

Report to Cabinet

Council Performance Report March 2021

Portfolio Holder:

Councillor Jean Stretton, Corporate Services

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Date: 21 June 2021

Reason for Decision

The purpose of this report is to allow:

- The review of Council Performance for March 2021
- 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 2019) **237,110** 

Male 49.3% Female 50.7%

Aged 0-15 22.5% Aged 16-64 61.3% Aged 65+ 16.2%

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**

71.1% Employment Rate
12.2% Out of Work Benefits
10.0% Unemployment
5.7% ESA Benefits

CACI 2019/DWP 2019/Nomis 2020



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

56.9% 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% 5 GCSEs A*-C (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

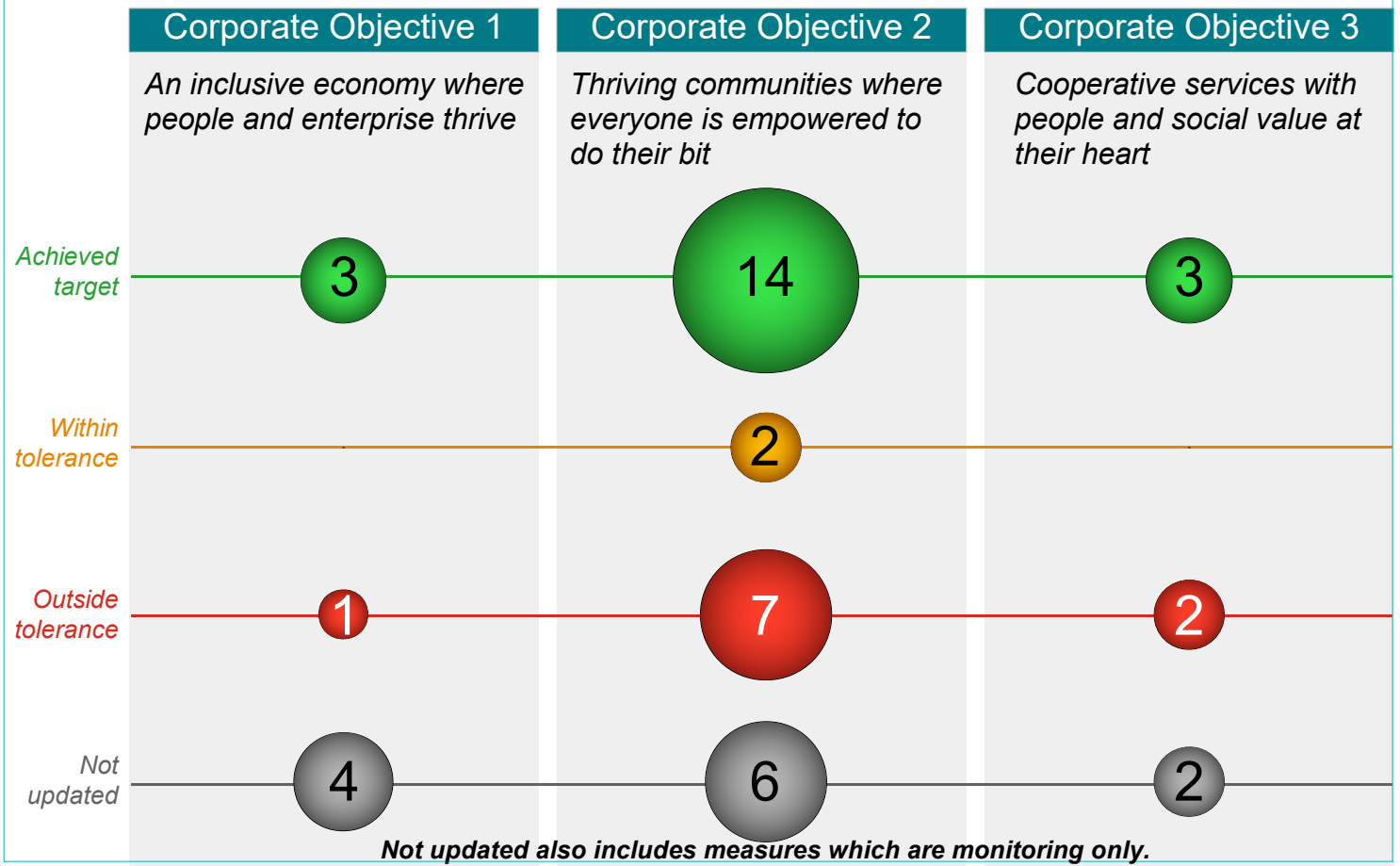
Satisfied with Local Area **71%** 

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

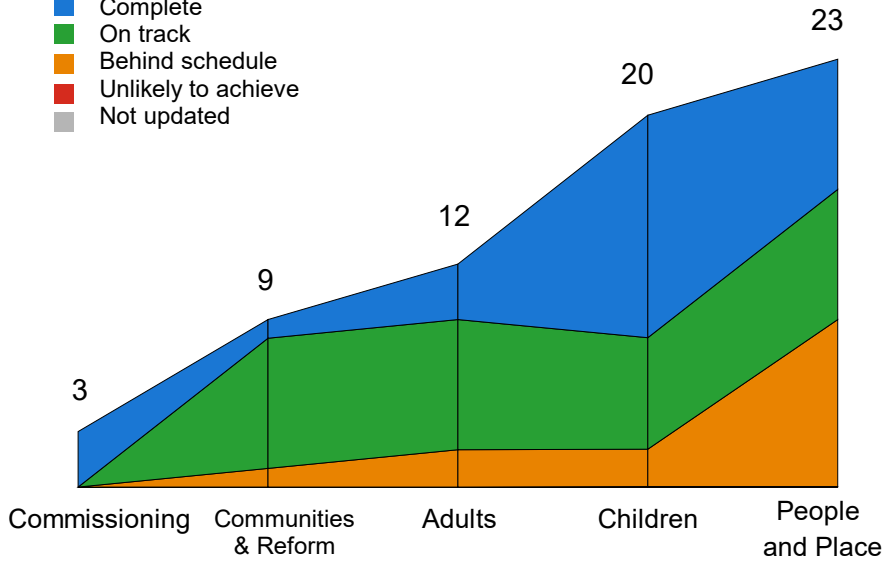
Details in Appendices I and II



Action Summary

Details in Appendix III

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



Comment

As anticipated, performance in 2021 has continued to be affected by Covid-19. Ongoing restrictions have impacted on the achievement of a number of performance measures. Whilst this was expected, a decision was made to continue to report against measures to demonstrate both the impact and challenges the pandemic has had locally. A Covid Recovery Strategy has been developed, outlining the priorities to support our recovery from the pandemic and will include revised performance measures which consider our current position.

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	0	0	0
B	0	0	10	0	0	1	9	0	0	1	10	0	0	1	10	0
C	0	0	15	0	0	0	14	0	0	0	12	0	0	0	12	0
D	1	3	4	0	1	0	5	0	1	0	5	0	0	0	3	0
E	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Impact

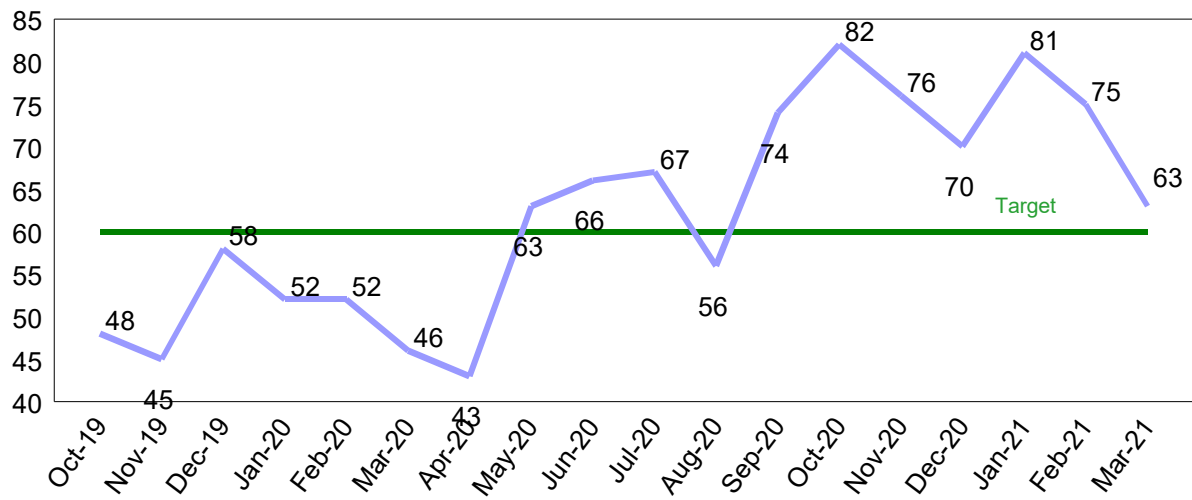
- I Catastrophic
- II Critical
- III Marginal
- IV Negligible

Likelihood

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

RAG-rated Performance Measure Trend (March 2021)

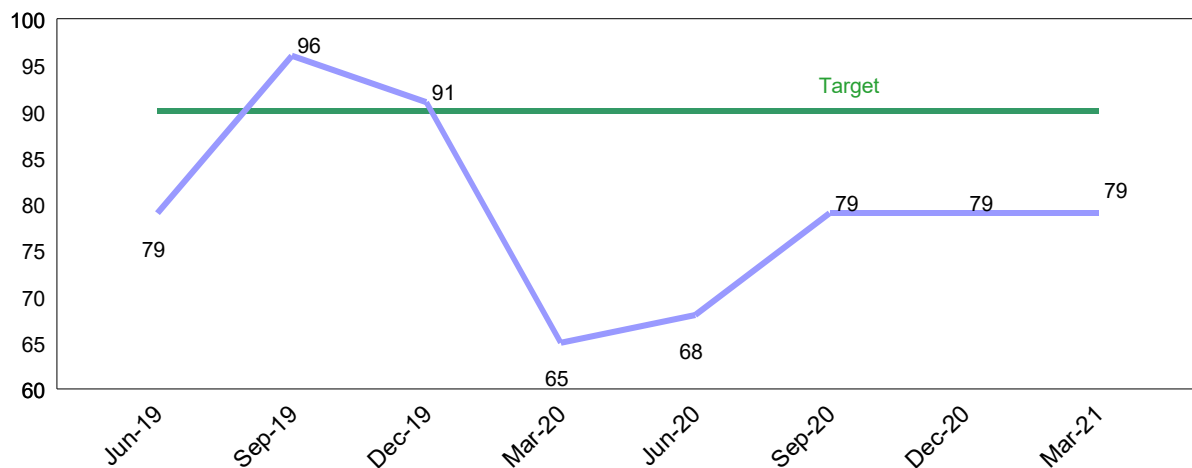
Performance Measures that achieved their target as a percentage of all reported Performance Measures. The aim is for 60% or more of the Performance Measures to have met their target.



	Prev. Quarter (Dec 20)	This Quarter (Mar 21)
No Update	1	3
> 5% off Target	5	10
Off Target	4	2
Achieved Target	23	20

Action Trend (March 2021)

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 20)	This Quarter (Mar 21)
No Update	0	0
Unlikely to achieve	0	0
Behind schedule	14	14
On track	33	27
Complete	21	27

SICKNESS (year to date)



average days lost to sickness

same period previous year



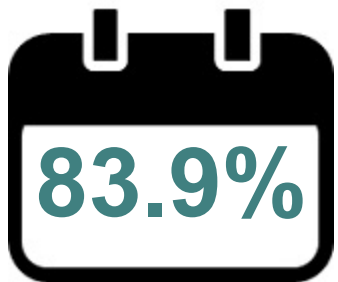
current trend



top 3 reasons

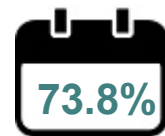
The top 3 reasons for sickness absence are Mental Health (3.13 days per FTE), Musculo-skeletal (2.16 days per FTE) and Heart and Blood related (0.5 days per FTE).

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 days in duration

TOP 5 REASONS FOR LEAVING (year to date)

152

Resignation

69

Redundancy

53

End of Contract

26

Retirement

21

No reason provided

year end 2019/20

Resignation	158
End of contract	48
Retirement	35
TUPE Transfer	30
Other	18

SICKNESS TOP 3 DIVISIONS (year to date)

1 Adult Social Care

12.09 days per FTE

2 Economy

10.90 days per FTE

3 Environmental Management

9.00 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)

12.0%



Staff turnover

same period previous year

12.7%



current trend



TURNOVER (rolling 12 months)

100.0%

of people still in post after 12 months



same period previous year

87.0%

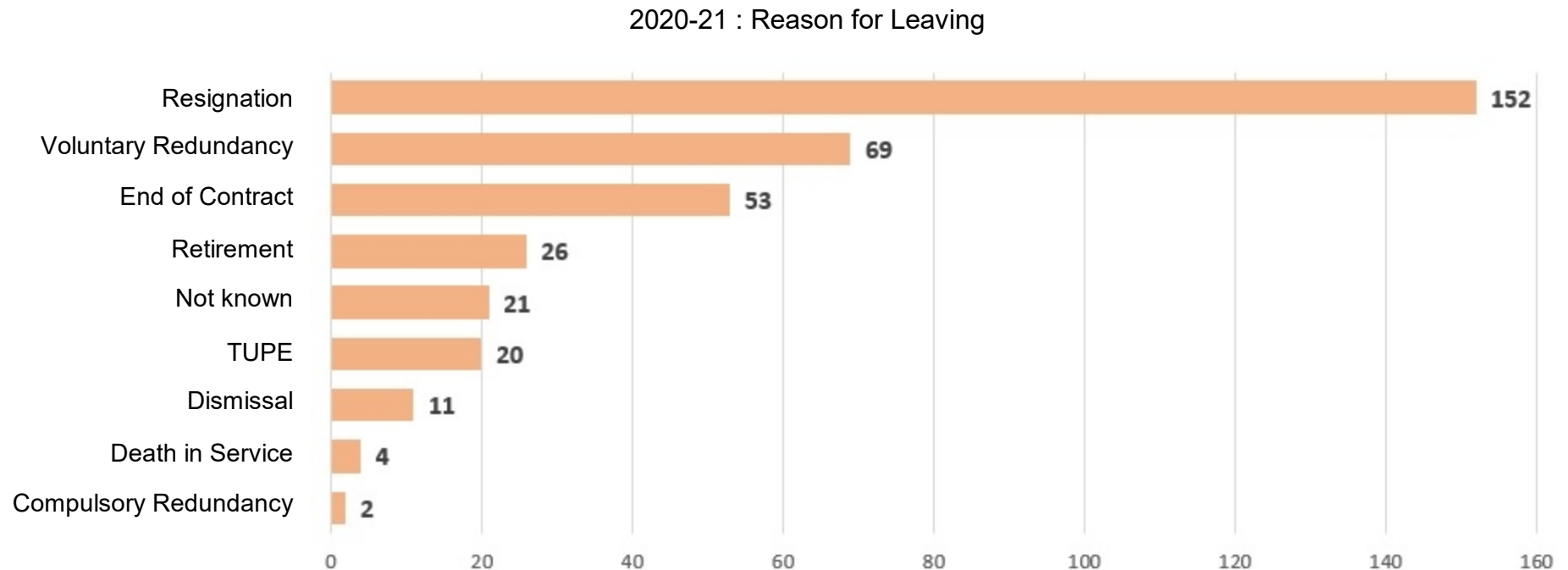
current trend



* 360 members of staff left the Council in the period from April 2020 – March 2021. This represents a turnover a rate of 11.96% which is lower than the UK average of 15% (the higher the turnover the more leavers an organisation has).

* The average length of service of leavers was 9.8 years which is significantly higher than the UK all industry average of 4.5 years.

* A significant proportion of leavers in the year 2020/21 left either through Voluntary Redundancy (VR) or Retirement (26% of all leavers). The high number of VRs follows a successful programme which ensured that the number of Compulsory Redundancies made through the budget reduction programme remained low.



* 43% (152) of leavers from the Council resigned from their position.

* Whilst resignations are sometimes unavoidable and part of any healthy organisation there are a number of workstreams of the workforce strategy that will target the reduction of unwanted resignations. The workstreams include:

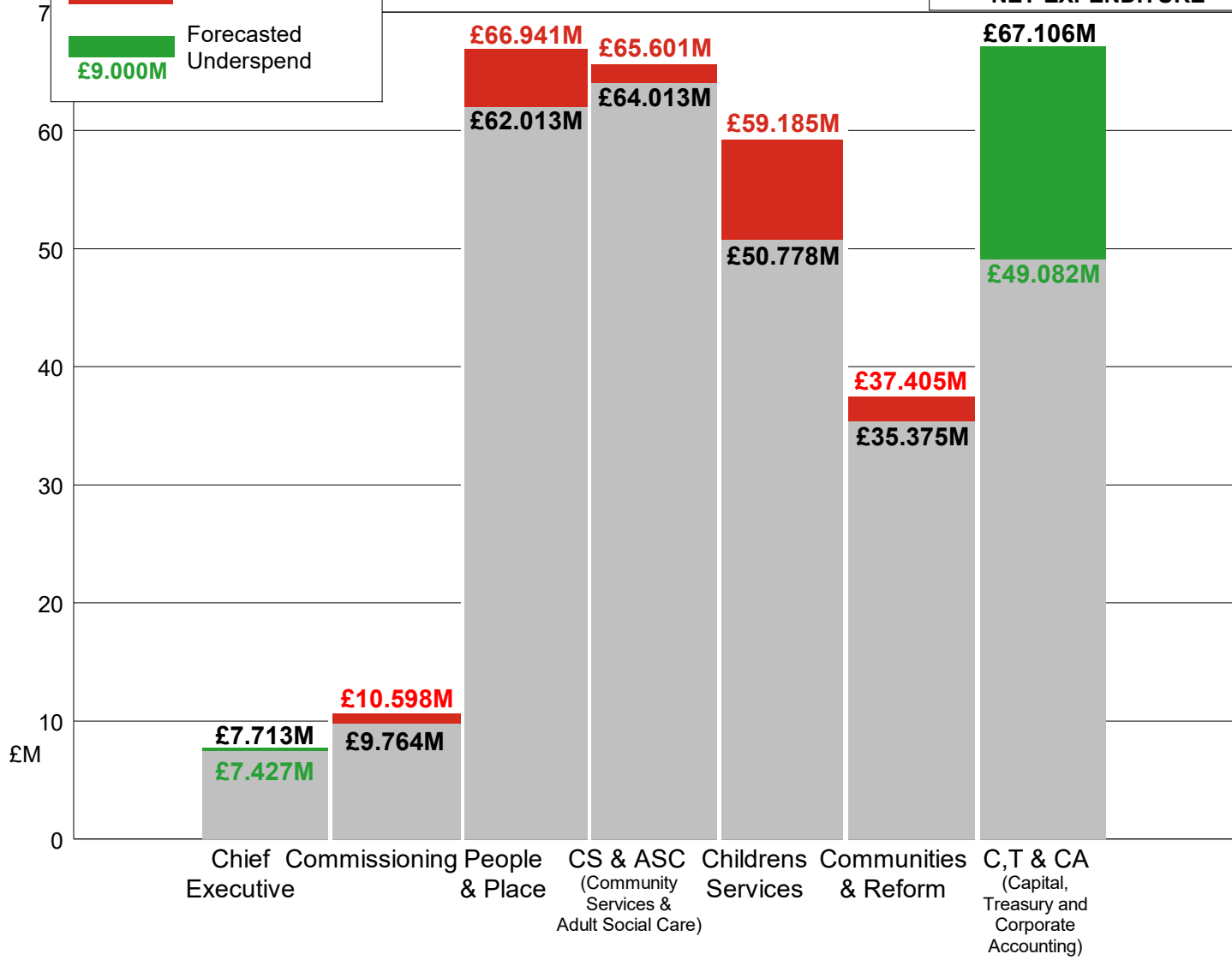
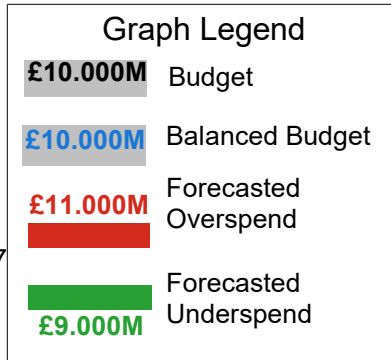
- The development of a Career Pathways and Talent Management approach to ensure all roles have clear career progression routes
- New skills and leadership development programmes to ensure all staff are supported to progress their career with the Council
- The revision of the #TeamOldham reward and benefits package to ensure we remain an attractive employer to work for
- Improving our exit interview process to better capture data on the reasons why employees leave

Resignations: Reason for Leaving	Leavers %	Numbers	Average Length of Service
Personal and/or Health Reasons	31.58%	48	7.0
Career progression	25.66%	39	6.4
Career change or retraining	20.39%	31	5.2
No longer liked the role	12.50%	19	4.3
Relocated	7.24%	11	4.7
Improved Salary or Benefits	2.63%	4	1.6
			5.83

Budget Forecast

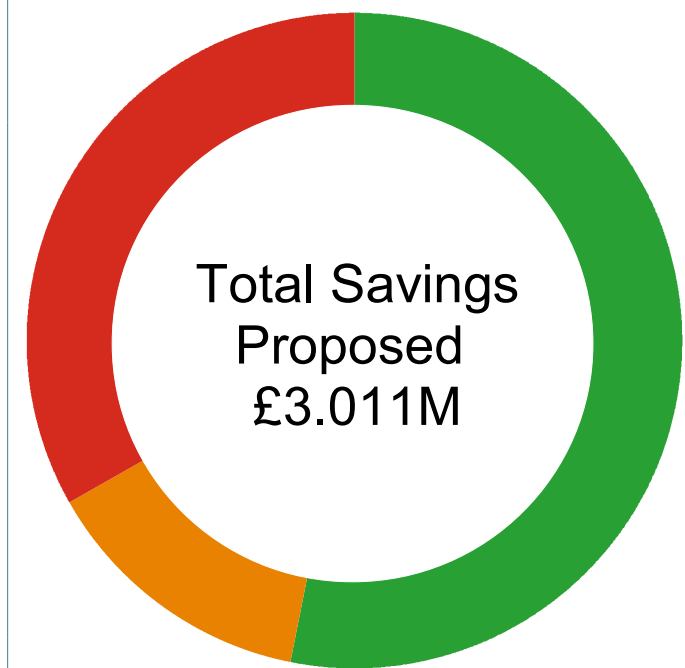
Month 9 2020/21

Portfolio	Budget £M	Forecast £M	Variance £M
Chief Exec	7.713	7.427	(0.286)
Commissioning	9.764	10.598	0.834
People & Place	62.013	66.941	4.928
CS & ASC	64.013	65.601	1.588
Childrens Svcs	50.778	59.185	8.407
Reform	35.375	37.405	2.030
C,T & CA	67.106	49.082	(18.024)
	296.762	296.239	-0.522
	NET EXPENDITURE		



Approved 2020/21 Budget Reductions

Not achieved
£1.000M



Delivered
£1.600M

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
- VI Suspended Corporate Measures

Appendix I - Corporate Measure Detail

Measure Name	Portfolio	Notes	GMCA Average	2019/20 Year End Outturn	Previous Period	Current Month Target	Current Month Actual	Current Month Actual and Status		
								tolerance (+/- 5% of target)	LEGEND	● on or better than target ● within tolerance ● worse than tolerance
START WELL : Children and Young people get the best start in life and make the most of their education										
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		92.2%	(Prev Yr) ACTUAL 92.2% TARGET 92.0%	92.0%	93.0%			
M716(CP) Timeliness of quality EHC plans: Percentage completed within 20 weeks over 12 months	Cllr S Mushtaq	Monthly	65.4%	77.8%	(Prev Mth) ACTUAL 94.1% TARGET 70.0%	70.0%	93.6%			
M700(CP) Attendance rates in Oldham Primary and Secondary Schools	Cllr S Mushtaq	Annual		95.4%	(Prev Yr) ACTUAL 95.4% TARGET 95.2%		94.3%	MONITORING ONLY - NO TARGETS SET		
M683a(CP) 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 (in month)	Cllr E Moores	Monthly		N/A New Measure	(Prev Mth) ACTUAL 96.7% TARGET 80.0%	80.0%	97.8%			
M649(CP) Percentage take up of 2 year-old children benefitting from funded early education places	Cllr E Moores	Bi-Annual		73.0%		85.0%	68.0%			

Measure Name	Portfolio	Notes	GMCA Average	2019/20 Year End Outturn	Previous Period	Current Month Target	Current Month Actual	Current Month Actual and Status
M640(CP) Percent of 16 to 17 year olds who are not in education, employment or training (NEET)	Cllr S Mushtaq	Monthly	3.4%	3.4%	(Prev Mth) ACTUAL 3.4%		3.5%	MONITORING ONLY - NO TARGETS SET
M619a(CP) Percentage of Care Leavers aged 16-18 (post year 11) in Education, Employment or Training	Cllr E Moores	Monthly		N/A New Measure	(Prev Mth) ACTUAL 76.0% TARGET 60.0%	60.0%	78.0%	
M619b(CP) Percentage of Care Leavers aged 19-21 in Education, Employment or Training	Cllr E Moores	Monthly		N/A New Measure	(Prev Mth) ACTUAL 49% TARGET 60%	60%	48%	
M639(CP) Achieve the expected standard for the childhood immunisation programme as indicated by uptake of MMR at age 5	Cllr Z Chauhan	Quarterly		96.9%	(Prev Qtr) ACTUAL 97.3% TARGET 95.0%	95.0%	97.3%	
M655(CP) Percentage of children seen in the previous 12 months by an NHS dentist	Cllr Z Chauhan	Quarterly		63%	(Prev Qtr) ACTUAL 58% TARGET 60%	60%	32%	
M656(CP) Percentage of Health Visitor mandated reviews completed within timescale	Cllr Z Chauhan	Quarterly		88.6%	(Prev Qtr) ACTUAL 70.8% TARGET 88.0%	88.0%	70.4%	

Measure Name	Portfolio	Notes	GMCA Average	2019/20 Year End Outturn	Previous Period	Current Month Target	Current Month Actual	Current Month Actual and Status
M738(CP) Participation of 17 year olds in education or training (counted as Year 12 year group under CCIS)	Cllr S Mushtaq	Monthly		95.40%	(Prev Mth) ACTUAL 94.00% TARGET 94.00%	94.00%	94.10%	<p>A horizontal bar chart with a scale from 0 to 100. A grey bar represents the target at 94.0%. A green dot and vertical line represent the actual performance at 94.1%.</p>
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 E Moores	Quarterly		488 days	(Prev Qtr) ACTUAL 465 days TARGET 426 days	426 days	483 days	<p>A horizontal bar chart with a scale from 0 to 500. A grey bar represents the target at 426 days. A red dot and vertical line represent the actual performance at 483 days.</p>

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

M636(CP) Percentage who quit smoking at 4 weeks	Cllr Z Chauhan	Quarterly		47.3%	(Prev Qtr) ACTUAL 50.3% TARGET 50.0%	50.0%	51.9%	<p>A bar chart with a horizontal axis from 0 to 60. A grey bar represents the target at 50.0%. A green dot represents the actual value at 51.9%.</p>
M408(CP) Total new homes built	Cllr H Roberts	Quarterly	770	695	(Prev Qtr) ACTUAL 138 TARGET 337	450	354	<p>A bar chart with a horizontal axis from 0 to 500. A grey bar represents the target at 337. A red dot represents the actual value at 354.0.</p>
M356(CP) Number of work related opportunities created by Get Oldham Working	Cllr S Fielding	Monthly		8,056	(Prev Mth) ACTUAL 9,004		9,094	MONITORING ONLY - NO TARGETS SET
M63(CP) Number of visitors to Gallery Oldham	Cllr B Brownridge	Quarterly						DATA NOT AVAILABLE
M67(CP) Total number of e-books, e-audio books and e-magazines loaned per month	Cllr B Brownridge	Monthly		N/A New Measure	(Prev Mth) ACTUAL 8,685 TARGET 5,600	5,600	9,388	<p>A bar chart with a horizontal axis from 0 to 10,000. A grey bar represents the target at 5,600. A green dot represents the actual value at 9,388.</p>
M69(CP) Number of library visits per 1000 population. To library service points - not including web visits	Cllr B Brownridge	Monthly		5,183	(Prev Mth) ACTUAL 478		153	MONITORING ONLY - NO TARGETS SET

Measure Name	Portfolio	Notes	GMCA Average	2019/20 Year End Outturn	Previous Period	Current Month Target	Current Month Actual	Current Month Actual and Status
M197(CP) Number of visits to OCL Leisure Centres per 1000 population	Cllr B Brownridge	Quarterly						DATA NOT AVAILABLE
M256(CP) Number of life long learning enrolments	Cllr S Fielding	Monthly		5,176	(Prev Mth) ACTUAL 2,116		2,207	MONITORING ONLY - NO TARGETS SET
M357a(CP) Number of Get Oldham Working related Job opportunities filled	Cllr S Fielding	Monthly		4,568	(Prev Mth) ACTUAL 4,981		5,093	MONITORING ONLY - NO TARGETS SET
M409(CP) Percentage of completed homes that are affordable	Cllr H Roberts	Quarterly	18.0%	25.3%	(Prev Qtr) ACTUAL 26.1% TARGET 25.0%	25.0%	36.4%	<p>A horizontal bar chart with a scale from 0 to 40. A grey square represents the target at 25.0%. A green dot represents the actual performance at 36.4%.</p>
M548(CP) Proportion of adults with learning disabilities in paid employment in England	Cllr Z Chauhan	Quarterly	5.6%	3.05%	(Prev Qtr) ACTUAL 3.2% TARGET 4.0%	4.0%	3.0%	<p>A horizontal bar chart with a scale from 0.0 to 4.5. A grey square represents the target at 4.0%. A red dot represents the actual performance at 3.0%.</p>
M715(CP) Annual EHCP (SEND) statutory reviews completed within legal time frame	Cllr S Mushtaq	Monthly		49.2%	(Prev Mth) ACTUAL 97.8% TARGET 70.0%	70.0%	95.3%	<p>A horizontal bar chart with a scale from 0 to 100. A grey square represents the target at 70.0%. A green dot represents the actual performance at 95.3%.</p>

Measure Name	Portfolio	Notes	GMCA Average	2019/20 Year End Outturn	Previous Period	Current Month Target	Current Month Actual	Current Month Actual and Status
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AGE WELL : Older people live fulfilling lives and form part of an engaged and resilient community

M543(CP) Number of individuals (65+) in a permanent residential or nursing placement – per 10,000 population 65+	Cllr Z Chauhan	Monthly		204	(Prev Mth) ACTUAL 176 TARGET 200	200	178	
M863(CP) Percent of eligible adults aged 65+ who have received the flu vaccine	Cllr Z Chauhan	Quarterly	75.4%	72.8%	(Prev Qtr) ACTUAL 73.1% TARGET 75.0%	75.0%	73.1%	

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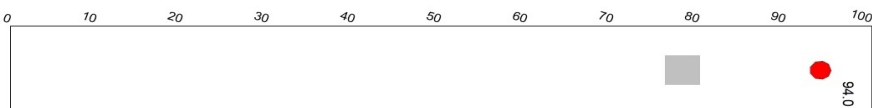
PLACE : An organisation that works cooperatively with residents and partners to deliver for Oldham

M915(CP) Customer satisfaction (Contact Centre)	Cllr A Jabbar	Monthly		96.11%	(Prev Mth) ACTUAL 96.39% TARGET 94.00%	94.00%	97.97%	
M631a(CP) Early Help - Proportion of cases where at least one individual shows an improvement in one or more assessed scores - excluding smoking & work and skills (in mth)	Cllr A Chadderton	Monthly		N/A New Measure	(Prev Mth) ACTUAL 83.2% TARGET 65.0%	65.0%	77.5%	
M501(CP) Percentage of Household waste sent for Reuse, Recycling or Composting	Cllr B Brownridge	Monthly	49.65%	43.96%	(Prev Mth) ACTUAL 41.06%		45.81%	MONITORING ONLY - NO TARGETS SET
M275(CP) Percentage of minor planning applications determined in time	Cllr H Roberts	Quarterly		89.9%	(Prev Qtr) ACTUAL 76.0% TARGET 80.0%	80.0%	85.0%	
M126(CP) Percentage CO2 reduction on 1990 baseline	Cllr B Brownridge	Annual 3yr in arrears		45%	(Prev Yr) ACTUAL 45% TARGET 41.6%	43.2%	44%	
M274(CP) Percentage of major planning applications determined in time	Cllr H Roberts	Quarterly		90.9%	(Prev Qtr) ACTUAL 100.0% TARGET 80.0%	80.0%	100.0%	

Measure Name	Portfolio	Notes	GMCA Average	2019/20 Year End Outturn	Previous Period	Current Month Target	Current Month Actual	Current Month Actual and Status
M333(CP) Percentage Council spend in Oldham	Cllr A Jabbar	Monthly		57.00%	(Prev Mth) ACTUAL 50.70% TARGET 55.00%	55.00%	52.50%	
M493(CP) Streets and grounds inspection issues	Cllr B Brownridge	Monthly		14%	(Prev Mth) ACTUAL 12% TARGET 21%	21%	17%	
M890(CP) Highways: Classified Network Surface Condition (Percentage of principal roads requiring maintenance)	Cllr B Brownridge	Annual		4.7%	(Prev Yr) ACTUAL 4.7% TARGET 4.0%	4.0%		DATA NOT AVAILABLE

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

S202(CP) Council Sickness Absence	Cllr A Chadderton	Monthly	10.0 days	11.3 days	(Prev Mth) ACTUAL 6.9 days TARGET 10.5 days	11.3 days	7.8 days	
M664a(CP) Percentage of referrals which are repeat referrals to Children's Social Care (in month)	Cllr E Moores	Monthly		N/A New Measure	(Prev Mth) ACTUAL 28.6% TARGET 21.0%	21.0%	22.5%	
M340(CP) Percent of Internal Audit Opinions resulting in Weak, Inadequate, Limited Assurance	Cllr A Jabbar	Quarterly		11%	(Prev Qtr) ACTUAL 10% TARGET 15%	15%	14%	
M365(CP) Percentage of Council annual apprentice levy distributed to employers and apprenticeship training agencies within Oldham	Cllr A Chadderton	Quarterly		43.7%	(Prev Qtr) ACTUAL 16.2% TARGET 7.0%	13.0%	12.2%	
M682a(CP) Children's Social Care – Percentage of completed assessments to timescale (in month)	Cllr E Moores	Monthly		N/A New Measure	(Prev Mth) ACTUAL 85.6% TARGET 80.0%	80.0%	94.0%	
S357(CP) Percentage of council tax in year collected of the total owed (cumulative)	Cllr A Jabbar	Monthly	95.03%	94.05%	(Prev Mth) ACTUAL 91.55%		93.29%	MONITORING ONLY - NO TARGETS SET

Measure Name	Portfolio	Notes	GMCA Average	2019/20 Year End Outturn	Previous Period	Current Month Target	Current Month Actual	Current Month Actual and Status
S368(CP) Percentage of national non domestic rates (NNDR) collected in year as a % of the total owed	Cllr A Jabbar	Monthly	96.73%	96.18%	(Prev Mth) ACTUAL 86.80%		90.48%	MONITORING ONLY - NO TARGETS SET
S370(CP) Average time taken to process Council Tax Reduction (new claims and change events)	Cllr A Jabbar	Monthly		N/A New Measure	(Prev Mth) ACTUAL 27 days TARGET 15 days	15 days	20 days	<p>0 5 10 15 20 25</p> <p>2022</p>

Appendix II - Corporate Plan Actions Detail

Ref	Actions		Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
	Complete	Behind Schedule								
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		Charlotte Walker	Cllr Z Chauhan	13/4/2021	31/3/2020	31/3/2021	The scheme started in August 2020 and runs for a period of three years.	Mark Warren	15/4/2021
DC100	Support Oldham Education Partnership Board in prioritising all the recommendations of Education & Skills Commission		Tony Shepherd	Cllr S Mushtaq	1/10/2020	31/3/2020	31/8/2020	All of the work of the Oldham Education Partnership (OEP), Local Authority and Opportunity Area was 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 OEP has now ended at the end of the four years and the work is continued through Oldham Learning.	Gerard Jones	20/10/2020
DC101	Focus on raising standards in reading writing, maths and phonics to level up educational outcomes at the end of all key stages		Tony Shepherd	Cllr S Mushtaq	1/10/2020	31/3/2020	30/9/2020	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. Work in this area has now moved to Oldham Learning.	Gerard Jones	14/1/2021

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	13/4/2021	31/3/2020	1/4/2024	A comprehensive programme of investment in additional school places continues at pace and further plans are being formulated to enhance the offer to parents and meet our statutory obligations to provide sufficient school places and offer parents a choice of good school places.	Gerard Jones	30/4/2021
DC111	Ensure all children are school ready when they are due to start school	Paula Healey	Cllr E Moores	19/4/2021	31/3/2020	30/9/2020	Completion of the EYFS Profile assessment in 2021 isn't mandatory. Schools have been asked to make 'best endeavours' to undertake. The LA is working with schools to consider options for the collection of data. Any data collected should be treated with caution. Evidencing Oldham's continuing trajectory in outcomes in the EYFS profile is unlikely.	Gerard Jones	30/4/2021
DC155	Get Oldham Working to engage with 6,000 residents and fill 5,000 new employment-related opportunities by 2020	Jon Bloor	Cllr S Fielding	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 Fielding	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

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 Fielding	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
DC191	Explore options to support parents as co-educators, strengthening the partnership between council, schools and parents	Tony Shepherd	Cllr S Mushtaq	7/7/2020	31/3/2020	30/6/2020	Engagement through PCF, POINT and updates to the Local Offer. Co-production with partners has, and will continue to take place into the future as part of the SEND Strategy.	Gerard Jones	22/7/2020
DC193	Improve support for schools recruiting governors, particularly from underrepresented communities	Andy Collinge	Cllr S Mushtaq	13/4/2021	31/3/2020	1/4/2021	We continue to look at innovative ways to widen uptake of Governor vacancies across all communities in Oldham.	Gerard Jones	30/4/2021
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.	Tony Shepherd	Cllr S Mushtaq	19/4/2021	31/3/2022	30/9/2022	Additional places completed in 2020 at Crompton House (rated Good) and new school opened at Leesbrook (no judgement). Additional places planned for North Chadderton and a new Blue Coat 2 school in 2022 are on track.	Gerard Jones	30/4/2021
DC195	Oldham to match the national level of school readiness by 2021 through supporting best practice in early family learning support programmes	Paula Healey	Cllr S Mushtaq	9/10/2020	31/3/2021	31/7/2021	Given the current COVID-19 situation no EYFSP data will be available nationally or locally for 2020. Work continues to ensure children are school ready through a range of support programmes and will be monitored through the new EYs partnership. Future updates around school readiness will continue to be provided in DC111.	Gerard Jones	20/10/2020

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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.	Natalie Williams	Cllr S Mushtaq	19/4/2021	31/3/2021	31/3/2021	We cannot measure this & compare to national, the whole school approach work undertaken by the MW team with school leads has had significant impact of increasing confidence of staff & pupils around MH at a universal level. Interventions have increased to prevent the escalation to targeted services. MHST is being mobilised to support low level intervention.	Gerard Jones	30/4/2021
DC197	Promote the Children's Champions scheme so that every child looked after has a champion to support them	Elaine Devaney	Cllr E Moores	11/1/2021	31/3/2020	31/3/2021	We have maintained the number of Children in Care and Care Leavers with a Children's Champion throughout the Covid-19 pandemic. At the recent Ofsted focused visit, the Children in Care Council shared with the inspector that they really value the support from Children Champions, and this is a development that they are proud of.	Gerard Jones	14/1/2021
DC198	Explore the options to provide free prescriptions to all children looked after and care leavers under 25	Elaine Devaney	Cllr E Moores	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 B Brownridge	14/4/2021	31/3/2020	31/3/2021	Appropriate interventions requested through TfGM as the responsible authority.	Helen Lockwood	15/4/2021

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
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	9/4/2021	31/3/2020	30/9/2020	Greaves sale completed, and fully refurbished and will open shortly once lockdown eases. All schemes in Lees, Shaw and Failsworth have been completed and paid out. Royton scheme still open but not actively promoted, due to Covid-19. Relaunch planned for April 2021 with new leaflet drop.	Helen Lockwood	15/4/2021
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	9/4/2021	31/3/2021	31/3/2021	The remaining nine GM districts sought approval to prepare 'Places for Everyone – a joint development plan document' and establish a new joint committee to delegate Places for Everyone to. The timetable for preparation of Places for Everyone will be agreed at the first meeting.	Helen Lockwood	15/4/2021
DE148	Maintain our 24-hour road repair promise for priority routes and invest in our secondary routes and highways	Gordon Anderson	Cllr B Brownridge	15/4/2021	31/3/2020	31/3/2021	Work is underway to progress the third year of the three year £12m Highways Investment Programme on both the priority routes and secondary routes and monitor the condition of the network via an Annual Engineers inspection.	Helen Lockwood	15/4/2021
DE170	Review, develop and deliver a new Town Centre Vision, with an associated action plan, children's masterplan, and comprehensive investment plan, which will support our local communities and ensure it is a place that thrives.	Emma Barton	Cllr S Fielding	5/1/2021	31/3/2020	30/9/2020	Completed	Helen Lockwood	12/1/2021

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DE171	Develop and deliver the Oldham Museum and Archive (OMA) Centre to enhance the cultural offer in the town centre	Emma Barton	Cllr S Fielding	7/10/2020	31/3/2021	31/3/2021		Helen Lockwood	20/10/2020
DE172	Develop and deliver the transformation of Oldham Mumps (Princes Gate) area	Emma Barton	Cllr S Fielding	9/4/2021	31/3/2021	31/3/2021	Lidl-discussions continue in light of Travelodge administration. The Old Bank– disposal progressing. Site C now linked to future town centre heating project for this location.	Helen Lockwood	15/4/2021
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	9/4/2021	31/3/2020	30/6/2020	Work around the potential relocation of the market and office accommodation within Spindles continues. Further design development is underway on the linear park. Final confirmation of the outcome of the Towns Fund bid is still awaited.	Helen Lockwood	15/4/2021
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	9/4/2021	31/3/2020	30/6/2020	The Council is in advanced discussions to appoint an operator for the Egyptian Room food hall. Fit-out works could start in June. The GMCA is exploring a night-time event (indie festival for new music).	Helen Lockwood	15/4/2021
DE187	Double the number of co-operative enterprises active in the borough	Emma Barton	Cllr S Fielding	9/4/2021	31/3/2020	30/6/2020	Work is on-going to support the Oldham In Place Partnership LAP application. We are currently working with the team leading it to find them a town centre location that will act as a one-stop-shop for social enterprise support.	Helen Lockwood	15/4/2021
DE190	Identify sites for public water fountains to support our green agenda	Gail Aspinall	Cllr B Brownridge	9/4/2021	31/3/2020	30/6/2020	This action is closed as the project is not going ahead.	Helen Lockwood	15/4/2021

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DE191	Extend our free weekend car parking pledge (up to 3 hours) with unlimited free parking on weekdays after 3pm.	Emma Barton	Cllr B Brownridge	5/1/2021	31/3/2020	30/6/2020	Completed	Helen Lockwood	12/1/2021
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	6/4/2021	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. Work paused due to Covid-19.	Rebekah Sutcliffe	12/4/2021
DP414	Create a programme of events and activities to tackle social isolation and increase access to culture	Katrina Stephens	Cllr Z Chauhan	6/4/2021	31/3/2020	30/6/2020	Audio-Described & BSL tours and activities at Gallery Oldham on-going. The Unexpected activity programme engaging older people with history collections. Libraries of Sanctuary programme on-going. Reading Friends which targeted older social isolated people now includes younger LGBT groups. Autism & dementia friendly activities. Work paused due to Covid-19.	Rebekah Sutcliffe	12/4/2021
DP415	Develop the Local Cultural Education Partnerships	Katrina Stephens	Cllr B Brownridge	6/4/2021	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. Work paused due to Covid-19.	Rebekah Sutcliffe	12/4/2021

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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	Charlotte Walker	Cllr Z Chauhan	11/1/2021	31/3/2020	31/12/2020	All 10 GM Learning Disabilities priorities are embedded in the Local LD strategy. This is ongoing work and forms part of the workplan and the local Learning Disabilities strategy in Oldham. We are in the process of collating and cross referencing GM LD Delivery Board post Covid expectations to align locally.	Mark Warren	19/1/2021
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	12/4/2021	31/12/2019	31/3/2022	This continues as an ongoing area of work that requires ongoing monitoring of legislation and statutory guidance impacting on the work of community health & social care. In 2021 a number of significant changes are to be implemented across health & social including the health & care white paper, ASC green paper, MH reform & Integrated Care Systems.	Mark Warren	15/4/2021
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	Hayley Eccles	Cllr Z Chauhan	13/4/2021	31/3/2021	31/3/2021	BIA training now completed and refresher training completed. Focus work to be commenced in implementing LPS transition. MCA training to commence in mental health services.	Mark Warren	15/4/2021
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	15/7/2020

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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	12/4/2021	31/3/2020	31/3/2022	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. This will remain a key area of work throughout 2021-22 with significant activity relating to health & social care across GM.	Mark Warren	15/4/2021
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	15/4/2021	31/3/2020	31/3/2021	Priorities continue to be developed and remain at multiple stages of implementation. This forms a key part of the C-19 recovery planning and CHASC business plan. This is an ongoing priority for CHASC with a focus on the ongoing development of the integrated approach to health and social care both locally and as we respond to a range of national policies incl	Mark Warren	15/4/2021
DC167	Deliver on the corporate parenting strategy to significantly improve the life chances of every child in Oldham's care.	Elaine Devaney	Cllr E Moores	15/4/2021	31/3/2022	31/3/2022	A recently established Multi-agency Planning and Support Panel (MaPaS) comprising of education, health and social care is identifying and putting in place packages of support for Children Looked After identified as requiring additional support with their education and children and young people whose education has been significantly impacted by COVID	Gerard Jones	30/4/2021

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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	20/4/2021	31/3/2020	31/3/2021	Schools and settings closed on 23 March 2020 owing to Covid-19. Alternative model for FSM feeding is in place locally and nationally. The government has announced a package of support for pupils in receipt of FSM during summer holidays and schools are engaged with the implementation of this. A report will go to Portfolio in due course re: breakfast clubs.	Gerard Jones	30/4/2021
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 E Moores	11/1/2021	31/3/2020	31/3/2021	59% of Children in Care are placed with Oldham Fostering Service. 66% of children placed out of borough are with our own foster carers, placed with parents or in pre-adoptive placements which remains strong. Within the Oldham Regional Adoption Agency children are matched in suitable placements that are stable and well supported by us.	Gerard Jones	14/1/2021

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DC200	Continue to work to ensure that all our Children Looked After are placed in the borough	Elaine Devaney	Cllr E Moores	15/4/2021	31/3/2021	31/3/2021	Children Looked After are placed within Oldham residential and fostering provision where safe to do so. Regular reviews of out of borough placements remains a priority for the service. To improve placement stability we have reviewed our residential offer and developed our Sufficiency Strategy to meet future needs so children can remain close to Oldham.	Gerard Jones	30/4/2021
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	9/4/2021	31/3/2022	31/3/2022	Successful Brownfield Land Fund allocation for grant to deliver 513 homes at Southlink, Derker and Crossbank. Delivery Strategy commissioned for 12 council owned sites with capacity for 1200 homes. Over 200 new affordable homes set for completion in 2021/2.	Helen Lockwood	15/4/2021
DE126	Commit to preserving and enhancing the quality of our environment. Prosecuting fly tippers and people who drop litter	Carol Brown	Cllr B Brownridge	14/4/2021	31/3/2020	31/3/2021	Enforcement work reacting to service requests continues and area cleaning is directed to cover hotspots.	Helen Lockwood	15/4/2021
DE132	Review, adopt and implement a new Oldham Housing Strategy 2019	Emma Barton	Cllr H Roberts	9/4/2021	31/3/2022	31/3/2022	New Homelessness Pledges agreed with OSHP centred around four themes of financial inclusion; a corporate commitment to care leavers; preventing and responding to domestic abuse; and tenancy support. Primrose Bank completed and homes now occupied. SI's being commissioned for HRA sites.	Helen Lockwood	15/4/2021

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DE140	Local Plan Review (Issues and Options)	Emma Barton	Cllr H Roberts	9/4/2021	31/3/2021	31/3/2021	Consultation on Issues and Options is scheduled for summer 2021. A revised Local Scheme will be prepared, incorporating an amended timetable for the Local Plan, once the timetable for Places for Everyone has been agreed (see above).	Helen Lockwood	15/4/2021
DE144	Develop a joint programme of works to improve Air Quality across the Borough and Greater Manchester area	Carol Brown	Cllr B Brownridge	14/4/2021	31/3/2020	31/3/2021	Consultation response currently being analysed and impact on the original business case assessed. Final response to be submitted summer 2021 to Government for Clean Air Zone.	Helen Lockwood	15/4/2021
DE169	Improving Private Rented Sector standards	Emma Barton	Cllr H Roberts	9/4/2021	31/3/2022	31/3/2022	The Empty Homes Pilot delivered 3 refurbished properties. Conversations have been had with HE to renew the scheme and bid for more funding, this is being taken forward HE reps. The Bond Scheme continues to work with Landlords. A PRS Group has also been set up, chaired by Cllr Roberts to introduce a Tenants Charter and other PRS intervention after elections.	Helen Lockwood	15/4/2021
DE188	Establish the Oldham Code, setting our expectations for the quality of new homes	Emma Barton	Cllr S Fielding	9/4/2021	31/3/2020	30/6/2020	Consultation on Issues and Options is scheduled for summer 2021. A revised Local Scheme will be prepared, incorporating an amended timetable for the Local Plan, once the timetable for Places for Everyone has been agreed (see above).	Helen Lockwood	15/4/2021
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	20/10/2020

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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 B Brownridge	14/4/2021	31/3/2020	31/3/2021	Work to support cleaner air around schools and the appropriate use of legislation is currently underway.	Helen Lockwood	15/4/2021
DP293	Lead the strategic development of place based integration and reform across the borough and implement planning for the GM reform white paper.	Nicola White	Cllr S Fielding	20/4/2021	31/3/2020	31/3/2022	Communities board established. PBI Members briefing sessions completed for each of the five areas and update provided to Overview and Scrutiny. Date extended to reflect PBI forms part of Communities Programme and work has commenced in line with approach for delivering transformational change.	Rebekah Sutcliffe	20/4/2021
DP359	Work with Senior Officers and Elected Members to develop a narrative for both the place and the organisation that reflects our ambitions, our priorities and our values.	Shelley Kipling	Cllr S Fielding	13/4/2021	31/3/2020	31/3/2021	Work on a narrative for Oldham continues and will form part of the corporate recovery plan currently going through sign off processes	Rebekah Sutcliffe	13/4/2021
DP363	Work with Oldham Coliseum and Arts Council England to agree a sustainable model for the future of performing arts in the borough	Subnum Hariff-Khan	Cllr S Fielding	6/4/2021	31/3/2020	30/6/2020	Still awaiting outcome of Towns Fund Application. Development of Cultural Strategy (scheduled completion end April 21) will take account of potential offered by a new performance space	Rebekah Sutcliffe	12/4/2021
DP366	Review of prevention and early intervention to inform recommissioning of Early Help	Liz Lyons	Cllr A Chadderton	6/1/2021	31/3/2020	31/12/2020	Preferred providers appointed and mobilisation complete, services now live under new contract agreements.	Rebekah Sutcliffe	11/1/2021

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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	12/4/2021	31/3/2020	30/9/2020	NR charitable company is operational, applied for charitable registration & recruiting final board members. Consultation with residents, partners & stakeholders ongoing. Funding app to Towns Fund subm in Dec 20; result pending. Grants received from Green Recovery Challenge Fund & Places to Ride. Design Team to develop & submit planning app now in contract	Rebekah Sutcliffe	13/4/2021
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	6/4/2021	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. Work paused due to Covid-19.	Rebekah Sutcliffe	12/4/2021

Corporate Objective 3 : Cooperative services with people and social value at their heart

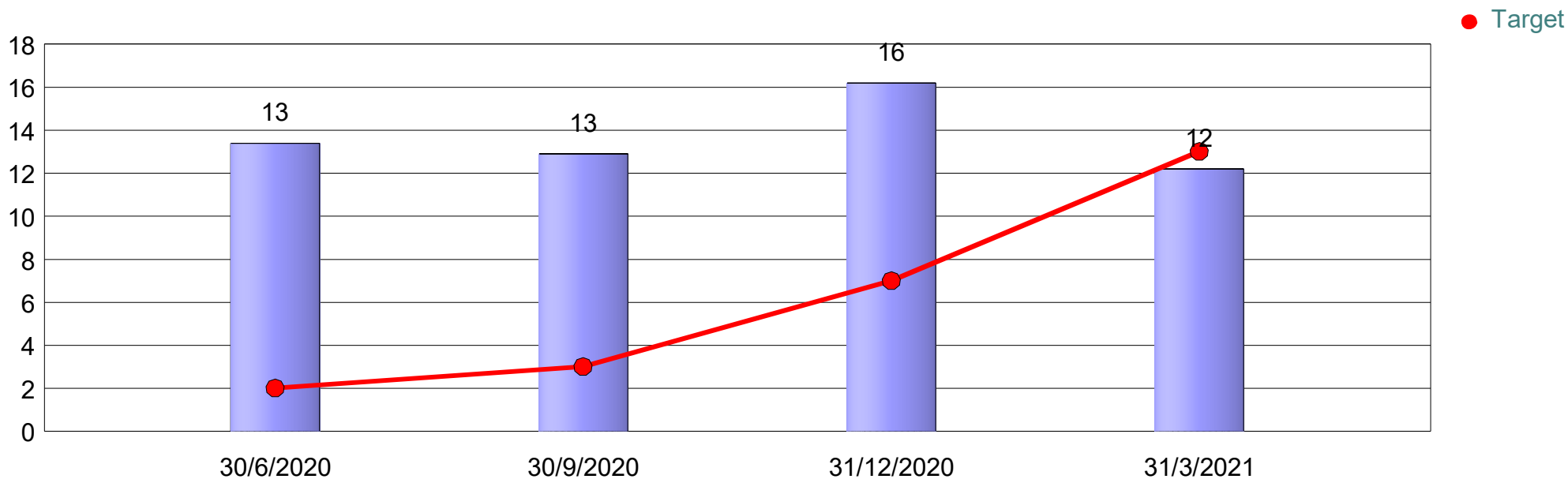
DA105	Lead the work being undertaken with partner organisations to implement a new approach to the delivery of community enablement	David Garner	Cllr Z Chauhan	12/4/2021	31/3/2021	31/3/2022	The Community Enablement Programme is ongoing. The enablement teams are a key part of the response to C-19 and plans are in place to ensure that the provision of community enablement meets the longer term requirements of Oldham residents as well as being able to respond on an ongoing basis to the C-19 pandemic. This is ongoing.	Mark Warren	15/4/2021
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DA108	Implementation of the phase 2 cluster and specialised service integration programme to realise true integrated service delivery (links to several business planning actions)	Katie Lockey	Cllr Z Chauhan	14/4/2021	31/3/2020	31/3/2021	Due to C-19 we have experienced delays, whilst prioritising hospital discharge alongside current workloads. We are currently implementing and aligning the work of strand 3a; the Neighbourhood Service model, to inform the restructure of CHASC services aligned with PCN's. The present focus is with North PCN and supporting the formation of a Shadow board.	Mark Warren	15/4/2021
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	Mike Barker	Cllr Z Chauhan	19/4/2021	31/12/2019	31/3/2022	Work continues with an adjusted focus in light of the White Paper unveiled in Feb. We are now working to a national timetable. The CCG move from EH is complete, the new governance structure is developed in draft and we are seeking organisational approvals by the end of Q1. Staffing structures and people impacts will be determined now by national timelines	Mark Warren	19/4/2021

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DA117	Implement a redesigned, integrated safeguarding model	Hayley Eccles	Cllr Z Chauhan	13/4/2021	31/3/2020	1/7/2021	Integration is progressing well. Risk Huddles are being expanded to include Quality & Focus Care practitioners. Mental Health Safeguarding project is ongoing; lead by John Moran. Complex Safeguarding project work across GM; progressing well with local & National leads; on track.	Mark Warren	15/4/2021
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	6/4/2021	31/3/2020	31/3/2021	Requests for EHCP needs assessments & the process of assessment continue despite C-19. EHCP recovery plan is underway through SEND annual review team. Due to Covid response the SEND strategy has been revised with year one outcomes identified. The strategy will be further developed in early 2021 to include 3 and 5 year outcomes.	Gerard Jones	30/4/2021
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	9/4/2021	31/3/2022	31/3/2022	No change to Q1, Q2 or Q3 update. In addition to a disposals programme, an accommodation review, placed based integration and working differently strategies are being developed.	Helen Lockwood	15/4/2021
DS103	Through our Welfare Rights Service, support people adversely affected by Welfare Reform.	Anne Ryans	Cllr A Jabbar	7/4/2021	31/3/2020	31/3/2021	The team has proactively supported those who who contact the team for assistance and have developed outreach arrangements with cluster teams. The team has exceeded its target of achieving £1m of additional financial support for customers.	Mike Barker	12/4/2021

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DS184	Supporting delivery against key strategies including the town centre vision, the medium term property strategy, income strategy and commercial property investment strategy	Anne Ryans	Cllr A Jabbar	7/4/2021	31/3/2020	31/3/2021	Work continued to support these strategies but due to C-19 & the need to make financial savings there was a major review of the Creating a Better Place strategy - approved by Cabinet on 24 Aug.2020. Finance officers attended all meetings, working groups & Member briefings to progress the town centre vision. Work planned for 2020/21 has been completed.	Mike Barker	12/4/2021
DS232	Procurement will carry out a due diligence exercise establishing by category of spend business types within Oldham	Steve Boyd	Cllr A Jabbar	8/7/2020	31/3/2020	30/6/2020	Procurement have now completed the task of identifying local businesses by category type, and have now started the process of targeted engagement with Oldham Suppliers within the various cohorts.	Mike Barker	15/7/2020
DS240	Review council report templates to include the impact on children and young people on every report	Elizabeth Drogan	Cllr S Fielding	1/10/2020	31/3/2020	30/9/2020	Templates have been completed.	Paul Entwistle	4/8/2020
DS242	Deliver IT Strategic Roadmap within agreed timeframes in project plan.	Chris Petrie	Cllr A Jabbar	8/1/2021	31/3/2021	31/3/2021	The IT strategic roadmap has been reprofiled and approved by the Strategic Investment Board (SIB). Individual projects are reported and tracked through the SIB monthly meetings which will continue into 2021/22.	Helen Lockwood	15/4/2021

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Vikki Morris

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

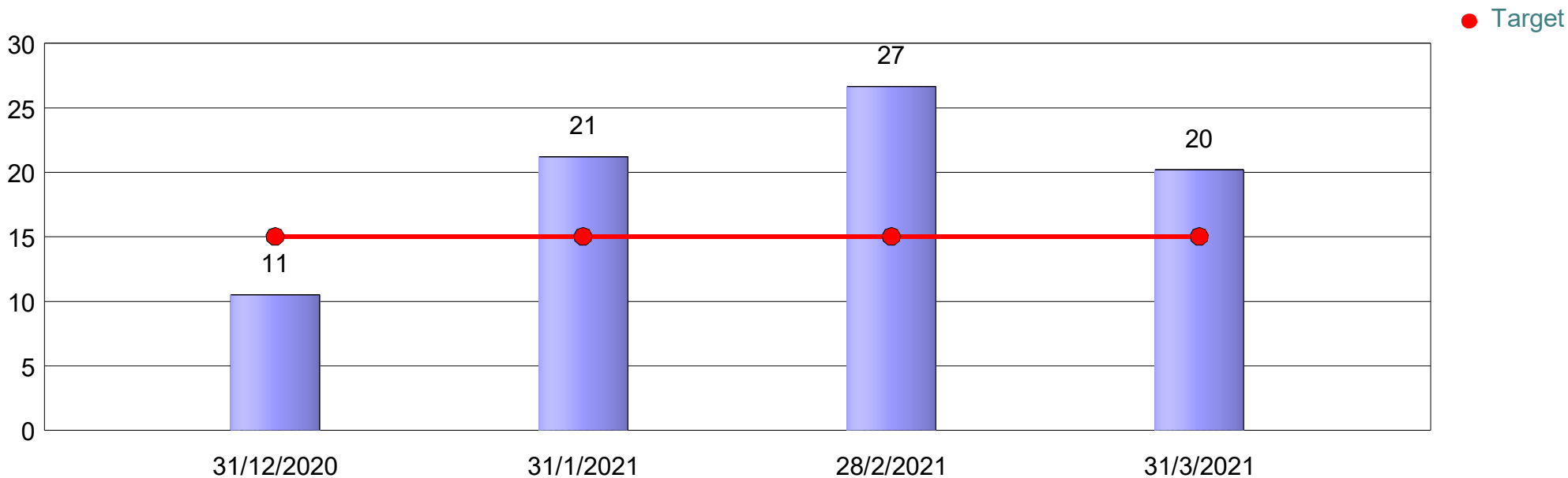
The target was on track to be met until the last quarter. No further transfers have been made due to continued Covid-19 challenges affecting businesses. The government Kickstart programme has also seen businesses favour this scheme over apprenticeships in the short-term.

Director Assurance

Julia Veall

Impact of the pandemic on local businesses meant no levy transfers occurred in Q4. As the government funds new initiatives such as Kickstart, businesses have been moving focus to access these programmes; perceived to be more cost effective. Moving forward, there will be opportunity to use the momentum of such programmes to support creation of new apprenticeships through levy transfers. We remain committed to using ambitious targets for all entry level opportunities as part of recovery strategy.

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Caroline Lee

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

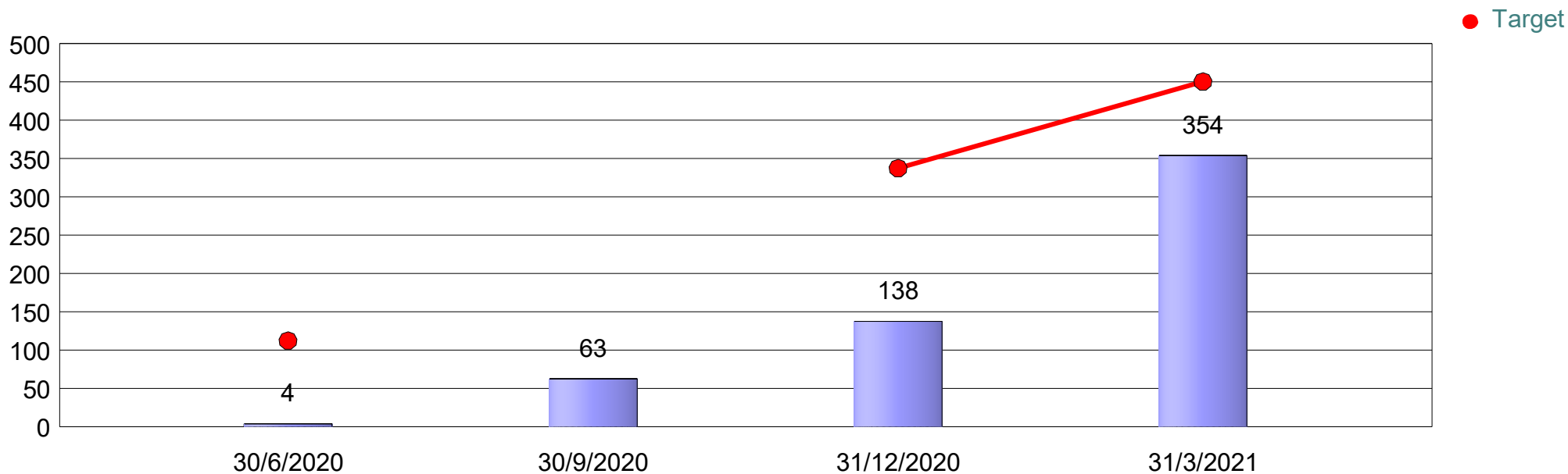
Claims and changes of circumstances for Council Tax Reduction increased significantly during the course of the year as a result of the COVID crisis. Remote access to core benefit processing systems reduced productivity in the early stages of lockdown by an estimated 20% but improved over the course of 2020/21 as a result of on-going work by ICT to strengthen the ability to homework. The service expects the current high levels of Universal Credit files received to continue in 2021/22 and the target has been adjusted (from 15 days to 18 days). The likelihood that the service would not achieve the 15 day outturn for 2020/21 was flagged up in previous commentaries on performance. The 15 day target was set at the outset of the pandemic when the position on the length and frequency of lockdowns and the impact on residents was not clear. The revised target for 2021/22 represents a stretch target for the service and is subject to variation depending on how far the roadmap out of lockdown and the impact on jobs is successful. The service retained 2 fte agency staff in 2020/21 to augment the resources available to process Council Tax Reduction (CTR) claims and the Council has committed to fund 3 staff on fixed term 12 month contracts in 2021/22. Overtime has also been offered to benefit staff over 2020/21 to assist in reducing the backlog.

Director Assurance

Anne Ryans

The increased workload reported throughout most of the year, as expected, has continued into March & will continue into 2021/22. Achieving the target has therefore not proved possible. The Revenues & Benefits team is working hard to reduce the delay in response time. Management action has been taken to improve performance with additional temporary staff engaged & overtime offered. Recognising the challenge of COVID-19, target has been revised for 2021/22. The position is being closely monitored.

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Elizabeth Dryden-Stuart

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

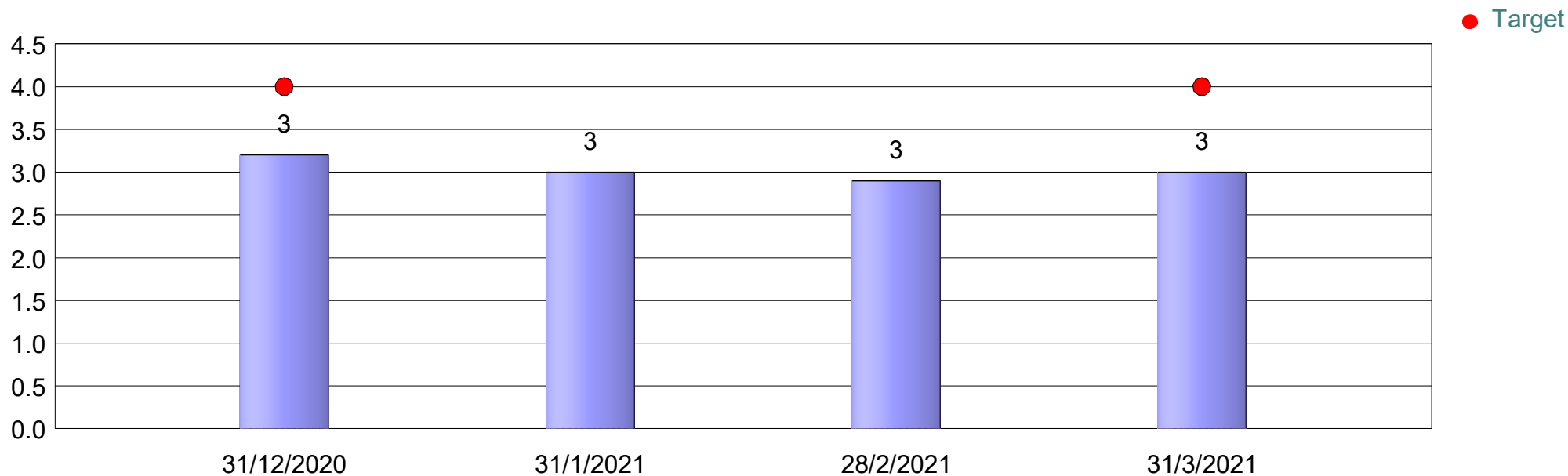
354 new homes were built during 2020/21, which is 96 less than the annual target of 450 new homes. The low level of completions is likely to be due to a fall in completions over the last 12 months resulting from the Covid-19 pandemic. It is hoped that there will be a rise in completions during the following monitoring year, however we will need to see what the short / medium term impacts of the Covid-19 pandemic are. Nevertheless there has been a rise in major planning applications for residential development being submitted over recent months.

Director Assurance

Emma Barton

The low level of completions is due to a fall in completions. Given the challenges with material supplies and trade routes, shielding and home schooling, we are pleased that construction work has managed to continue safely to facilitate the completion of much needed homes across the borough. It is hoped that there will be a rise in completions during the next 12 months linked to the national recovery roadmap, however the impact of the Covid-19 pandemic is still having an impact at this time.

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Charlotte Walker

Target Date

15 Jun 2021

No Benchmarking Available

Accountable Lead Follow Up Action

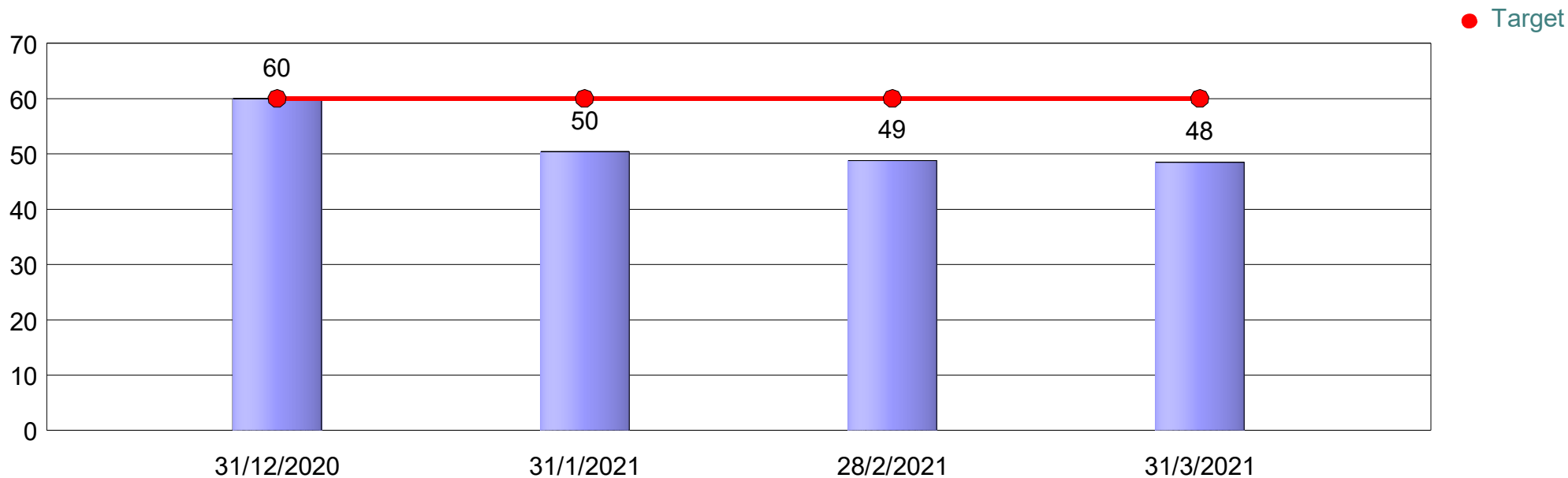
The Covid 19 pandemic continues to impact on the employment workstream for the LD and Autism strategies locally. It also continues to impact on job availability especially in this area. With the national changes around lockdown, this situation is improving & we are meeting with workstream colleagues including the job centre and GOW to relaunch the programme. The Supported employment service in place since Sept 20 is now starting to lead to jobs, and the LD service are proactively working with clients to understand aspirations & job options. Over the next 12 months we are undertaking a gradual cleanse of the MOSAIC system to ensure that relevant recording mechanisms are being used appropriately, that the data is accurate re. employment, and working with colleagues in Performance to ensure that there are options to capture alternatives to paid employment/ schemes that lead to employment on the database. It is hoped this will improve the performance data in addition to the work to support people into paid employment. As such, it is likely that performance data will improve - this will be monitored closely over the next 12 months to ensure accuracy and relevance.

Director Assurance

Mark Warren

Covid has had an impact on the LD employment position, which is an initiative within in the GM LD strategy. In Oldham there is an employment group that meets monthly, the Supported employment service has been in place since Sept 20 and is now starting to lead to jobs and strong links are in place with get Oldham working. The LD service are proactively working with clients to understand aspirations & job options, which is intended to increase the the number of people with a LD in employment.

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

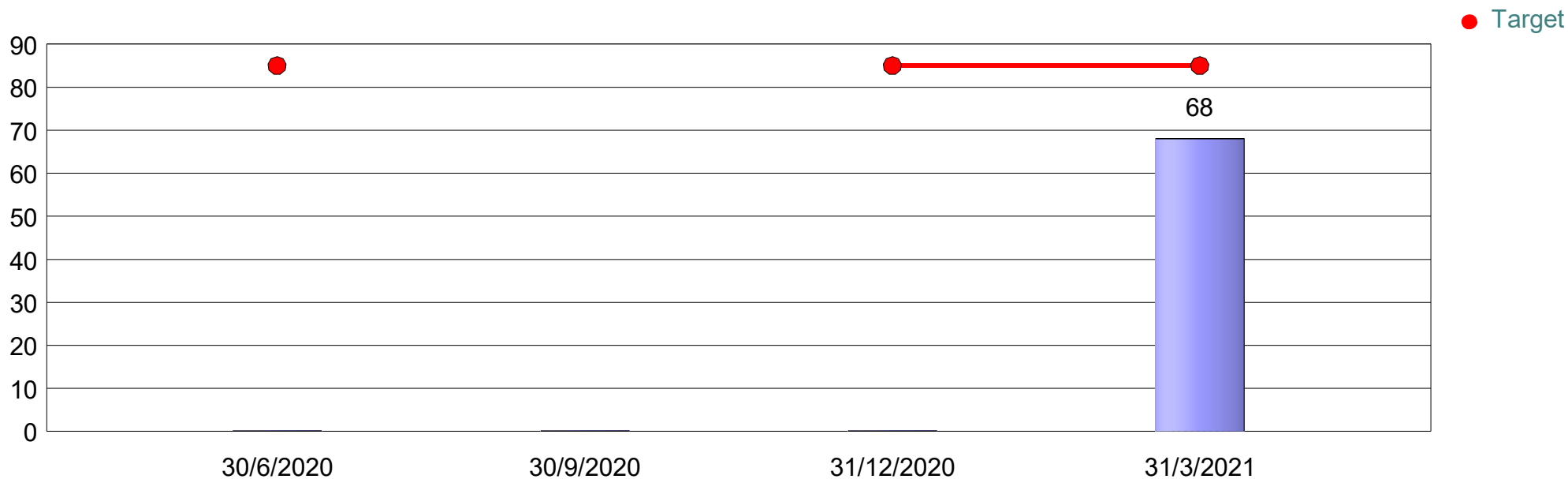
Current position: There has been a decrease due to some young people not starting their gained employment. The cohort is inclusive of 132 young people, 68 are recorded as NEET for a range of reasons; parents with young children (under the age of 3 years) or parents of unborn children, illness and unable to work and in custody. Outside of the fortnightly panel meeting, the service has continued to focus on the EET ready group of 25 young people where opportunities and plans to gain EET are discussed with Get Oldham Working, North Lancs training provider, DWP and the After Care Service. Action: With the lifting of the Covid restrictions we envisage an increase in the numbers of young people that are EET as businesses start to re-open and training providers get back to face to face engagement. The After Care Service will be considering the development of taster work placements that can provide a further step up for those that are NEET. This is a venture that is being considered alongside the recruitment of the short term Kick Start position within After Care, that will support Care Leavers further.

Director Assurance

Elaine Devaney

The service has a variety of programmes supported with partners started in April such as the Get a Job programme and Prince's Trust programme. We anticipate that after such a difficult year for young people their opportunities will increase. The After Care Service are supporting the Kick Start Programme to provide opportunities for Care Leavers.

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

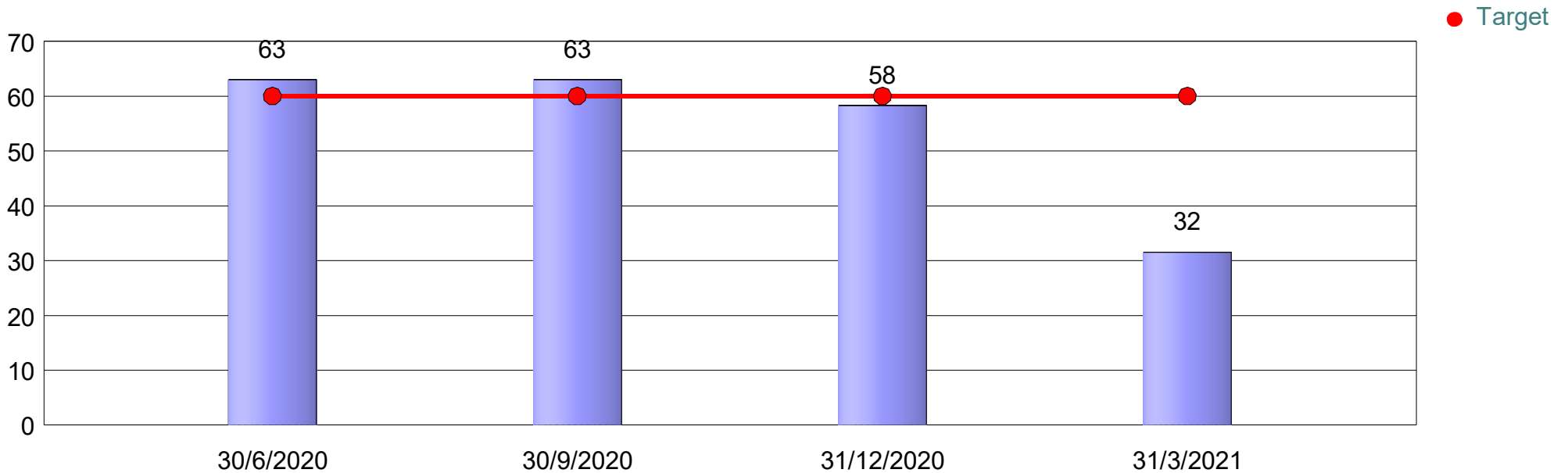
Uptake of 2 year old offer has been significantly affected by the pandemic owing to the closure of early years settings during the peak of the pandemic, and slow return to provision by some families. The temporary suspension & delay of lists of eligible children from DFE has impacted on outreach activity which in turn resulted in lower numbers of children accessing free entitlement. The uptake rate during the spring term 2021 was 68% compared with 73% at the same time last year, pre-pandemic. As part of the wider GM Behavioural Insights project targeted work will be taking place with groups with historically low uptake. We will improve marketing and use of social media messaging; workshops and materials to raise awareness and maximise the advocacy role of key frontline professionals in alleviating barriers to take-up. A review of the parent/customer journey to minimise administrative barriers; embed 2-year old parent engagement & support in new 0-19 Commissioning arrangements ;re-establish a home learning pathway as a gateway for parents who are reticent about taking up the offer; establish specialist 2-year old provision to compliment that provided in mainstream settings; target & incentivise maintenance of existing places/development in areas with the greatest sufficiency gap; establish a robust attendance monitoring process to identify & deliver further support where needed.

Director Assurance

Richard Lynch

Increasing uptake of 2-year old entitlement is a priority within the Council's Early Years strategy under the stewardship of the Early Years Strategic Partnership. A robust action plan is in place to ensure families are suitably informed and supported to access the 2-year old entitlement. We continue to work with key partners and families to support the deliverables outlined in the action plan; recognising the impact the pandemic has had on our early years

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Mike Bridges

Target Date

16 Apr 2021

No Benchmarking Available

Accountable Lead Follow Up Action

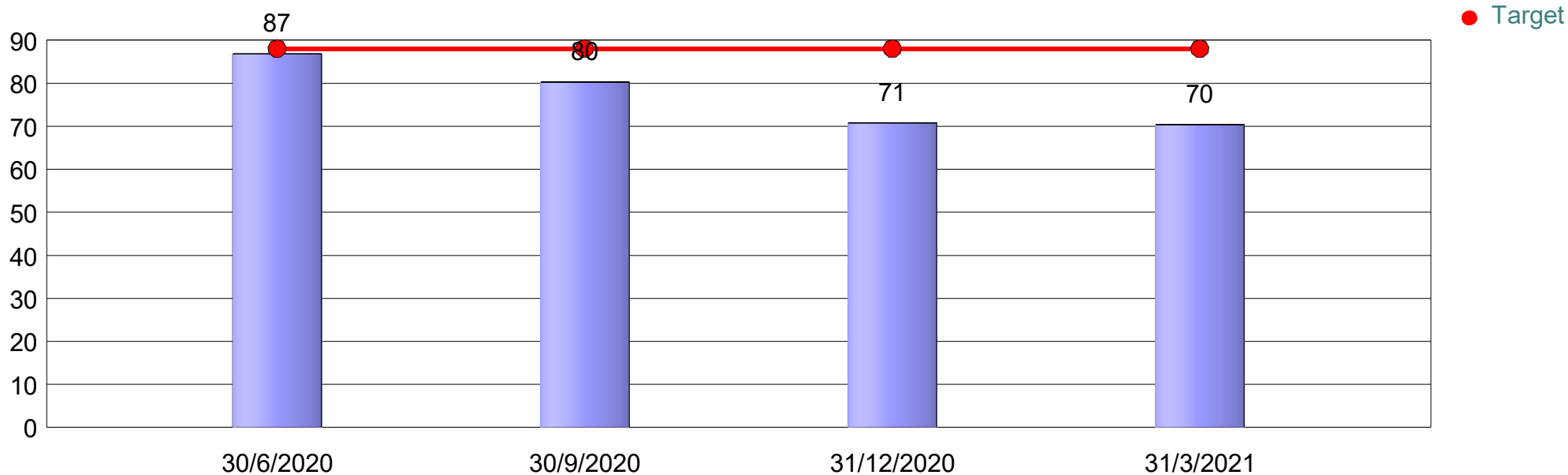
To limit COVID-19 transmissions, dental practices were instructed to close and cease all routine dental care from the 25th March 2020. The data reported here includes that time, therefore activity is lower than expected. For England this measure is 30% and in the North West it is 32%. Therefore in Oldham, we are in line with the national and local picture. We are working with PHE Dental Health leads, and our local providers to support families on oral health, including access to dentistry. The Right Start Service and our health improvement service (Your Health Oldham) are working together to ensure that oral health is included in support around health.

Director Assurance

Katrina Stephens

Performance during this period has been affected by the impact of COVID on service delivery. It is anticipated that performance will return to pre-COVID levels as we move through the covid recovery period.

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Rebecca Fletcher

Target Date

16 Apr 2021

No Benchmarking Available

Accountable Lead Follow Up Action

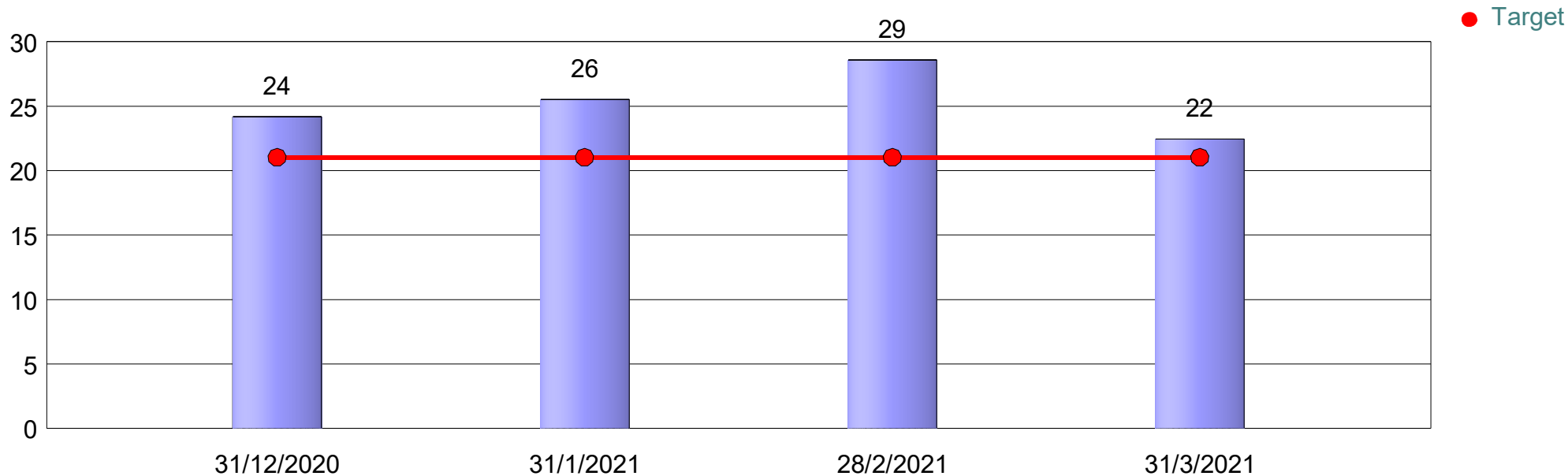
The service has had significant challenges in completing the mandated reviews face to face - initially due to the NHS guidance during COVID but also family anxieties around visitors to the home. All vulnerable families are prioritised for face to face visits, as are the New Birth Visits and 6/8 week checks. We are having fortnightly meetings to support the service and ensure that all mandated visits are carried out. Catch ups are being carried out to ensure that families that missed out on New Birth Visits, 6/8 week checks, or 12 month visits receive catch up face to face visits. The service is prioritising face to face contacts for those that are most vulnerable rather than relying on telephone contacts. We continue to monitor this and support that approach.

Director Assurance

Katrina Stephens

Performance during this period has been affected by the impact of COVID on service delivery. It is anticipated that performance will return to pre-COVID levels as we move through the covid recovery period.

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: At 22.5% this is a significant positive decrease in repeat referral rate when compared to 28.5% in February 2021. When compared to our Statistical Neighbour benchmarks at 31 March 2020 (23.5%) our March 2021 data is lower and shows positive improvement. It is important to consider the weekly re-referral rate varies by week and reflects a very fluctuating period of contacts into the MASH during March 2021, with a significant increase in overall contacts received – reaching 1,800 contacts during the month. The impact of Covid-19 continues to be closely monitored, however with school returns during March 2021 it is positive to note a reduced re-referral rate. There are continued concerns relating to domestic abuse and mental health.

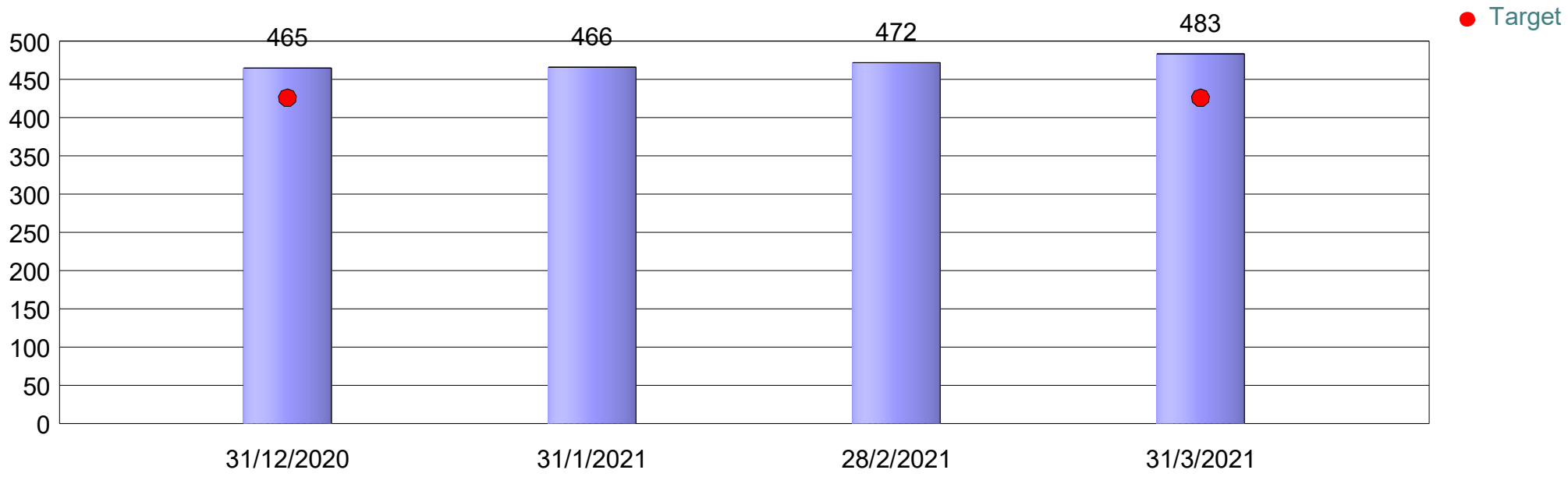
Action: There is an identified need for continued social care strength in the early help provision at the front door and a new integrated system went fully live in February 2021. The refreshed Continuum of Need went live in March 2021 as a pathway to strengthen the focus and understanding of earliest possible help. A clear quality assurance analysis report has looked at this corporate measure and a detailed action plan is in place.

Director Assurance

Elaine Devaney

We have dedicated time within the Performance Clinic and Children's Assurance Board to focus the service on repeat referrals and have consequently developed a comprehensive action plan around the issues following a deep dive into this data.

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: A1 performance has increased from 472 days to 483 days in March 2021, an increase out of timeliness by 11 days. Reasons include; children looked after for a significant period of time and circumstances that changed into a plan of adoption. We were aware that this would impact on the A1 indicator, it is however very positive that they have been successfully placed.

Action: Overall, in 2020/21 30 children have ceased care through an adoption which is an increase from 27 in 2019/20. This increase in performance has been achieved against the backdrop of the Covid pandemic which is a very positive outcome for those children. We have matched 19 children with prospective adopters since October 2020, these cases will progress to an adoption outcome over the coming months.

Director Assurance

Elaine Devaney

The service is still working through some legacy issues within the permanence planning process. There has been a development of pre-proceedings processes to promote the timeliest approach. The service is working with the courts on the delay issues due to the impact of Covid.

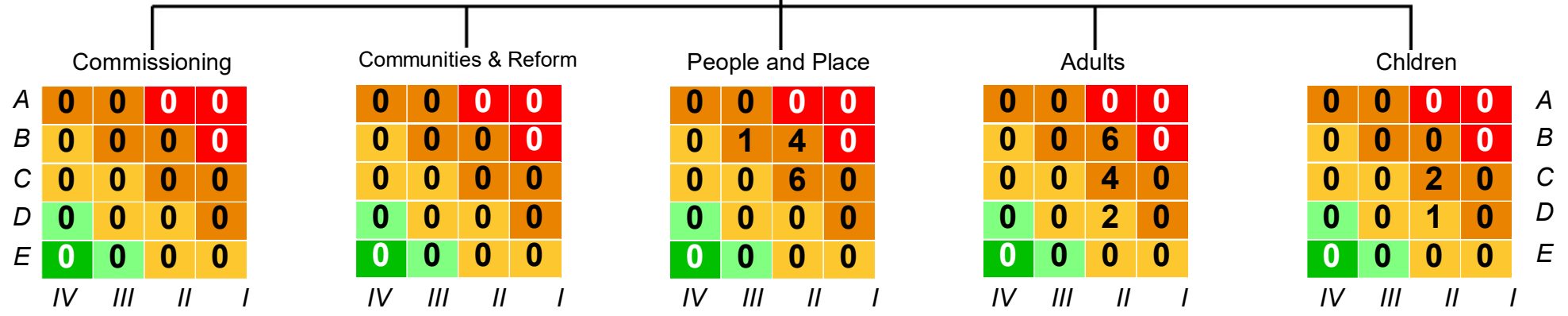
Appendix IV - Risks associated with Actions

Details of any Red risks will appear below the matrices

All risks

A	0	0	0	0
B	0	1	10	0
C	0	0	12	0
D	0	0	3	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	



Action		Ref	Risk Description	Likelihood	Impact	Mitigation	Date Risk Reviewed
Action Description	Action Update						
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.

Appendix VI - Suspended Corporate Measures

Suspended Measures - owing to the impact of Covid-19

M393(CP) Number of businesses supported after being successfully included in a referral package / programme.
M494(CP) Number of food hygiene inspections
M565(CP) Delayed days (per 100,000 of the population) aged 18+ attributable to social care in England
M566(CP) Percentage of care home beds rated as `Good` or `Outstanding` (NW ADASS CQC Data reports)
M567(CP) Percentage of community based providers rated as 'Good' or Outstanding
M648(CP) % of children who have reached a Good Level of Development (GLD) at the end of the Early Years Foundation Sta
M657(CP) Percentage of children who pass the Year 1 Phonics screening test.
M659(CP) Percent of NHS Health Checks offered which were taken up in the Quarter
M722(CP) Percentage of pupils in good/outstanding Oldham schools
M730(CP) Percentage of pupils achieving the national standard in reading, writing and mathematics at the end of Key Stage 2
M804(CP) Percentage of young people who achieve level 5+ in both English and mathematics at KS4