

Report to Governance, Strategy and Resources Scrutiny Board

Corporate Performance Report 2022/23 for Quarter 4: 1st January to 31st March 2023

Portfolio Holder:

Councillor Abdul Jabbar, Cabinet Member for Finance & Corporate Resources

Officer Contact:

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22nd June 2023

Reason for decision

The overview and scrutiny of performance aims to provide assurance that:

- our business plan priorities are aligned to the needs of our residents
- our services are good or are on track to good
- any services that are not on track, or have identified risks, are being supported or challenged to rectify this
- demand indicators are being noted and service provision assessed accordingly.

The purpose of this report is to provide an overview of performance against business plan priorities for the period 1st January to 31st March 2023 (Quarter 4) and where applicable the End of Year targets.

The report refers throughout to the dashboards and infographics provided as **Appendix A**.

Appendix B (attached) comprises the response to a query raised at the March meeting of the Performance Overview & Scrutiny Committee.

Executive Summary

As anticipated, challenging circumstances, both locally and nationally, are having a detrimental impact on our residents and generating a growing demand for services. Our early intervention, prevention and partnership working remain increasingly important and our [Cost of Living Response](#) is leading the way with this.

Over the final quarter of the 2022/23 business plan year, our services continued to make satisfactory progress towards achieving the actions set out in their business plans.

All services are now in the final stages of reviewing their performance and setting new targets as part of the 2023/27 business planning cycle.

Recommendations

Scrutiny Board members are asked to:

- note the progress in implementing the 2022/23 business plan objectives
- celebrate areas of consistent good performance
- note the comments on progress, in particular the narrative that relates to any red measures
- consider areas for review (good or poor) that could produce learning for the organisation during 2023/24
- note the interconnection of these actions with ongoing activities in other portfolio areas and key projects such as our [Cost of Living Response](#) and [Don't Trash Oldham](#).

Corporate Performance Report 2022/23 Quarter Q4: 1st January to 31st March 2023

1. Background

1.1 Annual business plans ran from 1st April 2022 to 31st March 2023; it is now year-end. The business plans included a range of actions and measures across all our services aimed at achieving the aspirations of the Corporate Plan and putting our residents first.

1.2 The [Corporate Plan](#) 2022/27 was approved by Cabinet in September 2022; going forward our business plans will be closely aligned to the priorities set out in the Plan and will run from 1st April 2023 to 31st March 2027.

1.3 Business plans are kept under review by services and can be influenced by both internal and external factors including increased demand, reduction in resources, changes in legislation or policies.

1.4 The Council uses the CorVu system to generate its performance management reports; from April 2023 this system will no longer be in use; this will be the final report generated by the system.

2. Context

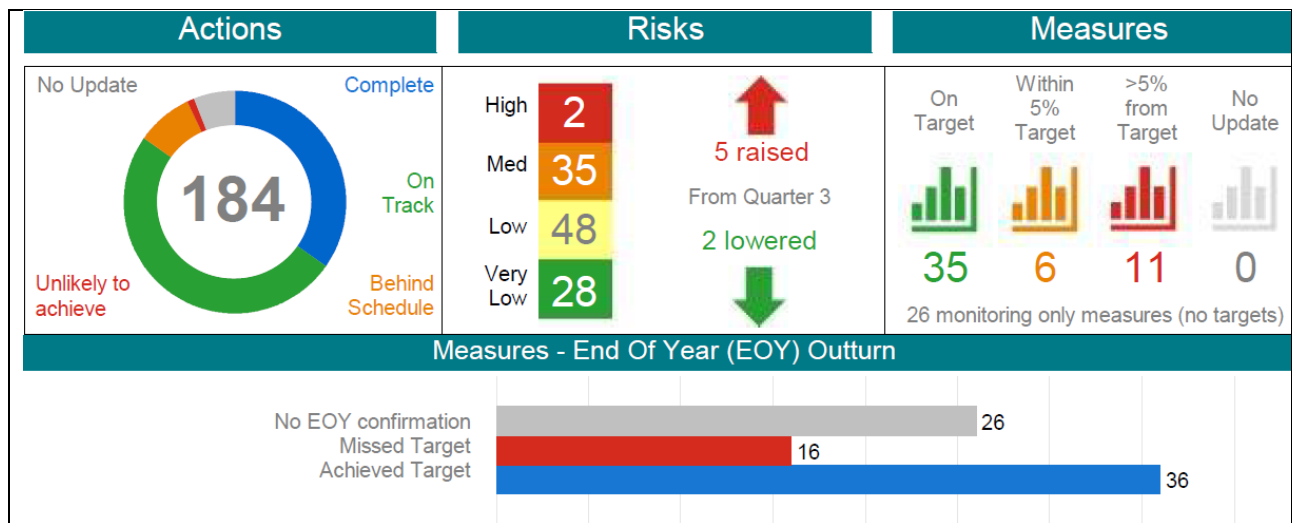
2.1 It is important that our performance is viewed in the context of our borough, the demand for our services and the resources available to us.

The Council needs to monitor and plan for the impact of both internal influences (e.g., staff capacity) and external factors (e.g., increased demand due to increased cost of living) on all its services.

2.2 **Oldham Profile** – the infographic on **page 25 of Appendix A** gives a snapshot of our borough. It is important that we relate this to our service planning to ensure our resources and performance improvement activities are targeted in the right place.

Some of this profile relates to census data that is being released in three stages throughout 2022/23 – more information can be found on the [website](#). It is also noted that our ward boundaries changed on the 4th May 2023.

3. Q4 CPR



3.1 As the chart above (page 2 of Appendix A) illustrates, in this quarter:

- 89% (163/184) of actions are on track or completed
- 71% (103/145) of risks are low, very low or closed; less than 2% (2/145) are high
- 79% (41/52) of targeted measures are on or within target
- 69% (36/52) of measures with end of year targets are predicted to achieve them.
- **NOTE: 0 measures, 3 actions & 5 risks have not been updated by the service**
- These figures are as expected for the end of the reporting year.

4. Corporate priorities

4.1 Each business plan measure is aligned to one of the five corporate priorities or is designated as a service specific measure.

The infographic on **page 3 of Appendix A** gives an overview of progress against each priority and shows we are on track in most areas; the quality homes targets met their end of year outputs in full.

5. Service profiles

5.1 **Pages 4 to 14 of Appendix A** give an overview of progress against business plan measures within each service area (sorted alphabetically).

The report provides a performance measure breakdown that includes:

- trend or polarity (based on previous 3 years)
- quarterly RAG (red/ amber/ green) rating for current year
- End of Year (EOY) target & RAG rating (to reflect final EOY figures)
- benchmarking information & its source where available or applicable.

5.2 Summary comments:

Adult Social Care – the service is maintaining good performance with some minor fluctuations; the winter months and other external factors have resulted in increased in demand.

CDTT (Customer, Digital, Technology & Transformation) – demand for customer support via various channels continues to increase and this is reflected in contact numbers and average wait times.

Children's Social Care is working hard to improve performance in the context of increased demand for its services over the winter months. Whilst several measures are red, they are heading in the direction of their target; the service is in the second phase of its improvement plan.

Economy – this business plan area covers a wide range of services. All performance measures are on target, though many are subject to external influences (e.g., market forces or the weather) or have completion timeframes that do not match with quarterly reporting e.g., highway maintenance.

Education, Skills & Early Years - most performance measures are on target however, many have completion timeframes that are aligned to the academic year so the data appears skewed; some are also subject to external influences (e.g., school attendance) or increased or fluctuating demand.

Environmental Services - another business plan area that covers a wide range of services; some measures are subject to external influences such as severe weather or consumer behaviour (e.g., recycling).

Financial Services – performance in these services remains steady however, the impact of the Cost-of-Living increases on our residents may well have an impact going forward.

Procurement – this is a small service area and its measures are influenced by external factors; however, a plan is in place to bring the measure into target.

Public Health, Heritage Libraries & Arts – this is a wide-ranging business plan area; libraries and visitor services saw reduced usage over the winter months but this has picked up.

Workforce & Organisational Development – this is an internal business plan area; Council wide staff absence was below target over the winter months.

Youth, Leisure & Communities – another wide-ranging business plan area; all business plan measures are being met; the number of visits to leisure centres has continued to rise.

6. Red measures

6.1 **Pages 15 to 20 of Appendix A** provide a short narrative against each of the red performance measures – more detail is given to explain the context for the performance and what we are doing to change it.

For the **11 red measures this quarter**:

Service	No. red measures	Key factors
Adults Social Care	2	<ul style="list-style-type: none">• increased demand in all sectors• partnership working• CQC rating of 2 large nursing homes• market challenges
Children's Social Care	4	<ul style="list-style-type: none">• increased demand in all sectors• legacy impact of the pandemic• market forces (agency working)
CDTT	1	<ul style="list-style-type: none">• increased demand
Education	1	<ul style="list-style-type: none">• legacy impact of the pandemic
Environment	1	<ul style="list-style-type: none">• target re-setting
Procurement	1	<ul style="list-style-type: none">• internal reorganisation of services.
Public Health	1	<ul style="list-style-type: none">• difficulty obtaining data

These are being monitored to ensure services are supported or challenged and where appropriate, improvement plans are in place.

7. Actions

7.1 **Pages 21 to 23 of Appendix A** provide details of actions that have been highlighted as unlikely to achieve their end of year target and describes the plan to resolve this.

There are nine actions behind schedule: seven have a plan to resolve in place; two are unlikely to achieve their targets.

8. Risks

8.1 **Page 24 of Appendix A** details red risks that have been highlighted this quarter and explains what we are doing about them.

There are two red risks this quarter: the Legal / Regulatory risk has been concluded and will revert to business as usual; mitigation is in place with regard to the operational risk.

9. Appendices

9.1 The report refers throughout to the CorVu generated dashboards and infographics provided as **Appendix A**.

9.2 **Appendix B** (below) comprises a response to a query in relation to the Q3 CPR raised at the March meeting of the committee.

Signed _____ Cabinet Member (specify whom)	Dated _____
Signed _____ Executive Director/Deputy Chief Executive	Dated _____

Appendix B: Responses to queries raised in relation to the Q3 CPR at the meeting of the Performance Overview & Scrutiny Committee on 23rd March 2023

1. Cllr Kenyon again raised his query regarding **M498 Street Lighting at 100%** reiterating that if EoN can't use the management information systems (CMS) that reports on faults, how can they say they hit targets or deliver honest figures:

- how are contract managers assuring themselves of the validity of the figures given?
- are figures set against a response time we don't know about?
- how can we be 100% compliant?

It is noted that Cllr Kenyon raised this query on three previous occasions; he was assured there was a report forthcoming, but the February O&S meeting was cancelled. He remains concerned about the Council's ability to monitor contracts.

Response:

The Management Information System (MIS) and Central Management System (CMS) are two different systems delivering two separate functions. In December 2022, there was a period where the Council Monitoring Team lost access to the MIS and couldn't check faults or access asset details when dealing with resident contacts. However, E.ON provided information and access when requested during this period. This was down to Oldham IT access issues from the PFI Depot after the MIS was upgraded to a new server.

The MIS (software called GeoWorks) is used to manage our lighting assets, including the reporting of faults to the Service Provider and has a system that automatically produces a report of all monthly KPIs required under the terms of the PFI contract. The report uses fault data in GeoWorks including attendance and repair data for each fault reported in the previous month.

The MIS takes in fault reports from residents (via website, call centre and direct calls) along with E.ON night scouting and Council Monitoring Team reports and issues them for repair. Measure M498 is reporting '*what percentage of reported street lighting faults have been repaired in PFI contractual timescales*'. Note this covers 'reported faults only' and does not include non-reported faults that may exist on the highway network; not all faults are reported.

The PFI is a 'self-reporting contract' where the Service Provider reports under several Performance Standards including any failures. The Council Monitoring Team carry out regular checks on the MIS, especially when residents report issues/faults direct to the team and are confident that the monthly KPIs are correct. The checks are not extensive due to the very small team we have monitoring the project across two Councils and the number of day-to-day contacts including non-PFI we receive and deal with.

Sometimes faults cannot be repaired directly by E.ON within contractual timescales and these are mainly faults on the Electricity North West (ENW) Limited underground mains supply network. These are passed onto ENW as Distribution Network Operator (DNO) and reported in the KPIs as DNO faults. ENW have a legal response time of up to twenty-five (25) working days for a single fault, or twenty (20) working days for three (3) or more consecutive lights. The Council has no jurisdiction over ENW and are unable to 'fast-track' faults.

With reference to the question 'does measure M333a (% spent in Oldham 12 months rolling) include spend on community lighting partnership

The joint-authority Street Lighting PFI is run solely from the PFI Depot located on Kingsway Business Park, Milnrow, Rochdale; 100% of E.ON employees are resident in Oldham and Rochdale borough areas.