

# Health & Care Directorate Performance Assurance Report

**Quarter 3 – 1st October to 31st December 2025**

**Data Pack for Report to Adult Social Care & Health Scrutiny Board: 10th March 2026**

***Portfolio holder (Performance): Cllr Arooj Shah, Leader of the Council & Cabinet Member for Growth***

***Report owner: Mike Barker, Executive Director Health & Care***

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# Directorate overview

The Council is split into four key executive directorate areas; **Health & Care**, Children & Families, Place and Resources.

The Health & Care directorate is overseen by **Mike Barker, Executive Director, Health & Care** and consists of:

- Adult Social Care overseen by **Jayne Ratcliffe, Director of Adult Social Care (DASS)**
- Public Health overseen by **Rebecca Fletcher, Director of Public Health**
- Strategy & Public Affairs\* overseen by **TBC, Assistant Director of Strategy & Public Affairs**
- Transformation & Change\* overseen by **TBC, Assistant Director of Transformation & Change**

*\*Note: performance in these service areas is reported to the Governance, Strategy & Resources Scrutiny Board*

# Portfolio overview

The Health & Care directorate is supported by:

- Cllr Barbara Brownridge, Cabinet Member for Adults, Health & Wellbeing
- Cllr Peter Dean, Cabinet Member for Culture & Leisure

# Benchmarking

Scrutiny Boards may wish to benchmark or verify reports against external sources.

The Local Government Association (LGA) provide ready built reports that use published data and useful trend or comparator information:

- [Themed reports | LG Inform](#)
- [Mobile app content | LG Inform](#)

Note: registration using an oldham.gov.uk email is required in the first instance

# Quarter 3 introduction: Mike Barker, Executive Director, Heath & Care

This report sets out our Quarter 3 performance for Adult Social Care and Public Health, covering the period from October to December 2025. It provides a balanced view of delivery, drawing on a mix of quantitative measures and contextual insight to support effective scrutiny.

Overall, the picture this quarter is mixed but stable. We continue to see strong performance in a number of core areas, alongside some emerging pressures that reflect both local demand and wider system challenges. Where performance is below target, the report is clear about the underlying drivers and the actions in place to address them.

Members will see a particular focus on customer experience, workforce sustainability and access to information, alongside the key service outcomes that matter most to residents. This is intended to support a constructive conversation about what is working well, where improvement is needed, and how we maintain grip as we move into the final quarter of the year.

# Balanced scorecard metrics

Customer Experience | Workforce | Finance | Access to information

# Context for Balanced Scorecard metrics

- BSC metrics are intended to provide a context for the pressures on a service
- Some metrics are reported through the lens of the 'customer front door' and so do not include direct contact with frontline staff or service areas – therefore they do not provide the full picture or quantities being received or delivered by the service area
- Services are working to collect additional insight where possible – for example, what residents are contacting a service about, and what this tells us about their experience
- More insight relating to complaints and compliments can be found in the [Customer Feedback: Annual Report 2024-25](#)
- Note not all compliments can be logged by the Directorate due to a lack of information, so individual directorate figures will not equal the overall compliment figures

# Customer Experience

Complaints Metrics	Oldham Council Q2 Complaints	Oldham Council Q3 Complaints	Target	Adults & Health Q2 Complaints	Adults & Health Q3 Complaints
Received	168	190		39	41
In Time	70.4%	162 (85%)	75%	23 (59%)	32 (78%)
Not in Time	13	28		5	9
Number of Service Requests	337	318		9	16
Compliments Metrics	Oldham Council Q2 Compliments	Oldham Council Q3 Compliments		Adults & Health Q2 Compliments	Adults & Health Q3 Compliments
Number of Compliments*	66	58		9	7

\* not all compliments can be logged by the Directorate due to a lack of information, so individual directorate figures will not equal the overall compliment figures

# Workforce

Workforce Metric	Oldham Council Q2	Oldham Council Q3	Adults & Health Q2	Adults & Health Q3
<b>Headcount*</b>	2618	2648	244	245
<b>Sickness Absence %</b>	5.04%	6.07%	12.8%	7.6%
<b>Turnover rolling 12 month %</b>	12.7%	11.6%	12.8%	12.2%
<b>Agency Spend Year to Date**</b>	£4.02m	£2.95m	£0.42m	£0.47
<b>Appraisals/Let's Talk***</b>	75.9%	75.9%	64.2%	64.2%

*\* 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; \*\* all workforce metrics are quarterly unless specified, agency spend is Quarter 3 spend up until M9; \*\*\*Let's Talk is only measured once a year through an appraisal window in Q1*

# Access to information

Governance Metrics	Target	Oldham Council Q2 Overall	Oldham Council Q3 Overall	Adults & Health Q2	Adults & Health Q3
<b>Number of Freedom of Information (FOI) requests received</b>		387	381	23	26
<b>FOIs answered within statutory time period</b> (20 working days)	90%	325 (84%)	286 (75%)	20 (87%)	24 (92%)
<b>Number of validated Subject Access Requests (SARs) received</b>		62	53	8	4
<b>SARs answered within statutory time period</b> (One calendar month, unless extension applied)	80%	36 (58%)	27 (51%)	4 (50%)	1 (25%)
<b>Number of Requests for Disclosure (RFD) received</b>		258	292	23	20
<b>Number of Requests for Disclosure responded to within target time period</b> (One calendar month)	80%	232 (90%)	240 (82%)	17 (74%)	16 (80%)

# Access to information - context

- Reporting is based on the date a request is received, so quarterly figures reflect requests received in that period
- Requests received near the end of a quarter may still be open when figures are reported; these are not counted as completed on time until a response is issued
- Therefore, the previous quarter's results are updated to provide a more accurate picture, usually increasing the on-time completion rate
- [Data protection and freedom of information | Oldham Council](#)

# Adult Social Care directorate

Commissioning & Market Management | Operations | Social Work |  
Business Strategy, Assurance & Improvement

# Introduction: Director of Adult Social Care

Adult Social Care continues to progress its transformation programme, aligned to CQC themes of which the directorate has recently been rated by the Care Quality Commission (CQC) as GOOD. The work undertaken is centred on working with residents in a strengths-based way that maximises independence and reduces reliance on long-term services. This approach remains fundamental to improving outcomes and ensuring sustainable, person-centred support.

The service also remains committed to be resident focused this is demonstrated in the response to complaints in a timely and effective manner. Although the number of complaints increased in Quarter 3 compared with Quarter 2, response times have improved significantly. The directorate continues to monitor complaint trends closely. Themes, learning, and required service improvements are reviewed through the Learning and Improvement Board, chaired by the Principal Social Worker (PSW), ensuring a structured and accountable approach to continuous improvement.

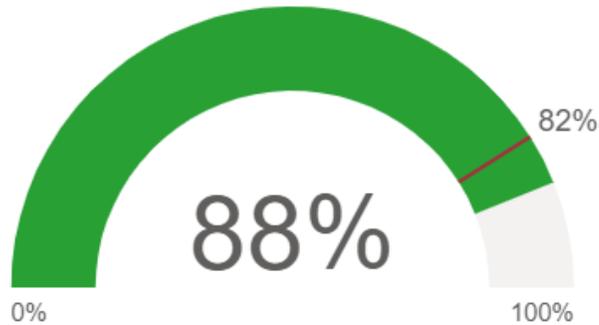
In addition, the Co-Production Charter has been developed to underpin the work of the newly established Adult Social Care Resident Experience Group. Meeting monthly, this group provides a meaningful platform for residents to influence service design, feedback processes, and wider system improvements based on lived experience.

*Jayne Ratcliffe*

# Adults Social Care key metrics (target where set)

The proportion of people who received short-term services during the year - who previously were not receiving services – where no further request was made...

Quarterly Target



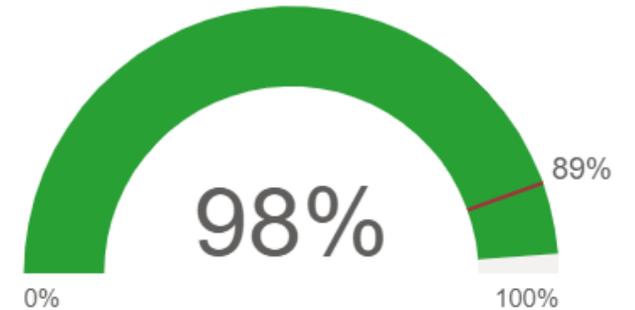
The number of adults aged 18 to 64 whose long-term support needs are met by admission to residential and nursing care homes (per 100,000 population)

Annual Target



The proportion of older people (65 and over) who were still at home 91 days after discharge from hospital

Quarterly Target



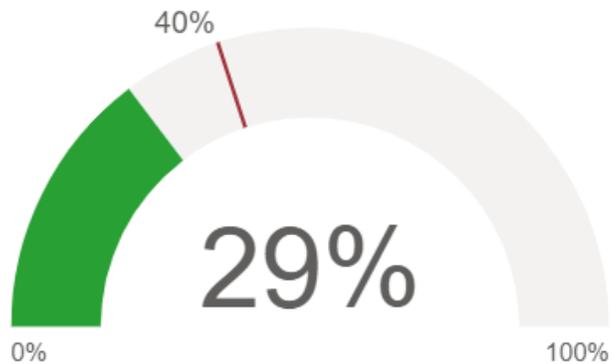
The number of adults aged 65 and over whose long-term support needs are met by admission to residential and nursing care homes (per 100,000 population)

Annual Target



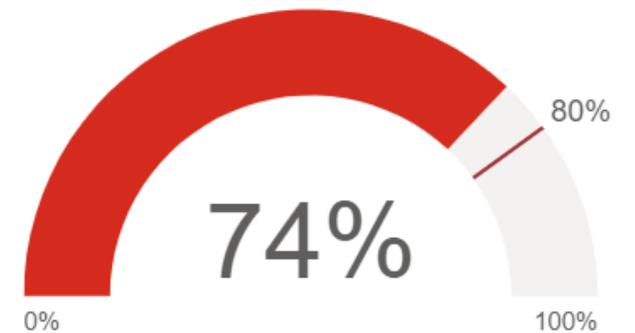
The proportion of people who use services who receive direct payments

Quarterly Target



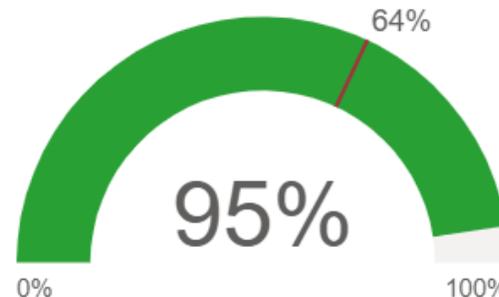
The percentage of adult social care providers rated good or outstanding by CQC

Quarterly Target



The proportion of section 42 safeguarding enquiries where a risk was identified, and the reported outcome was that this risk was reduced or removed

Quarterly Target



# Adults Social Care

## key metrics summary

The key metrics have been met for the following areas:

- proportion of people who received short term services during the year
- low number of adults in residential/nursing care
- number of people who have remained at home 91 days after being discharged from hospital
- number of people who are in receipt of direct payments - Oldham is the 5<sup>th</sup> best performer nationally in this area (best performer is related to the number of DPs in situ)
- proportion of adults who when a safeguarding concern has taken place risk was removed
- in relation to the number of good/outstanding care homes, following a large home re-registering with CQC they are now awaiting a re-inspection and rating, which is affecting the overall position. In the interim, our quality monitoring team are undertaking an Oldham quality approach with the care homes as part of our quality assurance process and market oversight approach.

# Reflections from Cabinet Member

Adult Social Care continues to deliver high quality services for residents demonstrated by a GOOD rating by the Care Quality Commission (CQC). The achievement demonstrates the dedication and professionalism of our staff who remain committed to delivering safe, effective, compassionate and person-centred care. Despite the financial pressures facing Adult Social Care nationally, we continue to focus on improving outcomes, promoting independence, and ensuring our residents receive the support they deserve.

*Councillor Barbara Brownridge*  
Cabinet Member for Adults, Health & Wellbeing  
*20/02/2026*

# Public Health directorate

Public Health | Sport, Leisure & Wellbeing

# Introduction from the Director of Public Health

Whilst the performance of Public Health commissioned services broadly remain at expected levels, there are a couple of areas of focus where performance has dipped recently:

- Our data shows that the number of NHS Health Checks completed has increased during this quarter, however, our key focus has been on driving the quality of these checks. We only pay for those checks that meet the quality threshold and continue to work with our GPs to increase quality.
- Our Integrated Children and Families Service includes health visiting and school nursing. This service undertakes the mandated visits for children under 5 years of age. The service is provided by the NCA and Local Authority. Since the service was restructured in 2025, there have been vacancies that have impacted on capacity. This has meant that across all mandated visits we are below our 90% target. A recovery plan has been put in place; the service is nearly at staffing capacity and early performance data indicates that the timely uptake is improving.

*Rebecca Fletcher*

# Oldham's Health in context – updated Feb 2026

## Oldham's Health



Female 3.8 years lower  
Male 3.9 years lower  
Healthy life expectancy is lower than the England average



Oldham residents are spending on average 21 years in poor health



Life expectancy for residents in Alexandra ward is almost 13 years lower than for Saddleworth South



43% of Oldham residents live in an area amongst the most deprived 10% nationally



Almost 4 in 10 children leave primary school overweight or obese



21st highest rate of infant mortality in England



Fewer 2 year olds are taken for their MMR vaccine compared to England



Smoking rates are improving, but still remain higher than the national average



20th lowest rate of physically active adults in England



2nd highest rate of childhood hospital admissions due to asthma in England



Oldham residents are more likely to die prematurely from: cancers, circulatory and respiratory diseases

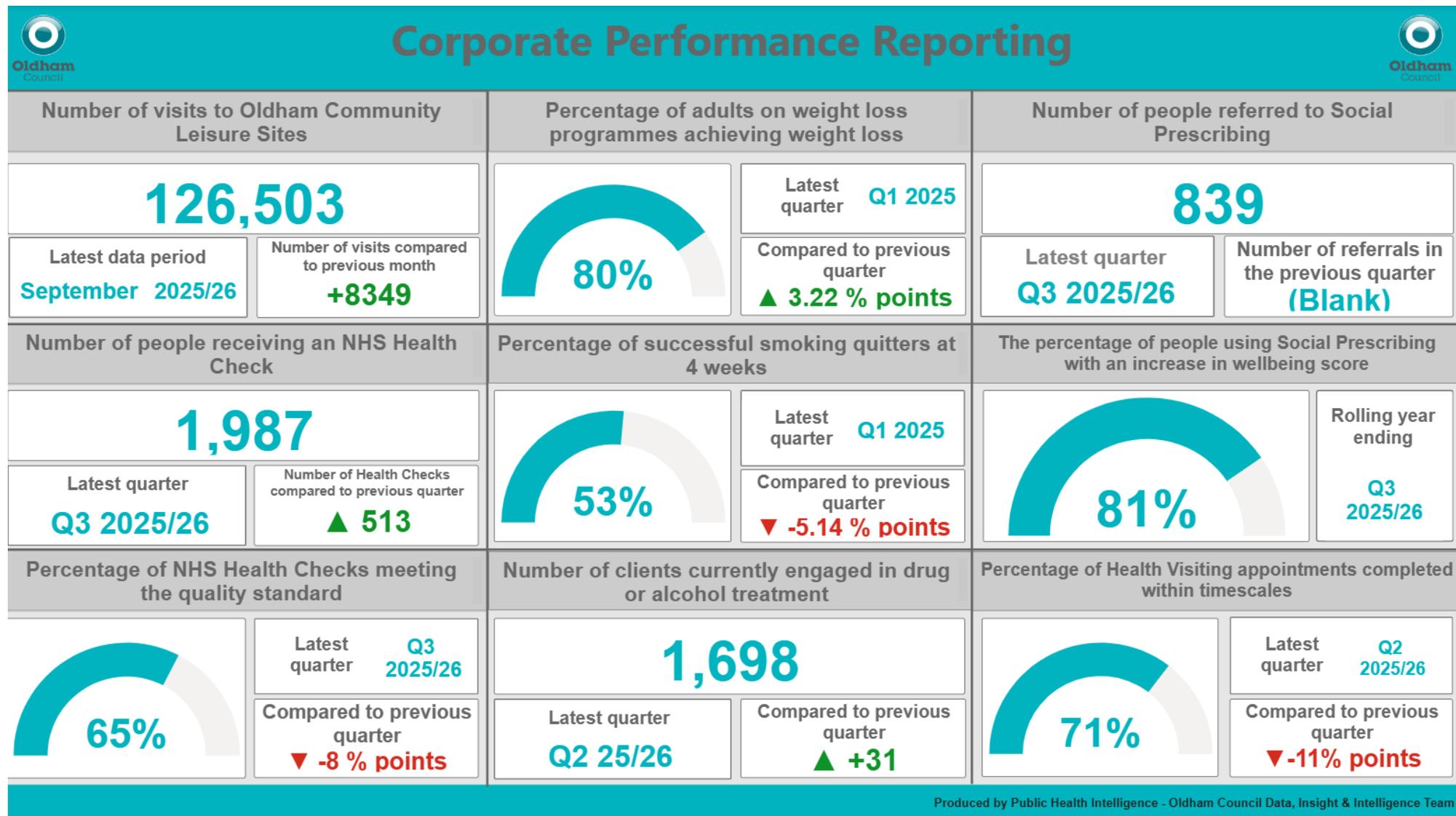


Oldham sees higher rates of deaths from alcohol and drug misuse compared to England

# Public Health key metric definitions

<b>Number of visits to Oldham Community Leisure Sites</b>	<b>Percentage of adults on weight loss programmes achieving weight loss</b>	<b>Number of people referred to Social Prescribing</b>
<p>The number of people who have visited Oldham Community Leisure sites over the past month. This measure relates to the number of visits, not distinct visitors. Data is extracted from provider systems and reported to the Council from Oldham Community Leisure on a monthly basis.</p>	<p>The percentage of adults completing weight loss programmes achieving weight loss in the quarter. Data is extracted from provider systems and reported a quarter in arrears due to data processing and validation by the provider and by Council Public Health Intelligence.</p>	<p>The number of people referred into social prescribing during the quarter. Data is extracted from provider systems and reported in arrears due to data processing and validation by the provider and by Council Public Health Intelligence.</p>
<b>Number of people receiving an NHS Health Check</b>	<b>Percentage of successful smoking quitters at 4 weeks</b>	<b>The percentage of people using Social Prescribing with an increase in wellbeing score</b>
<p>The number of eligible patients (aged between 40 and 74, not had a check in the previous 5 years and not exempt as a result of an existing condition) who have attended an NHS Health Check in the quarter. Data for this measure is a quarter in arrears due to the processing and validation of the data that is required before it can be reported. The data is extracted from GP systems (EMIS) and processed by both GM ICB and Council Public Health Intelligence.</p>	<p>The percentage of adults who report they have not smoked for 4 weeks from the start date of their programme. Data is extracted from provider systems and reported a quarter in arrears due to data processing and validation by the provider and by Council Public Health Intelligence.</p>	<p>The percentage of people who have improved their wellbeing score whilst receiving assistance from the social prescribing service as measured by the Short Warwick and Edinburgh Mental Wellbeing Scale (SWEMWEBS). Reporting for this measure is currently undergoing review and may be more delayed than usual. Data is presented as a rolling 12 months rather than an individual quarter to make this measure more robust.</p>
<b>Percentage of NHS Health Checks meeting the quality standard</b>	<b>Number of clients currently engaged in drug or alcohol treatment</b>	<b>Percentage of Health Visiting appointments completed within timescales</b>
<p>The percentage of completed NHS Health Checks that meet the Council's minimum criteria for completeness (at least 8 out of 10 elements to include Q-Risk score). Data for this measure is a quarter in arrears due to the processing and validation of the data that is required before it can be reported. The data is extracted from GP systems (EMIS) and processed by both GM ICB and Council Public Health Intelligence.</p>	<p>The number of Oldham clients currently engaged in drug or alcohol treatment during the quarter. Data is extracted from provider systems and reported a quarter in arrears due to data processing and validation by the provider and by Council Public Health Intelligence.</p>	<p>The percentage of health visiting appointments completed within target timescales during the quarter. This includes visits for 14 days, 6-8 weeks, 12 months and 2-2.5 years. Data is extracted from provider systems and reported up to two quarters in arrears due to data processing and validation by the provider and by Council Public Health Intelligence.</p>

# Public Health key metrics for latest quarter available



# Reflections from Cabinet Member

Following cases of measles in Oldham in 2025, and the reduction in uptake of the MMR vaccine, the public health team has taken a lead in working with residents, the VCFSE sector, and health partners to increase vaccine uptake. This is essential in order to protect our residents from measles, which is still circulating in England. Our approach is to increase access to MMR as well as to address any questions or concerns from residents.

This includes training community partners as well as healthcare professionals to have good conversations about MMR (measles, mumps and rubella vaccine) to support residents to make informed decisions. We are working with Fatima Women's Association and the GP practices with the lowest uptake to try different approaches with families. In addition, we are providing additional MMR and MMRV (measles, mumps, rubella and varicella vaccine) clinics in the community. These will be delivered over the spring and summer.

I also want to highlight the excellent news of the confirmation of three more years of additional drugs and alcohol treatment funding. We are treating more people in Oldham for drug and alcohol issues than ever before, and we will be able to continue this work over the coming years.

*Councillor Barbara Brownridge*

Cabinet Member for Adults, Health & Wellbeing

20/02/2026

<b>GLOSSARY: all services</b>			
AI = Artificial Intelligence	BSC = Balanced Scorecard	CPP = Child Protection Plan	CQC = Care Quality Commission
CYP = Children & Young People	DASS = Director of Adult Social Care	DfE = Department for Education	DP = Direct payment
EDT = Emergency Duty Team	EHCP = Education, Health & Care Plan	EIR = Environmental Information Regulations	FOI = Freedom of Information
GLD = 'Good Level of Development'	GOW = Get Oldham Working	GRO = General Registration Officer	HAF = Holiday Activities and Food
HLA = Heritage, Libraries & Arts	HMO = Houses of Multiple Occupation	ICO = Information Commissioners Office	KPI = Key Performance Indicator
LA = Local Authority	LADO = Local Authority Designated Officer	LAN = Local Area Network	LGA = Local Government Association
MASH = Multi-Agency Safeguarding Hub	MMR = measles, mumps and rubella	MMRV = measles, mumps, rubella & varicella	NCA = Northern Care Alliance
NEET = Not in Education, Employment or Training	NNDR = National Non-Domestic Rates	OEEs = Outdoor & Environmental Education Service	OSCP = Oldham Safeguarding Partnership
PAR = Performance Assurance Report	PC = Personal Computer	PLGFS = Provisional Local Government Finance Settlement	PSW = Principal Social Worker
RFD = Request for Disclosure	SAR = Subject Access Request	SEND = Special Educational Needs & Disabilities	SLA = Service Level Agreement
SLP = Schools Linking Project	TA = Temporary Accommodation	TBC = To be confirmed	TDS = Technology & Digital Services
VCFSE = Voluntary, Community, Faith, and Social Enterprise	WAN = Wide Area Network	WRS = Welfare Rights Service	



**Oldham**  
Council