

Performance Assurance Report: Resources Directorate

Quarter 1 – 1st April to 30th June and Quarter 2 – 1st July 2025 to 30th September 2025

Portfolio holder (Performance): Cllr Arooj Shah, Leader of the Council & Cabinet Member for Growth
Deputy Leader & Cabinet Member for Finance, Corporate Services & Sustainability: Cllr Jabbar

Report owner: Fiona Greenway, Executive Director of Resources

Contact officer: Steve Hughes, Assistant Director of Strategy & Transformation

Report to Governance, Strategy & Resources Scrutiny Board: 4th December 2025



Directorate overview

The Council is split into four executive directorate areas: Place, **Resources**, Children & Young People and Health & Care. Resources is overseen by **Fiona Greenway, Executive Director of Resources**; services are managed by:

- Alex Bougatef, Director of Legal
- Lee Walsh, Director of Finance
- Matthew Gratton, Director of Digital
- Eleanor Devlin, Assistant Director Workforce and Organisational Culture
- Fran Lautman, Assistant Director Customer Experience
- Mark Edmondson, Assistant Director Revenues & Benefits
- Heather Moore, Assistant Director Governance
- John Miller, Head of Audit and Counter Fraud
- Vacant, Head of Procurement
- Steve Hughes, Assistant Director of Strategy & Transformation - *this service area sits within the Health & Care Directorate.*

Quarter 2: Introduction from Fiona Greenway, Executive Director of Resources

The newly formed Resources Directorate brings together most of the enabling services with a focus on supporting our front-line delivery services, alongside corporate governance and assurance functions and support to elected members.

It is positive to see Resources Directorate has received 31 compliments in Q1 and Q2 – more compliments than complaints were received. We are working hard to address complaints performance and FOIs within the required timelines with clear plans in place.

We continue to work as a Directorate Management Team to reduce agency spend and redesign our services to ensure we are delivering what is needed by the Council and our residents. The Commercial and Procurement Service will be headed by an Interim Head from January 2026, and with a focus on redesigning the service and creating a permanent team as expediently as possible.

The Human Resources suite of metrics being reported for Q2 provides a clearer picture of the health and wellbeing of the services and will continue to be developed to inform our workforce strategy and workforce plans. We are also working to ensure a higher completion rate of Let's Talk conversations from January 2026.

Balanced scorecard metrics

Customer Experience | Workforce | Finance | Access to information

Customer Experience

Customer Support Metrics	Oldham Council Q1 Customer	Oldham Council Q2 Customer	Resources Q1 Customer	Resources Q2 Customer
Number of calls	77,399	76,991	55,788	54,261
Numbers of calls answered	66,766 (86.26%)	66,080 (85.8%)	50,393 (90.3%)	48,966 (90.2%)
Average handling time	0:07:20	0:07:48	0:06:46	0:07:48
Average wait time	0:07:22	0:07:17	0:07:00	0:06:28
Post Call Customer Satisfaction Surveys	91.56%	91.95%	91.28%	90.9%
Complaints Metrics	Oldham Council Q1 Complaints	Oldham Council Q2 Complaints	Resources Q1 Complaints	Resources Q2 Complaints
Received	133	168	12	16
Completed within Target	79 (59.8%)	81 (71.1%)	11 (90.9%)	9 (81.8%)
Overdue (Open/Late)	19	12	0	2
Number of service requests	N/A	337	N/A	134
Compliments Metrics	Oldham Council Q1 Compliments	Oldham Council Q2 Compliments	Resources Q1 Compliments	Resources Q2 Compliments
Number of Compliments*	52	72	14	19

* Not all compliments can be logged by Directorate due to lack of information so individual directorate figures will not equal overall compliment figure

Workforce

Workforce Metric	Oldham Council Q1	Oldham Council Q2	Resources Directorate Q1	Resources Directorate Q2
Headcount*	2595	2618	419	430
Sickness Absence %	6.2%	5.04%	5.6%	4.9%
Turnover rolling 12 month %	12.9%	12.7%	16.4%	15.7%
Agency Spend Year to Date M4	£4,229,708	4.02m	£927,938	0.85m
Appraisals/Let's Talk	N/A	75.9%	N/A	66.8%

**Overall Headcount is measured on distinct posts, so removes numbers of people with multiple roles. Hence this number is lower than the sum of Directorate headcount*

Access to information

Governance Metrics	Target	Oldham Council Q1 Overall	Oldham Council Q2 Overall	Resources Q1	Resources Q2
Number of Freedom of Information (FOI) requests received	/	401	387	108	90
FOIs answered within statutory time period	90%	362 (90%)	270 (70%)	99 (92%)	59 (66%)
Number of Subject Access Requests (SARs) received	/	108	96	28	14
SARs answered within statutory time period	80%	40 (62.5%)	18 (37%)	17 (89%)	4 (67%)
Number of Requests for Disclosure received	/	244	257	103	117
Number of Requests for Disclosure responded to within target time period	80%	217 (89%)	217 (84%)	94 (91%)	107 (91%)

Access to information

- Members of the public can request information from public authorities through the Freedom of Information Act or Environmental Information Regulations
- Requests should be responded to within 20 working days
- ICO requirement is a minimum of 90% completed to time
- Individuals also have the right to access their own personal information through a subject access request
- Responses should be provided within one calendar month, but this can be extended by two further months for complex cases

Finance

Strategic Financial Planning | Treasury Management Services | Agresso

Introduction from the Director of Finance

The long-awaited Policy Statement on the Local Government Finance Settlement, released on 20th November, confirmed the Government's intention to deliver a multi-year settlement in December; this will be the first multi-year settlement after seven consecutive years of one-year allocations. This will assist the Council with its financial planning over the Medium Term.

The Policy Statement also confirmed most of the intentions set out as part of the Fair Funding Review consultation completed over the summer, that funding is to be allocated to those areas of high need and low taxbase, just like Oldham. Full details of Local Authority allocations will be published as part of the Local Government Finance Settlement which is expected the week commencing 15th December 2025. The Finance Service continues to assess the impact for the Council with papers to be presented to Budget Council on 4th March 2026.

The budget challenge for 2025/26 at the end of Quarter 2 is estimated to be £21.094m (£23.209m at the end of Month 5) which is a positive movement of £2.115m from the position previously reported. Early management actions around spending and recruitment that were implemented earlier in the financial year are contributing toward this favourable movement and it is expected that this will continue over the coming months. The current forecast position to year end should be mitigated as much as possible to protect the Council's general revenue reserves and its overall financial resilience.

Lee Walsh

Revenues and Benefits

Council Tax | Business Rates | Accounts Payable | Accounts Receivable |
Housing Benefits | Welfare Rights

Introduction from the Assistant Director of Revenues & Benefits

We continue to make good progress with the collection of Council Tax and Business Rates both in line with last year at the end of Quarter 2. Recovery of arrears brought forward in 2025/26 now stands at £2.8m for Council Tax. The Accounts Receivable/Payable team are also making good progress with the position at the end of Q2 showing 68.2% of current year debt collected and over 90% of invoices paid within 30 days.

The Benefits team continues to see high volumes of Universal Credit change in circumstances from DWP but have made progress to reduce the backlog that had arisen with claims for Council Tax Reduction. Progress has also been made with the time taken to process new claims for Housing Benefits. The Welfare Rights Service and Social Inclusion Teams continue to support our residents with a range of benefit take up campaigns planned in 2025/26..

We continue to work with colleagues in Adult Social Care to monitor progress with the improvement plan for the Financial Assessment team, and we are pleased to report that the backlog of cases is reducing. We are benchmarking our performance and processes with colleagues across Greater Manchester to identify efficiencies and best practice.

Work is progressing on completing a redesign/restructure of the service, with the intention to commence consultation shortly.

Mark Edmondson

Revenues and Benefits key metrics (target where set)

Average time taken to process *New Claims* - **Housing Benefits**

12.25 days



Q1: 7 days

Target: 27 days

Average time taken to process *Change in Circumstances* - **Housing Benefit**

9.86 days

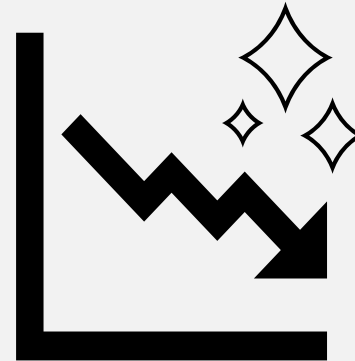


Q1: 6.96 days

Target: 27 days

Average time taken to process *New Claims* - **Council Tax Reduction**

52.36 days

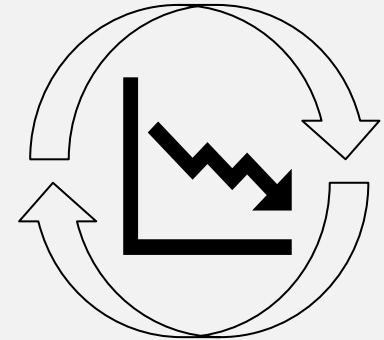


Q1: 35.82 days

Target: 20 days

Average time taken to process *Change in Circumstances* - **Council Tax Reduction**

7.29 days



Q1: 16.45 Days

Target: 20 Days

Revenues and Benefits key metrics (target where set)

% Valid invoices
paid within 30 days

90.18%



Q1: 95.3%

Target: 94%

In-year national non-
domestic rates (NNDR)
collected as a % of the
total owed (Cumulative)

55.79%



Q1: 26.73%

Annual Target: 97.2%

In-year Council Tax
collected as a % of the
total owed (Cumulative)

54.24%



Q1: 28.19%

Annual Target: 94%

Legal & Monitoring Officer

Family Legal Team | Litigation Team | Environmental Team | Corporate & Property Team

Introduction from the Director of Legal & Monitoring Officer

The demands upon the service remain high in all areas (children's social care, adult social care, property and corporate and environment / prosecution). The service is working on a redesign to address this and ensure we can continue to provide the front-line support required for our adult and children's social care directorates in particular, in as an efficient manner as possible that does not rely on locum support in the medium term.

We are developing a set of metrics that can be used to show the caseloads that the team are managing and the work that is done.

Elected Members standards continues to remain a difficult area. A process is currently under way that involves additional internal support being utilised to help progress the process as efficiently as possible and satisfy the requirements while keeping all updated.

Alex Bougatef

Legal Services key metrics (target where set)

New metrics are under development – reporting from Quarter 4 onwards these are initially going to focus on:

- Childcare legal proceedings within the 26 week statutory deadline
- Customer satisfaction both internal and external
- Response times, for example comments on reports, emails requests and general advice requests.

Digital

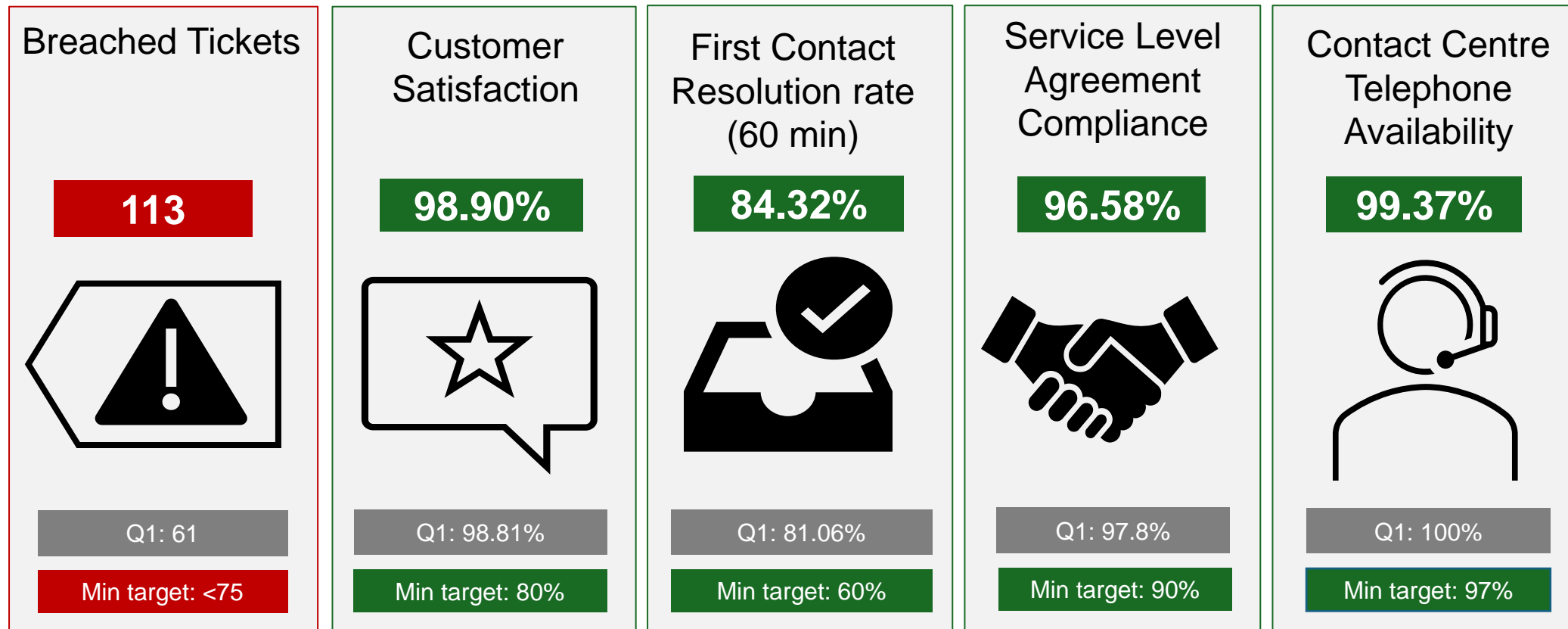
IT Operations | Cyber Security | Projects

Introduction from the Director of Digital

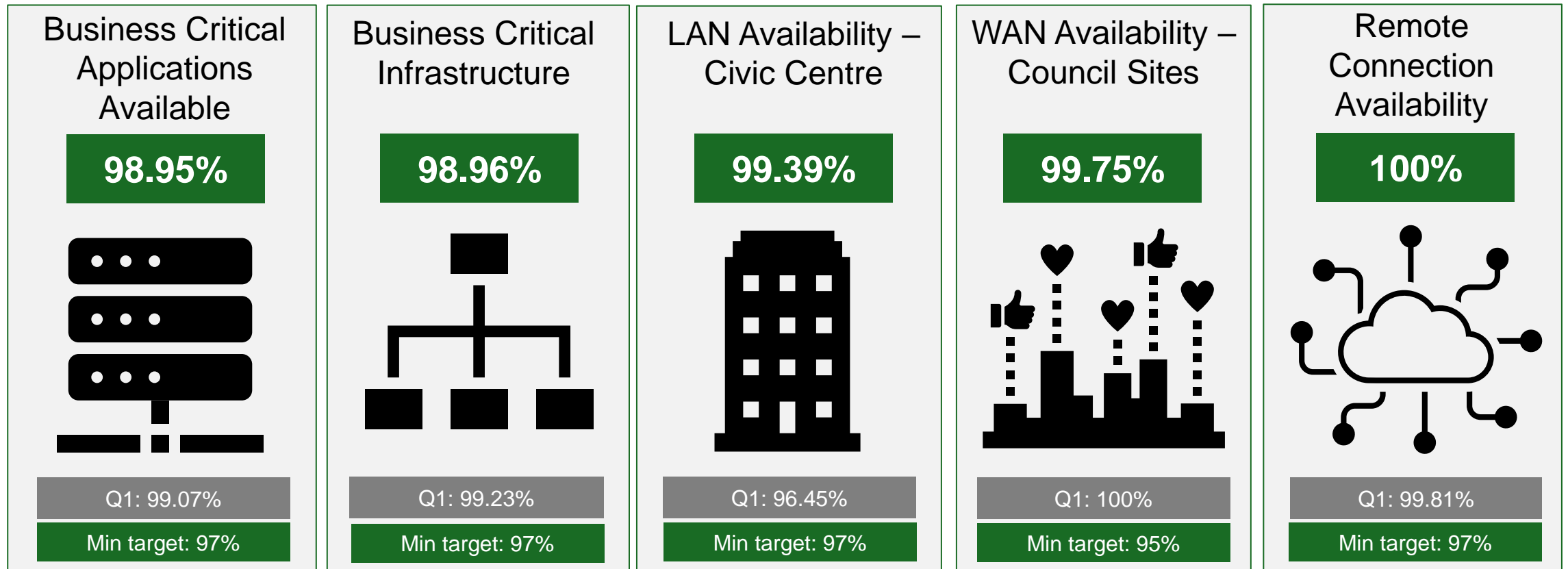
IT have resumed the deployment of the laptop refresh which now continues to deliver Microsoft Surface devices to staff. The Wi-Fi refresh continues across the Borough sites as does the migration of services into the Cloud. Activity in decommissioning the Civic Data Centre continues with the first service being migrated from the Civic into Spindles. IT work in preparing infrastructure required for the readiness of the JR Clynes completed along with IT infrastructure in the second Children's home. Regarding the Waste application, the investigations continue to explore how the Bulky Waste collections will be processed with BARTEC. A new five-year IT and Digital Strategy and Data Strategy with a series of related policies are in production.

Matthew Gratton

IT (Operations) key metrics (target where set)



IT (Operations) key metrics (target where set)



Governance

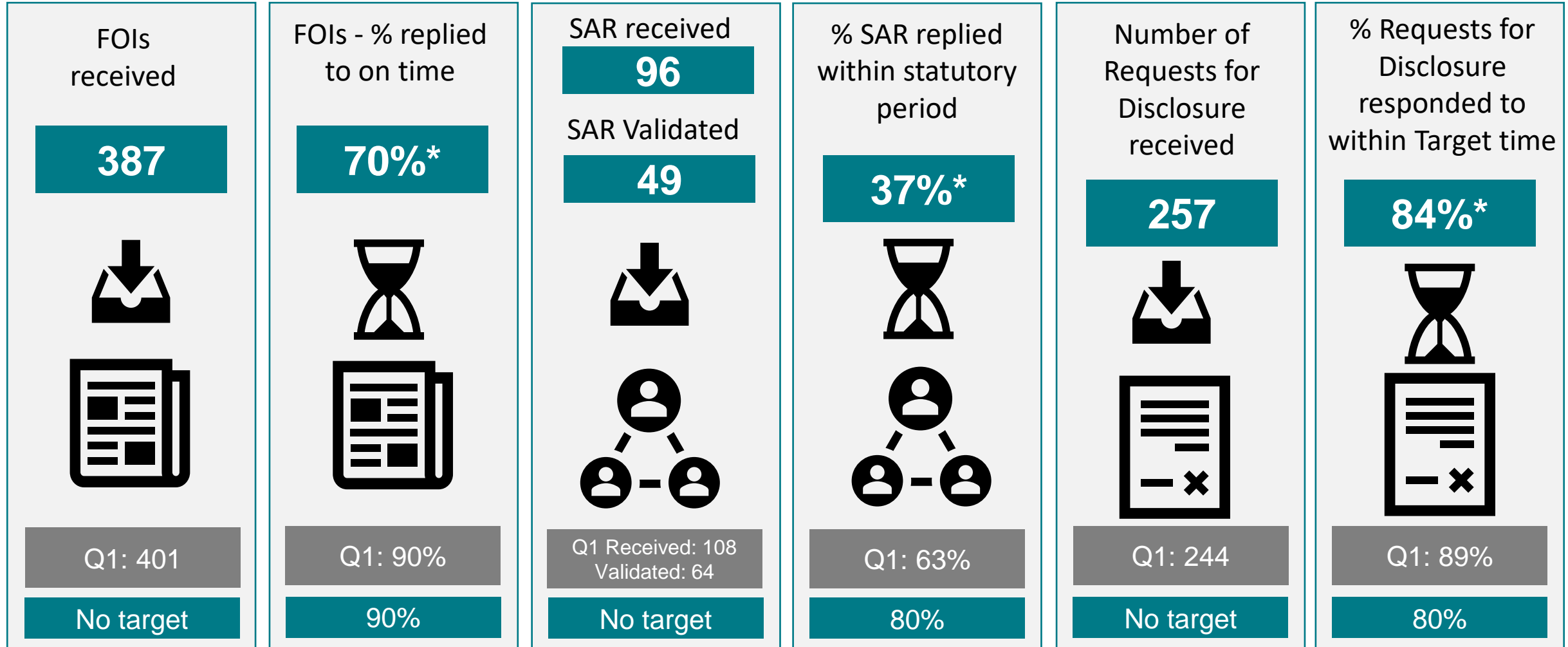
Constitutional Services | Elections and Land Charges | Information
Governance | Member Services | Civic Support | Executive Support

Introduction from the Assistant Director of Governance

- *Please note that the data on the next slide related to Freedom of Information requests, Subject Access Requests and Requests For Disclosure within the Q2 reporting period are still within timescale, so the reported figures will be subject to change.
- Ongoing training is being offered to all staff in relation to handling requests
- Improved reporting of performance statistics to Directorates.

Heather Moore

Governance key metrics (target where set)



Workforce and Organisational Culture

HR Advisory | Recruitment | Payroll, Pensions & HR Transactional | Learning and Development | Apprenticeships | Workforce Wellbeing | Organisational Development and Design

Introduction from the Assistant Director of Workforce & Organisational Culture

The HR & OD service are developing a suite of metrics designed to test volumes and quality of work across the service. The Q2 information included is the first iteration of this. The ambition is for future reports to include more detailed information on critical and statutory indicators, such as Payroll and detailed Mandatory Training compliance.

The organisation had a significant increase in new starters in Q2 (157 compared to 85), and more starters than leavers overall. Headcount increased slightly between Q1 and Q2. A proportion of this has been driven by services (and therefore, people) transferring into the organisation.

The HR Advisory team continue to manage high numbers of Employee Relations cases, particularly sickness absence as we continue to strive to improve workforce availability. Sickness absence overall has reduced from 6.2% (Q1) to 5.04% (Q2) although may increase in Q3 due to seasonal trends.

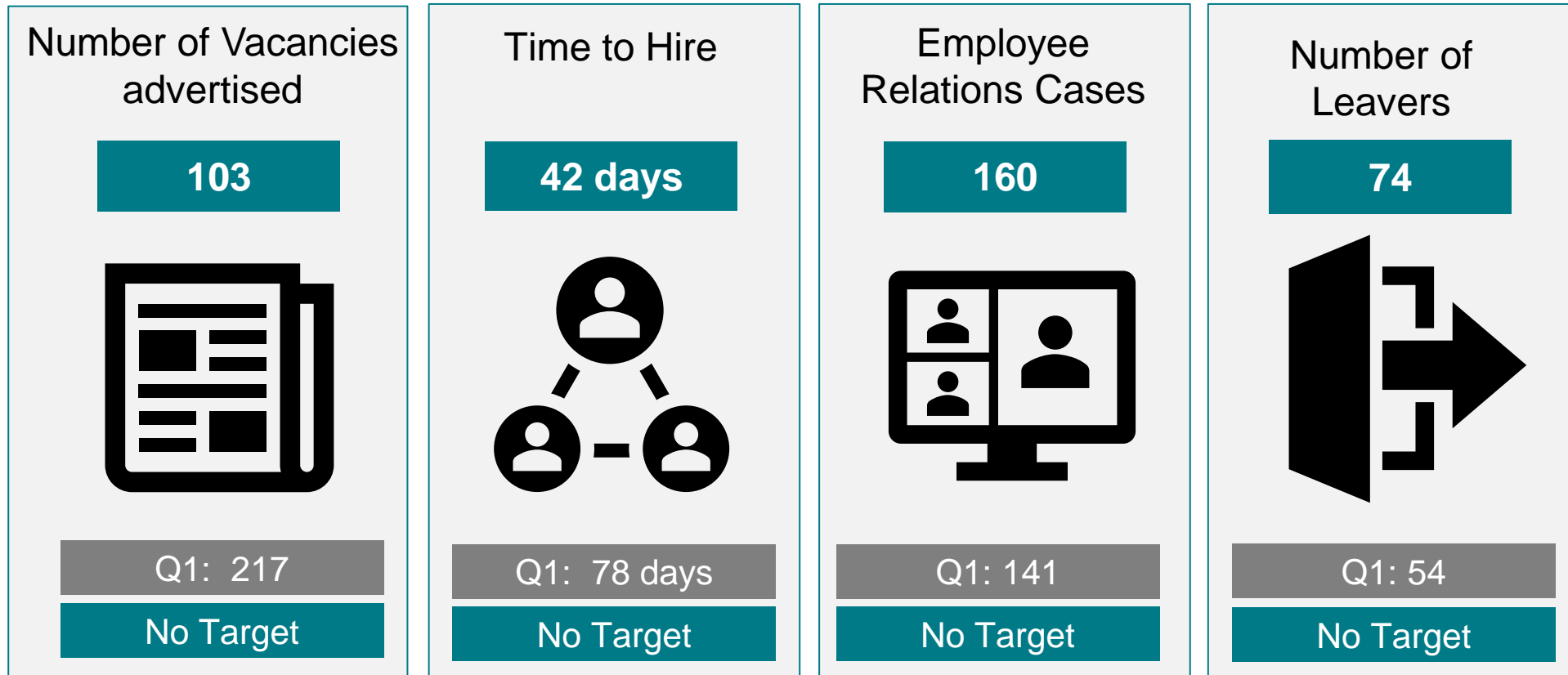
A time to hire baseline was calculated in Q1 which was 78 days from an applicant applying to being processed as a new starter. This was much lower in Q2 (42 days) due to a high number of onboarding from agency to substantive contracts. Further analysis is underway to establish a common baseline and potential efficiencies for time to hire.

OMBC continue to utilise Apprenticeship Levy spend effectively, with no expired funds in Q2. 19 new Apprentices commenced (11 existing staff and 8 new) supporting organisational ambition to grow our own talent and increase skills & prosperity in the borough.

There is a concerning decrease in compliance with e-learning induction (37% in Q2 compared to 62.3% in Q1), which in part links to teething problems with migration to a new e-learning platform. A face to face induction will launch in November 2025 which will replace the e-learning module, and compliance will be monitored against this.

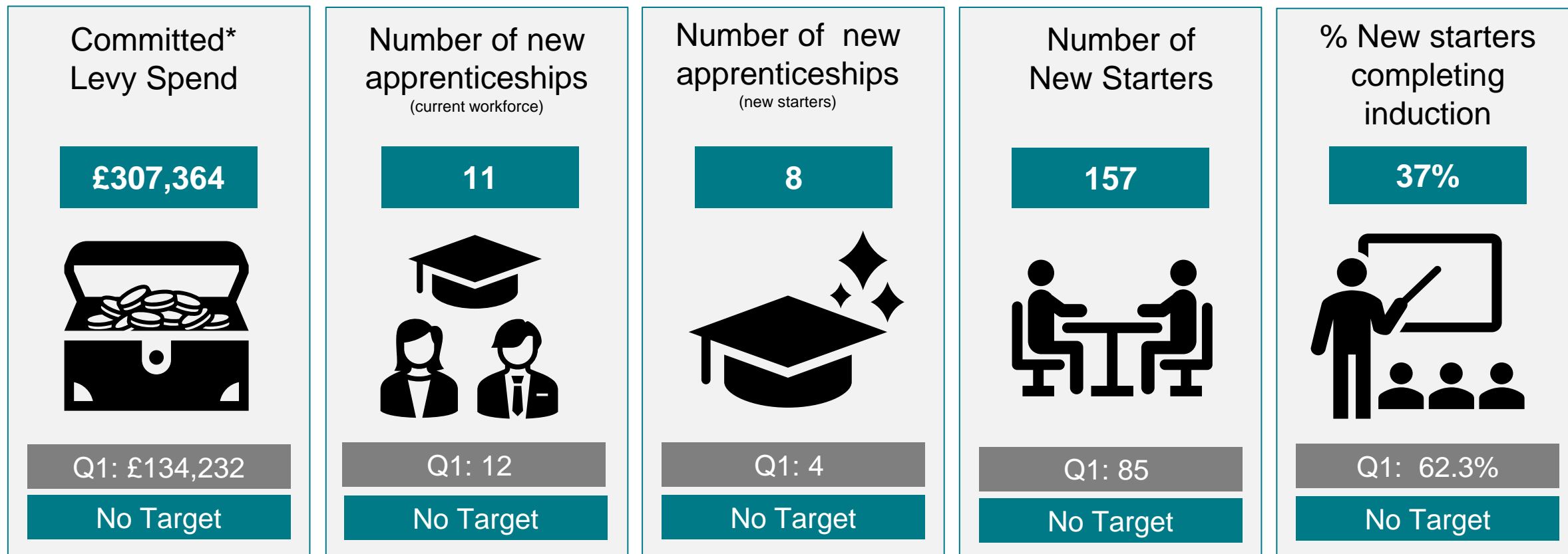
Eleanor Devlin

HR & OD key metrics (target where set)



*Includes schools and academies

HR & OD key metrics (target where set)



**Spend over the duration of the
apprenticeships learning
programme*

Reflections from Cabinet Member, Cllr Jabbar MBE

We continue to meet the range of targets across my Finance, Corporate Services and Sustainability portfolio. To continue good performance, I focus my attention on areas of concern giving these additional focus to deliver the agreed targets. My priority will always be doing everything we can to best serve the people of Oldham.

Councillor Abdul Jabbar

Deputy Leader and Cabinet Member for Finance, Corporate Services and Sustainability

Councillor Abdul Jabbar MBE

Strategy and Transformation

Communications & Engagement | Data, Insight & intelligence | Strategy & Performance | Transformation

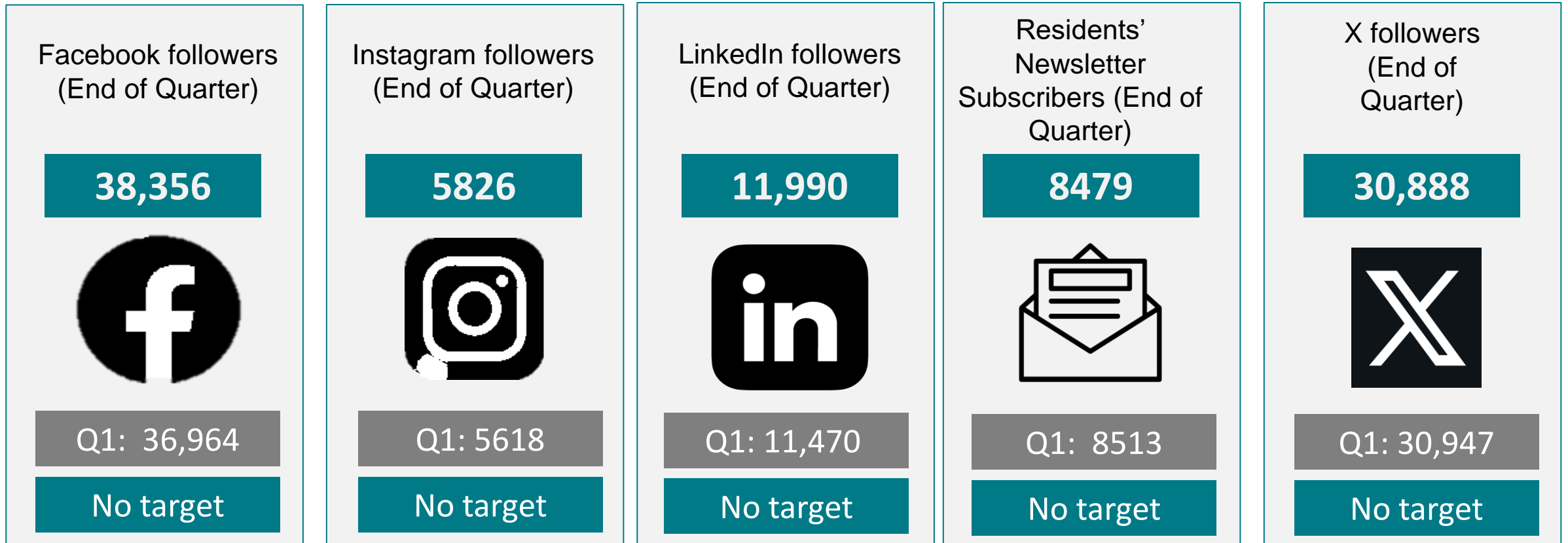
Introduction from the Assistant Director of Strategy & Transformation

Q2 shows continued progress across the Strategy & Transformation portfolio, with solid delivery across communications, strategy, data, and transformation. Digital engagement has grown across all major channels, strengthening our reach and visibility with residents and partners. Strategic planning work has matured further, with clearer alignment between the Oldham Plan missions, council priorities and performance reporting. Our Data & Insight function continues to improve data quality, analytical capability and the consistency of our reporting, giving a more rounded and timely picture of organisational performance.

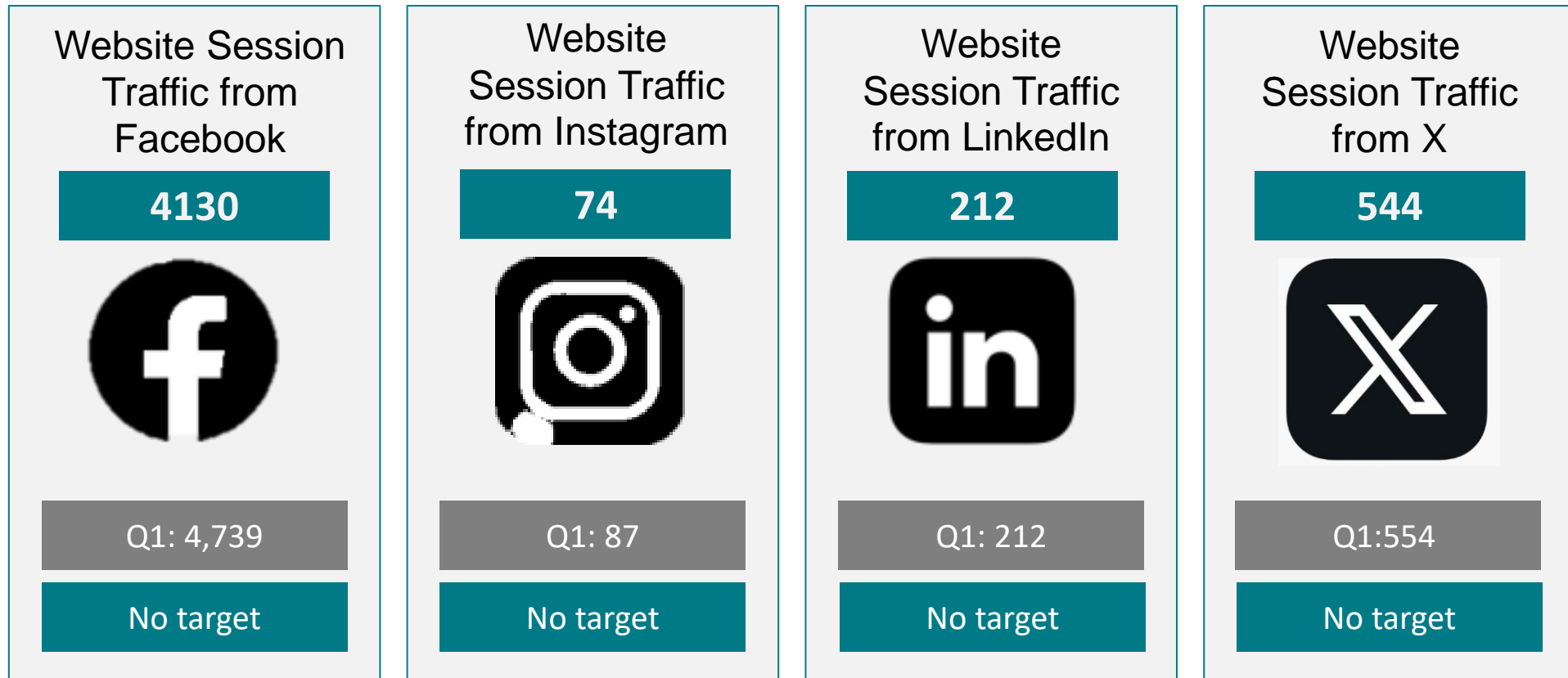
Transformation activity has also accelerated this quarter, with key programmes moving from scoping into design and delivery and stronger governance now embedded. The service is entering a period of leadership change, but the foundations built over the past year, better planning, clearer priorities, stronger engagement, and more disciplined programme management, mean the organisation is well placed for the next phase of its strategic and transformational journey.

Steve Hughes

Communications & Engagement key metrics (target where set)



Web key metrics (target where set)



Reflections from Cabinet Member, Cllr Shah

We've made strong progress on our ongoing communications improvement journey, which is strengthening how we share stories and updates, and helping to deliver real results that matter. Our digital engagement is climbing across every major channel, helping us connect more effectively with residents and partners.

These improvements aren't just operational, they help us build trust, improve transparency, and make sure residents and partners feel informed and involved. Stronger alignment and better communication mean we can deliver on our shared goals more effectively and demonstrate the impact of our work.

Cllr Arooj Shah

Leader and Cabinet Member for Growth

26 November 2025

Customer Experience

Blue Badges | Complaints and Compliments | Contact Centre | Customer Service Centre at Spindles | Household Support Fund | Local Welfare Provision | Registrars Service

Introduction from the Assistant Director of Customer Experience

Contact Centre calls answered performance has been challenging in Quarter 2 with resourcing issues within the service due to sickness absence. Action has been taken to stabilise performance in Quarter 3. During August, the Contact Centre made outbound calls to 327 families as part of school readiness contact.

Average wait time and customer satisfaction at the Customer Service Centre are consistent with Quarter 1.

The average number of days to process a Blue Badge application has remained steady at 39 days. The average number of days to access an Independent Medical Assessment (IMA) increased in comparison to Q1. It is anticipated to reduce in Quarter 3.

Complaints performance continue to improve significantly following a concerted effort and multiple support and interventions to improve timeliness and quality. Both Resources and Place complaints responded to with timescales achieved the 80% target maintaining this from Quarter 1. Childrens complaints performance has improved significantly from Quarter 1 by 40%. Adults performance has dipped slightly but is significantly improved from 2024-25. Overall Complaints performance has improved by 10% compared to Quarter 2 and is now 10% away from achieving the overall target. Compliments data has been included in performance reporting for the first time with Place (35) and Resources (19) receiving the most during Quarter 2.

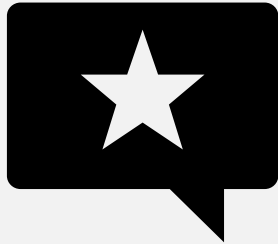
Our continued strong performance within the Registrars service has been sustained with all measures set by the General Registrars Office performing at or above target. The service continues to be one of the highest performing in the North West.

Fran Lautman

Customer Support Centre key metrics (target where set)

Post Call Customer Satisfaction Surveys

91.95%

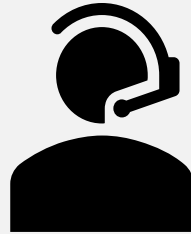


Q1: 91.68%

Target: 90%

% Calls Answered

85.83%



Calls Answered: 66,080
Calls Offered: 76,991
Calls Abandoned: 10,911

Q1: 86.26%

Target: 89%

Customer Support Centre- Average Call Wait time (All Queues)

00:07:17



Av. Talk Time: 00:04:20
Av. Wrap Time: 00:03:28
Av. Handle Time: 00:07:48

Q1: 00:07:22

Target: <00:12:00

Call Quality Evaluation

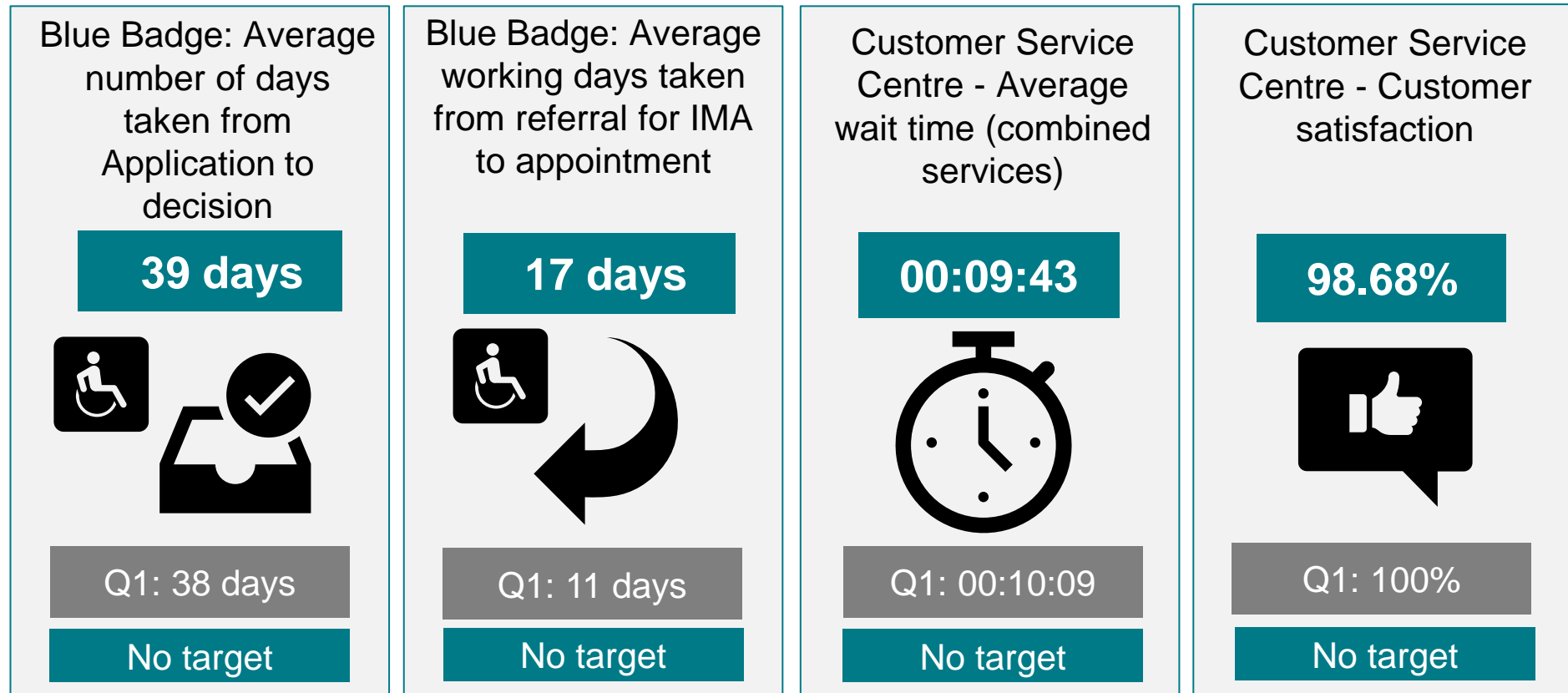
95.52%



Q1: 95.56%

No target

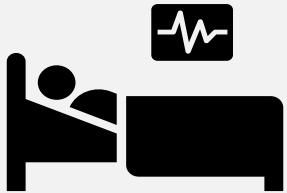
Blue Badges & Customer Support Centre key metrics (target where set)



Complaints key metrics (target where set)

Adults responded
within timescales

59.3%



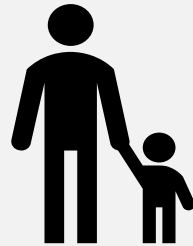
Received: **39**
Closed (in time): **16**
Closed (late): **5**
Open (late): **6**
Open (in time): **12**

Q1: 66.7%

Target: 75%

Children's
responded within
timescales

65.7%



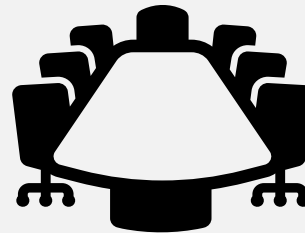
Received: **55**
Closed (in time): **23**
Closed (late): **12**
Open (late): **0**
Open (in time): **20**

Q1: 25.6%

Target: 75%

Resources
responded within
timescales

81.8%



Received: **16**
Closed (in time): **9**
Closed (late): **0**
Open (late): **2**
Open (in time): **5**

Q1: 90.9%

Target: 80%

Place responded
within timescales

80.5%



Received: **58**
Closed (in time): **33**
Closed (late): **4**
Open (late): **4**
Open (in time): **17**

Q1: 80.5%

Target: 80%

Overall responded
within timescales

71.1%

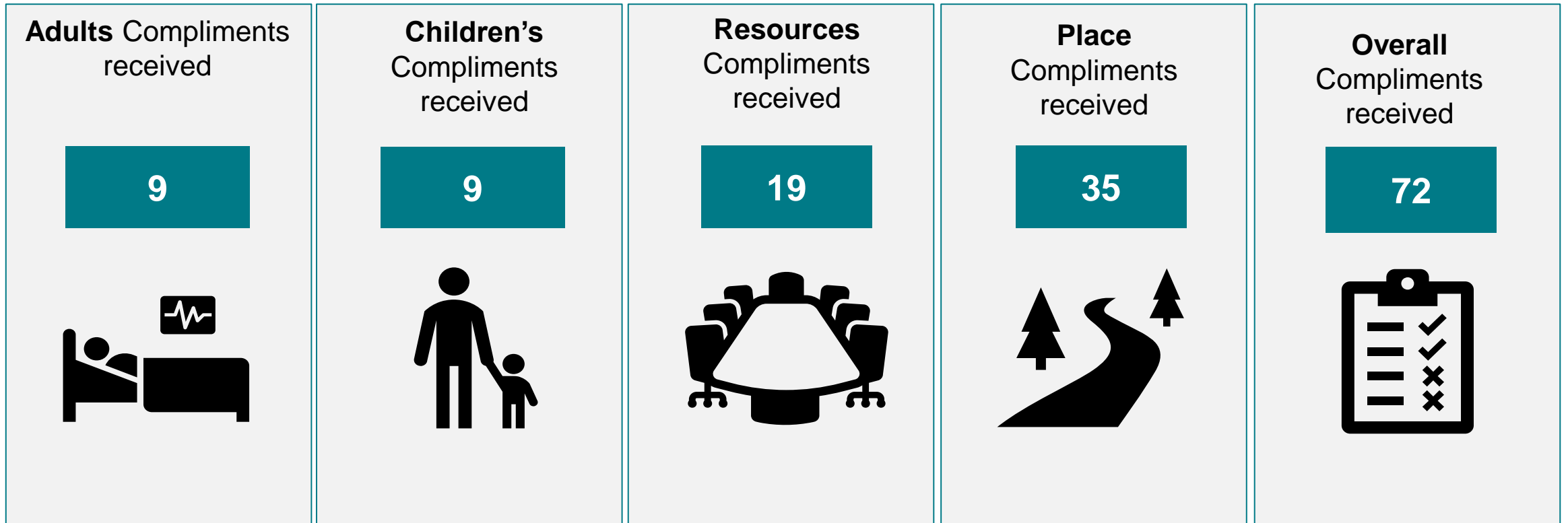


Received: **168**
Closed (in time): **81**
Closed (late): **21**
Open (late): **12**
Open (in time): **54**

Q1: 59.8%

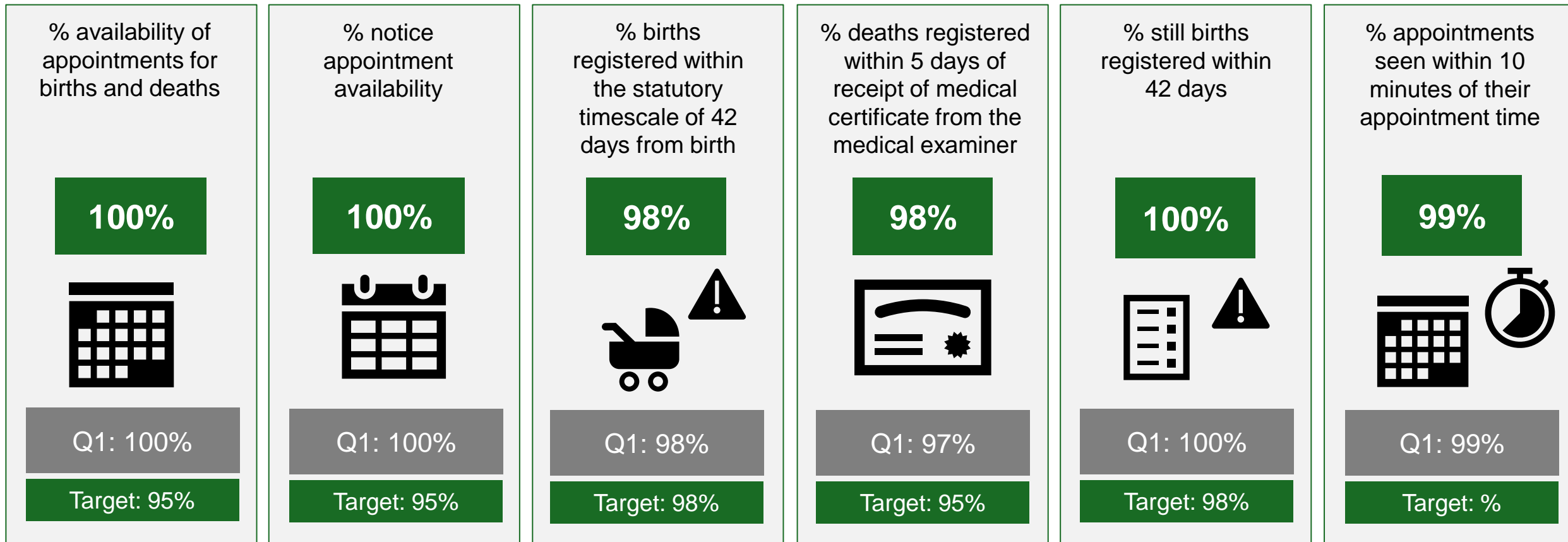
Target: 80%

Compliments key metrics (target where set)



**Compliments have been introduced as a new key metric measure in Q2 to provide a more balanced view of resident feedback alongside complaints.*

Registration Services key metrics (target where set*)



**All KPI's have targets assigned by the General Registrars Office and are statutory across all local authorities*

Reflections from Cabinet Member, Cllr Shah

Resident Focus remains the priority of my administration, and I am particularly pleased with our ongoing complaints performance improvement. Tracking complaints performance is essential for improving services and building trust. Complaints provide valuable insight into where things aren't working, helping us identify patterns and address issues quickly. By monitoring how effectively and promptly complaints are resolved, we can enhance the customer experience, ensure compliance with standards, and prevent problems from escalating.

This approach not only strengthens transparency and accountability but also drives continuous improvement, ensuring resources are used efficiently and residents feel heard.

The Complaints Recovery Plan is having a positive impact with Children's complaints improving by over 40% from Q1 to Q2. I am confident that our performance will continue to improve into Q3 as we work towards achieving overall target.

Registrars' performance continues to be strong with Oldham being one of the highest performing authorities in the North West.

Moving into Q3, we are preparing for winter readiness including our vital Pension Credit Campaign making sure residents of pension age receive all the support they need this winter.

Cllr Arooj Shah

Leader and Cabinet Member for Growth

26th November 2025



Oldham
Council