Resources Directorate Performance Assurance Report

Quarter 3 – 1st October to 31st December 2025

Data Pack for Report to Governance, Strategy & Resources Scrutiny Board: 24th March 2026

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

Report owner: *Fiona Greenway, Executive Director Resources*

Contact officer: *Heather Moore, Assistant Director of Governance*

Collated by: Performance Improvement Team
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Directorate overview

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

- Matthew Gratton, Director of Digital
- Lee Walsh, Director of Finance
- Alex Bougatef, Director of Legal
- Fran Lautman, Assistant Director Customer Experience
- Heather Moore, Assistant Director Governance
- Mark Edmondson, Assistant Director Revenues and Benefits
- Eleanor Devlin, Assistant Director Workforce and Organisational Culture
- John Miller, Head of Audit and Counter Fraud
- Tom Pyne, Interim Head of Procurement
- *tbc, Assistant Director of Strategy and Public Affairs**
- *tbc, Assistant Director of Transformation and Change**

*Note: these service areas sit within the Health & Care Directorate

Portfolio overview

The Resources directorate is supported by:

- Cllr Arooj Shah, Leader and Cabinet Member for Growth
- Cllr Abdul Jabbar, Deputy Leader and Cabinet Member for Finance, Corporate Services & Sustainability

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 from Fiona Greenway, Executive Director of Resources

As detailed in this report, good progress is being made across the Directorate in relation to all service areas.

In relation to our Revenues, Benefits and Customer Experience, we continue to look for ways to improve our processes so that residents and businesses find it easier to engage and pay council tax / business rates and we support those who need access to financial support. Work to improve e-billing take up continues and Telesolutions will improve our collection processes in 2026/27 and therefore improve income and debt management/recovery, which is a key focus for the Revenues Team.

The Council now has an AI (Artificial Intelligence) Policy with sessions being set up for staff to look at using Co-Pilot to maximise the opportunities it can bring.

The payroll service continues to address weaknesses raised in multiple internal audit reports. New payroll metrics have been embedded into the processes, and the Assistant Director of Workforce & Organisational Culture is progressing at pace with the overall Human Resources / Organisational Development ReBuild Improvement Plan.

As a Directorate we aim to make sure the Let's Talk conversations with our teams are completed in line with the organisational target as a minimum.

Contact Centre performance continues to improve with customer satisfaction remaining high.

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 - they therefore do not provide the full picture or quantities being received or delivered by the service

- 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

Customer Support Metrics	Oldham Council Q2 Customer	Oldham Council Q3 Customer	Resources Q2 Customer	Resources Q3 Customer
Number of calls (offered)	76,991	63,825	54,261	44,981
Numbers of calls answered (handled)	66,080 (85.8%)	57,215 (89.64%)	48,966 (90.2%)	41,860 (93.06%)
Average handling time	0:07:48	0:08:03	0:07:48	0:07:58
Average wait time	0:07:17	0:05:21	0:06:28	0:04:38
Number of emails queries received	6722	5574	N/A	N/A
Email queries handled on time	6673 (99.27%)	5574 (100%)	N/A	N/A
Post Call Customer Satisfaction Surveys	91.95% (1566)	93.27% (1412)	90.9% (790)	92.02% (1090)
Complaints Metrics	**Oldham Council Q2 Complaints**	**Oldham Council Q3 Complaints**	**Resources Q2 Complaints**	**Resources Q3 Complaints**
Received	168	190	16	24
In Time	81 (71.1%)	162 (85%)	9 (81.8%)	20 (83%)
Not in Time	21	28	0	4
Number of service requests	337	318	134	96
Compliments Metrics	**Oldham Council Q2 Compliments**	**Oldham Council Q3 Compliments**	**Resources Q2 Compliments**	**Resources Q3 Compliments**
Number of Compliments*	72	58	19	14

Workforce

Workforce Metric	Oldham Council Q2	Oldham Council Q3	Resources Directorate Q2	Resources Directorate Q3
Headcount*	2618	2648	430	430
Sickness Absence %	5.04%	6.07%	4.9%	4.9%
Turnover rolling 12 month %	12.7%	11.6%	15.7%	13.7%
Agency Spend Year to Date**	4.02m	2.95m	0.85m	0.65m
Appraisals/Let's Talk***	75.9%	75.9%	66.8%	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;

*** 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	Resources Q2	Resources Q3
Number of Freedom of Information (FOI) requests received		387	381	90	100
FOIs answered within statutory time period (20 working days)	90%	325 (84%)	286 (75%)	75 (82%)	66 (66%)
Number of validated Subject Access Requests (SARs) received		62	53	12	7
SARs answered within statutory time period (one calendar month, unless extension applied)	80%	36 (58%)	27 (51%)	10 (83%)	5 (71%)
Number of Requests for Disclosure (RFD) received		258	292	117	132
Number of Requests for Disclosure responded to within target time period (one calendar month)	80%	232 (90%)	240 (82%)	107 (91%)	121 (92%)

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

Finance

Strategic Financial Planning | Treasury Management Services | Agresso

Introduction from the Director of Finance

The budget challenge for **2025/26 at the end of Quarter 3** is estimated to be £15.199m which is a positive movement of £5.894m from the position previously reported. Early management actions around spending and recruitment that were implemented earlier in the financial year have been positively contributing towards this favourable movement and as these continue to embed, it is expected that these will have a further positive impact by the end of the financial year. The current forecast position to year end continues to be mitigated as much as possible to protect the Council's general revenue reserves and its overall financial resilience.

The **Provisional Local Government Finance Settlement** (PLGFS) was released late in the afternoon of 17 December 2025 and provided funding figures for 2026/27, with indicative allocations for 2027/28 and 2028/29, providing the Council with some much-needed financial clarity when setting its budget for 2026/27 onwards. The Provisional Settlement built upon the work completed over the summer on the Fair Funding 2.0 Consultation and has directed resources to areas with high levels of need and deprivation, like Oldham.

Whilst the resources allocated are welcomed by the Council, budget reductions have still been required, with proposals scrutinised by the Governance, Strategy & Resources Scrutiny Board at its meeting of 28 January 2026. Furthermore, built into the Council's Core Spending Power set by Government is the requirement for Council's to increase Council Tax by the maximum amount. The Council will therefore propose within its budget papers to increase Council Tax by 4.99%; 2% for Adult Social Care and 2.99% for general purposes. The 2026/27 revenue budget will be the second successive year that the Council is proposing to balance its budget without a budgeted use of general revenue reserves and instead will propose to transfer monies to reserves over the period 2026/27 to 2028/29 to increase its financial resilience.

The **Council's revenue budgets, capital plan and treasury management strategy for 2026/27** have been prepared and will be presented to Budget Council on 4 March 2026.

Lee Walsh

Revenues and Benefits

Council Tax I Business Rates I Accounts Payable I Accounts Receivable I Housing Benefits I 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 with both in line with last year at the end of Quarter 3. Recovery of arrears brought forward in 2025/26 now stands at £3.8m for Council Tax and £425k for Business Rates. Work to relaunch My Account and improve ebilling take up continues. We will also be using Telesolutions to improve the collection process in 2026/27.

The Accounts Receivable/Payable team are also making good progress with collecting in year debt with the position at the end of Q3 showing 75.64% of the £79m debt raised collected and over 94% of invoices paid within 30 days.

The Benefits team continues to see high volumes of Universal Credit change in circumstances from DWP which has resulted in it taking 43.49 days to process new claims for Council Tax reduction, however for new claims for Housing Benefit it has fallen to 22.01 days. Performance on dealing with changes in circumstance remains strong at 5.99 days for Council Tax reduction and 6.77 days for Housing Benefits.

The Welfare Rights Service continues to support our residents with a range of benefit take up campaigns planned in 2025/26 working closely with the Community Engagement Team, Family Intervention and VCFSE to maximise support to our residents. As a result of the WRS teams' efforts an additional £2.3m has been obtained for Oldham residents by the end of Q3.

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 has reduced significantly. Work is ongoing to reduce the time it takes to undertake the annual uprating exercise this year which will prevent the backlog increasing as it has done in previous years.

Work is also continuing to complete the redesign/restructure of the service, with the intention to commence consultation shortly.

Mark Edmondson

Revenues & Benefits
key metrics (target where set)

Average time taken to process *New Claims* - **Housing Benefits** (Cumulative)

22.01 days

Q2: 12.25 days

Target: 27 days

Average time taken to process *Change in Circumstances* – **Housing Benefits** (Cumulative)
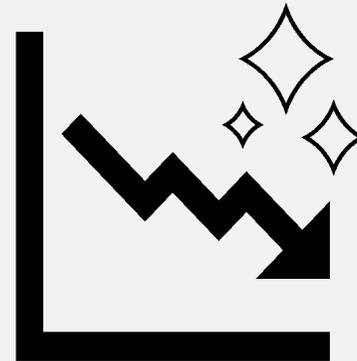
6.77 days

Q2: 9.86 days

Target: 27 days

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

43.49 days

Q2: 12.68 days

Target: 20 days

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

5.99 days

Q2: 7.29 Days

Target: 20 Days

Revenues & Benefits
key metrics (target where set)

% Valid invoices paid within 30 days (Cumulative)	In-year national non-domestic rates (NNDR) collected as a % of the total owed (Cumulative)	In-year Council Tax collected as a % of the total owed (Cumulative)
94.00%	**80.13%**	**82.12%**
Q2: 90.18%	Q2: 55.79%	Q2: 54.24%
Target: 94%	Annual Target: 97.2%	Annual Target: 94%

Legal & Monitoring Officer

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

Introduction from the Director of Legal & Monitoring Officer

As reported in Q2, the demands upon the Legal Service remain high in all areas (i.e. children's social care, adult social care, property, corporate and environment / prosecution. The Service Redesign will ensure the service does not rely on locum support in the medium term.

In relation to Elected Members standards, additional internal capacity has now been allocated to support the Monitoring Officer. A weekly oversight meeting of relevant officers now takes place to review progress to ensure these are acted upon as efficiently as possible and satisfy the requirements while keeping everyone updated.

Alex Bougatef

Legal Services
key metrics (target where set)

New metrics are under development – reporting from Quarter 4 onwards these will initially 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 | Data, Insight & Intelligence

Introduction from the Director of Digital

Technology & Digital Services (TDS)

Infrastructure work completed over the last quarter in readiness for the JR Clynes building to open and work has just completed for the Spindles Markets, Events and Archives area. TDS are continuing the laptop refresh of new Microsoft Surface devices across the estate with a weekly schedule of staff being migrated to the new laptops. Whilst focussing on the more urgent cases for refresh, this service will be ramping up from April for a 6 -7 months period. In conjunction to this, we are preparing to replace all old desktop PC's used by staff and public access PC's used by residents in libraries, life-long learning, Town Halls and Access Oldham. Planning has just commenced for this.

Continuing programmes of work include the Wi-Fi refresh, family hubs connectivity and telephony whilst the upgrade to networks through the OldhamOne project implementation is imminent, following site surveys and the laying of fibres. The migration of services into the Cloud is now getting nearer to completion which supports the activity in decommissioning the Civic Data Centre. Alongside this, TDS are reviewing all network connectivity and associated infrastructure to ensure it is fit for purpose and ready for new technology.

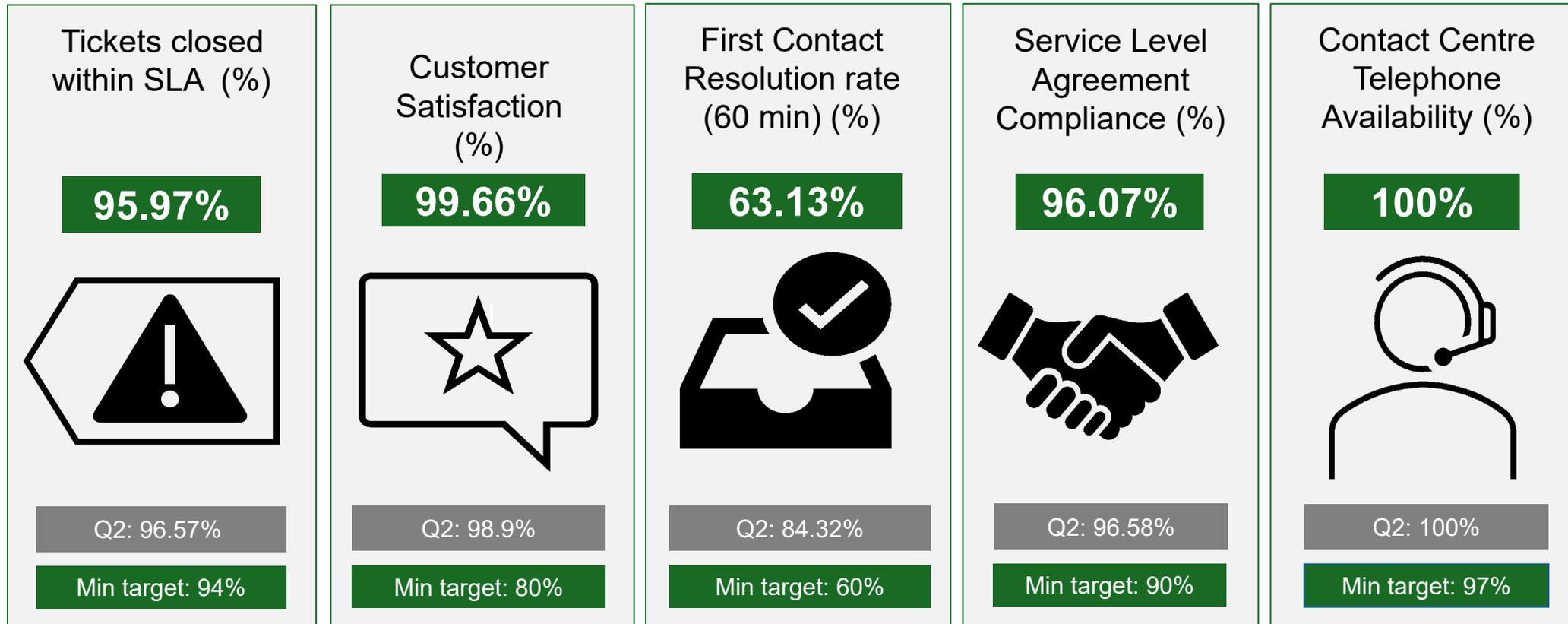New cyber security programmes of work have been defined and are being prepared for Cabinet approval in March, following which an aggressive deployment schedule will commence.

The AI policy has now been approved and published on VIVA and we are arranging Microsoft Copilot 'Art of the Possible' sessions for all staff to book onto, to help staff exploit the efficiencies of using Copilot.

Matthew Gratton

IT (Operations)
key metrics (target where set)

Tickets closed within SLA (%)	Customer Satisfaction (%)	First Contact Resolution rate (60 min) (%)	Service Level Agreement Compliance (%)	Contact Centre Telephone Availability (%)
95.97%	**99.66%**	**63.13%**	**96.07%**	**100%**
Q2: 96.57%	Q2: 98.9%	Q2: 84.32%	Q2: 96.58%	Q2: 100%
Min target: 94%	Min target: 80%	Min target: 60%	Min target: 90%	Min target: 97%

IT (Operations)
key metrics (target where set)

Business Critical Applications Available (%)	Business Critical Infrastructure Available (%)	LAN Availability – Civic Centre / Spindles (%)	WAN Availability – Council Sites (%)	Remote Connection Availability (%)
100%	**99.7%**	**99.16%**	**99.05%**	**100%**
Q2: 98.95%	Q2: 98.96%	Q2: 99.39%	Q2: 99.75%	Q2: 100%
Min target: 97%	Min target: 97%	Min target: 97%	Min target: 95%	Min target: 97%

LAN = Local Area Network   WAN = Wide Area Network

Governance

Constitutional Services | Elections & Land Charges | Information Governance I Member Services I Civic Support I Executive Support I Performance Improvement I Risk

Introduction from the Assistant Director of Governance

Council-wide performance in Quarter 3 saw 75% of Freedom of Information (FOI) requests or Environmental Information Regulations (EIR) requests against a target of 90% and 51% of Subject Access Requests(SARs) responded to on time against a target of 80%, however, please see caveats below, which are likely to increase compliance rates.

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.

Heather Moore

Governance
Key metrics (target where set) council-wide performance

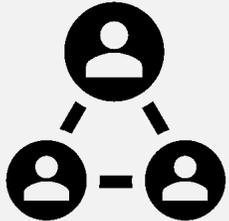| FOI/EIR received (Number)	% FOI/EIR replied to in statutory	SAR received	% SAR replied to within statutory period	Number of Requests for Disclosure received	% Requests for Disclosure responded to within Target time
381	**75%**	**99**	**51%**	**292**	**82%**
		SAR Validated (No.)			
		53			
Q2: 387	Q2: 84%	Q2: Received: 99 Validated: 62	Q2: 58%	Q2: 258	Q2: 90%
	Target: 90%		Target: 80%		Target: 80%
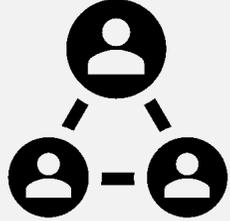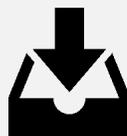
Workforce & Organisational Culture

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

Introduction from the Assistant Director of Workforce & Organisational Culture

The HR & OD service continued a high volume of work in Q3. New starters and leavers reduced compared to Quarter 2 – the latter linked to overall vacancy freeze – but overall recruitment levels remained high due to school activity.

Q3 saw a significant increase in employee relations cases, particularly sickness absence (with sickness absence overall seeing a rise in Q3) and change processes. This is in part due to improved recording processes.

The service has embedded new Payroll quality metrics and were able to report a Payroll accuracy rate of 99.7% for Q3. Out of 18,485 transactions there were 48 known anomalies. 57% of these were due to manager error and 43% due to HR error. The HR & OD ReBuild Improvement Plan continues to work on ways to reduce all pay anomalies.

Time to Hire returned closer to average timescales of 75 – 78 days, spanning from date an advert goes live to a person being registered as a new starter. Q2 saw an artificially low Time to Hire rate due to a very significant amount of agency-to-substantive onboarding.

Apprenticeships continue to see a consistent level of new uptake, with good utilisation of the Apprenticeship levy.

Compliance remains low with Corporate Induction, which was predicted due to the move from online to face to face Corporate Induction sessions. Improving compliance and organisational oversight of all Mandatory Training will be a key priority for Q4 and Q1.

The Let's Talk window for 2026 is now open with an organisational target of 80%.

Eleanor Devlin

Workforce & Organisational Culture
key metrics (target where set)

Number of Vacancies advertised	Time taken to Hire	Employee Relations Cases (Number)	Number of Leavers	Payroll accuracy (transactions vs pay anomalies)
163	**78 days**	**232**	**57**	**99.7%**
Q2: 103	Q2: 42 days	Q2: 160	Q2: 74	Q2: Not measured
Low is good	Low is good	Low is good	Low is good	High is good
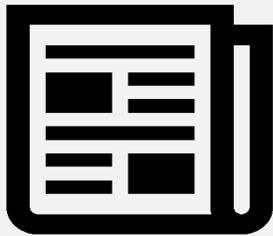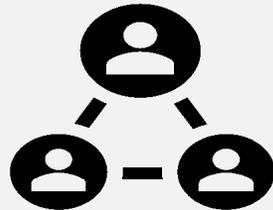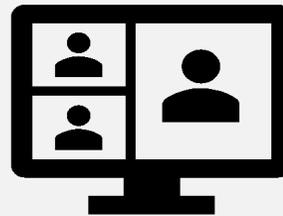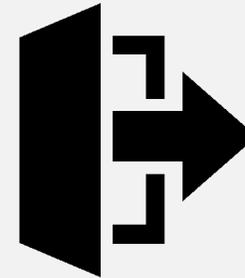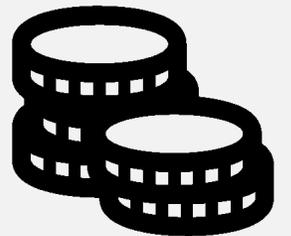
*Includes schools and academies

Workforce & Organisational Culture
key metrics (target where set)

Committed* Apprenticeship Levy Spend	Number of new apprenticeships (*within current workforce*)	Number of new apprenticeships (*new starters*)	Number of New Starters	% New starters completing induction
£234,549	**11**	**4**	**92**	**32%**
Q2: £307,364	Q2: 11	Q2: 8	Q2: 157	Q2: 37%
High is good	High is good	High is good	No Target	High is good
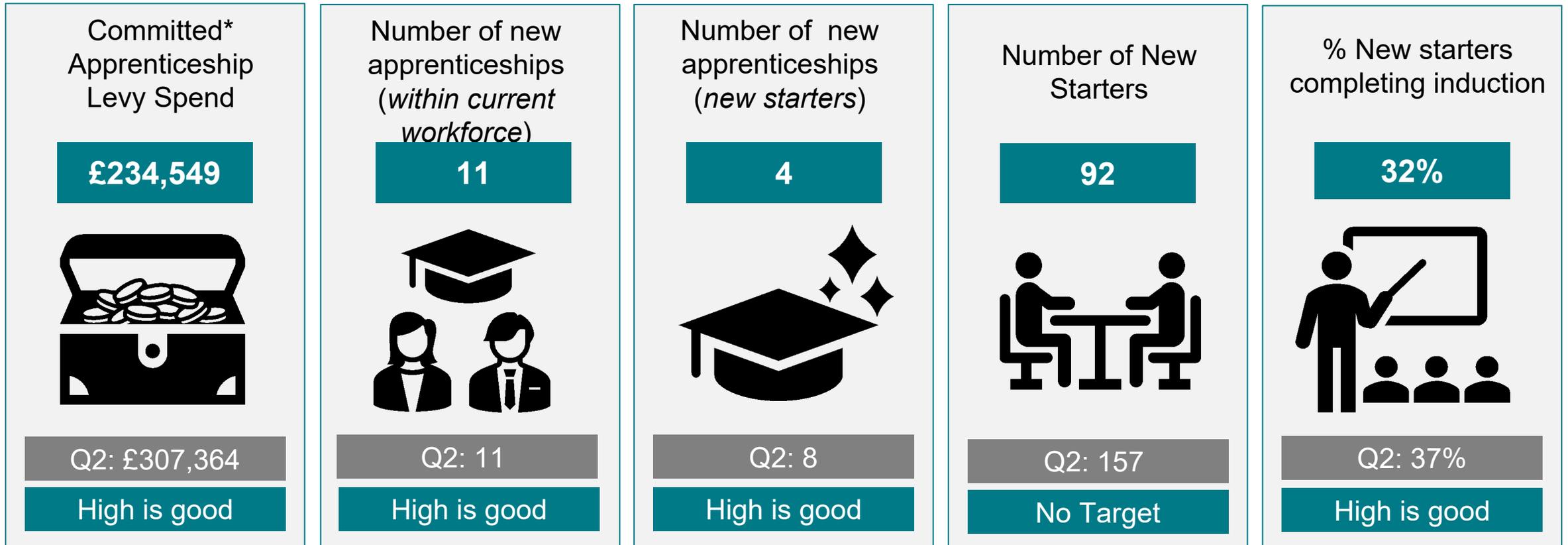
*Spend over the duration of the apprenticeship learning programme

Reflections from Cabinet Member, Cllr Jabbar

I am pleased that good progress continues to be made across the wide breadth of the Resources directorate, with performance against our key targets and metrics remaining strong. Working closely with our Executive Director of Resources and service leads, I am laser focused on ensuring residents receive the best possible service across the directorate. Encouragingly customer satisfaction remains high and complaints are sharply down.

Ensuring that residents can access and engage with council services as easily as possible through their everyday devices is for a me a personal priority. I am delighted that work with Telesolutions to improve My Account and our e-billing is progressing, but we must and shall go further. Alongside this work to improve IT infrastructure across the council, including the rollout of new laptops is proceeding well.

Throughout my time as portfolio holder for Finance, I have worked tirelessly to ensure fiscal responsibility and financial robustness. With an encouraging Local Government Financial Settlement which locks in a three-year settlement, we now have much needed clarity alongside a more generous settlement from Government. Our commitment to fiscal responsibility is why we have balanced the budget without using our reserves and have prioritised building up these reserves in the years ahead.

Councillor Abdul Jabbar MBE

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

Date: 18th February 2026

Customer Experience

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

Introduction from the Assistant Director of Customer Experience

For the first time, Q3 saw all Directorates exceeded complaints timeliness targets, with overall performance raising to 85% from 70.4% in Q2. The multiple interventions and support in place outlined in the Complaints Recovery plan have had impact. The priority moving forward is to sustain this level of performance into Q4.

Contact Centre performance improved significantly between Q2 and Q3, with 89.64% of calls answered, exceeding target, and customer satisfaction remaining high at 91.36%. Based on trend data, Q4 presents challenges due to increased demand linked to colder weather and Council Tax main billing. Steps are being taken to manage resources as effectively as possible and prioritise call answering. Work has also continued to transition additional services into the Contact Centre, including Planning voicemails with calls moving over fully in Q4.

Support for vulnerable residents through the winter period has remained a key focus. The Local Welfare Provision scheme has provided Winter Warm packs to more than 500 elderly residents on low incomes to help them stay warm during the colder months. Pension Credit outbound calls were made to 251 residents offering support to claim.

Registrars' strong performance continues with all Key Performance Targets (KPTs) set by the General Registration Officer (GRO) being met as in each quarter of 2025-26.

Fran Lautman

Contact Centre
key metrics (target where set)

Post Call Customer Satisfaction Surveys	% Calls Answered	Average Call Wait time (All Queues)	Call Quality Evaluation (%)
93.27%	**89.64%**	**00:05:21**	**95.86%**
	Calls Answered: 57,215 Calls Offered: 63,825 Calls Abandoned: 6,610	Av. Handle Time: 00:08:03	
Q2: 91.95%	Q2: 85.83%	Q2: 00:07:17	Q2: 95.52%
Target: 90%	Target: 89%	Target: <00:12:00	No target
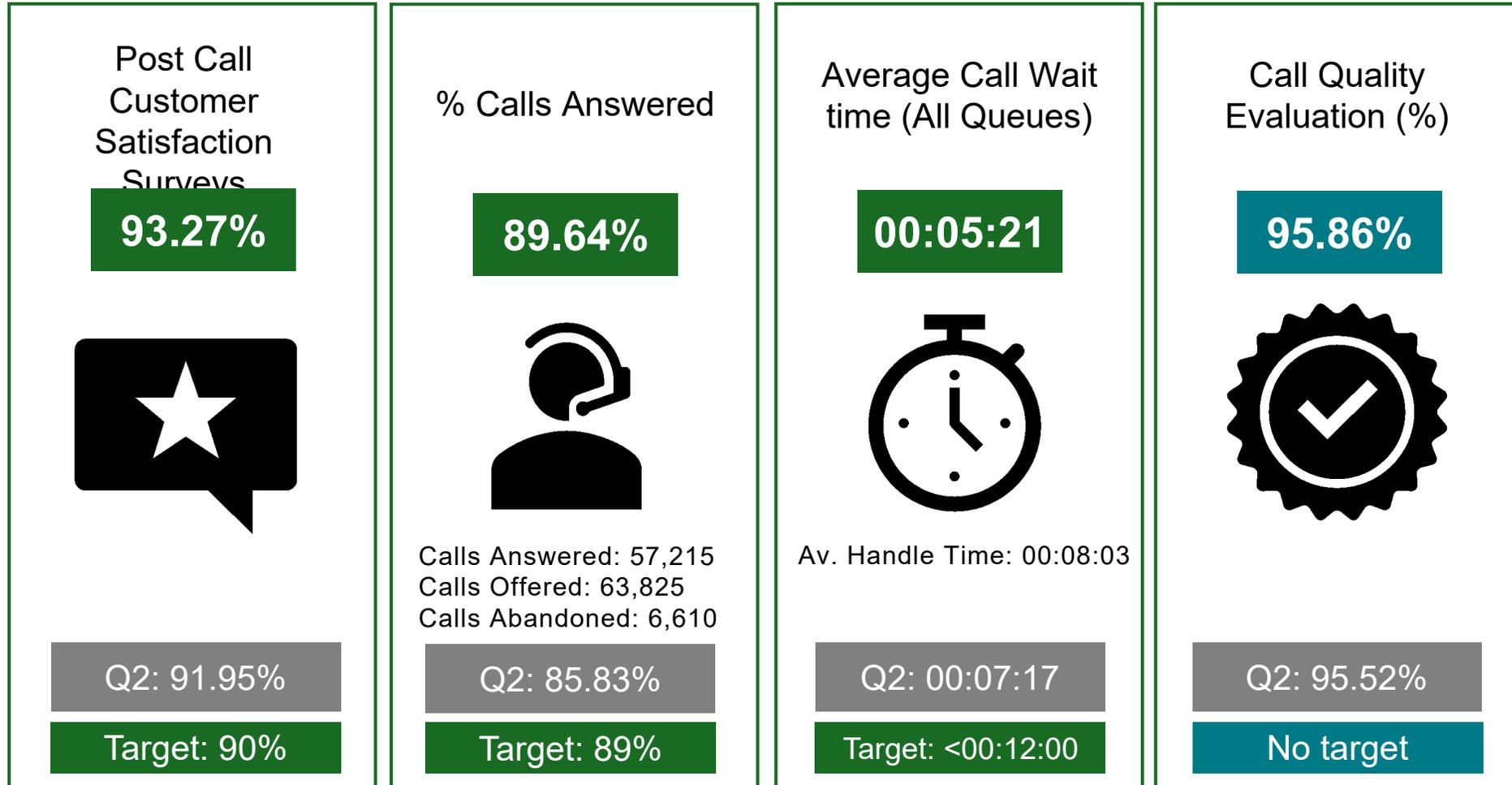
Blue Badge, Local Welfare Provision & Customer Service Centre
key metrics (target where set)

Blue Badge: Average number of days taken from Application to decision	Blue Badge: Average number of working days taken from referral for IMA to appointment	Customer Service Centre: Average wait time (combined services)	Customer Service Centre: Customer satisfaction (%)	Local Welfare Provision: applications processed within 3 working days
37 days	**19 days**	**00:06:49**	**100%**	**95.58%**
Q2: 39 days	Q2: 17 days	Q2: 00:09:43	Q2: 98.68%	Q2: 92.57%
Low is good	Low is good	No target	High is good	High is good

Customer Feedback: Complaints
key metrics (target where set)

Adults
responded to within timescales

78%

Received: **41**
In Time: **32**
Not in Time: **9**

Service Requests: **16**

Q2: 59.3%

Target: 75%

Children's
responded to within timescales

97%

Received: **38**
In Time: **37**
Not in Time: **1**

Representations: **35**

Q2: 65.7%

Target: 75%

Resources
responded to within timescales

83%

Received: **24**
In Time: **20**
Not in Time: **4**

Service Requests: **96**

Q2: 81.8%

Target: 80%

Place
responded to within timescales

84%

Received: **87**
In Time: **73**
Not in Time: **14**

Service Requests: **205**

Q2: 80.5%

Target: 80%

Overall
responded to within timescales

85%

Received: **190**
In Time: **162**
Not in Time: **28**

Service Requests: **317**

Q2: 71.1%

Target: 80%

Customer Feedback: Compliments
key metrics (target where set)

Adults Compliments received (Number)	Children's Compliments received (Number)	Resources Compliments received (Number)	Place Compliments received (Number)	Overall Compliments received (Number)
7	**11**	**14**	**26**	**58**
Q2: 9	Q2: 9	Q2: 19	Q2: 35	Q2: 72
High is good	High is good	High is good	High is good	High is good
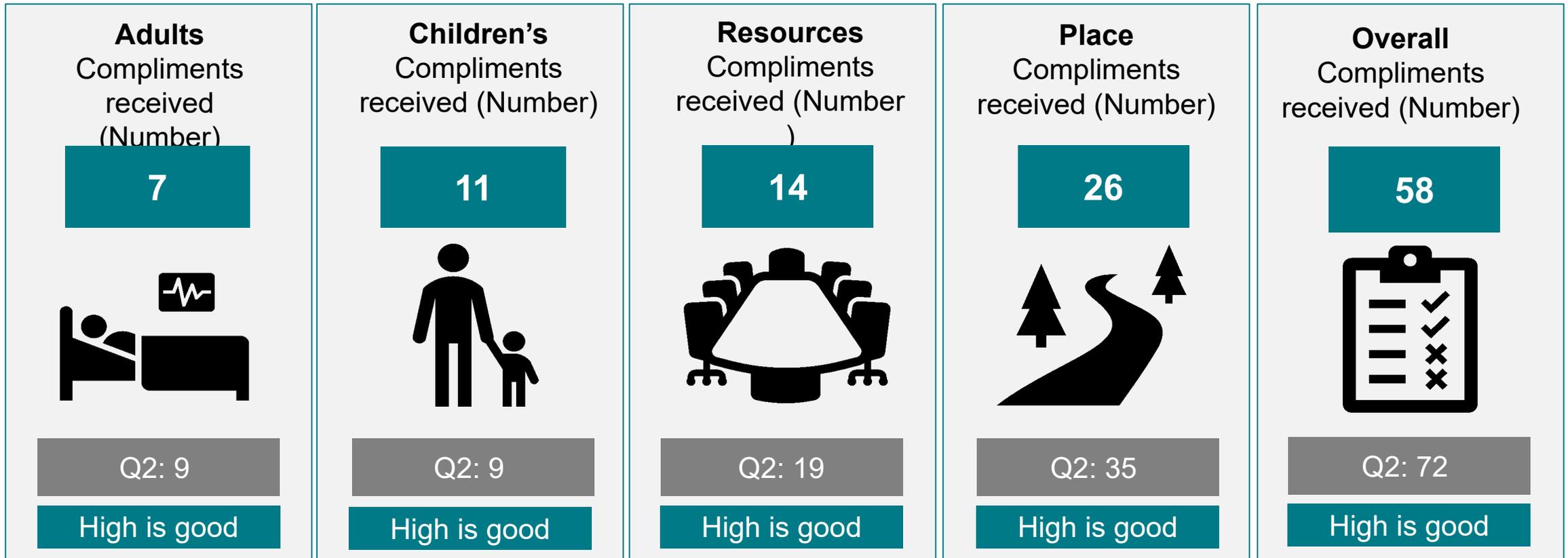
* Compliments was introduced as a new metric in Q2 to provide a more balanced view of resident feedback alongside complaints

Website
key metrics (target where set)

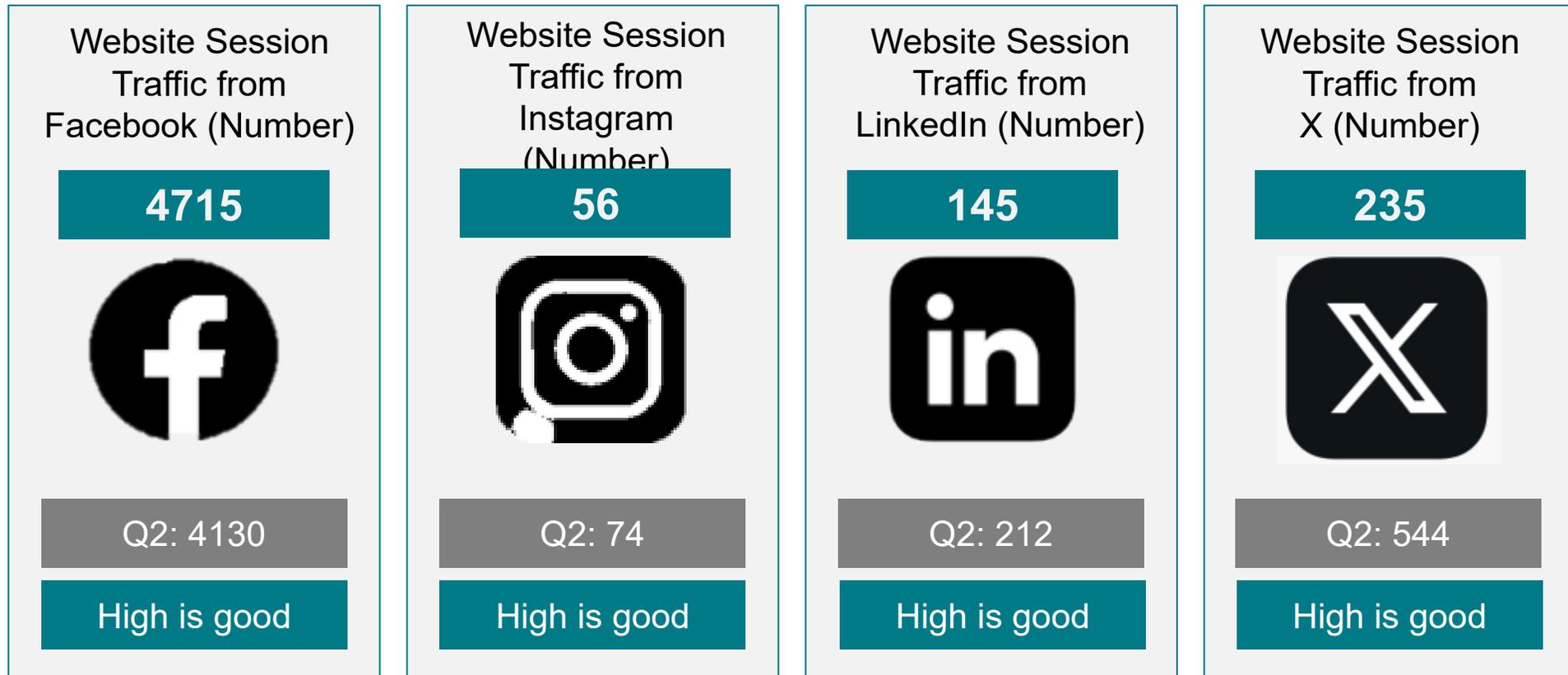| Website Session Traffic from Facebook (Number)	Website Session Traffic from Instagram (Number)	Website Session Traffic from LinkedIn (Number)	Website Session Traffic from X (Number)
4715	**56**	**145**	**235**
Q2: 4130	Q2: 74	Q2: 212	Q2: 544
High is good	High is good	High is good	High is good

Registration Services
key metrics (target where set*)

% availability of appointments for births and deaths	% notice appointment availability	% births registered within the statutory timescale of 42 days from birth	% deaths registered within 5 days of receipt of medical certificate from the medical	% still births registered within 42 days	% appointments seen within 10 minutes of their appointment time
100%	**100%**	**98.6%**	**99%**	**100%**	**99.5%**
Q2: 100%	Q2: 100%	Q2: 98%	Q2: 98%	Q2: 100%	Q2: 99%
Target: 95%	Target: 95%	Target: 98%	Target: 95%	Target: 98%	Target: %

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

Reflections from Cabinet Member, Cllr Shah

This quarter we've seen really positive progress in how we support our residents. Teams across the council have been getting better at responding to complaints on time, and the improvements we put in place earlier in the year are clearly starting to pay off. Our focus now is simply keeping that momentum going.

As always, supporting vulnerable residents through winter remains a key priority for the administration. We've been providing warm-packs for older people who may struggle to heat their homes, and our teams have been reaching out directly to residents who might be missing out on financial support they're entitled to.

Our Registrars service continues to do an excellent job helping families through significant life events, maintaining the high standards we've come to expect from them.

Cllr Arooj Shah

Leader and Cabinet Member for Growth

Strategy & Public Affairs

Communications & Engagement | Strategy & Policy

Introduction from the Assistant Director of Strategy & Public Affairs

In Q3, our priority has been to tighten the connection between strategy, delivery and reputation.

That means helping the organisation focus on what matters most, and making sure our narrative matches the reality residents and partners experience. We've supported the Administration with clear advice, stronger insight and better coordination on high-profile issues and announcements. We've also kept a close watch on the external environment - national policy shifts, local sensitivities and partner expectations - so we can anticipate pressure rather than simply react to it.

Next quarter, the focus is on sharpening corporate priorities for 2026/27, improving consistency across communications, and strengthening relationships with key stakeholders to unlock support and reduce friction.

Mike Barker

Communications & Engagement
key metrics (target where set)

Facebook followers (End of Quarter) (Number)	Instagram followers (End of Quarter) (Number)	LinkedIn followers (End of Quarter) (Number)	Residents' Newsletter Subscribers (End of Quarter) (Number)	X followers (End of Quarter) (Number)
40,284	**6136**	**12,582**	**8448**	**30,714**
Q2: 38,356	Q2: 5826	Q2: 11,990	Q2: 8479	Q2: 30,888
High is good	High is good	High is good	High is good	High is good

GLOSSARY: all services

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	