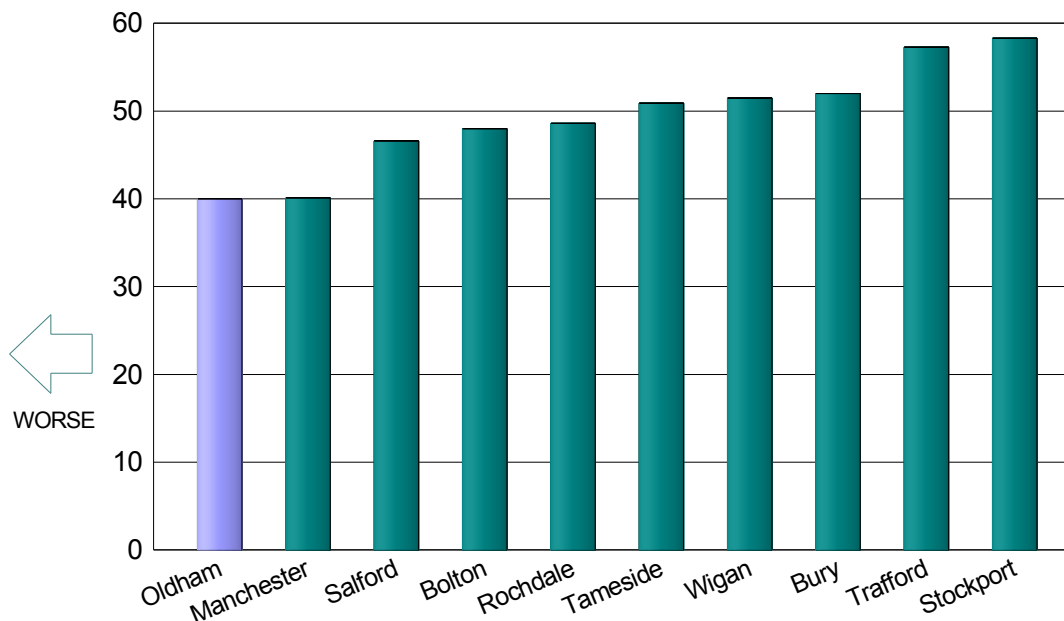
Geographical neighbours 43.78

English authorities 41.97

GMCA 49.33

CIPFA nearest neighbours 41.17

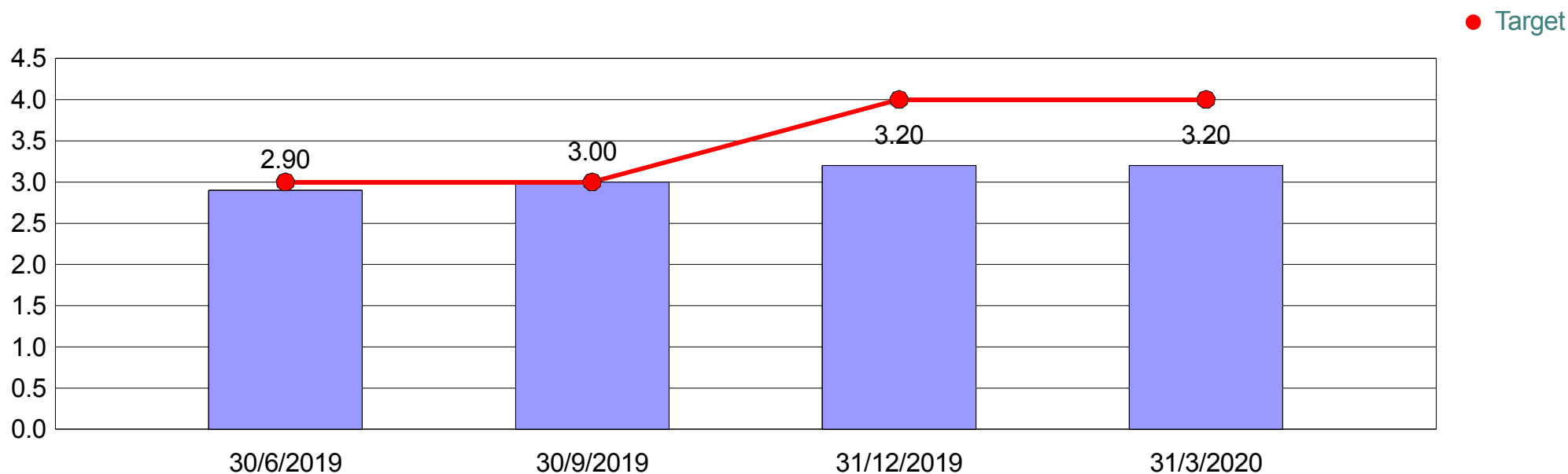
Benchmarking Definition : Percentage of household waste sent for reuse, recycling and composting (annual) (%)



← WORSE

→ BETTER

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Jayne Ratcliffe

Target Date

31 Jul 2020

No Benchmarking Available

Accountable Lead Follow Up Action

Immediately prior to Covid escalation, a paper was due to be finalised for JLT which linked an update on the work of the Oldham Learning Disability & Autism Employment workstreams, 'Routes to Employment'; the intentions around workforce training and development around neurodiversity; and the NICE (Neuro-diverse Inclusivity Caring Employer) Kytemark corporate intention for recruitment in the Council. As a workstream, we have been working with partners across Oldham and GM to focus on increasing the employment opportunities for adults with learning disabilities and/ or autism. This includes supported employment schemes, internships, apprenticeships and placements, as well as vocational training and shadowing. The various support services have been mapped in the locality and the working group includes representatives from each service. A Supported Employment Scheme via Pure Innovations was due to start in Oldham in April, but has been put on hold during covid lockdown. This is a 3 year scheme funded by GM and ESF monies.

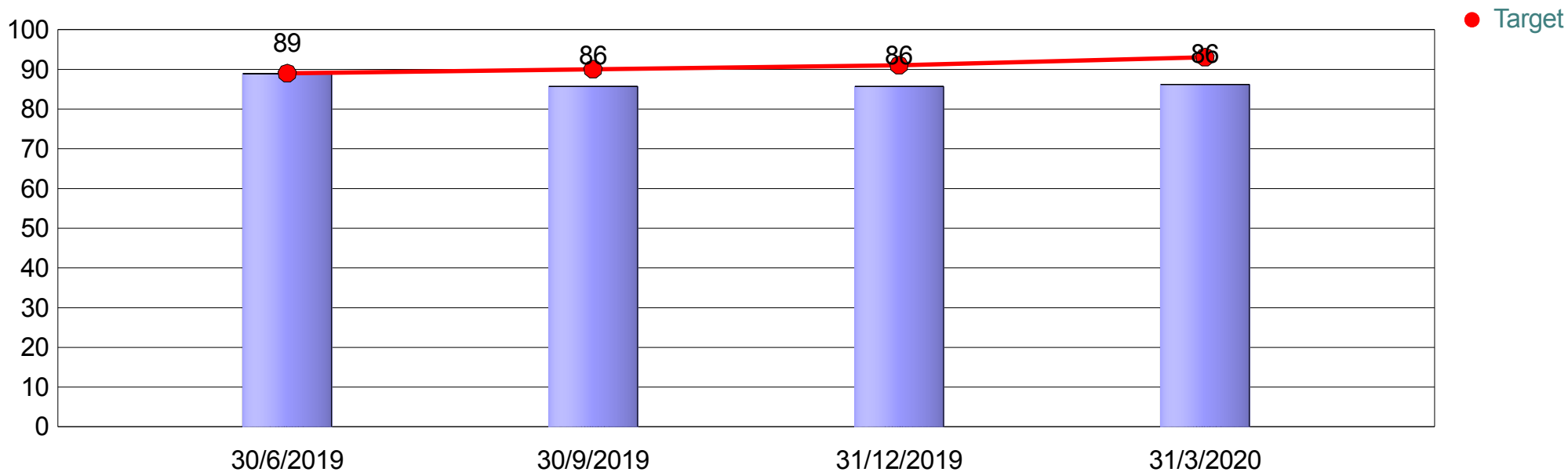
Director Assurance

Mark Warren

Some successful work and progress has already been achieved on this workstream however unfortunately owing to Covid escalation this has now been delayed.



**Current and Previous Performance**



**Follow Up Action and Assurance Details**

**Accountable Lead**

Helen Ramsden

**Target Date**

31 Jul 2020

No Benchmarking Available

**Accountable Lead Follow Up Action**

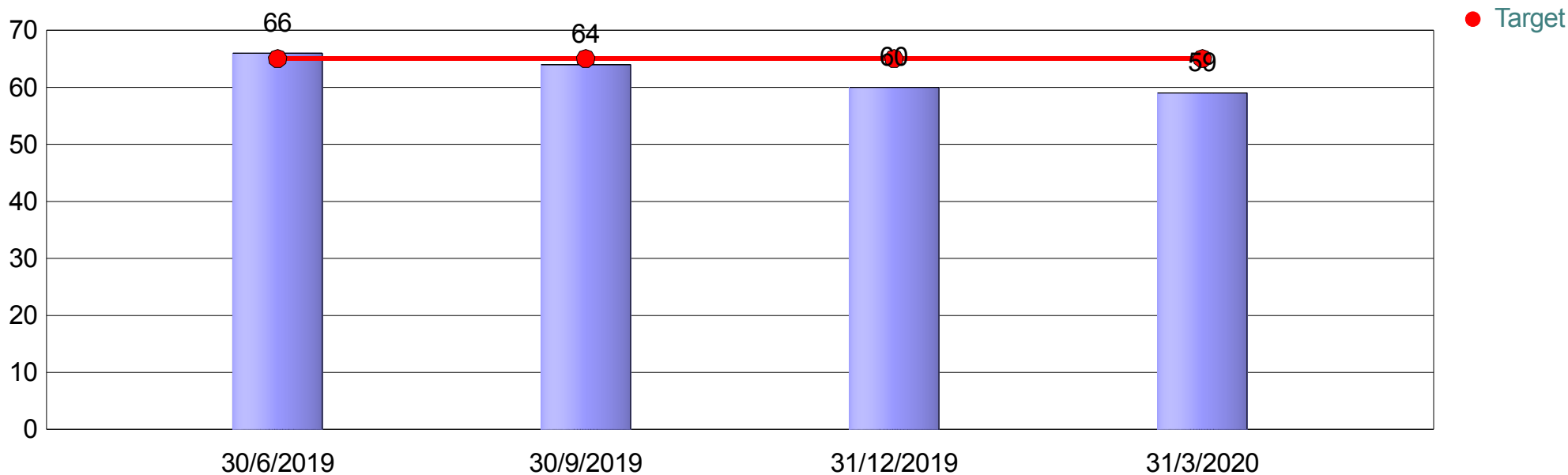
Due to significant restrictions in activity from mid March onwards, as a result of covid-19, including the cessation of CQC inspections for ratings purposes, we have been unable to affect any change on the CQC rating of providers. Where improvement plans were already in place, these are, as far as is possible, being monitored and updated virtually, but any improvements in provider performance will not have any impact on the CQC rating of the service until the regulators resume their inspection activity. At this point, that timescale is not known. We are continuing to undertake safeguarding and quality monitoring activity, with much of this occurring virtually where possible, and addressing any concerns arising as a result.

**Director Assurance**

Mark Warren

At present, due to COVID -19, we are unable to affect any change on the CQC rating of providers. Safeguarding and quality monitoring work continues to provide assurance and any concerns raised are addressed and monitored.

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Bruce Penhale

Target Date

30 Jun 2020

No Benchmarking Available

Accountable Lead Follow Up Action

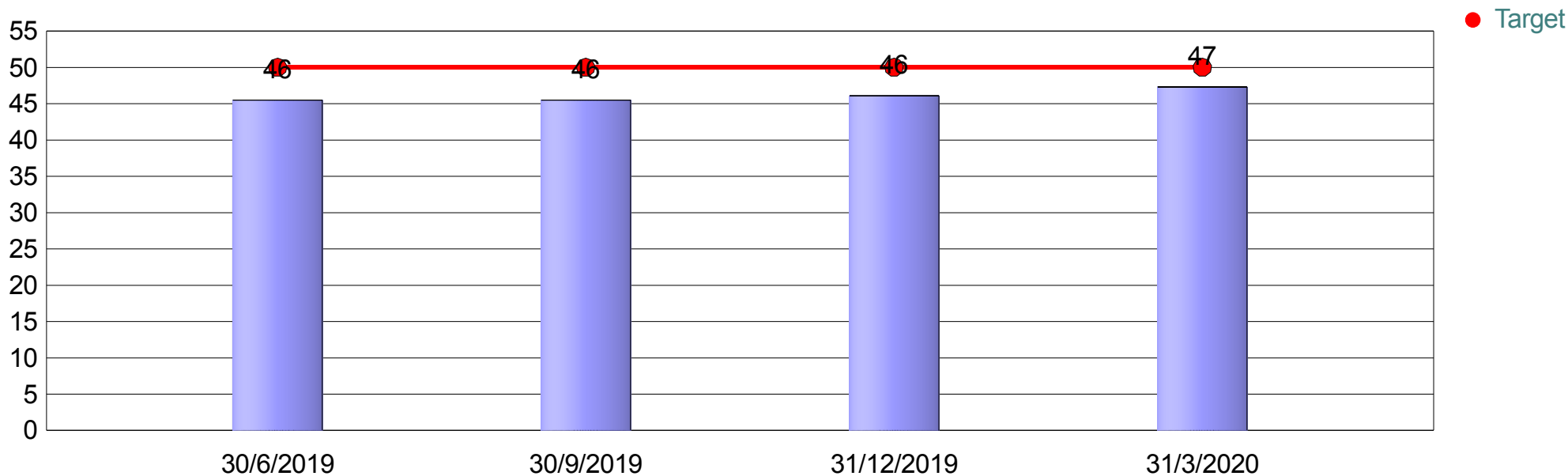
Current position: This is a complex measure which incorporates information about Early Help Assessment scores for all members of the family. Although still below target, in month data shows an improvement in performance over February (63.6%) and March (62%).  
 Action: Detailed analysis has been undertaken to understand the drivers of the decline in performance. It is clear that this is particularly associated with an increase in the percentage of cases where someone has failed to give up smoking, or where worklessness remains a problem. A more detailed write up of this and an improvement plan are in preparation. But it is also clear that the current measure is not fit for purpose in measuring the impact of Early Help support on children's lives, and part of the plan is to develop an indicator which more effectively achieves this.

Director Assurance

Elaine Devaney

The indicator has been skewed during Covid due to the impact on employment and smoking outcomes. Upon evaluating the other factors and interventions received from assessment to case closure, feedback from families shows a positive picture of the impact and progress on children and family's lives.

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Rebecca Fletcher

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

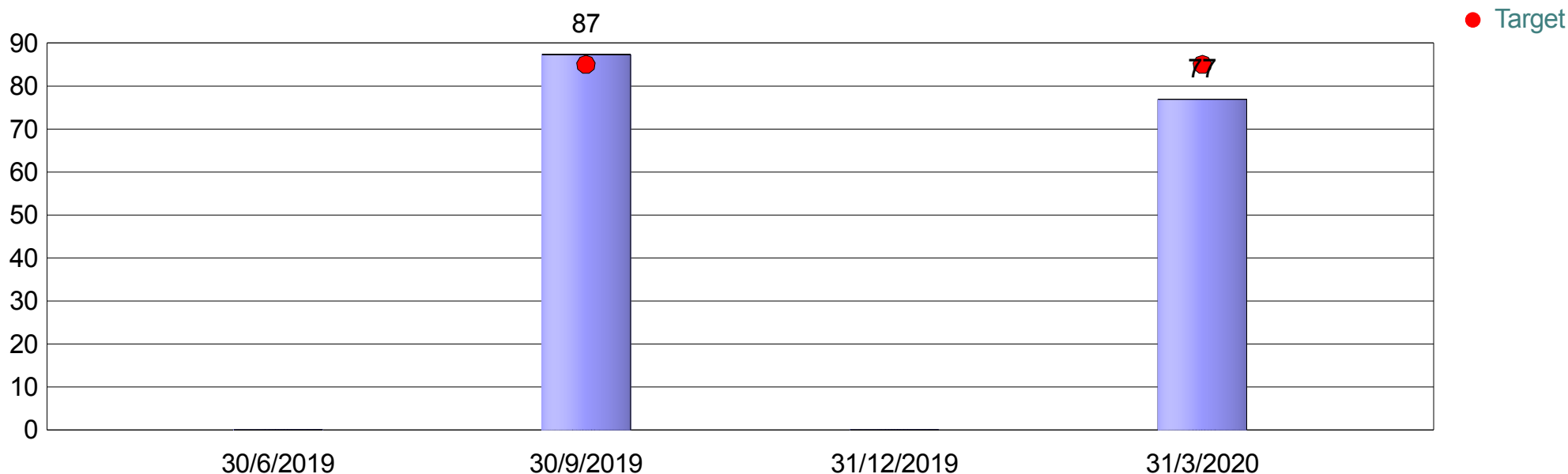
We missed the end of year target by 2.7 percentage points. In order to improve access to smoking cessation in the coming year, we are implementing NRT via a pharmacy scheme and have moved our smoking in pregnancy service into the midwifery service. This will ensure that our smoking cessation offer will focus on other vulnerable groups. We were out to tender a new health improvement service (including smoking cessation) but this is currently on hold due to COVID-19. This specification includes a focus on smoking and an increased budget.

Director Assurance

Katrina Stephens

Work to improve uptake & access with stop smoking service (part of Early Help) continues. A process of redesign & retendering had commenced prior to lockdown. Ambition for redesigned service is to improve access to stop smoking supp & increase quit rates, particularly in groups with the highest rates

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Paula Healey

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

The annualised uptake rate for the two-year old entitlement is 75.6%. This represents a slight increase on the previous year (73%) but is significantly below the 85% level reached in 2017/18. It is reflective of a national decline.

It should be noted that baseline against which two-year old uptake is measured is provided by the DfE, based on lists of potentially eligible parents drawn from the DWP and Universal Credit claims. However, the DfE has been unable to supply complete data since November last year. Therefore, there is a significant margin for error in the uptake rates reported.

Uptake has remained largely consistent but has not recovered to the previous level for several reasons:

- The impact of the 30 hours free childcare policy on places for two-year olds continues to be reported by many LA's as a factor in falling 2 year-old uptake,
- Capacity within the Right Start commission has continued to be at a premium and has forced new ways of working. For example an appointment system has been introduced for parents in need of support with the eligibility-checking process, rather than an open drop-in approach.
- On-going issues with data sharing between the Council and the Bridgewater Healthcare Trust System1, which means that 'live' engagement data to enable close monitoring of uptake and consequent targeting of resources is limited.

Director Assurance

Matt Bulmer

Whilst the target of 85% has not been met, it should be noted that baseline against which two-year old uptake is measured is provided by the DfE, based on lists of potentially eligible parents drawn from the DWP and Universal Credit claims. The DfE has been unable to supply complete data since November last year. Therefore, there is a significant margin for error in the uptake rates reported.

There will be no national data this year due to Covid-19. The DfE have temporarily stopped providing data on eligible children. A recovery plan is being developed for September 2020.

**Red Measure**

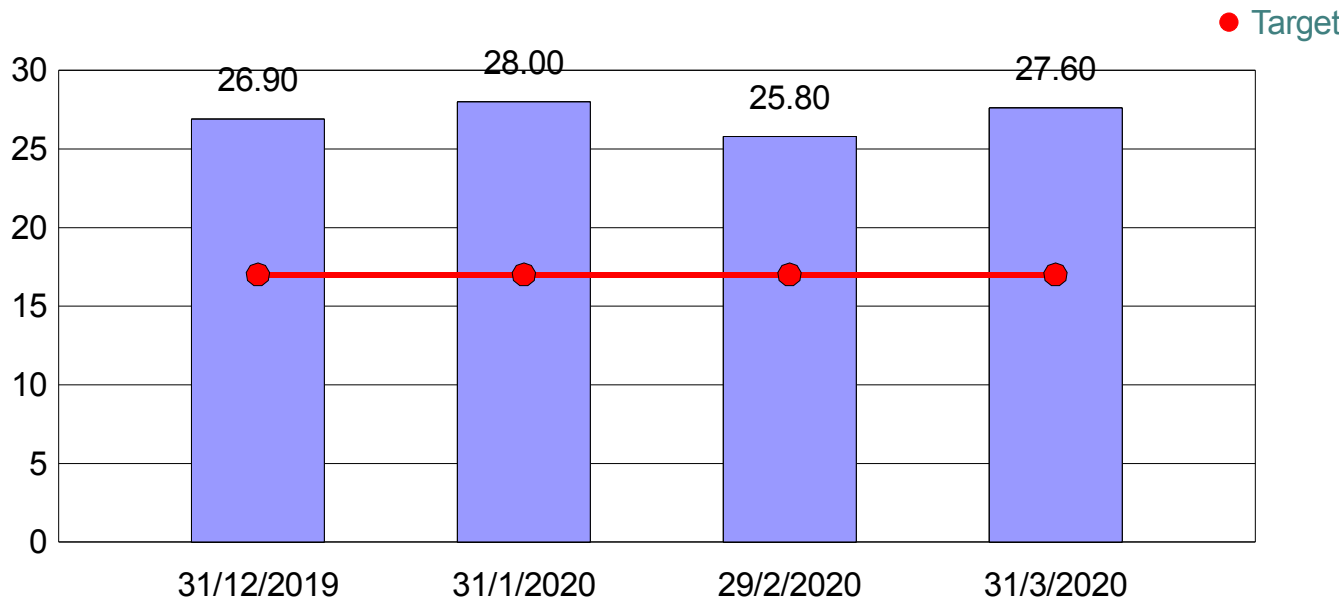
M664 Percentage of referrals which are repeat referrals to Children's Social Care (rolling 12 months)

**Follow Up Action and Assurance Details**

Accountable Lead

Gemma Gerrish

**Current and Previous Performance**



**Follow-up Action**

Current position: The re-referral rate had shown signs of improved performance at 17-19% in month in Jan and Feb, which is within the expected target. However, March performance showed an increase in re-referral rate to 23.9% which is considered as a result of overall reduction in contacts (number of referrals 65% of those received Jan and Feb) and impact of early requests for support during COVID-19 being incorrectly directed to the MASH.

Action: All Children's Social Care (CSC) Assessments that result in No Further Action are reviewed by their Head of Service and there is joint challenge around any referral query. We are actively reviewing partner's conversion rate to identify trends indicating need for training or support. As a result of action taken to improve our processes, there is better integration between Early Help, MASH and Children's Social Care Teams. Any case that has been referred back to CSC, is evaluated by the Head of Service. Assessment quality is also a key factor – high quality assessment and intervention leads to less likely requirement for return to CSC as a re-referral and two key elements for improvement in progress are: monthly Social Work Practice and Trend Forums alongside the launch of new Practice Standards. Daily Risk Meeting in MASH has also established multi-agency review to ensure improved holistic consideration of threshold response.

**Director Assurance**

Elaine Devaney

Performance tools have been developed and launched to effectively analyse child level data. Training has been rolled out to support staff usage of the new tools. More Early Help referrals due to Covid has impacted the referrals into MASH which has also affected the percentage of repeat referrals.

**Benchmarking Period**  
Financial year

01 Apr 18  
to  
31 Mar 19

Updated  
Annually

**Averages**

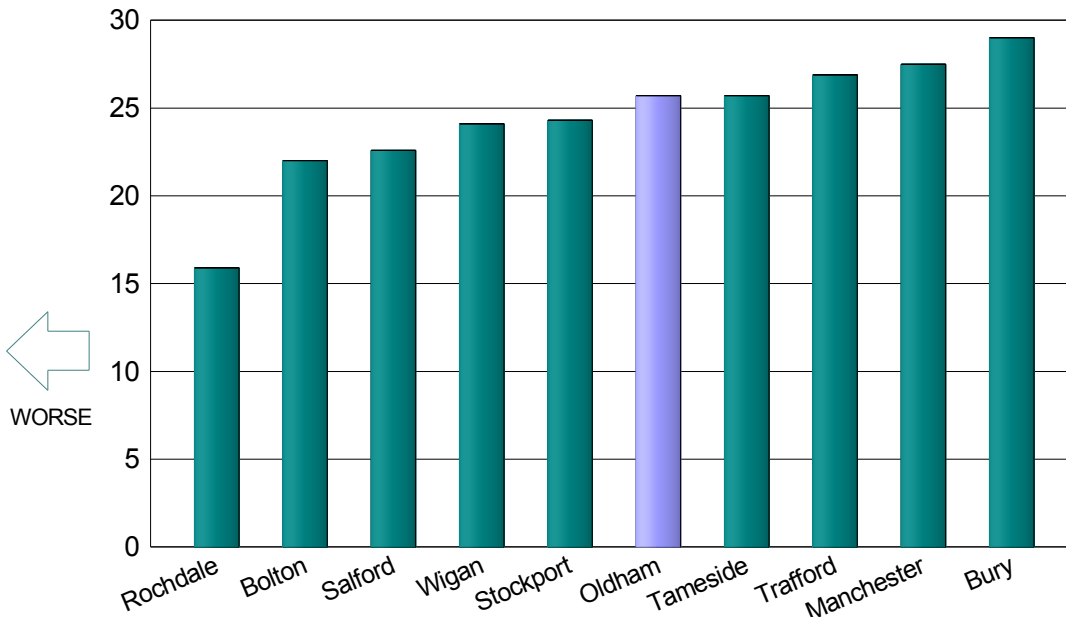
Geographical neighbours 22.7

English authorities 20.7

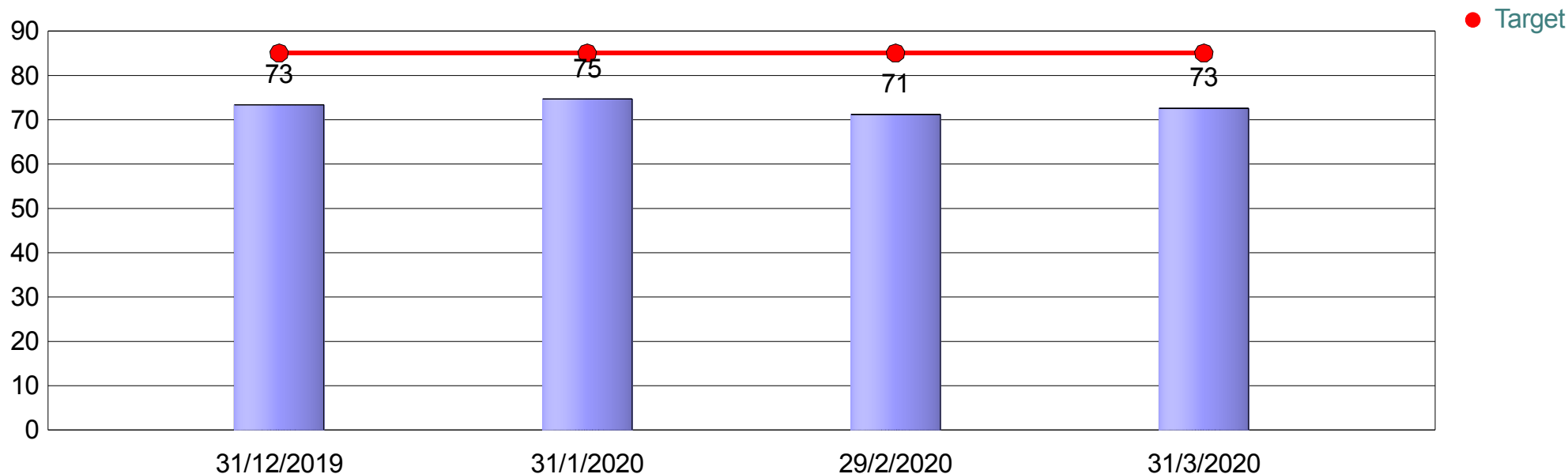
GMCA 24.4

CIPFA nearest neighbours 22.1

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



Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Gemma Gerrish

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

Current position: There remains challenge as in month timeliness of assessments is slightly below the expected target at 82.4%. This is above statistical neighbours at 80.7% but below the England average of 83.1%. There is improved performance from the previous two months which needs to be sustained to improve the corporate target.  
 Action: The service has received significant investment to fill outstanding vacancies across Children's Social Care and the staffing position has improved overall. This has led to a reduction in caseloads to improve social work capacity. To improve current performance, team managers are scrutinising and challenging both individual and team performance on a daily basis through improved performance reporting. Where there is a concern that timescales may not be met, the Head of Service is putting in place action plans with timescales for completion to ensure that families are receiving timely assessment and interventions. New Practice Standards are being launched with increased expectation on assessments to offer time for management oversight to ensure improved quality and timeliness. It is notable that this measure is closely linked with the re-referral measure – a careful balance between timeliness and quality is needed as data trends indicate a risk of re-referral where timeliness of assessment improves without appropriate scrutiny and challenge.

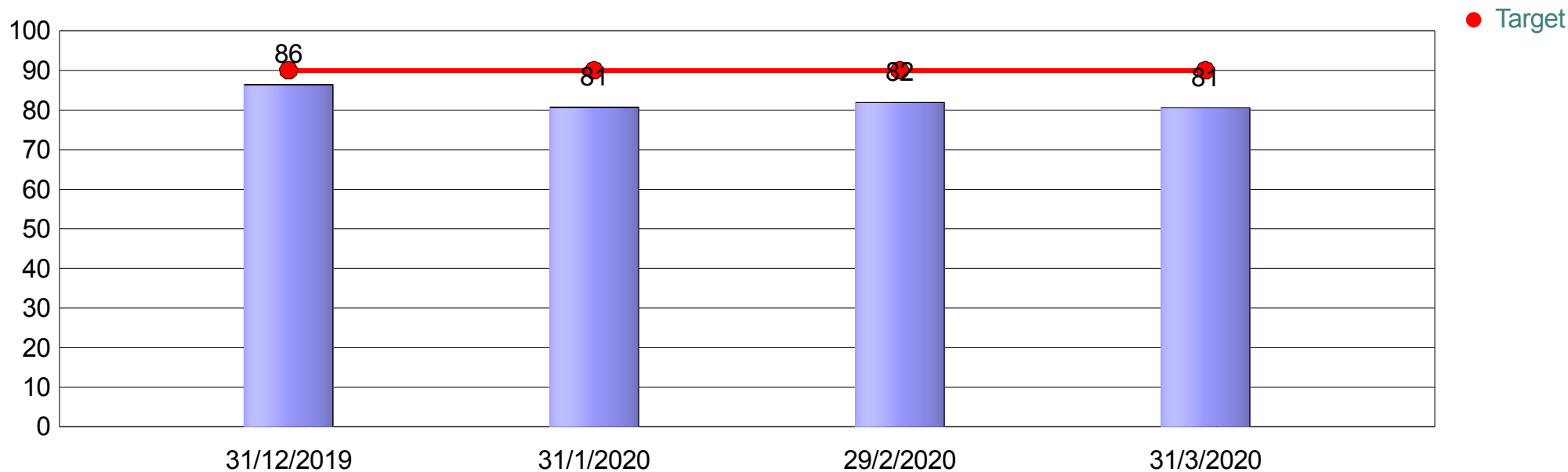
Director Assurance

Elaine Devaney

The service is in the process of recruiting permanent staff to support the quality and timeliness of assessments. Practice standards have been reviewed and the implementation process will be rolled out over the next month.

M683 Percentage of ICPCs that take place within 15 working days of a strategy discussion, or the strategy discussion at which section 47 enquiries were initiated if more than one has been held (rolling 12 months)

**Current and Previous Performance**



**Follow Up Action and Assurance Details**

**Accountable Lead**

Francine Salem

**Target Date**

no date available

No Benchmarking Available

**Accountable Lead Follow Up Action**

The timeliness of ICPCs within 15 working days is 80% which is below the target of 90%. Our performance remains above Statistical Neighbours and England for the last 11 months. A factor impacting our ability to reach our target was an operational direction to allow up to 8 days before a notification was sent to the Safeguarding Team to request a conference. This practice had adversely impacted on timeliness.

Actions: In January 2020 this process changed with the expectation that notifications should be sent on the day of the strategy discussion at which the S47 was initiated (as per Working Together 2018 Guidance). This has led to a 36% improvement from January. The practice of Child Protection chairs providing “consultation” has also been removed from the process in order to remove any barriers to timeliness. However, robust discussions and challenge continue to take place regarding the appropriateness of proceeding to an ICPC. The newly developed S47 performance report is supporting the Safeguarding Team to proactively monitor and track any S47s that are ongoing/open that have not been the subject of a notification.

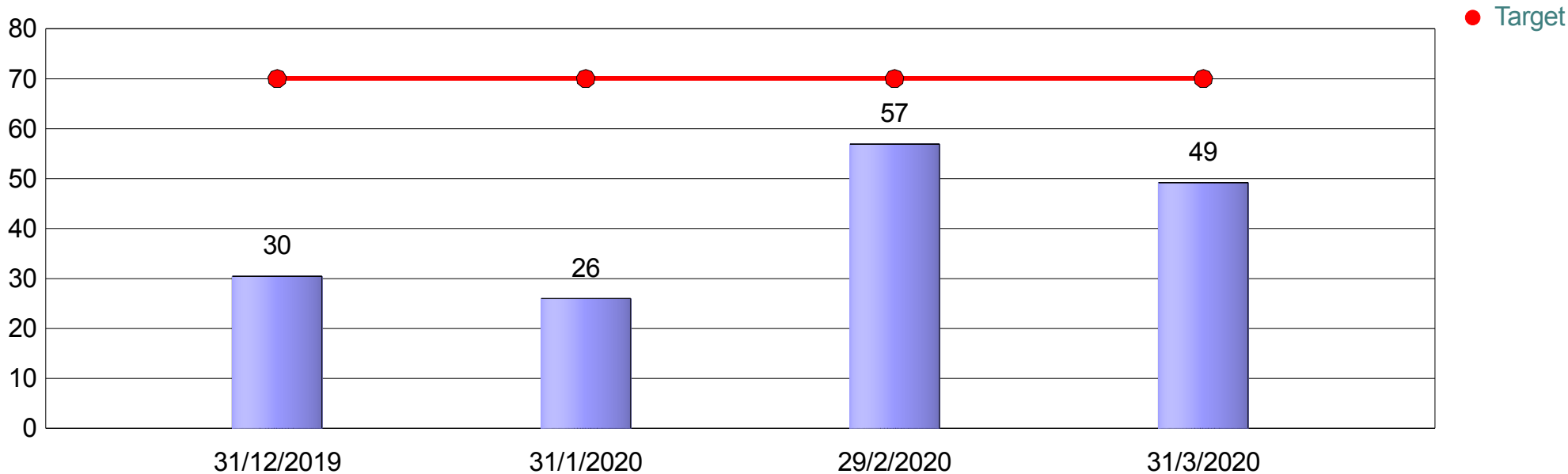
Further action: changes are planned within the Mosaic system during spring 2020 which will change the S47 workflow to include a “request” for conference following management oversight to include the list of potential invitees to conference to speed up the process

**Director Assurance**

Elaine Devaney

The ICPC process has been reviewed to improve the timeliness and quality of S47s. In the initial weeks of Covid there was an impact on the process that affected the figure this month. This has been resolved with additional daily scrutiny and improvement to the process that supports ICPC timescales.

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Paula Green

Target Date

31 Mar 2020

No Benchmarking Available

Accountable Lead Follow Up Action

The cumulative % for timeliness on annual review paperwork has decreased due to Covid-19. They have been informed that ARs still need to take place and a virtual process has been devised by the LA to ensure this happens.

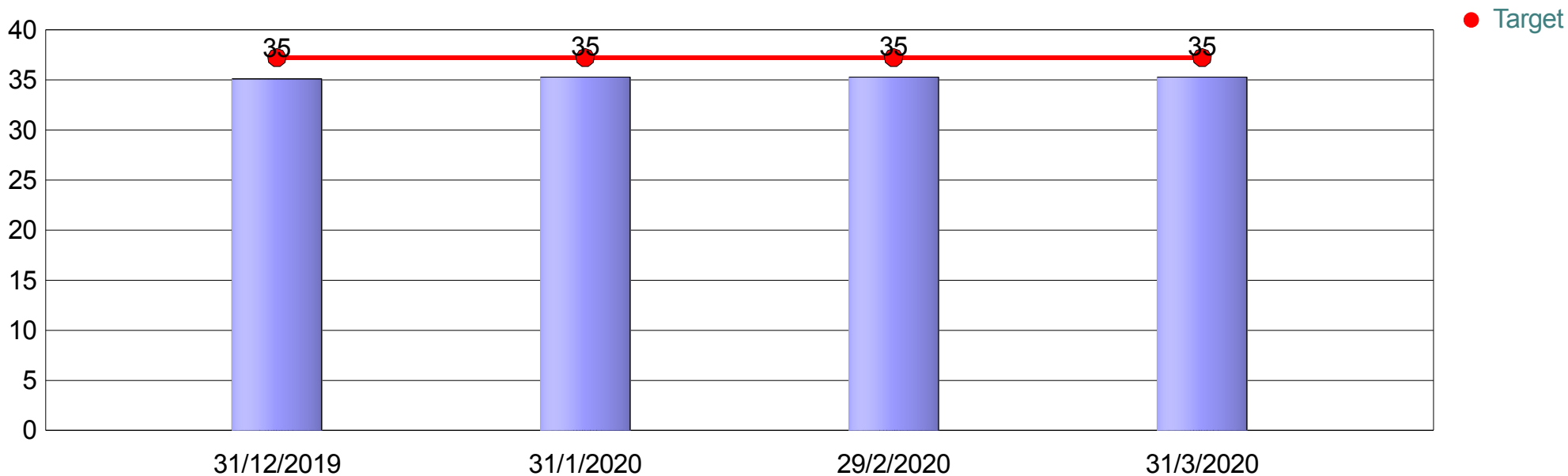
Director Assurance

Tony Shepherd

The team have now established a robust virtual model which involved all partners and we anticipate an improvement in the percentage moving in to the summer months, not withstanding Covid-19.



Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Adrian Calvert

Target Date

31 Mar 2020

No Benchmarking Available

Accountable Lead Follow Up Action

The outcomes were not as high as we would have hoped and we have continued to work with the schools, academies and the regional schools commissioner in a coordinated approach to support the schools and academies. There will be no national reporting of KS4 outcomes this academic year due to the Covid-19 pandemic.

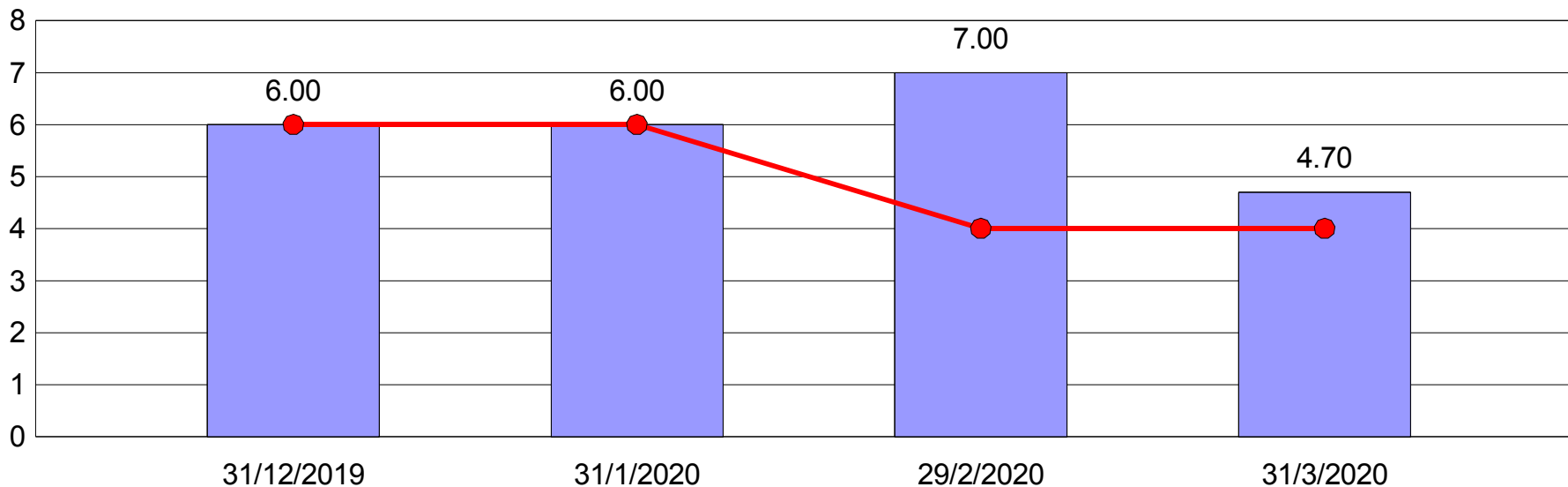
Director Assurance

Matt Bulmer

Although predicted data was suggesting there would be improvement across both English and Maths in September 2020. There will be no national data this academic year due to Covid-19.

Current and Previous Performance

● Target



Follow Up Action and Assurance Details

Accountable Lead

Carol Brown

Target Date

31 Mar 2020

No Benchmarking Available

Accountable Lead Follow Up Action

The target of 4 was set as a stretch target and does not reflect this years capital programme as set to improve secondary routes and this indicator focuses on the improvement of primary routes.

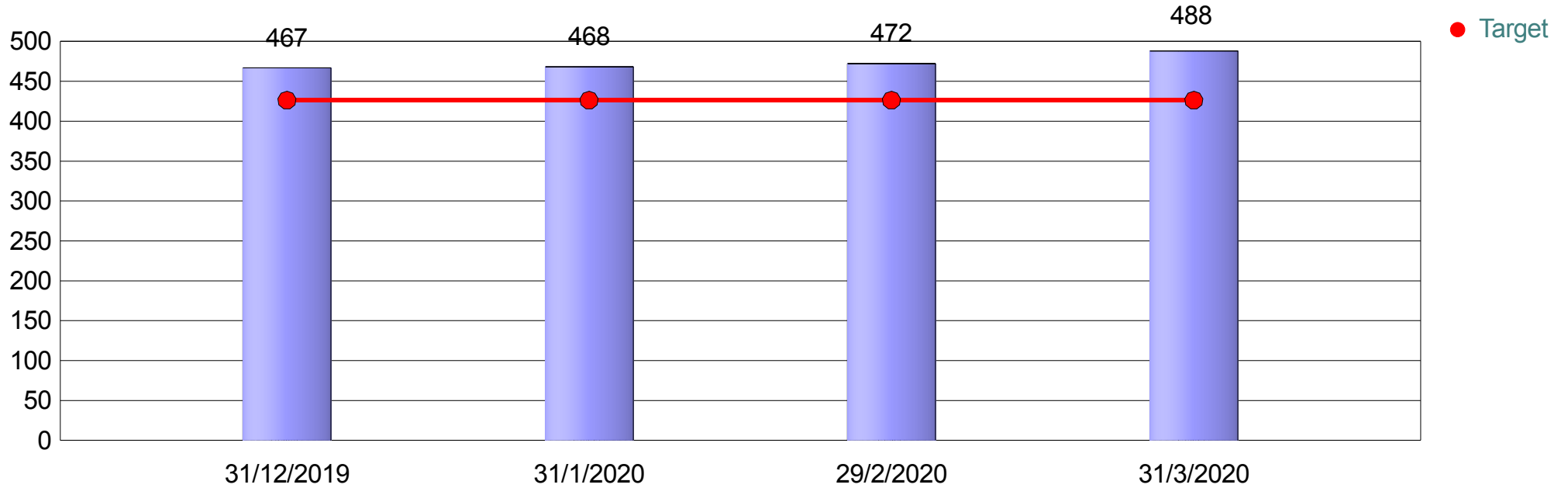
The final out turn however does demonstrate an improvement on the previous year which reflects the extended thin surfacing programme.

Director Assurance

Carol Brown

See Accountable Lead Follow Up Action comments

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Sara Scholey

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

Current position: Performance is above our target and Statistical Neighbours (486 days). Children ceasing being Looked After through Adoption in the last 6 months equates to 9 children; 3 children are above A1 timescales, with 2 children significantly exceeding time expectations due to complex issues relating to poor historical practice. This has an impact on our recording of timeliness as smaller numbers are considered within this 3 year rolling period, and the significant delay on a small number of historical cases will continue to impact for a period.

Actions: We have made progress over the last 3 months in seeking greater focus on early permanence with robust management oversight on timeliness of the pre-proceedings and care proceedings process, which will have a positive impact as this embeds and reduces our A1 timeliness to within target. All our current pre-proceedings work is now tracked on a minimum 4 weekly basis and only one family pre-proceedings plan is currently exceeding the recommended 6 month period due to seeking to ensure robust assessment. Our pre-proceedings work looks to ensure front loading of all assessments to enable focussed intervention or to ensure timely conclusion of any required care proceedings. A monthly panel chaired by the Assistant Director has commenced to ensure effective and regular oversight of our Early Permanence.

Director Assurance

Elaine Devaney

Permanence planning oversight has been reviewed and is monitored monthly. We are seeing progress in the timeliness of children entering care being placed with adoptive families. We have also improved the timeliness of public law outline concluding court cases within 26 weeks.

# Appendix IV - Risks associated with Actions

Details of any Red risks will appear below the matrices

All risks

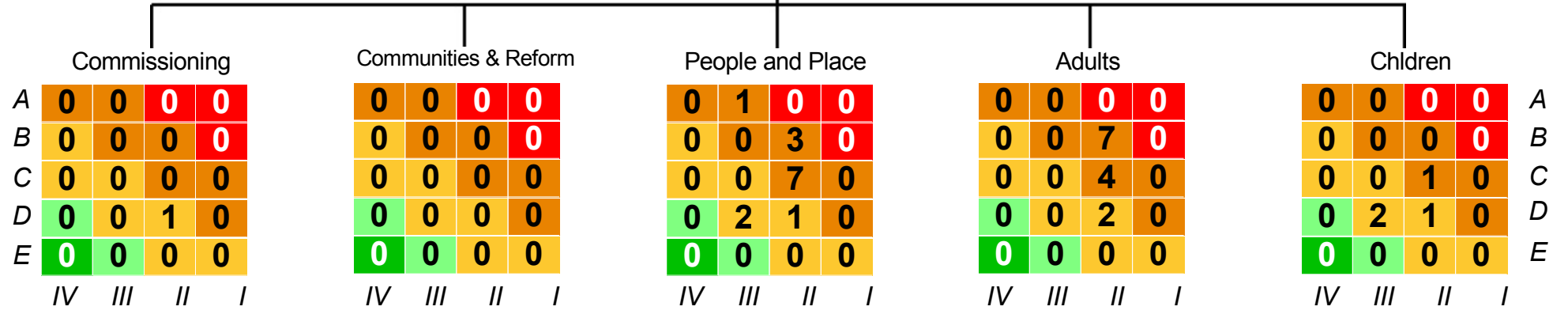
A	0	1	0	0
B	0	0	10	0
C	0	0	12	0
D	0	4	5	0
E	0	0	0	0
	IV	III	II	I

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)

<b>Measure Name</b>	<b>Amendment</b>
	None requested this month.

Action amendment(s)

<b>Action Name</b>	<b>Amendment</b>
	None requested this month.