# Report to Adults Social Care & Health Scrutiny Board

# Health & Care Directorate Performance Assurance Report 2025/26 for Q3

# (1ˢᵗ October – 31ˢᵗ December 2025)

**Portfolio Holder (Performance):** Cllr Arooj Shah, Leader & Cabinet Member for Growth

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## Reason for decision

Performance reporting underpins how we measure progress and monitor the impact of Corporate Plan objectives and is aligned to our Medium-Term Financial Strategy, Service Plans and Risk Management.  Reporting provides measurable evidence of progress against objectives 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 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

This report provides an overview of directorate performance against agreed service plan metrics, 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 whilst also accommodating the resources and nuances in reporting styles across the variety of services and the perspective of 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 could produce organisational learning.

Contextual considerations include:
- the interconnection between key projects and ongoing activities in other portfolio and Scrutiny Board areas; likewise reports to other committees
- the Council's performance reporting in the public domain – in particular the LG Inform App and Draft Local 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 Service (business) plans include a range of performance metrics to monitor progress in achieving our statutory duties and Corporate Plan objectives. Continuous monitoring is important as services can be impacted by a range of internal and external factors, including changes in demand, resources, legislation or policies.

1.2 Performance management systems generate data to be utilised at all levels; good governance processes support a transparent performance reporting cycle. Each directorate has regular opportunities to review their performance holistically and at a service level; and to raise issues 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.

1.3 The Performance Assurance Report (PAR) enables (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.

1.4 A standardised 'one size fits all' approach to performance monitoring and reporting is not feasible across the range and complexity of the 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.

1.5 Many core services provide a supporting role, so performance within their functions cannot be measured quantitively 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.

1.6 It is essential that performance is viewed in context - the published district profiles and Oldham JSNA provide more detail and this should be considered when reviewing current and projected service levels and demands.

1.7 In addition to in-house reporting, Scrutiny Boards may wish to benchmark or verify reports against external sources such as:
- LG Inform App
- Draft Local Outcomes Framework for Oldham.

Both provide several ready built reports that use published data and useful trend or comparator information.


# Appendix:
**Data pack for Health & Care Directorate**