

Report to Governance, Strategy & Resources Scrutiny Board

Performance Assurance Report 2025/26 Q1 (1st April to 30th June 2025) and Q2 (1st July to 30th September 2025)

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for Growth

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Reason for decision

The Council's Performance Management Framework (PMF) underpins how we measure progress and monitor the impact of the Corporate Plan objectives. It is aligned to our Medium-Term Financial Strategy, and the outcomes will increasingly become the focus for our budget, Directorate and Service Plans.

The Framework provides measurable evidence of progress against objectives as part of a systematic process of robust corporate performance reporting to provide assurance that:

- services are aligned to corporate priorities and 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 appropriately
- any demand indicators or resource pressures are noted, and service provision is being re-assessed accordingly.

Report summary:

The purpose of this report is to provide an overview of directorate performance against agreed service plan measures and in the context of related reports and open (public) data. The intent is to support the scrutiny process through open and transparent discussion and challenge.

The reporting format is being developed as various overarching frameworks (national, regional and local) and digital reporting and data storytelling options emerge. The aim is to achieve a level of consistency of reporting, however, there will be some nuances in how and when we implement the framework and reporting styles used in each of the four scrutiny boards.

Recommendations

Scrutiny Board members are asked to:

- note the directorate outcomes identified
- celebrate areas of good or improved performance
- consider areas for review (good or poor) that would produce organisational learning.

Contextual considerations include:

- the interconnection between key projects and ongoing activities in other portfolio and Scrutiny Board areas
- the Council's performance reporting in the public domain – in particular the [LG Inform App](#) and [Draft Local Government Outcomes Framework for Oldham](#)
- the importance of viewing performance in the context of our borough by utilising published [district profiles](#) and the [Oldham JSNA](#).

1. Context

1.1 Directorate service / business plans include a range of performance metrics to monitor progress in achieving the Corporate Plan objectives, statutory duties and putting our residents first.

1.2 Ongoing monitoring is important because services can be impacted by a range of internal and external factors, including changes in demand, resources, legislation or policies.

1.3 It is essential that performance is viewed in the context of our borough - the published district profiles and the Oldham JSNA provide more detail and these statistics and projections need to be considered when reviewing current and projected service levels and demands.

1.4 Performance management systems that generate data are utilised at all levels; good governance processes support a transparent performance reporting cycle.

1.5 As part of our performance management framework, each directorate has regular opportunities to review their performance at a service level and more holistically; and to raise issues or concerns or take necessary actions to improve or maintain it. Data scrutinised at this level will be more detailed and focused on the service or function.

1.6 The Performance Assurance Reports (PAR) enables key (high-level) data to be scrutinised to provide reassurance, whilst also allowing space for discussion. The format of these reports is evolving as the council navigates its digital journey. The aspiration is to offer a balance between data, insight and contextual narrative.

1.7 A standardised 'one size fits all' approach to performance monitoring and reporting is not feasible across the range and complexity of services the council provides. Some services produce data that is qualitative and readily benchmarked against milestones. To remain relevant, they need to be set in an appropriate timeframe – for example education services data needs to be reported termly, as opposed to in financial year quarters. Similarly, some strategic programmes, such as public health initiatives, will only show meaningful results over several years.

1.8 Many core services provide a supporting role so performance within their functions cannot be measured quantitatively and success is identified by the performance of the services they support. To avoid repetitive or inaccurate reporting for these services, performance reporting may only occur at the beginning and the close of the year when major milestones can be effectively and accurately reflected on.

Appendices:

Resources Directorate Data pack and narrative