

**Report to Performance Overview and Scrutiny Committee**  
**Council Performance Report March 2022**  
for period 1 January to 31 March 2022

**Portfolio Holder:**

Councillor Shaid Mushtaq, Portfolio Holder - Corporate Services

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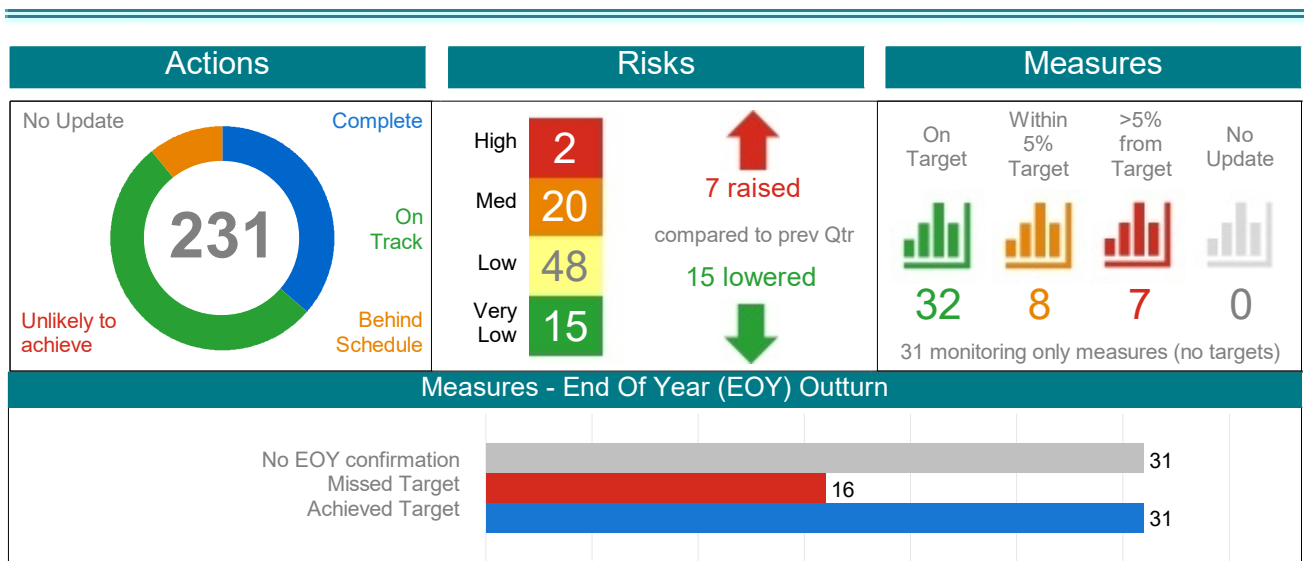
**Date:** 23 June 2022

The purpose of this report is to allow:

- The review of Council Performance for the month of March 2022 and 2021/22 financial year
- The scrutiny of areas of underperformance as appropriate

### Recommendations

- To note areas of good performance
- Agree improvement plans for any areas of under performance.






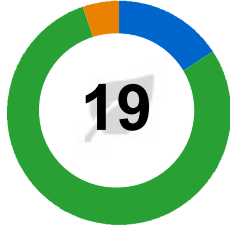

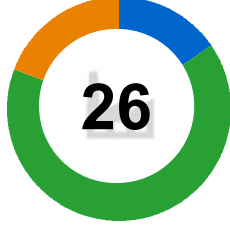

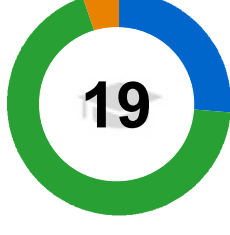

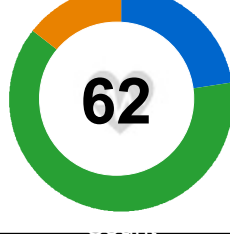

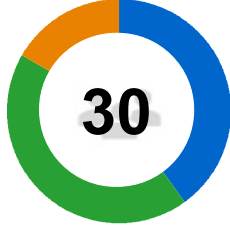

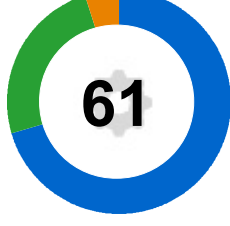
The Council's Corporate Performance Report monitors delivery against the Covid Recovery Strategy.

89.2% of actions within the Recovery Strategy are on track or have been completed; with 68% of our updated targeted measures performance on or above target in Q4. At End of year performance 66% of updated target measures achieved end of year performance.

Throughout the reporting year; covid has continued to impact on performance in a range of areas either through staff capacity (covid sickness) or external factors affecting performance as a result of Covid controls in place. The council has and will continue to monitor recovery closely; working with services to support recovery planning and reflect key areas to prioritise delivery in the new corporate plane.








The report provides a breakdown by Recovery Area and further detail on exceptions is included within the report.

# Performance Summary for Quarter 4

	Actions	Risks	Measures
 Invest in quality housing	<p>No Update</p>  <p>14</p> <p>Complete On Track Behind Schedule Unlikely to achieve</p>	<p>High 0</p> <p>Med 1</p> <p>Low 1</p> <p>Very Low 0</p> <p>0 raised</p> <p>0 lowered</p>	<p>On Target 6</p> <p>Within 5% Target 0</p> <p>&gt;5% from Target 0</p> <p>No Update 0</p> <p>0 monitoring only measures (no targets)</p>
 Championing a green recovery	 <p>19</p>	<p>0</p> <p>3</p> <p>5</p> <p>6</p> <p>2 raised</p> <p>0 lowered</p>	<p>1</p> <p>0</p> <p>0</p> <p>0</p> <p>3 monitoring only measures (no targets)</p>
 Creating and protecting jobs and supporting businesses	 <p>26</p>	<p>0</p> <p>4</p> <p>9</p> <p>4</p> <p>0 raised</p> <p>2 lowered</p>	<p>1</p> <p>1</p> <p>0</p> <p>0</p> <p>2 monitoring only measures (no targets)</p>
 Prioritising education and skills	 <p>19</p>	<p>0</p> <p>4</p> <p>8</p> <p>0</p> <p>0 raised</p> <p>0 lowered</p>	<p>7</p> <p>2</p> <p>0</p> <p>0</p> <p>5 monitoring only measures (no targets)</p>
 Promoting health and wellbeing and supporting the most vulnerable	 <p>62</p>	<p>1</p> <p>6</p> <p>17</p> <p>1</p> <p>5 raised</p> <p>4 lowered</p>	<p>11</p> <p>5</p> <p>6</p> <p>0</p> <p>13 monitoring only measures (no targets)</p>
 Driving Equality	 <p>30</p>	<p>0</p> <p>1</p> <p>7</p> <p>1</p> <p>0 raised</p> <p>1 lowered</p>	<p>3</p> <p>0</p> <p>0</p> <p>0</p> <p>6 monitoring only measures (no targets)</p>
 Enabling Area	 <p>61</p>	<p>1</p> <p>1</p> <p>1</p> <p>3</p> <p>0 raised</p> <p>8 lowered</p>	<p>3</p> <p>0</p> <p>1</p> <p>0</p> <p>2 monitoring only measures (no targets)</p>

Raised/lowered compared to previous Quarter  
0 risks not updated

Total of 4 measures suspended

Performance Summary by Recovery Area and Theme		Actions					Risks						Measures				
		Done	On Track	Amber	Red	No Update	Very Low	Low	Med	High	No Update	Closed	On Target	Amber	Red	No Update	Monitor Only
 Invest in Quality Housing	Build more affordable homes		6				1	1				4					
	Improve quality condition of existing homes	2	3	1							2	2					
	Support rough sleepers into permanent accommodation	1	1														
 Championing a Green Recovery	Greener economy reduces Oldham's carbon footprint	1	7	1			1	1	1		1					2	
	Reduce carbon emissions from transport, more cycle, walk, public transport		1				1										
	Well maintained accessible outdoor space	2	7				4	4	2			1				1	
 Creating and Supporting Jobs and Supporting Businesses	.		1					2									
	Creating the conditions for inclusive growth and thriving town centre	1	7				1	3	1								
	Help people get back into work or retrain for new careers	1	3	3				2	2			1				2	
	Support businesses to get back on their feet	2	6	2			3	2	1				1				
 Prioritising Education and Skills	.	1	1					1			1	2					
	Best start in life for our youngest children who have missed out as a result of Covid-19		1	1								1					
	Children and young people achieve their full potential	4	9					6	3		2	2	1			4	
	Schools and college leavers move on to education, employment and training		2					1	1			2	1			1	
 Promoting Health and Wellbeing and supporting the most Vulnerable	.		1														
	Continue to contain the spread of Covid-19 in Oldham	3	4				1		1		2	2					
	Safeguard and support our most vulnerable residents	4	19	4				5	3	1	6	8	4	3		7	
	Work with communities to improve health and wellbeing	7	15	5				12	2		7	1	1	3	2	6	
 Driving Equality	.	1	2						1								
	Help those adversely impacted by Covid-19	9	6	2				3			7	2			2	2	
	Reducing poverty and helping people get back on their feet	2	2	1							2	1				2	
	Reducing inequality and build resilience across Oldham's communities		3	2			1	4			1					2	
 Enabling Area	.	43	15	3			3	1	1		35	3	No update includes 4 suspended	1		2	

# Performance Measures

(C)orporate Measure (M)onthly Pol(arity)  
(O)ldham Profile (Q)uarterly which  
(M)onitoring Only (no target) (A)nnually direction  
is good

Target in brackets (Eng)lish Authorities (GM)CA (Stat)istical Neighbour (Geo)graphic Neighbour

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
<b>Championing a Green Recovery</b>																		
M460 (COM) Percentage of households in fuel poverty	A	↓		15.2%		15.2%	---	15.2%	---	15.2%	---	2019	15.2%	---	15.2% (---)	GM	14.8%	2019
M468 (CM) Percentage progress towards 2025 carbon neutrality target for Council Buildings and Street Lighting	A	↑				12.60%	---	12.60%	---	12.60%	---	2019/20	12.60%	---	12.60% (---)			
M497 (CM) Total number of fly-tipping enforcement actions	Q		3,958	3,034	2,167	929	---	1,018	---	1,082	---	Q4 21/22	1,533	---	4,562 (---)	GM	2,351	2020/21
M501 (C) Percentage of Household waste sent for Reuse, Recycling or Composting	M	↑	44.65%	44.00%	42.20%	53.45%	46.10%	48.08%	47.59%	43.97%	43.36%	Mar 22	47.21%	44.71%	47.21% (45.01%)			

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
<b>Driving Equality</b>																		
M217 (COM) Percentage of people who feel that the CSP are dealing with local community safety issues	Q	↑				42.0%	---	42.0%	---	42.0%	---	Up to 31 March 2022	42.0%	---	42.0% (---)			
M218 (COM) Percentage of people who agree that people of different backgrounds get along in their area	Q	↑				67.0%	---	66.0%	---	67.0%	---	Up to 31 March 2022	67.0%	---	67.0% (---)			
M333a (C) Percentage Council spend in Oldham (12 month rolling)	Q	↑	53.39%	51.55%	55.18%	55.90%	55.00%	55.20%	55.00%	55.20%	55.00%	April 21 - March 22	55.00%	55.00%	55.00% (55.00%)			
M361 (COM) Unemployment rate in Oldham	M	↓	4.6%	5.1%	9.9%	9.2%	---	8.4%	---	7.4%	---	March 2022	7.3%	---	7.3% (---)	GM	5.5%	Mar-22
M362 (COM) Youth Unemployment rate in Oldham	M	↓	7.4%	8.0%	16.2%	14.5%	---	12.7%	---	10.1%	---	March 2022	9.8%	---	9.8% (---)	GM	6.5%	Mar-22
M566 (C) Percentage of care home beds rated as 'Good' or 'Outstanding' (NW ADASS CQC Data reports)	Q	↑	78.7%	79.1%		---	---	---	---	---	---	Suspended	---	---	---	GM	78.6%	Mar-22
M567 (C) Percentage of community based providers rated as 'Good' or Outstanding	Q	↑		86.2%		---	---	---	---	---	---	Suspended	---	---	---	GM	91.8%	Mar-22
M735 (COM) Percentage of nursery and primary pupils with free school meals	Q		19.3%	21.0%	26.9%	26.9%	---	26.9%	---	28.5%	---	2021/22 Spring Term	29.2%	---	29.2% (---)	Eng	21.6%	2020/21 Spring term
M736 (COM) Percentage of secondary pupils with free school meals	Q		19.2%	20.8%	25.4%	25.4%	---	25.4%	---	28.2%	---	2021/22 Spring Term	28.6%	---	28.6% (---)	Eng	18.9%	2020/21 Spring term
M918 (C) Percentage of calls answered in total	Q	↑	90.83%	89.59%	87.23%	79.19%	89.00%	78.72%	89.00%	90.69%	89.00%	Q4 21/22	90.40%	89.00%	84.36% (89.00%)			
S370 (C) Average time taken to process Council Tax reduction (new claims and change events) CTR	M	↓	13 days	13 days	22 days	20 days	21 days	29 days	21 days	24 days	21 days	March 2022	12 days	21 days	23 days (21 days)			

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
						2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			
			Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target	Type	Bench mark	Period				
<b>Enabling Area</b>																		
M340 (C) Percent of Internal Audit Opinions resulting in Weak, Inadequate, Limited Assurance	Q	↓				14%	15%	15%	15%	14%	15%	Q4 21/22	25%	15%	16% (15%)			
M498 (C) Street lighting - Percentage of issues resolved within target time	Q	↑	100%	100%	100%	100%	95%	100%	95%	100%	95%	Q4 21/22	100%	95%	100% (95%)			
M891 (C) Preventative maintenance: proportion of network resurfaced per £100k of allocated budget	Q	↑				20%	0%	98%	40%	100%	75%	Q4 21/22	100%	100%	100% (100%)			
M892 (C) Highway maintenance: proportion of the network resurfaced per £100k of allocated budget	Q	↑				0%	0%	40%	40%	100%	75%	Q4 21/22	100%	100%	100% (100%)			
S357 (CM) Percentage of council tax in year collected of the total owed (cumulative)	M	↑	94.46%	94.05%	93.29%	28.73%	---	54.88%	---	81.32%	---	Q1-Q4 21/22	94.16%	---	94.16% (---)	GM	94.53%	2020/21
S368 (CM) Percentage of national non domestic rates (NNDR) collected in year as a % of the total owed	M	↑	97.22%	96.18%	90.48%	22.56%	---	48.73%	---	76.49%	---	Q1-Q4 21/22	93.91%	---	93.91% (---)	GM	92.27%	2020/21

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
<b>Invest in Quality Housing</b>																		
M274 (C) Percentage of major planning applications determined in time	Q	↑	93.0%	92.0%	91.0%	100.0%	80.0%	100.0%	80.0%	100.0%	80.0%	Q4 21/22	100.0%	80.0%	100.0% (80.0%)	GM	99.0%	Q3 2021-22
M275 (C) Percentage of minor planning applications determined in time	Q	↑	94.0%	87.0%	82.0%	85.0%	80.0%	87.4%	80.0%	93.0%	80.0%	Q4 21/22	90.2%	80.0%	89.2% (80.0%)	GM	94.0%	Q3 2021-22
M408a (C) Total new homes completed	Q	↑	529	728	373	106	88	162	176	253	264	Q4 21/22	503	352	503 (352)	Eng	650	2020/21
M409a (C) Percentage of completed homes that are affordable	Q	↑	9.0%	23.0%	33.0%	52.8%	25.0%	60.5%	25.0%	55.7%	25.0%	Q4 21/22	35.0%	25.0%	35.0% (25.0%)	GM	18.0%	2020/21
M431 (C) Number of energy efficiency measures installed in Oldham households	Q	↑			130	28	20	40	40	96	80	Q1 - Q4 21/22	133	120	133 (120)			
M433 (C) Number of people supported through the Warm Homes Oldham scheme	Q	↑	1,258	2,089	2,617	651	400	1,184	800	2,347	1,600	Q1 - Q4 21/22	4,270	2,400	4,270 (2,400)			



Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
<b>Creating and protecting jobs and supporting businesses</b>																		
M360 (C) Percentage of citizens on Welfare to Work programmes progressing into employment (Cumulative)	Q	↑				106%	31%	114%	31%	110%	100%	Oct 20 - Mar 22	106%	100%	106% (100%)			
M393 (C) Number of businesses supported after being successfully included in a referral package / programme.	Q	↑		288		81	78	154	156	245	234	Q4 21/22	308	312	308 (312)			
M461 (COM) Median gross annual pay of employees by residence (resident base)	A	↑	£25,375	£26,357	£26,357	£26,357	---	£26,357	---	£27,594	---	2021	£27,594	---	£27,594 (---)	GM	£29,140.	2021
M894 (COM) Percentage of addresses with Superfast broadband availability	A	↑	27.80%	98.20%	98.20%	98.30%	---	98.30%	---	98.30%	---	2021	98.30%	---	98.30% (---)	GM	97.12%	2021

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			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
<b>Prioritising Education and Skills</b>																		
M63 (C) Number of visitors to Gallery Oldham	Q	↑	93,578			708	800	5,387	2,500	3,500	3,500	Q4 21/22 (Draft)	5,500	4,500	15,095 (11,300)			
M640 (C) Percent of 16 to 17 year olds who are not in education, employment or training (NEET)	M	↓	3.3%	3.3%		3.4%	3.5%	1.8%	3.5%	2.9%	3.5%	March 2022	3.6%	3.5%	3.2% (3.5%)	Eng	2.9%	2020
M649 (C) Percentage take up of 2 year-old children benefitting from funded early education places	Q	↑	66.7%	70.1%	64.1%	68.5%	70.0%	72.0%	70.0%	72.0%	75.0%	2021/22 Spring Term	78.7%	75.0%	78.7% (75.0%)	Eng	62.0%	2020/21 Spring term
M67 (C) Total number of e-books, e-audio books and e-magazines loaned per month	Q	↑				24,026	22,500	22,526	22,500	21,470	22,500	Q4 21/22	22,855	22,500	90,885 (90,000)			
M69 (C) Number of library visits per 1000 population. To library service points - not including web visits	Q	↑	5,414	4,882		252	600	536	800	936	850	Q4 21/22	1,505	900	1,505 (900)	GM	3,395	2019/20
M702 (CM) Attendance rates in Oldham Primary Schools	Q	↑	96.2%	95.5%	95.9%	95.9%	---	93.7%	---	94.2%	---	2021/22 Autumn Term	93.9%	---	93.9% (---)	Eng	96.3%	2020/21 Autumn term
M703 (CM) Attendance rates in Oldham Secondary Schools	Q	↑	95.3%	94.4%	93.9%	93.9%	---	93.0%	---	90.9%	---	2021/22 Autumn Term	91.0%	---	91.0% (---)	Eng	94.3%	2020/21 Autumn term
M704 (CM) Percentage of Oldham Secondary schools that are judged as good or outstanding by Ofsted	M	↑	66.7%	66.7%	66.7%	66.7%	---	66.7%	---	66.7%	---	March 2022	58.3%	---	58.3% (---)	Eng	76.7%	Sep-21
M705 (CM) Percentage of Oldham primary schools that are judged as good or outstanding by Ofsted	M	↑	80.0%	83.7%	83.7%	84.0%	---	83.7%	---	83.7%	---	March 2022	83.7%	---	83.7% (---)	Eng	87.9%	Sep-21

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			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period	
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target					
M715 (C) Annual EHCP (SEND) statutory reviews completed within legal time frame	Q	↑		80.7%	97.5%	97.6%	95.0%	97.6%	95.0%	97.5%	95.0%	Jan 22 to Mar 22	98.9%	95.0%	97.5% (95.0%)				
M716 (C) Timeliness of quality EHC plans: Percentage completed within 20 weeks over 12 months	M	↑	81.0%	90.9%	89.1%	89.4%	75.0%	86.5%	75.0%	89.1%	75.0%	Jan 22 to Mar 22	94.6%	75.0%	89.1% (75.0%)	Eng	58.0%	2020	
M733 (C) Percentage of children receiving their 1-3 preference of school place for the September intake in Reception	A	↑	96.6%	97.7%	97.5%	98.3%	97.3%	98.3%	97.3%	98.3%	97.3%	Sept 2022 allocation	98.4%	97.3%	98.4% (97.3%)	Eng	98.0%	Sept 2021 Allocation	
M734 (C) Percentage of children receiving their 1-3 preference of school place for the September intake in Year 7	A	↑	87.5%	89.1%	89.3%	90.0%	93.9%	90.0%	93.9%	90.0%	93.9%	Sept 2022 allocation	91.2%	93.9%	91.2% (93.9%)	Eng	93.4%	Sept 2021 Allocation	
M743 (CM) Percentage 16 to 17 year olds who are known to the LA undertaking an apprenticeship	M		4.0%	3.8%	3.4%	3.5%	---	1.6%	---	1.6%	---	March 2022	4.0%	---	3.7% (---)	Eng	3.8%	2021	

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			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
<b>Promoting Health and Wellbeing and supporting the most Vulnerable</b>																		
M197 (C) Number of visits to OCL Leisure Centres per 1000 population	Q	↑	5,324			483	1,325	1,435	2,650	2,362	3,975	Q1 - Q4 21/22	3,608	5,300	3,608 (5,300)			
M222 (COM) Percentage of physically active adults (aged 19+)	A	↑	59.2%	59.2%	59.2%	59.2%	---	59.2%	---	59.2%	---	2019/20	59.2%	---	59.2% (---)	GM	62.3%	2019/20
M49 (CM) Number of Domestic Abuse incidents reported to the police	Q					1,610	---	1,631	---	1,525	---	Q4 21/22	1,584	---	1,584 (---)			
M50 (CM) Number of Domestic Abuse referrals to MARAC	Q					329	---	289	---	243	---	Q4 21/22	268	---	268 (---)			
M543 (C) Number of individuals (65+) in a permanent residential or nursing placement – per 10,000 population 65+	Q	↓	209	204	178	184	200	185	200	182	200	Mar 2022	175	200	175 (200)			
M548 (C) Proportion of adults with learning disabilities in paid employment in England	Q	↑	2.8%	3.4%		2.9%	3.0%	2.7%	3.0%	2.6%	3.0%	Mar 2022	3.2%	4.0%	3.2% (4.0%)	GM	6.0%	2020/21
M549 (C) Percentage Learning Disability Service Users in Settled Accommodation	Q	↑	96.0%	96.7%	94.1%	94.8%	96.0%	91.3%	96.0%	94.5%	96.0%	Mar 2022	92.5%	96.0%	92.5% (96.0%)	GM	87.2%	Q3 21/22
M551 (CM) Percentage of adults in contact with secondary mental health services who live independently, with or without support	Q	↑	55.0%	46.0%	46.0%		---	58.3%	---	70.4%	---	Mar 2022	70.0%	---	70.0% (---)	Stat	53.0%	2020/21
M552 (C) Percentage of completed annual (planned) reviews	Q	↑				72%	50%	75%	55%	79%	60%	Q4 21/22	82%	65%	78% (65%)			

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
M553 (CM) The change in long-term service users (ASC) from the previous quarter	Q		1.3%	-%	0.1%	3.8%	---	1.3%	---	-0.1%	---	Q4 21-22 / Q3 21-22	-0.7%	---	-0.7% (---)	GM	-%	Q3 21/22
M554 (CM) Percentage of concluded section 42 enquiries with risk identified where risk removed is the outcome	Q	↑	36.8%	42.6%		38.0%	---	32.4%	---	44.4%	---	Q4 21/22	28.0%	---	47.0% (---)	Eng	28.5%	2020/21
M555 (CM) Percentage of concluded section 42 enquiries with risk identified where risk reduced is the outcome	Q		55.3%	48.1%		56.0%	---	64.7%	---	40.7%	---	Q4 21/22	64.0%	---	47.5% (---)	Eng	61.5%	2020/21
M556 (CM) Percentage Service Users receiving Direct Payments	Q		38.9%	45.4%	41.9%	31.0%	---	30.5%	---	30.9%	---	Mar 2022	31.1%	---	31.1% (---)	GM	28.3%	2019/20
M557 (C) Percentage of older people who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services (effectiveness of the service)	Q	↑	88.4%	93.6%	83.0%	86.1%	89.0%	91.6%	89.0%	86.5%	89.0%	Q4 21/22	86.2%	89.0%	86.2% (89.0%)	GM	79.0%	2020/21
M565 (CM) Delayed days (per 100,000 of the population) aged 18+ attributable to social care in England	Q	↓	507 days	467 days		---	---	---	---	---	---	Suspended	---	---	---			
M568 (C) Percentage of Service Users that are in Community Based Services	Q	↑	72.7%	74.0%	77.1%	76.8%	76.0%	76.7%	76.0%	76.3%	76.0%	Mar 2022	76.8%	76.0%	76.8% (76.0%)	GM	71.4%	Q3 21/22
M569 (C) Percentage of Service Users Receiving Domiciliary Care	Q	↑	36.4%	35.9%	36.3%	32.8%	34.0%	32.6%	34.0%	31.4%	34.0%	Mar 2022	31.9%	34.0%	31.9% (34.0%)	GM	37.5%	Q3 21/22

Performance Measure Name	Data	Pol	Previous Years			2021/22											Benchmarking		
						2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)				
			Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target	Type	Bench mark	Period					
M619a (C) Percentage of Care Leavers aged 16-18 (post year 11) in Education, Employment or Training	Q	↑	58.0%	44.0%		87.3%	70.0%	83.0%	70.0%	83.0%	70.0%	March 2022	76.0%	70.0%	76.0% (70.0%)	Stat	61.0%	31-Mar-21	
M619b (C) Percentage of Care Leavers aged 19-21 in Education, Employment or Training	Q	↑	51.0%	32.0%		50.4%	60.0%	59.0%	60.0%	62.0%	60.0%	March 2022	57.0%	60.0%	57.0% (60.0%)	Stat	47.0%	31-Mar-21	
M631a (C) 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)	Q	↑	66.8%	72.4%	76.9%	71.8%	70.0%	64.7%	70.0%	76.5%	70.0%	Q4 (21/22)	76.4%	70.0%	72.3% (70.0%)				
M636 (C) Percentage who quit smoking at 4 weeks	Q	↑	45.0%	46.0%		52.0%	50.0%		50.0%		50.0%	Q3 21/22	55.5%	50.0%	55.5% (50.0%)	Eng	59.0%	2019/20	
M639 (C) Achieve the expected standard for the childhood immunisation programme as indicated by uptake of MMR at age 5	Q	↑	96.9%	97.3%		97.3%	95.0%	97.3%	95.0%	96.8%	95.0%	2020/21	96.8%	95.0%	96.8% (95.0%)	GM	95.6%	2020/21	
M646 (COM) Life Expectancy (Female)	A	↑	81.2	81.0	80.5	80.5	---	80.5	---	80.5	---	2018/20	80.5	---	80.5 (---)	GM	81.3	2018-20	
M647 (COM) Life Expectancy (Male)	A	↑	77.4	77.6	77.2	77.2	---	77.2	---	77.2	---	2018/20	77.2	---	77.2 (---)	GM	77.6	2018-20	
M654 (COM) Healthy Life Expectancy at birth (Female)	A	↑	61.6	58.3	58.3	58.3	---	58.3	---	58.3	---	2017/19	58.3	---	58.3 (---)	GM	60.7	2018-20	
M656 (C) Percentage of Health Visitor mandated reviews completed within timescale	Q	↑	85.4%	88.0%		77.2%	88.0%	84.9%	88.0%	81.9%	88.0%	Q3 21/22	82.5%	88.0%	82.5% (88.0%)	Eng	82.0%	2019/20	
M658 (COM) Healthy Life Expectancy at birth (Male)	A	↑	58.0	58.3	58.3	58.3	---	58.3	---	58.3	---	2017/19	58.3	---	58.3 (---)	GM	61.0	2018-20	

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
M659 (C) Percent of NHS Health Checks offered which were taken up in the Quarter	Q	↑	67.8%			---	---	---	---	---	---	Suspended	---	---	---	GM	41.4%	2021/22 Q2
M664a (C) Percentage of referrals which are repeat referrals to Children's Social Care (in month)	Q	↓	26.0%	24.0%		23.1%	23.5%	25.8%	23.5%	25.7%	23.5%	March 2022	16.0%	23.5%	18.2% (23.5%)	Stat	21.0%	31-Mar-21
M683a (C) 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)	Q	↑	79.0%	77.0%		98.3%	90.0%	100.0%	90.0%	97.1%	90.0%	March 2022	100.0%	90.0%	94.8% (90.0%)	Stat	77.0%	31-Mar-21
M712 (COM) Rate of children looked after per 10,000 children aged under 18 years	Q		86.0	87.0	89.0	89.2	---	89.0	---	90.7	---	March 2022	90.8	---	90.8 (---)	Stat	98	31-Mar-21
M863 (C) Percent of eligible adults aged 65+ who have received the flu vaccine	Q	↑	72.8%	73.1%		73.1%	75.0%	73.1%	75.0%	78.8%	75.0%	2020/21	78.8%	75.0%	78.8% (75.0%)	GM	80.1%	2020/21
M928 (C) Percentage of Children Looked After placed within In-house Foster Care Provision	Q	↑		64.6%	60.0%	62.3%	60.0%	58.8%	60.0%	58.1%	60.0%	March 2022	57.2%	60.0%	57.2% (60.0%)	Stat	47.0%	31-Mar-21
M929 (C) Percentage CLA in long term stable placements	Q	↑	58.0%	69.0%	68.0%	67.5%	70.0%	66.8%	70.0%	65.9%	70.0%	March 2022	69.3%	70.0%	69.3% (70.0%)	Stat	71.0%	31-Mar-21
M932 (C) Percentage of Children Looked After that have a permanence plan within four months of becoming looked after	Q	↑				100.0%	80.0%	81.3%	80.0%	87.0%	80.0%	March 2022	95.5%	80.0%	95.5% (80.0%)			

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
M933 (C) Percentage of Children Looked After with three or more placement moves in the last 12 months	Q	↓	13.0%	11.0%	9.0%	9.4%	10.0%	10.4%	10.0%	11.7%	10.0%	March 2022	10.6%	10.0%	10.6% (10.0%)	Stat	8.0%	31-Mar-21
S202 (C) Council Sickness Absence	Q	↓	9.5 days	11.3 days	7.8 days	2.4 days	2.4 days	5.0 days	4.7 days	8.3 days	7.1 days	March 2022	11.4 day	9.5 days	11.4 days (9.5 days)			



## Red Performance Measures

Performance Measure Name	Data	Pol	Previous Years			2021/22									Benchmarking			
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
<b>Promoting Health and Wellbeing and supporting the most Vulnerable</b>																		
M197 (C) Number of visits to OCL Leisure Centres per 1000 population	Q	↑	5,324			483	1,325	1,435	2,650	2,362	3,975	Q1 - Q4 21/22	3,608	5,300	3,608 (5,300)			
Accountable Lead (Neil Consterdine) Follow-up Action												Director (Katrina Stephens) Assurance						
Oldham Community Leisure has been in a year of recovery and it was anticipated that targets would be difficult to achieve this year. Specifically Leisure Centres were not allowed to start to open until Mid April 2022. In addition restrictions remained for several months after opening meaning the centres could only partially fully open limiting the number of people in them. Monthly performance meetings were established to monitor the finances and recovery and it can be seen visits, although not fully there, are somewhere near pre covid levels. It is hopeful that recovery will continue to be positive in 2022/23.												Whilst below target the trend in post-pandemic recovery is positive, and it is hoped that this will continue into 22/23. This is closely monitored through monthly performance meetings.						

Performance Measure Name	Data	Pol	Previous Years			2021/22									Benchmarking			
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
<b>Enabling Area</b>																		
M340 (C) Percent of Internal Audit Opinions resulting in Weak, Inadequate, Limited Assurance	Q	↓				14%	15%	15%	15%	14%	15%	Q4 21/22	25%	15%	16% (15%)			
Accountable Lead (Mark Stenson) Follow-up Action												Director (Anne Ryans) Assurance						
Of the 8 reports issued in the 4th quarter, 2 in relation to Adult Social care were rated as inadequate. The audit service have already commenced meetings with service management to identify internal control improvement opportunities in order to address the issues identified.												The Internal Audit team will proactively work with the Adult Social Care Team to ensure that issues and actions identified are addressed. The aim is that any follow up reports show improvement and hence the performance indicator will be in line with the target.						

# Red Performance Measures

Performance Measure Name	Data	Pol	Previous Years			2021/22								Benchmarking				
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				

## Promoting Health and Wellbeing and supporting the most Vulnerable

M548 (C) Proportion of adults with learning disabilities in paid employment in England	Q	↑	2.8%	3.4%		2.9%	3.0%	2.7%	3.0%	2.6%	3.0%	Mar 2022	3.2%	4.0%	3.2% (4.0%)	GM	6.0%	2020/21
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Accountable Lead (Charlotte Walker) Follow-up Action Director (Mark Warren) Assurance

Recent deep dive of the data in this performance area has highlighted specific areas of focus which will enable improvement in this area. Working closely with GOW, DWP and Oldham College is vital to embed job and career opportunities locally for people with LD & A. This includes the Council itself committing to shared ownership of a corporate intention to enable people with LD&A to work for the Council. This is a key area for the LD&A strategies in Oldham. Deep dive outputs are being reported to Management Board with specific recommendations ideally to be adopted and progressed across all directorates.

The findings of the recent deep dive were presented to management board and the recommendations are being progressed. The development of job opportunities remains a key priority with an ongoing commitment for the Council to improve access to employment options at all levels for people with LD and Autism/ Neurodiverse needs.

Performance Measure Name	Data	Pol	Previous Years			2021/22								Benchmarking				
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				

## Promoting Health and Wellbeing and supporting the most Vulnerable

M569 (C) Percentage of Service Users Receiving Domiciliary Care	Q	↑	36.4%	35.9%	36.3%	32.8%	34.0%	32.6%	34.0%	31.4%	34.0%	Mar 2022	31.9%	34.0%	31.9% (34.0%)	GM	37.5%	Q3 21/22
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Accountable Lead (Jayne Ratcliffe) Follow-up Action Director (Mark Warren) Assurance

The service is continuing to work together with providers to ensure a home first approach is taken, and people are receiving statutory support services as required, to meet their eligible Care Act needs. The service is also promoting a strength based approach to practice ensuring Oldham residents are able to utilise the assets in their community to meet needs and also are encouraged to use natural support. There have been significant workforce challenges in this service area due to the Covid 19 pandemic and the impact on staffing and provider colleagues. The service has also seen a culture shift during the Covid 19 pandemic of residents with statutory care and support needs choosing to access a direct payment. Locally, regionally and nationally, the care at home market has been severely impacted by the Covid-19 pandemic, and now by cost of living increases, in particular fuel costs, which is adding to the recruitment challenge. We are in the process of agreeing a fee uplift for 2022/23 which should help to mitigate these increasing costs and support with improved recruitment and retention. In addition, during the course of 2022, we will be implementing additional fees to enable providers to pay their staff the Foundation Living Wage, and undertaking a "fair cost of care" exercise for submission to central government.

The ASC business planning process has focussed on continued promotion of independence & reduced reliance on statutory services. Through the redesign of services, to embed prevention, enhanced front door & the use of a strength-based approach to support residents, & the introduction of a dedicated review team, it is expected that the reliance on statutory support, eg care at home will continue to reduce, with alternative non-statutory support used where safe to do so & meets legal requirements.

# Red Performance Measures

Performance Measure Name	Data	Pol	Previous Years			2021/22									Benchmarking			
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
<b>Promoting Health and Wellbeing and supporting the most Vulnerable</b>																		
M656 (C) Percentage of Health Visitor mandated reviews completed within timescale	Q	↑	85.4%	88.0%		77.2%	88.0%	84.9%	88.0%	81.9%	88.0%	Q3 21/22	82.5%	88.0%	82.5% (88.0%)	Eng	82.0%	2019/20
Accountable Lead (Rebecca Fletcher) Follow-up Action												Director (Katrina Stephens) Assurance						
Performance is above the England benchmark but remains below target. Interrogation of delivery and performance shows that mandated reviews are taking place for all eligible children, but it is sometimes not possible to complete these within timescale due to parents/children not being available at the booked visit time, staff absences or newborns still being in hospital. The new Governance Board for the service will regularly review performance and seek to drive improvements.												We have a good understanding of some of the reasons for visits not being completed within timescales. The service has now transferred to NCA and Oldham Council and improving performance on mandated visits will be a key improvement priority under these new arrangements.						

Performance Measure Name	Data	Pol	Previous Years			2021/22									Benchmarking			
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
<b>Promoting Health and Wellbeing and supporting the most Vulnerable</b>																		
M933 (C) Percentage of Children Looked After with three or more placement moves in the last 12 months	Q	↓	13.0%	11.0%	9.0%	9.4%	10.0%	10.4%	10.0%	11.7%	10.0%	March 2022	10.6%	10.0%	10.6% (10.0%)	Stat	8.0%	31-Mar-21
Accountable Lead (Nick Whitbread) Follow-up Action												Director (Elaine Devaney) Assurance						
Placement sufficiency challenges remain impacting upon suitably matched placements resulting in children moving. A strategy has been developed to improve practice in regards to multi-agency care planning and ensuring social workers are effectively managing and maintaining placements.												This month as part of the thematic audits we've done deep dives on placement moves. The learning from which was presented to the performance clinic and Children's Assurance Board. The placement stability policy has been reviewed and monitoring progress is built into the Getting to Good plan.						

# Red Performance Measures

Performance Measure Name	Data	Pol	Previous Years			2021/22									Benchmarking			
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)			End of Year Actual	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
<b>Promoting Health and Wellbeing and supporting the most Vulnerable</b>																		
S202 (C) Council Sickness Absence	Q	↓	9.5 days	11.3 days	7.8 days	2.4 days	2.4 days	5.0 days	4.7 days	8.3 days	7.1 days	March 2022	11.4 day	9.5 days	11.4 days (9.5 days)			
Accountable Lead (Paul Dernley) Follow-up Action												Director (Julia Veall) Assurance						
<p>Q4 absence rates were above target reflecting the sharp increase in covid cases and other sickness absences throughout Q3 and Q4 of the year. This resulted in some areas of the council reaching absence rates of over 20%. These high figures have meant that Q4 reporting overall is showing as red. This will hopefully stabilise going into 2022/2023.</p>												<p>The increase in sickness does reflect the prevalence of COVID across the country over the past quarter. It is not clear how long this will continue but work is underway to review the absence management process in light of the removal of national restrictions and the need for our processes to incorporate COVID absence alongside other respiratory infectious illnesses. This work should be complete by mid May.</p>						

**Actions** "Unlikely to Achieve" (Red) for the current Quarter or "Behind Schedule" (Amber) for the last 2 Quarters

Action name	Forecast Complete Date *	Q1 (Jun 21)	Q2 (Sep 21)	Q3 (Dec 21)	Q4 (Mar 22)	Mar 22 comments
<b>Championing a Green Recovery</b>						
DP309 Implement agile and digital ways of working including full implementation of the iTrent HR and Payroll system	31-Mar-2022	On Track	On Track	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)	Phase 2 implementation of Itrent to realise value as HR system is in development and will be implemented in 2022/23 subject to availability of capacity/ resource for the plan. Delay created by delay to Phase 1 (Payroll implementation).
<b>Enabling Area</b>						
DP101 Lead the strategic development of place based integration and reform across the borough and implement planning for the GM reform white paper	31-Mar-2022	Behind Schedule (Plan to Resolve)	On Track	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)	A report was taken to Management Board in February highlighting current challenges with implementation and a roadmap of activity. This has been further refined following oversight of the new Deputy Chief Exec. A refreshed version of the report will be presented in April, programme implementation will commence from May.
<b>Creating and protecting jobs and supporting businesses</b>						
DP306 Introduce programmes to develop capability, and upskill our system leaders	31-Mar-2022	On Track	On Track	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)	Some delay on the place-based programme whilst new leadership recruited. There has been some progress during Q4 on next steps, with a refreshed programme of work being developed for 2022/2023

\* greyed "Forecast Complete Date" indicates change from baseline

Action name	Forecast Complete Date *	Q1 (Jun 21)	Q2 (Sep 21)	Q3 (Dec 21)	Q4 (Mar 22)	Mar 22 comments
DE304 Complete delivery of LFFN & set foundation for improved wide area network across Oldham, improving gigabit connectivity to public sector offices & providing a platform for enhanced expansion to benefit businesses & organisations across the borough	31-May-2022	On Track	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)	LFFN Programme has fallen behind its original schedule to deliver high speed fibre across GM. The supplier has provided a correction plan with updated milestone dates to close out the remaining milestones and is currently on track to complete by summer 2022. No major impacts from this delay, funding is secured for the completion
DE307 Set the conditions for successful delivery of the elements of the Digital Strategy linked to Oldham Recovery (Digital Place, Digital Communities and Digital Services)	29-Sep-2022	On Track	On Track	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)	The Digital Design and Delivery Authority Board (DDDA) that will govern the work of the strategy continues to meet and make progress on priority projects, however there is action required to address programme and digital team resourcing. Progress has been made in determining the IT capital funds to help deliver the required digital transformation.
<b>Prioritising Education and Skills</b>						
DC209 Recover Good Level of Development (GLD) to pre-Covid levels through the Early Years Partnership Strategy and Opportunity Area Year 5 programme	31-Mar-2022	On Track	On Track	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)	81% of schools have submitted reception baseline data. Initial analysis suggests an improved picture on baseline data collected in 2020 with slightly more children assessed as being likely to achieve the GLD. A programme of support has been put in place through a range of CPD for schools. Final EYFS profile data due 23 June.

Action name	Forecast Complete Date *	Q1 (Jun 21)	Q2 (Sep 21)	Q3 (Dec 21)	Q4 (Mar 22)	Mar 22 comments
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**Promoting Health and Wellbeing and supporting the most Vulnerable**

DA118 To deliver and embed a strengths-based approach in Community Health and Adult Social Care	31-Mar-2022	Behind Schedule (Unlikely to Achieve)	Behind Schedule (Unlikely to Achieve)	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)	Strength-based approaches have been embedded in North Cluster, with a pilot across district partnerships, ASC & Action Together. This piece of work has been rolled out in West Cluster. Weekly MDT meetings are now taking place in North Cluster, recommendations will take place to roll out SBA across all PCN's. The new governance framework will support this.
DP106 Design and implement the Health and Care Transformation Programme and constituent strands and projects, to deliver successor arrangements to the CCG by April 2022	15-Jul-2022	On Track	On Track	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)	The H&C Prog remains paused as the CCG works towards a July 22 closure. The Transformation Team will support transition/implementation of the new GM Integrated Care System model of hub and spoke across GM and Oldham. We will need to take care as the new operating model develops given legislative changes as well as understanding what is best locally.
DP203 Deliver the Oldham Health Check programme to promote good health and wellbeing, early identification of long term conditions and reduce health inequalities	31-Mar-2022	On Track	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)	HC programme currently active. High pressure on primary care due to COVID vaccination roll out. Knock on effect on HC delivery. Practices delivering where possible. Effect seen across the country. Service specification developed for new Oldham HC, on target with procurement timelines currently. Risk HC may be paused again nationally due to COVID pressures.

# Risks

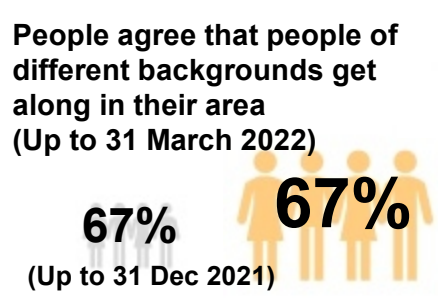
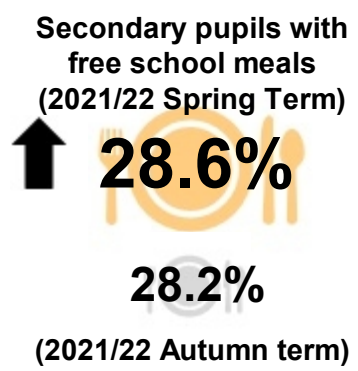
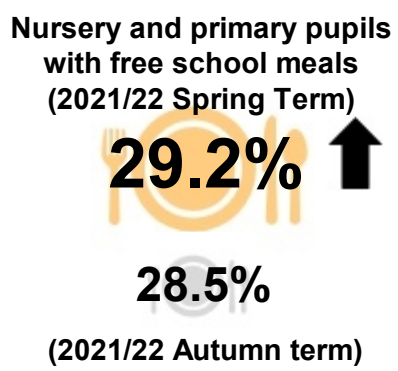
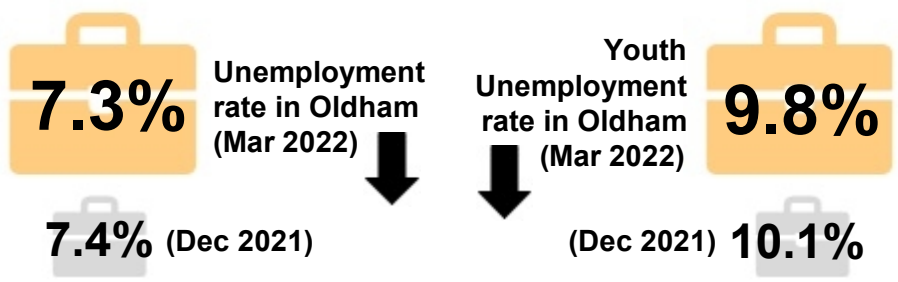
<b>12 - 16</b>	High	<i>High level risks are monitored via the Strategic Risk Register and are reported via the Audit Committee</i>
<b>6 - 9</b>	Moderate	
<b>3 - 4</b>	Low	
<b>1 - 2</b>	Very Low	

Quarter 4					
LIKELIHOOD	(4) Very Likely	0	0	0	0
	(3) Likely	2	12	1	2
	(2) Unlikely	10	42	6	1
	(1) Remote	3	2	2	2
<b>85 Risks</b> 63 risks have been closed 3 risks have become issues		Minor (1)	Significant (2)	Serious (3)	Major (4)
<b>IMPACT</b>					

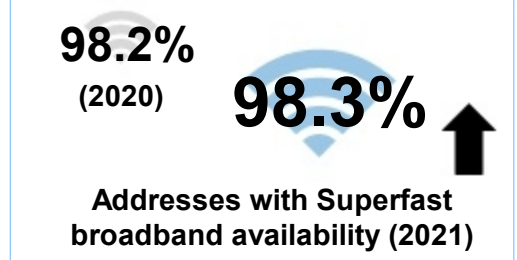
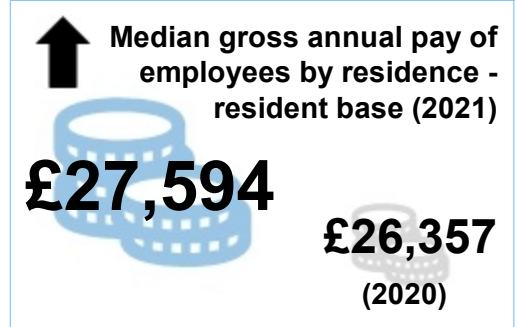
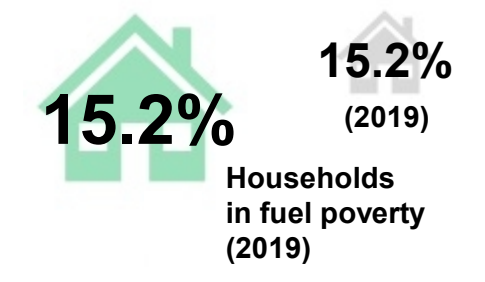
Linked to Action	Risk Name	Risk Category	Implication	Mitigation	Revised		
					Impact	Likely	Rating
DX111 To provide additional proactive expert legal resource to support the increasing demands of the client service in relation to Adult Social Care	RX111a Unable to provide legal support which could result in increase in claims to the council, safeguarding issues and potentially serious injury and death	Legal / Regulatory	Cost and reputational implication to the council should we receive Judicial claims, litigation, fines.	The report has been approved and budget has been allocated. Recruitment is to be started shortly	4	3	<b>12</b>
DX112 Consider the implications of Brexit on Family Law and continue to try to anticipate all issues before they arise and reviewing all current policies and protocols as appropriate	RX112a Insufficient capacity to provide timely legal advice can lead to safeguarding issues and potentially serious injury/death	Legal / Regulatory	Services acting on incorrect information resulting in non-compliance to legislation and failing to meet our statutory obligations and duties.	This work is ongoing as the case law changes to reflect the new jurisdictional issues post Brexit. The team has also concluded all settled status applications where appropriate, and support was required.	4	3	<b>12</b>



## Driving Equality



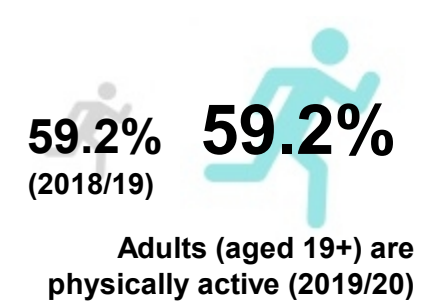
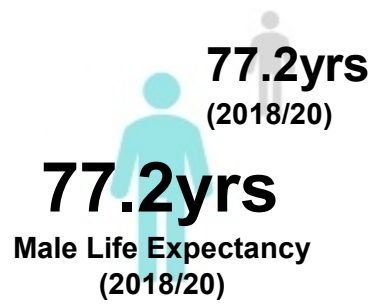
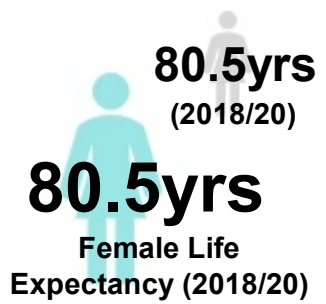
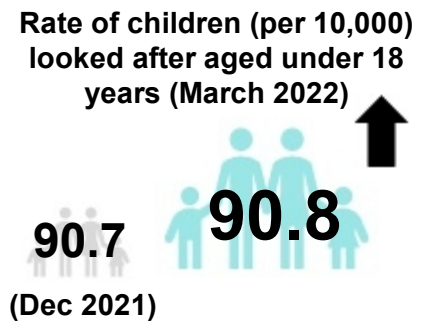
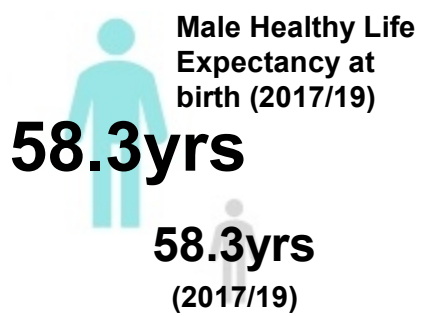
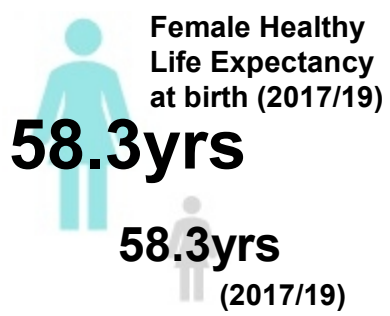
## Championing a green recovery



## Creating and protecting jobs and supporting businesses



## Promoting health and wellbeing and supporting the most vulnerable



## SICKNESS (year to date)



average days lost to sickness

same period previous year



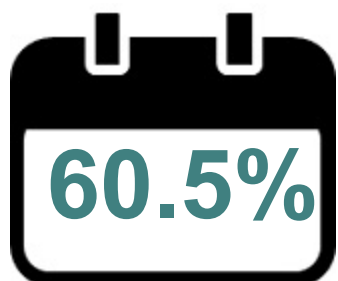
current trend



### top 3 reasons

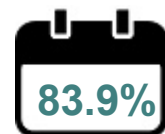
The top 3 reasons for absence are (days lost per FTE): Mental Health inc. Stress (3.9), Musculo-Skeletal (2.8), Cancer related (0.9)

## 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 REASONS FOR LEAVING (year to date)

217

Resignation



68

TUPE Transfer



55

Retirement



24

End of Fixed Term Contract



8

Redundancy



year end 2020/21

Resignation	152
Redundancy	69
End of Contract	53
Retirement	26
No reason provided	21

## SICKNESS TOP 3 DIVISIONS (year to date)

1 Adult Social Care

17.75 days per FTE

2 Economy

15.95 days per FTE

3 Children's Social Care, Family Connect and Commissioning & Partnerships

12.59 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 instance of long terms absence

## TURNOVER (year to date)

16.6%



Staff turnover

same period previous year

12.0%



current trend



## TURNOVER (rolling 12 months)

100.0%

of people still in post after 12 months



same period previous year



100.0%

current trend

