

## ***CABINET Agenda***

Date Monday 28 September 2020

Time 6.00 pm

Venue Virtual TEAMS meeting <https://www.oldham.gov.uk/live>

- Notes
1. DECLARATIONS OF INTEREST- If a Member requires any advice on any item involving a possible declaration of interest which could affect his/her ability to speak and/or vote he/she is advised to contact Paul Entwistle or Liz Drogan in advance of the meeting.
  2. CONTACT OFFICER for this Agenda is Liz Drogan Tel. 0161 770 5151 or email [elizabeth.drogan@oldham.gov.uk](mailto:elizabeth.drogan@oldham.gov.uk)
  3. PUBLIC QUESTIONS – Any member of the public wishing to ask a question at the above meeting can do so only if a written copy of the question is submitted to the Contact officer by 12 Noon on Wednesday, 23 September 2020.
  4. FILMING – This meeting will be recorded for live and/or subsequent broadcast on the Council’s website. The whole of the meeting will be recorded, except where there are confidential or exempt items and the footage will be on our website. This activity promotes democratic engagement in accordance with section 100A(9) of the Local Government Act 1972. The cameras will focus on the proceedings of the meeting.

Recording and reporting the Council’s meetings is subject to the law including the law of defamation, the Human Rights Act, the Data Protection Act and the law on public order offences.

### MEMBERSHIP OF THE CABINET IS AS FOLLOWS:

Councillors Brownridge, Chadderton, Chauhan, Fielding (Chair), Jabbar, Moores, Mushtaq, Roberts and Shah

### Item No

1 Apologies For Absence

2 Urgent Business

Urgent business, if any, introduced by the Chair

3 Declarations of Interest

To Receive Declarations of Interest in any Contract or matter to be discussed at

the meeting.

4 Public Question Time

To receive Questions from the Public, in accordance with the Council's Constitution.

5 Minutes of the Cabinet meeting held on 24th August 2020 (Pages 1 - 14)

6 Revenue Monitor and Capital Investment Programme 2020/21 Month 4 – July 2020 (Pages 15 - 58)

7 Short-term supported housing provision (young people, women, generic/complex adults): Commission (Pages 59 - 66)

8 Council Performance Report June 2020 (Pages 67 - 106)

9 Exclusion of the Press and Public

That, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they contain exempt information under paragraph 3 of Part 1 of Schedule 12A of the Act, and it would not, on balance, be in the public interest to disclose the reports.

10 Short-term supported housing provision (young people, women, generic/complex adults): Commission (Pages 107 - 122)

**Present:** Councillor Fielding (Chiar)  
Councillors Brownridge, Chadderton, Chauhan, Jabbar, Moores,  
Mushtaq, Roberts and Shah

1 **APOLOGIES FOR ABSENCE**

There were no apologies for absence received.

2 **URGENT BUSINESS**

There were no items of urgent business received.

3 **DECLARATIONS OF INTEREST**

There were no declarations of interest received.

4 **PUBLIC QUESTION TIME**

There were no public questions received.

5 **MINUTES OF THE CABINET MEETING HELD ON 20TH  
JULY 2020**

RESOLVED – That the minutes of the Cabinet meeting held 20<sup>th</sup>  
July 2020 be approved.

6 **FINANCIAL UPDATE – BUDGET 2020/21 AND 2021/22**

Consideration was given to a report of the Director of Finance which provided an update on the deployment of additional capital and revenue grants received in 2020/21 since the report to Cabinet of 23 April 2020 and to advise of the estimated financial challenge for the Council arising from the COVID-19 pandemic.

It was reported that the COVID-19 outbreak continued to place further unprecedented pressure on services provided by both the Council and the NHS.

The Government had in response allocated a number of significant grants to provide support in relation to the COVID-19 pandemic.

A report was considered by Cabinet on 23 April 2020 which presented a range of grant support received towards the end of 2019/20 and early 2020/21. This report outlined the additional grant funding that has been received since the Cabinet meeting. The report provided details of the financial information that the Council provided to the Ministry of Housing, Communities and Local Government (MHCLG) on a monthly basis which informed the Government of costs being incurred/income lost by the Council as a result of the pandemic. The information included in the returns highlighted the financial challenge that the Council was facing in 2020/21 although additional Government grant funding was expected. Members were also advised of the on-going impact of COVID-19 on the financial position of the Council in future years, with the provisional budget reduction requirement for 2021/22 increasing to £30m.

It was further noted that the Financial Monitoring reports presented to Cabinet during 2020/21 (the report for month 3 is included elsewhere on this agenda) would provide information about the impact of COVID-19 on the financial position of the Council as it developed throughout the year and the reports would also provide details of the use of the grants, both COVID and non-COVID related.

Options/alternatives considered

Option 1 - Cabinet approves the adjustments to the budget of the Council to reflect the additional grant funding received during 2020/21 as outlined in this report, confirms its support for actions being taken to address the financial challenge and notes the updated financial forecasts.

16

Option 2 - Cabinet does not approve the adjustments to the budget of the Council to reflect the additional grant funding received during 2020/21 as outlined in this report, suggests alternative action to address the financial challenge and does not agree to note the updated financial forecasts.

RESOLVED – That:

1. The adjustments to the budget of the Council to reflect the additional unringfenced and ringfenced revenue grant funding received since Cabinet considered its last financial update report at its 23 April 2020 meeting be approved.
2. The additional capital grant funding that the Council has received be noted.
3. The estimated extent of the financial challenge that the Council is facing in 2020/21 as a result of the COVID-19 pandemic be noted.
4. Support for the measures that have been introduced to reduce the call on Council resources in year be confirmed.
5. The challenges faced in relation to financial planning for 2021/22 and future years due to the uncertainty about the impact of the pandemic and the level of Government funding that would be received be noted.
6. The provisional budget reduction requirement for 2021/22 had increased to £30m be agreed.

7

## **REVENUE MONITOR AND CAPITAL INVESTMENT PROGRAMME 2020/21 QUARTER 1 – JUNE 2020**

Consideration was given to a report of the Director of Finance which provided the Cabinet with an update on the Council's 2020/21 forecast revenue budget position at Annex 1 of the report and the financial position of the capital programme as at 30 June 2020 (Quarter 1) together with the revised capital programme 2020/25, as outlined in section two of the report at Annex 2.

### Revenue Position

The current forecast outturn position for 2020/21 was a projected deficit variance of £21.299m after allowing for approved and pending transfers to and from reserves.

The position also included additional costs and pressures that have been identified by the Authority in this financial year as a

direct result of the Governments lockdown arrangements to mitigate the spread of COVID-19 commencing on 23 March 2020. The additional pressures included forecasts of both income shortfalls and additional expenditure that have impacted on the Authority's budgets as a result of the pandemic. The pandemic had affected nearly all aspects of Council service delivery; however, the most significant areas of concern were the People and Place, Children's Services and Community Health & Adult Social Care Portfolios. Action was being taken and would continue for the remainder of the financial year to address variances and take mitigating action as detailed in the report.

The overall corporate position was partly being offset by the application of the £16.638m unringfenced Government COVID related grant funding received to date. In Appendix 1 to the report, the full Government grant was presented as a single sum so that it highlighted the level of variation across all Council budgets, given that there was insufficient resource to offset the adverse variance. However, this summary report presented the position after applying the Government grant across Portfolio areas. As further General Fund grant was expected in respect of lost income for sales, fees and charges, both the overall financial position and the application of Government grant would therefore change during the course of the financial year.

#### Capital Position

The report outlined the most up to date capital spending position for 2020/25 for approved schemes. The revised capital programme budget for 2020/21 was £143.711m at the close of Quarter 1, a net decrease of £3.921m from the original budget of £147.632m. Actual expenditure to 30 June 2020 was £18.214m (12.67% of the forecast outturn).

It was probable that the forecast position will continue to change before the year end with additional re-profiling into future years.

#### Option/alternatives

Option 1 - to approve the forecast revenue and capital positions presented in the report including proposed changes

Option 2 - to approve some of the forecasts and changes included in the report

Option 3 - not to approve any of the forecasts and changes included in the report

#### RESOLVED – That:

1. The forecast revenue outturn for 2020/21 at Quarter 1 being a £21.299m adverse variance having regard to the action being taken to manage expenditure be approved.
2. The forecast positions for both the Housing Revenue Account and Collection Fund be approved.
3. The use of reserves as detailed in Appendix 1 to Annex 1 to the report be approved.
4. The revised capital programme for 2020/2024 as at Quarter 1 be approved.

The Council was required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2019/20. This report met the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

During 2019/20 the minimum reporting requirements were that the full Council should receive the following reports:

- an annual treasury strategy in advance of the year (approved 27 February 2019)
- a mid-year (minimum) treasury update report (approved 8 January 2020)
- an annual review following the end of the year describing the activity compared to the strategy (this report)

The regulatory environment places responsibility on Members for the review and scrutiny of treasury management policy and activities. This report details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.

The Council confirmed that it had complied with the requirements under the Code to give prior scrutiny to the treasury strategy and the mid-year update. The Audit Committee was charged with the scrutiny of treasury management activities in Oldham and reviewed the content of this annual report at its meeting of 21 July 2020 prior to its consideration by Cabinet. The Committee was content to commend the report to Cabinet (to ensure full compliance with the Code for 2019/20).

#### Options/alternatives

In order that the Council complies with the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management the Council has no option other than to consider and approve the contents of the report. Therefore, no options/alternatives have been presented.

#### RESOLVED – That:

1. The actual 2019/20 prudential and treasury indicators presented in this report be approved.
2. The annual treasury management report for 2019/20 be approved.
3. The report be commended to Council.

9

### **CREATING A BETTER PLACE**

Consideration was given to a report of the Deputy Chief Executive which sought to update the Cabinet on 'Creating a Better Place' further to the report considered by Cabinet on 21<sup>st</sup> January 2020.

'Creating a Better Place' set out a comprehensive vision and strategic framework for the borough, which included the Oldham Town Centre Vision, the Housing Strategy, and utilisation of the Council's corporate estate (land and property) to support development and open space requirements across the borough. In light of the pandemic, the Council has had to respond with the provision of significant funding support to ensure the safety and welfare of Oldham's local communities. In addition, the national



policy landscape changed significantly in March 2020 with the publication of a HM Treasury consultation setting out proposals for revising PWLB lending terms. Therefore, it was appropriate that the programme was reviewed to ensure that priorities were correct and that the projects supported economic recovery (post-covid).

This report provided an overview of the review process and the findings, together with an update for the town centre vision following feedback from the local community, members and town centre businesses.

The results and findings were outlined in the report with some projects needing to cease / stop / be cancelled (red), others needing to be reviewed / deferred / paused (amber), and others which were confirmed for acceleration (green) to support recovery plans. Some of the amber projects business cases were appended to this report for separate decisions about progression.

Importantly, the review findings had confirmed that with a reduction on the capital programme, a reduction in the amount needed from prudential borrowing, the Council could still deliver the ambition while providing much needed savings to support the post-covid financial stability of the Council and future service delivery. The review and findings take into account external funding streams, which would continue to be targeted to support and enable project delivery, (ie Towns Fund, High Street Fund, Growth Deal).

Further details were provided in the commercially sensitive report at Item 17 of the agenda.

RESOLVED – That the Cabinet would consider the commercially sensitive information at Item 17 of the agenda before making a decision.

10

## **STATEMENT OF COMMUNITY INVOLVEMENT 2020**

Consideration was given to a report of the Deputy Chief Executive, People and Place which provided the Cabinet with an updated Statement of Community Involvement which set out how Oldham Council would involve the community in the preparation and the revision of planning policy such as the Local Plan, together with the consideration of planning applications.

The Planning and Compulsory Purchase Act 2004 required local planning authorities to prepare a Statement of Community Involvement (SCI). Oldham Council first adopted its SCI in April 2007. The SCI document identified how the council would involve the community in the consideration of planning applications, the preparation and revision of the Local Plan, the preparation of Greater Manchester's Plan for Homes, Jobs, and the Environment– the Greater Manchester Spatial Framework (GMSF); and it also set out policies for giving advice or assistance on neighbourhood planning.

Since the SCI was reviewed and adopted in 2019, the planning department have been deploying new ways of working, new systems and processes to work towards a more efficient and customer focused service. It was considered necessary to update the SCI to introduce proposals, which included to:

- make clear that statutory consultees, councillors and Oldham Partnership receive an email or letter with details of strategic planning consultations rather than an electronic copy of the documents;
- publicise planning applications by site notices and / or neighbour notification letters, removing the requirement to do both, where it is not deemed necessary;
- remove copies of planning applications being available in paper files. Planning applications will be available online. This reduces time spent by officers creating paper files;
- publish individual comments anonymously, however, names and addresses of respondents cannot be treated as confidential and are available for public inspection without exception. Representations are kept on file with the application and form part of the public record, which must be presented upon request; and make submitting representations on planning applications to online only. This is to reduce the time spent by officers scanning and saving representations to ensure that planning applications can be handled efficiently.

The SCI had also been updated to reflect The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 to allow Local Plan consultations and development management decisions to continue to progress during the Coronavirus pandemic.

The SCI sets out what methods the Council would use to engage with people, how people could comment and get involved in the planning process and the result was a Local Plan /planning decisions that had been influenced co-operatively. The plan needed to be submitted to Full Council for consideration and adoption as it was a Local Development Document.

Options/alternatives considered

Option 1 – Adopt the SCI and make it available to view alongside the EIA.

Option 2 – Not to adopt the SCI and make it available to view alongside the EIA.

RESOLVED – That the Cabinet commend the updated Statement of Community Involvement to Council for adoption.

11

## **GM CLEAN AIR PLAN - APPROVAL TO COMMENCE STATUTORY CONSULTATION ON KEY MEASURES**

Consideration was given to a report of the Deputy Chief Executive which set out the progress that had been made on the development of Greater Manchester's Clean Air Plan following the decision that the GM Local Authorities will move to a statutory public consultation on the GM Clean Air Plan as soon as reasonably practicable in light of COVID-19 restrictions, and the link to taxi and private hire common minimum licensing standards. The report also considered the formal governance



mechanisms that would underpin the delivery of a GM Clean Air Zone (CAZ) and the supporting measures.

This report was not seeking a decision on whether to make a scheme as that has been mandated by the Secretary of State. It was setting out a position for consultation on the daily charge, discounts and exemptions of a Category C GM Clean Air Zone, and the proposals for the supporting funds that had been developed taking stakeholder engagement and statistical modelling into account.

The report sought agreement to consult and endorsement of the policy for consultation. The policy would be reviewed in line with the findings from the statutory consultation.

This report provided an update on recent developments of the GM Clean Air Plan including the LGV and hackney funding position, and interaction with the strategic route network and Highways England. It confirmed arrangements for distributing funding received for bus retrofit and highlights separate discussions with DfT about funding for bus replacement.

It also set out the results of the public conversation that was held last year and the key points from a number of focus groups that were held with key impacted stakeholders and set out a proposal for consultation, within current Government COVID-19 guidelines, over an eight-week period starting in October 2020.

Options/alternatives considered

Option 1 – To agree the recommendations as contained within the report

Options 2 – Not to agree the recommendations contained within the report.

RESOLVED – That:

1. The progress of the Greater Manchester Clean Air Plan be noted.
2. Transport for Greater Manchester had confirmation that the funding award for Bus Retrofit should be distributed as soon as possible as per arrangements put in place for the Clean Bus Technology Funds and this was noted.
3. The update on the possible impacts of COVID-19 on the GM Clean Air Plan be noted.
4. Oldham Council along with the other nine GM local Authorities to hold an 8-week public consultation on the GM Clean Air Plan commencing in October 2020;
5. The GM local Authorities intention to consult on GM's proposed Minimum Licensing Standards, alongside the Clean Air Plan consultation be noted.
6. Transport for Greater Manchester to act as the Operating Body for the GM Clean Air Zone and supporting measures as set out at paragraph 7.5 of the report be agreed.
7. Oldham Council along with the other nine GM Authorities individually to be a 'charging authority' for the purposes of the Clean Air Zone, pursuant to the Transport Act 2000 be agreed.
8. The Greater Manchester Clean Air Plan Policy for Consultation at Appendix 3 of the report be endorsed.

9. The Equalities Impact Assessment on the Clean Air Plan, as set out at Appendix 5 of the report be noted.
10. The submission of further reports would be brought forward to set out the formal governance mechanisms that will underpin the delivery of a GM Clean Air Zone and the supporting measures, including the full scope of the suite of powers that would be needed to be delegated to the Operating Body be noted
11. The delegation to Helen Lockwood and Cllr Barbara Brownridge to approve the submission of the cases for measures to the Government's Joint Air Quality Unit to support the GM Clean Air Plan be agreed.
12. The delegation to Helen Lockwood and Cllr Barbara Brownridge to approve the GM Clean Air Plan consultation materials, to include the Equalities Impact Assessment on the consultation be agreed.
13. It be noted the submission of a response to Department for Transport' s Decarbonising Transport – setting the challenge, as set out at Appendix 1 of the report had been submitted to Government.

12

### **KINGFISHER SCHOOL EXPANSION OF PAN & HYDRO POOL REPLACEMENT**

Consideration was given to a report of the Deputy Chief Executive which sought additional funding support for classroom expansion and the replacement of the Hydro Pool, as a consequence of a budget shortfall, COVID 19 impacting on the finances of the project, and pending the release of the grant funders contribution.

In January 2018 Cabinet approved the expansion of classrooms and the replacement hydro pool at Kingfisher School, total funding of £2,970,000.

The purpose of the report was to seek additional funding from the Basic Needs Grant and to agree to a temporary contribution pending the match funding grant contribution.

Options/alternatives considered

The options were considered in the commercially sensitive report.

RESOLVED – That the Cabinet would consider the commercially sensitive information detailed at Item 18 of the agenda before making a decision.

13

### **OLDHAM COMMUNITY LEISURE - CONTRACT**

Consideration was given to a report of the Strategic Director, Communities and Reform which sought:

- To update the Cabinet with the current position of the Oldham Community Leisure (OCL) (including GloGym) as a result of Covid 19.
- Agreement to pay OCL loss of income without prejudice, based on a contractual position, due to a forced closure of its facilities as a result of Covid-19 for the period of the 1<sup>st</sup> April 2020 through to the 24<sup>th</sup> July 2020

- Agreement that ongoing dialogue with OCL was required during operational recovery to ensure it continues as a going concern in the most efficient and effective manner.

Oldham Community Leisure (OCL) delivers the leisure offer through operating leisure centres owned by the Council, one private venture and a wider community offer. This was contracted through the Council (except the private venture). The Covid-19 situation had presented a number of significant issues for Leisure and Sport. This included the cancellation of all team sport activity from all National Governing Body of Sport. In addition, a forced closure of all leisure facilities. Therefore, OCL's Leisure facilities had been closed since close of play of the 20<sup>th</sup> March 2020 including its GloGym facility (the private venture). The Government prohibited reopening until the 25<sup>th</sup> July 2020.

Improving the health of our communities was even more important currently and in particular for those residents and communities that were vulnerable.

During lockdown OCL, as a social enterprise, had been extremely supportive of our community response to support our most vulnerable residents. This had included them offering Oldham Sports Centre as a venue to operate the foodbank from and staff to support this. The Leader placed his thanks on record for the staff at OCL for their assistance and the hard work undertaken to open the facilities.

Ongoing conversations had taken place with OCL to understand the impact of the Closure and Covid 19 and the mitigations they have put in place.

- Job retention scheme (furlough) – OCL have had a maximum number of staff on furlough from first date of mandatory closure across OCL & Wellbeing Leisure in order to maximise the amount of financial support from central government. 95% of OCL staff have been initially furloughed, with wages topped up to normal earnings (due to pension risk), saving circa £0.160m per month.
- GM position – Other GM authorities, albeit they have differing contractual arrangements, are in a similar position to Oldham and are looking to support their Trusts.
- Contractual obligations - There were both legal and financial complexities associated with this contract for both the loss of income claim due to the sports centre closures and how the Council can work with OCL during operational recovery.
- Impact - Next Steps Operational Delivery – The Government announced that Leisure Centres could reopen from the 25<sup>th</sup> July 2020. Following meetings, it is clear OCL would be able to open for this date and in particular because of the work they have done during lockdown to safely open. OCL had put in place plans for a safe opening and the Council has also supported through its Public Health team. An area by area analysis on sites had been undertaken and appropriate assessments on numbers allowed in each space and

alternate use of some spaces along with new safety signage was in place.

Options/Alternatives considered  
Further detail was set out in the report in the commercially sensitive report detailed at Item 19 of the agenda.

RESOLVED – That the Cabinet would consider the commercially sensitive information contained at Item 19 of the agenda before making a decision.

14

### **EXTEND THE UNITY PARTNERSHIP AGREEMENT WITH THE COUNCIL**

Consideration was given to a report of the Deputy Chief Executive which sought agreement to extend the existing partnership agreement between the Council and The Unity Partnership Limited which was due to expire on 31<sup>st</sup> August for a further period of five years subject to an annual review of the delivery of the services.

On 2<sup>nd</sup> July 2018 the Council acquired the remaining shares in The Unity Partnership Limited so that it became a wholly owned Council controlled company.

On 24<sup>th</sup> September 2019 the Council signed a partnership agreement with The Unity Partnership for the delivery of services to the Council. The agreement was for an initial period of 11 months and was due to expire on 31<sup>st</sup> August 2020. Cabinet were asked to consider the extension of the existing service provision by The Unity Partnership Ltd for a further period of five years. This would be called the Extension Period. The delivery of services under the partnership agreement during the Extension Period would be subject to an annual review by the Council. Should the Council decide that it no longer wishes to continue with the provision of services by The Unity Partnership Limited the Council could trigger the termination provisions within the partnership agreement and the template exit plan within the partnership agreement would be invoked.

Options/alternatives considered

Option 1 - Cabinet could approve the extension of the existing partnership agreement with The Unity Partnership Limited.

Option 2 - Cabinet could decide not to extend the partnership agreement and terminate the agreement in accordance with the terms and conditions of the partnership agreement.

RESOLVED – That the Cabinet would consider the commercially information contained at Item 20 of the agenda before making a decision.

15

### **SUPPLY OF WASTE CONTAINERS**

Consideration was given to a report of the Deputy Chief Executive which sought approval to award a 4-year contract for the ongoing supply of plastic waste containers.

A tendering exercise had been carried out for the ongoing supply of plastic waste containers over the next 4 years. The Council had an obligation to supply recycling and general rubbish containers to residents. The containers are used to

support new recycling activity, to replace old/damaged containers, to support its trade waste collection service and to support project work based on improving waste management performance.

In order to fulfil this statutory duty, households must have suitable waste and recycling containers to store waste in between collections.

Oldham Council delivered an average of 16,000 waste and recycling containers annually to households across the borough. Oldham Council required waste and recycling containers to satisfy demand from:

- Residents who wish to start recycling for the first time
- New commercial waste contracts
- Residents who wish to swap their existing containers for a bigger/smaller size.
- Containers for newly built properties
- People whose existing bins are old and/or damaged and need replacing
- People whose bins have gone missing

The current contract was due to expire on 14<sup>th</sup> August 2020 and given this background, a procurement exercise has been carried out to manufacture Oldham Council's ongoing supply of plastic bins for the next 4 years.

The value of the contract was detailed in the report in the restricted part of the agenda.

An open OJEU procurement route was followed in accordance with Oldham Council's Contract Procedure Rules and EU Regulations. The OJEU Contract Notice (Reference Number 2020/S 075-178965) was published on 16<sup>th</sup> April 2020 using the CPV code 34928480. The Invitation to Tender (ITT) was published on the Chest e-procurement portal on 16<sup>th</sup> April 2020 with a closing date of 18<sup>th</sup> May 2020.

Four bids were received; however, from an initial evaluation a submission was automatically disqualified for not providing and pricing all the products required.

The bids were evaluated by officers of the Council.

Options/alternatives considered

Option 1 - To award the contract to the bidder, who submitted the most economically advantageous tender; offering high quality goods at a competitive price.

Option2 - To not award the contract. This option would leave the Council with no formal contract in place, prompting a new procurement exercise. This will increase the timescales in implementing a formal contract leaving the Council open to risk.

RESOLVED – That the Cabinet would consider the commercially sensitive contained at Item 21 before making a decision.

16

## **EXCLUSION OF THE PRESS AND PUBLIC**

RESOLVED -That, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they contain exempt information under paragraphs



3 of Part 1 of Schedule 12A of the Act, and it would not, on balance, be in the public interest to disclose the reports.

17

**KINGFISHER SCHOOL EXPANSION OF PAN & HYDRO POOL REPLACEMENT**

Consideration was given to the commercially sensitive information in relation to Item 12 -Kingfisher School Expansion of PAN & Hydro Pool Replacement.

RESOLVED – That the recommendations as detailed within the commercially sensitive report be approved.

18

**OLDHAM COMMUNITY LEISURE - CONTRACT**

Consideration was given to the commercially sensitive information in relation to Item 13 - Oldham Community Leisure – Contract.

RESOLVED – That the recommendations as contained in the commercially sensitive report be approved.

19

**EXTEND THE UNITY PARTNERSHIP AGREEMENT WITH THE COUNCIL**

Consideration was given to the commercially sensitive information in relation to Item 14 -Extend The Unity Partnership Agreement with the Council.

RESOLVED – That the recommendations as contained in the commercially sensitive report be approved.

20

**SUPPLY OF WASTE CONTAINERS**

Consideration was given to the commercially sensitive information in relation to Item 15 - Supply of Waste Containers.

RESOLVED – That the recommendations as contained in the commercially sensitive be approved.

21

**CREATING A BETTER PLACE**

The Cabinet gave consideration to the commercially sensitive information in relation to Item 9 – Creating a better Place.

RESOLVED – That the meeting be ADJOURNED and the options recommendations as detailed within the commercially sensitive report be considered at a reconvened meeting on Friday 28<sup>th</sup> September 2020 at 9.30am.

The meeting started at 6.00pm and finished at 6.36pm

**RECONVENED MEETING**

Friday 28<sup>th</sup> September 9.30am

Attendance; Councillor Fielding (Chiar)  
Councillors Brownridge, Jabbar, Moores, Mushtaq, Roberts and Shah



Apologies – Councillors Chadderton and Chauhan

The Cabinet gave consideration to the commercially sensitive information in relation to Item 9 – Creating a better Place.



RESOLVED – That:

1. Option 4 a) of the report at Appendix B be approved.
2. Option 1 of the report at Appendix C be approved.
3. The recommendations contained in Appendix D be approved.
4. Appendix E (i) – Starting at p.397 - Acknowledge and Endorse the red book value and approved associated limits for negotiation
5. The 90 day plan as detailed at Appendix E (ii) be approved.
6. The recommendations as detailed at Appendix E (iii) be approved.
7. The detail of the plan at Appendix E (iv) be noted.

The meeting started at 9.30am and finished at 9.40am.

This page is intentionally left blank



## Report to Cabinet

# Revenue Monitor and Capital Investment Programme 2020/21 Month 4 – July 2020

**Portfolio Holder:** Councillor Abdul Jabbar MBE, Deputy Leader and Cabinet Member for Finance & Green

**Officer Contact:** Anne Ryans, Director of Finance

**Report Author:** Anne Ryans, Director of Finance  
**Ext.** 4902

**28 September 2020**

---

---

### Reason for Decision

The report provides Cabinet with an update on the Council's 2020/21 forecast revenue budget position at Annex 1 and the financial position of the capital programme as at 31 July 2020 (Month 4) together with the revised capital programme 2020/25, as outlined in section two of the report at Annex 2.

### Executive Summary

#### Revenue Position

The current forecast outturn position for 2020/21 is a projected deficit variance of £17.979m after allowing for approved and pending transfers to and from reserves.

The position also includes additional costs and pressures that have been identified by the Authority in this financial year as a direct result of the Government's lockdown arrangements to mitigate the spread of COVID-19 commencing on 23 March 2020. The additional pressures include forecasts of both income shortfalls and additional expenditure that have impacted on the Authority's budgets as a result of the pandemic.

The pandemic has affected nearly all aspects of Council service delivery; however, the most significant areas of concern are the People and Place, Children's Services and Community Health & Adult Social Care Portfolios. Action is being taken and will continue for the remainder of the financial year to address variances and take mitigating action as detailed in the report.

---

The overall corporate position is partly being offset by the application of the £16.638m unringfenced Government COVID related grant funding received to date. In tables in Annex 1, the full Government grant is presented as a single sum so that it highlights the level of variation across all Council budgets, given that there is insufficient resource to offset the adverse variance. However, this summary report presents the position after applying the Government grant across Portfolio areas. As further General Fund grant is expected in respect of lost income for sales, fees and charges, both the overall financial position and the application of Government grant will therefore change during the course of the financial year. An update on the major issues driving the projections is detailed within Annex 1, Section 2.

As this financial monitoring report reflects the financial position at Month 4, it can be regarded as an indicator of the potential year end position if no action is taken to reduce net expenditure where possible. However, management action has been initiated across all service areas to review and challenge planned expenditure and to maximise income. Although, the effect of this action has yet to take full effect, it is anticipated that by the year end, the outturn position deficit should be reduced and this should start to be demonstrated in the monthly update reports which will be presented to Cabinet.

Information on the latest position of the Dedicated Schools Grant (DSG), Housing Revenue Account (HRA) and Collection Fund is also outlined in the report. There are currently no significant issues of concern in relation to the HRA, however the Collection Fund, is forecasting an in-year deficit of £5.582m directly as a result of COVID-19. This will have a budgetary impact in 2021/22. The DSG continues to be an area which is facing a financial challenge with a projected deficit increase in 2020/21 to £5.635m. Action is being taken with the aim of reducing the cumulative deficit and bringing the DSG towards a balanced position.

## **Capital Position**

The report outlines the most up to date capital spending position for 2020/25 for approved schemes. The revised capital programme budget for 2020/21 is £142.617m at the close of Month 4, a net decrease of £5.015m from the original budget of £147.632m. Actual expenditure to 31 July 2020 was £29.373m (20.60% of the forecast outturn).

It is probable that the forecast position will continue to change before the year end with additional re-profiling into future years.

## **Recommendations**

That Cabinet approves the:

1. Forecast revenue outturn for 2020/21 at Month 4 being a £17.979m adverse variance having regard to the action being taken to manage expenditure
2. Forecast positions for the Dedicated Schools Grant, Housing Revenue Account and Collection Fund
3. Use of reserves as detailed in Appendix 1 to Annex 1
4. Revised capital programme for 2020/2024 as at Month 4 .

**Revenue Monitor and Capital Investment Programme 2020/21 Month 4 – July 2020****1 Background**

- 1.1 The Authority's 2020/21 revenue budget and capital programme was approved by Council on 26 February 2020. Under established budget procedures, all services are required to monitor and review their approved revenue and capital budgets during the financial year. Reporting to Cabinet in the past has been on a quarterly basis, however, as a result of the impact of COVID-19 and the significant change and challenge to the financial position of the Council, financial monitoring reports will be presented to Cabinet on a monthly basis.
- 1.2 As part of the budget monitoring process, the forecast year-end position for revenue and capital has been prepared by all services as follows:
- a) The revenue forecast is based on a comparison of profiled budgets to the actual position as at the end of Month 4 together with known commitments, issues and planned management actions. The forecasts include an estimation of the costs and lost income arising as a result of the Authority's response to COVID-19. Members will recall that the Council is submitting monthly financial information on COVID related pressures to the Ministry for Communities, Housing and Local Government (as highlighted to Cabinet at month 3). The information in this report is an update on the Round 4 submission made to the Ministry of Housing, Communities and Local Government (MHCLG) on 31 July 2020.
  - b) The capital programme forecast has been based on notified revisions to the approved 2020/21 position including new grant announcements and revisions to the Creating a Better Place programme as approved at Cabinet on 24 August 2020.
- 1.3 As the year progresses the outturn projections reflect the evolving position of management actions put in place to mitigate in-year pressures, new developments and changes in the profile of planned expenditure and of course any further support that the Government may give with regard to additional funding to address the financial challenge created as a result of the pandemic.

**2. Current position**

- 2.1 The forecast revenue outturn for 2020/21 is an adverse variance of £17.979m. Further details of the current revenue budget position and a full description of this forecast can be found in Annex 1. The pressures relating to COVID-19 total £32.194m, this reduces to £15.556m with the application of the £16.638m unringfenced Government COVID related grant funding received to date. The non-COVID related pressures are £2.423m primarily in Community Health and Adult Social Services (£1.805m) and Children's Services (£1.984m).
- 2.2 The total Portfolio variances are £34.617m as detailed in Annex 1 at Tables 2 and 3 including COVID (£32.194m) and non COVID (£2.423m) pressures. This is comprised of People and Place reporting an adverse variance of £6.416m (£6.568m COVID related), Community Health and Adult Social Care reporting a pressure of £7.683m (£5.878m COVID related) and Children's Services reporting an adverse

variance of £7.576m (£5.592m COVID related). The Services within Reform and Commissioning are similarly reporting adverse variances of £2.434m (£2.465m COVID related) and £0.256m (£0.741m COVID related) respectively. There is a small favourable variance of £0.176m within Chief Executive's Portfolio. Capital, Treasury and Corporate Accounting is reporting a pressure of £10.428m, all of which is COVID related. This highlights the impact of COVID related pressures across the Council.

- 2.3 However, taking an approach to allocating the grant so far received against the costs incurred and using the information in Tables 2 and 3 of Annex 1 shows the net impact across all Portfolio areas as presented below.

Portfolio Area	Gross Costs - COVID-19 Response £000	Apportion Grant Funding £000	COVID costs Net of Funding £000	Business as Usual £000	Total Variance £000
People and Place	6,568	(871)	5,697	(152)	5,545
Community Health and Adult Social Care	5,878	(5,878)	0	1,805	1,805
Children's Services	5,592	(2,827)	2,765	1,984	4,749
Communities and Reform	2,465	(1,063)	1,402	(31)	1,371
Commissioning	741	(385)	356	(485)	(129)
Chief Executive	522	(189)	333	(698)	(365)
Capital, Treasury and Corporate Accounting	10,428	(5,424)	5,004	0	5,003
<b>Total</b>	<b>32,194</b>	<b>(16,638)</b>	<b>15,556</b>	<b>2,423</b>	<b>17,979</b>

- 2.4 The projected adverse variance is of concern and as a result management action has been initiated across all service areas to review and challenge planned expenditure and to maximise income. Robust measures are required to further address and mitigate the impact of COVID-19 on all the Council services.
- 2.5 The current forecasts represent a marginal improvement on those reported at Quarter 1 but still present a significant challenge for the Authority and it should be noted that in relation to COVID, there is an element of estimation as there can be no certainty about the easing back of restrictions and the timeline for the course of the pandemic. Future reports will advise of the progress of mitigating factors and management actions to control and reduce the forecast deficit.
- 2.6 The Government has already provided initial funding support of £16.638m which has been used to offset the overall pressure arising from the pandemic. In addition, a new scheme will reimburse Councils for lost income and allow Council Tax and Business Rates deficits to be repaid over 3 years instead of one. The MHCLG has now provided guidance for the Sales, Fees and Charges (SFC) compensation scheme (although not for Council Tax and Business Rates). The first claim for SFC income lost for the period April to the end of July will be submitted to the MHCLG by the end of September and will be reflected in future reports. The forecasts presented



---

do not include any estimates or mitigations in anticipation of the funding and assistance that may be received.

2.7 As this financial monitoring report reflects the financial position at Month 4, it can be regarded as an early indicator of the position if no corrective action is taken, particularly on those activities that are not related to the COVID response. It is evident that there is time for the financial position to improve and this should start to be demonstrated in the monthly reports which will be presented to Cabinet. It is also anticipated that the additional funding mentioned in para 2.5 will help to reduce the deficit on both the General Fund for main Council services and Collection Fund (Council Tax and Business Rates) once the relevant guidance and instructions have been received from Government.

2.8 Information on the latest position of the Dedicated Schools Grant (DSG), Housing Revenue Account (HRA) and Collection Fund is also outlined in the report. There are currently no significant issues of concern in relation to the HRA, however the Collection Fund, is forecasting an in-year deficit of £5.582m directly as a result of COVID-19. This will have a budgetary impact in 2021/22. The DSG continues to be an area which is facing a financial challenge with a projected deficit increase in 2020/21 to £5.635m. Action is being taken with the aim of reducing the cumulative deficit and bringing the DSG towards a balanced position.

2.8 The original approved capital programme for 2020/21 totalled £147.632m. The revised capital programme as at Month 4 taking account of approved carry forwards, approved new funding, new schemes and variations and proposed variations/ re-phasing gives projected revised expenditure of £142.617m. Actual expenditure at Month 4 was £29.373m (20.60% of the forecast outturn). Further details of expenditure and schemes within the capital programme can be found in Annex 2.

### **3 Options/Alternatives**

3.1 The options that Cabinet might consider in relation to the contents of this report are;

- a) to approve the forecast revenue and capital positions presented in the report including proposed changes
- b) to approve some of the forecasts and changes included in the report
- c) not to approve any of the forecasts and changes included in the report

### **4 Preferred Option**

4.1 The preferred option is that Cabinet approves all forecasts and changes within this report; option (a) at 3.1.

### **5 Consultation**

5.1 Consultation with the services within the Council and the Director of Finance.

### **6 Financial Implications**

6.1 The full financial implications are detailed in the report.

---

## **7 Legal Services Comments**

7.1 There are no legal issues at this time.

## **8 Co-operative Agenda**

8.1 Improving the quality and timeliness of the financial information available to citizens of Oldham supports the co-operative ethos of the Council.

8.2 The revenue budget and capital strategy/ programme have been prepared so that they embrace the Council's co-operative agenda with resources being directed towards projects that enhance the aims, objectives and co-operative ethos of the Council. Ongoing budget monitoring is key to ensuring this objective is met.

## **9 Human Resources Comments**

9.1 There are no Human Resource implications.

## **10 Risk Assessments**

10.1 The risk is that the proposed management actions are not achieved in full. Should this be the case then alternatives will be sought and implemented.

## **11 IT Implications**

11.1 There are no IT implications.

## **12 Property Implications**

12.1 There are no Property implications.

## **13 Procurement Implications**

13.1 There are no Procurement implications.

## **14 Environmental and Health & Safety Implications**

14.1 There are no Environmental and Health and Safety implications.

## **15 Equality, Community Cohesion and Crime Implications**

15.1 There are no Equality, Community Cohesion and Crime implications.

## **16 Equality Impact Assessment Completed**

16.1 Not Applicable.

## **17 Key Decision**

17.1 Yes

---

## 18 Key Decision Reference

18.1 FG - 16 - 20

## 19 Background Papers

19.1 The following is a list of background papers on which this report is based in accordance with the requirements of Section 100(1) of the Local Government Act 1972. It does not include documents which would disclose exempt or confidential information as defined by the Act:

File Ref: Revenue Background Papers are contained in Annex 1 including Appendices 1 and 2

Officer Name: Andy Cooper

Contact No: 0161 770 4925

File Ref: Capital Background Papers are contained in Annex 2 including Appendix A

Officer Name: Lee Walsh

Contact No: 0161 770 6608

## 20 Appendices

### **Annex 1 Revenue Budget Monitoring Report 2020/21 Month 4 - July 2020**

Appendix 1 Month 4 - Planned Transfers to/ from Reserves

Appendix 2 Financing of the 2020/21 Budget at Month 4

### **Annex 2 Capital Investment Programme Report 2020/21 Month 4 – July 2020**

Appendix A SUMMARY – Month 4 - Corporate Services

Appendix B SUMMARY – Month 4 - Children’s Services

Appendix C SUMMARY – Month 4 - Communities and Reform

Appendix D SUMMARY – Month 4 - Community Health & Adult Social Care

Appendix E SUMMARY – Month 4 - Housing Revenue Account (HRA)

Appendix F SUMMARY – Month 4 - People and Place

Appendix G SUMMARY – Month 4 - Proposed Variations

This page is intentionally left blank

**REVENUE BUDGET MONITORING REPORT 2020/21****Month 4 - July 2020****1 Background**

1.1 The Authority's 2020/21 revenue budget was approved by Council on 26 February 2020 at a sum of £233.524m incorporating:

- £3.011m of budget reductions approved within the 2020/21 Budget (and £1.776m approved within the 2019/20 Budget)
- £10.008m use of corporate and specific reserves
- £5.150m of other one off financing measures.

1.2 Under established budget procedures all services are required to monitor and review their approved budgets during the financial year. As part of this process, a forecast of the year-end position has been prepared by all services. The forecast is based on a comparison of profiled budgets to the actual position as at the end of Month 4 together with known commitments, issues and planned management actions. The forecasts include the latest estimates in relation to expenditure and lost income arising as a result of COVID-19. Members will recall that the Council is submitting monthly financial information on COVID related pressures to the Ministry for Communities, Housing and Local Government (as highlighted to Cabinet at month 3). The information in this report is an update on the Round 4 position last reported to the Ministry of Housing, Communities and Local Government (MHCLG) on 31 July 2020 which was incorporated in the Quarter 1 (month 3) monitoring report.

1.3 In considering the projections included in the MHCLG return and in this report, it is important to note that there is a degree of estimation about the impact of COVID-19. The completion of the returns and forecasting of the likely impact of the pandemic on the Council's budget is based on both actual expenditure/income loss detail but also relies on a series of assumptions, particularly about how long the effects of the pandemic are likely to last, the phasing of the impact and what the new normal will look like. The estimates are therefore expected to change throughout the financial year.

**2 Current Position**

2.1 The current net revenue budget of £269.286m represents an increase of £35.762m against the originally approved budget and an increase of £25.778m against the financing of £243.509m available at Quarter 1. The major increase from the previously reported position is the receipt of additional Section 31 Grant Funding of £25.072m (increased from £23.466m at month 3) for the extension of 100% business rates reliefs to retail, hospitality leisure and nursery businesses; paid to the Council in 2020/21 to offset the Collection Fund deficit created by the reliefs given to business. The grant will be paid in to the Council's General Fund in 2020/21 and will be transferred to reserves and released to reimburse the corresponding element of the Collection Fund deficit in 2021/22. Further allocations have been received in relation to Emergency Assistance for Food (£0.361m) and Adult Social Care Personal Grants (£0.206m), the balance is in relation to the treatment of Capital Grants that for accounting purposes need to be

reflected in the General Fund. A full funding analysis of the net revenue expenditure is shown at Appendix 2.

- 2.2 The current position for 2020/21 at Month 4 is an initial projected overspend £17.979m. A forecast of the year-end position has been prepared by all services, it is based on a comparison of profiled budgets to the actual position as at the end of month 4 together with known commitments, issues and planned management actions in relation to 'business as usual' and the pandemic. The table below shows the year-end forecast position against budget for each Portfolio, including the additional costs anticipated as a result of the COVID-19 pandemic.

**Table 1 - Summary Forecast Revenue Outturn**

Portfolio	Budget £000	Forecast £000	In Year Transfer To/ From Reserves £000	Variance Month 4 £000	Variance Quarter 1 £000
People and Place	62,003	68,336	84	6,416	7,999
Community Health and Adult Social Care	62,808	70,491	-	7,683	8,130
Children's Services	44,516	52,092	-	7,576	7,591
Communities and Reform	33,061	35,834	(339)	2,434	2,643
Commissioning	8,916	11,218	(2,047)	256	820
Chief Executive	7,606	7,430	-	(176)	325
Capital, Treasury and Corporate Accounting	16,308	26,736	-	10,428	10,428
Covid-19 Funding	8,997		(7,641)	(16,638)	(16,638)
Additional Section 31 Grant	25,072		25,072	-	
<b>NET EXPENDITURE</b>	<b>269,286</b>	<b>272,137</b>	<b>15,130</b>	<b>17,979</b>	<b>21,299</b>
<b>FINANCED BY:</b>	<b>(269,286)</b>	<b>(269,286)</b>	-	-	
<b>NET FORECAST VARIANCE</b>	<b>-</b>	<b>2,849</b>	<b>15,130</b>	<b>17,979</b>	<b>21,299</b>

(subject to rounding)

- 2.3 The forecast outturn to the end of the year, after a predicted and proposed (net) in-year transfer to reserves totalling £15.130m, is an adverse variance of £17.979m. A detailed list of the approved and planned use of reserves at Month 4 can be found at Appendix 1. There is an overall anticipated net transfer to reserves of £15.130m, this includes the transfer of the Section 31 Grant Funding (£25.072m) referred to earlier at section 2.1. This is offset by £7.641m of un-ringfenced COVID-19 funding received from Central Government at the end of 2019/20 which was transferred into an Earmarked Reserve at the year-end pending release to offset expenditure in 2020/21. This funding, together with the £8.997m received in year brings the total Government unringfenced COVID support to £16.638m.
- 2.4 There are significant variances contained within the projected net overspend. As previously mentioned, the position includes a forecast of all the additional pressures being incurred by the Authority as part of its on-going response to the COVID-19 pandemic, as a direct result of the Governments lockdown arrangements to mitigate the spread of COVID-19 commencing on 23 March 2020. The additional in-year pressures,



totalling £15.556m include forecasts of both income shortfalls and additional expenditure that have impacted on the Authority's budgets as a result of the pandemic and are a reduction to the sum of £17.112m submitted to MHCLG on 31 July 2020 and reported to the August Cabinet meeting.

- 2.5 Having previously announced on 2 July 2020 that further financial assistance would be available to support Authorities for lost income arising from COVID in relation to Sales, Fees and Charges (SFC), MHCLG has now provided guidance for the compensation scheme. The first claim for income lost for the period April to the end of July will be submitted to the MHCLG by the end of September and will be reflected in future reports. Therefore, no mitigation for this grant assistance has been included in the COVID related pressures within this report. Table 3 below analyses the variance between COVID-19 and 'business as usual' operational variances.

**Table 2 - Analysis of Variances**

Portfolio	Variance Month 4	COVID 19 Costs included in forecasts	Business as Usual
	£000	£000	£000
People and Place	6,416	6,568	(152)
Community Health and Adult Social Care	7,683	5,878	1,805
Children's Services	7,576	5,592	1,984
Communities and Reform	2,434	2,465	(31)
Commissioning	256	741	(485)
Chief Executive	(176)	522	(698)
Capital, Treasury and Corporate Accounting	10,428	10,428	(0)
COVID-19 Funding	(16,638)	(16,638)	-
<b>Total</b>	<b>17,979</b>	<b>15,556</b>	<b>2,423</b>

- 2.6 The People and Place Portfolio has a reported a pressure of £6.416m compared to £7.999m at Quarter 1, a reduction of £1.583m. There is favourable business as usual operational variance of £0.152m, a slight improvement compared to the previously reported favourable outturn of £0.122m. The major movement is a £1.553m reduction in the predicted costs relating to COVID-19; the anticipated pressure is now estimated to be £6.568m.
- 2.7 Community Health and Adult Social Care (CHASC) is reporting a reduced overspend of £7.683m, predominantly linked to the rising cost and demand for Community Care. The adverse variance includes £5.878m of COVID-19 related expenditure and is as reported at Quarter 1 and included on the round 4 MHCLG return. The movement is therefore a reduction of £0.447m in operational activities.
- 2.8 Children's Services is forecasting an adverse variance of £7.576m a slight decrease compared to the previously reported £7.592m, of which £5.592m is related to COVID-19. There are major pressures within the two main service areas: Education, Skills and Early Years; at £1.834m and Children's Social Care; at £5.659m.

- 
- 2.9 The Commissioning Portfolio is reporting an overall adverse variance of £0.256m, compared to £0.820m previously reported, the COVID related expenditure remains unchanged at £0.741m . The total variance comprises a projected pressure of £0.477m in Commissioning and Procurement and a favourable variance of £0.221m in Finance.
- 2.10 Communities and Reform is reporting a broadly unchanged adverse variance of £2.434m and the Chief Executive is now reporting a favourable variance of £0.176m, a swing from the £0.325m overspend recorded at Quarter 1. Capital, Treasury and Corporate Accounting is showing an unchanged adverse position of £10.428m.
- 2.11 Government funding received so far of £16.638m has helped reduce the overall deficit situation and further funding, particularly in relation to SFC is expected (section 2.5) and this will reduce the in-year deficit further. A more detailed analysis of financial performance and the major variances can be found by Portfolio in the following sections.
- 2.12 It is important to note that as a result of COVID-19 the following 2020/21 approved budget reductions are currently forecast not to be achieved
- Treasury Management (Capital and Treasury) - £1.000m
  - The Direct Payment Review (CHASC) - £0.150m
  - Property Savings and Accommodation Review (People and Place) - £0.163m (part of an approved £0.261m)
  - Service efficiencies approved in 2019/20 of £1.776m including Children's Services at £1.660m

All of the above pressures are included within the forecasts.

- 2.13 Clearly, in view of the projected adverse variance at Month 4, management action is being initiated across all service areas to review and challenge planned expenditure and to maximise income. It is important to note that the recruitment of staff to vacant posts and significant items of expenditure is already monitored via a corporate process. Such service and corporate action will continue with the aim of bringing expenditure nearer to the resources available. In addition, further measures are being implemented to ensure non-essential expenditure is avoided unless there is an exceptional business case to support it.
- 2.14 The effectiveness of management action will be closely monitored by Directorate Management Teams with regular progress updates being provided to Portfolio holders. It is therefore anticipated that by the year end, the outturn position will reflect a lower overall adverse position. As previously reported the Government on 2 July announced a further package of support to address spending pressures (£2.466m of unringfenced grant has already been received and incorporated in the projections) and recognised the impact of lost income. The mechanism to reimburse Councils for lost income has not yet been finalised. Compensation for SFC loss has been announced but not the determination of compensation for lost Council Tax and Business Rates in year as reflected in the Collection Fund. In addition to the management action, the further Government grant to compensate for income losses will further improve the financial position.
- 2.15 The current financial monitoring position whilst improved, can be regarded as a continued warning of the position if no corrective action is not vigorously pursued. It is evident that there is time for the financial position to improve and management action to

be effective. This should be demonstrated in the coming months and regular updates will be presented to cabinet on a monthly basis.

## Portfolio Summaries

### People and Place

- 2.16 The following table shows the forecast position after the approved and planned use of /transfer to reserves for the Portfolio.

**Table 3 – People and Place - Forecast Outturn**

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Customer Services	1,336	1,292	-	(44)
Economic Development	2,070	7,217	-	5,147
Enterprise and Skills	773	1,523	-	750
Environmental Services	53,705	53,583	84	(38)
ICT	4,076	4,677	-	602
Recharges to Unity	0	-	-	(0)
Strategic Relationship Management	42	42	-	-
<b>Total Forecast Net Expenditure</b>	<b>62,003</b>	<b>68,336</b>	<b>84</b>	<b>6,416</b>

#### Summary

- 2.17 The forecast outturn at Month 4 for the People and Place Portfolio, including all pressures associated with COVID-19, is an overspend of £6.416m.

#### Economic Development

- 2.18 Economic Development is currently forecasting a pressure of £5.147m compared to £5.957m at Quarter 1, a reduction of £0.810m. The main reason is a reduction in the predicted costs of catering due to staffing vacancies and reduced food costs offsetting lost income, leaving a reduced forecast outturn of £2.288m for the Catering and Cleaning services. There is a £1.483m pressure in the Car Parking budget also relating to loss of income as a result of COVID-19. The Corporate Landlord/Investment Estate is projecting a £1.398m pressure of which £0.951m is estimated to relate to COVID-19 impacts with the remainder relating to pre-existing issues in the area. The Strategic Housing service is projecting a pressure of £0.605m relating to additional accommodation costs as a result of COVID-19. The Planning department is projecting a minor pressure of £0.054m relating to agency staffing costs
- 2.19 There is also a requirement to progress work associated with the Greater Manchester Spatial Framework, the Local Plan and the Creating a Better Place Strategy. The 2020/21 Revenue Budget and Medium Term Financial Strategy was prepared on the basis this work would be financed from revenue reserves. The financial challenges created by COVID-19 mean it is now necessary to reduce the potential call on reserves wherever possible. The service will therefore seek to manage these costs within the existing service and directorate budget. Furthermore, the Council will consider financing

---

additional transformational expenditure from the 'Flexible' use of Capital Receipts in line with the strategy that was included within the 2020/21 to 2024/25 Capital Strategy.

#### Enterprise and Skills

- 2.20 The Town Centre area, which includes the Market Service is currently forecasting an overall loss for the financial year of £0.750m which includes an anticipated loss of some rental income due to COVID-19.

#### Environmental Services

- 2.21 The Environmental Services area is forecasting a £0.038m underspend. The Waste Levy payable to the Greater Manchester Combined Authority (GMCA) is currently expected to increase by £0.645m which is in excess of the budget available as a result of additional costs incurred in relation to COVID-19 due to both the cancellation of managed weekly collections at the start of the year and a general increase in the level of household waste during the lockdown. However, it is currently expected that variances in the overall GM Waste Disposal budget will be managed by the GMCA and the pressure has been removed from the Directorate forecast. Other variances include:

- Public Protection- a pressure of £0.332m which includes COVID-19 related loss of income of £0.158m
- Environmental Management - £0.235m (£0.203m relating to COVID-19)
- Waste Management - net overspend of £0.081m with additional COVID-19 impacts of £0.206m being offset by staffing vacancies
- The Highways Operations (Council) – a pressure of £0.095m of which £0.107m is lost income as a result of COVID-19.

- 2.22 The Portfolio overspends are offset with 'business as usual' underspends in the Highways Operations - Unity Service area of £0.240m (S.38/ S.278 inspection fees) and the Street Lighting service area of £0.275m.

#### ICT, Customer Services, and Strategic Relationship Management

- 2.23 ICT is forecasting an overspend of £0.602m, £0.700m of which is attributable to COVID. There is an emerging pressure relating to Microsoft licenses which is offset by a forecast staffing underspend arising from vacancies. Customer Services is forecasting a small favourable outturn of £0.044m and Strategic Relationship Management is predicted a balanced position.

#### Achievement of Budget Reductions

- 2.24 There is a £0.261m Budget Reduction in place as part of the Creating a Better Place strategy; however, given the effects of the current COVID-19 pandemic it is anticipated that £0.163m of the saving will not be fully achieved in year. The impact of this is included in the figures above.

#### **Community Health and Adult Social Care**

- 2.25 The Portfolio provides social care support to adults and carers across Oldham with a key aim of integrating and aligning the work with health partners to achieve greater efficiency in service delivery and better outcomes for the resident or patient. This covers

both the commissioning and the provision of services. The following table shows the forecast position after the approved and planned use of transfer to reserves for the Portfolio.

**Table 4 –Community Health and Adult Social Care- Forecast Outturn**

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Commissioning	21,119	21,071	-	(48)
Community Business Services	1,688	1,555	-	(133)
Community Health & Social Care	28,888	27,838	-	(1,050)
Director Adult Social Care	(8,733)	(9,233)	-	(500)
Learning Disability	11,599	14,393	-	2,794
Mental Health	7,587	8,371	-	784
Safeguarding	660	620	-	(40)
Adult Social Care - COVID 19	-	5,877	-	5,877
<b>Total Forecast Net Expenditure</b>	<b>62,808</b>	<b>70,491</b>	-	<b>7,683</b>

## Summary

2.26 The pandemic is having a significant impact on the Portfolio, with a projected budget pressure of £5.877m. This excludes costs to support hospital discharge which are being recharged to the NHS via the CCG (in accordance with NHS guidance). It is anticipated that this support will begin to step down, potentially from September 2020. The precise details have not yet been finalised but once implemented this will have an impact on the costs to be borne by the Council and the financial forecasts may therefore be subject to revision. The costs remaining with the Council are predominantly measures to support the care provider market including a premium to the uplift in care fees, support for community enablement, and investment to maintain a sustainable level of bed based occupancy. Other charges include an unachievable budget reduction, the inability to undertake planned transformational change and loss of income from client contributions and other cost recoveries. The expenditure is net of the Infection Control Grant highlighted later in the report.

2.27 The variances are broadly in line with those reported at Quarter 1, the main exception being Learning Disability which is reporting a forecast £0.389m reduction in expenditure.

### Commissioning & Community Business Services

2.28 Commissioning is forecasting an underspend of £0.048m due to slippage from managed staff vacancies, likewise Community Business Services is forecasting a £0.133m underspend for the year also due to vacant posts.

### Community Health & Social Care

2.29 This area is forecasting an underspend of £1.050m, the major factor is that several higher cost packages of care have become fully funded by Continuing Health Care NHS resources due to increased clinical needs.

---

## Director of Adult Social Care

- 2.30 Director Adult Social Care is forecasting a favourable variance of £0.500m due to the anticipated uplift in the Better Care Fund allocation, consistent with previous years agreements.

## Learning Disability

- 2.31 Learning Disability is forecasting an overspend of £2.794m compared to £3.183m at Quarter 1, due to costs attributable to hospital discharges and preventing hospital admissions not known earlier in the year now being recharged to the CCG. The overspend is related entirely to increases in care costs, both in terms of client numbers and to a greater extent the complexity of care and as previously reported the Transforming Care Programme continues to present considerable financial challenge.

## Mental Health

- 2.32 Mental Health is forecasting an overspend of £0.784m. With the general population living longer and surviving other illnesses the number of people developing dementia is increasing and therefore attracting the dementia premium when placed in care homes. A working group has been created to optimise the purchasing of care packages, particularly the higher cost and/or out of borough placements.

## Safeguarding

- 2.33 Safeguarding, after undergoing a restructure is in the final phase of appointing to newly created posts and as such do not yet reflect a fully committed establishment, subsequently projecting an underspend of £0.040m.

## Achievement of Budget Reductions

- 2.34 There is one Budget Reduction for the Portfolio in 2020/21; £0.150m relating to a review of Direct Payments. As previously mentioned, this is currently forecast to be unachievable as a result of COVID-19 and the impact of this is reflected in the information presented above.

## **Progress against Locality Plans**

- 2.35 A key element of the Health and Social Care devolution agenda is the submission of a Locality Plan setting out the joint vision of Council and Oldham Clinical Commissioning Group (CCG) for the greatest and fastest possible improvement in the health and wellbeing of our residents by 2021. This improvement will be achieved by supporting people to be more in control of their lives by having a health and social care system that is geared towards wellbeing and the prevention of ill health; access to health services at home and in the community; and social care that works with health and voluntary services to support people to look after themselves and each other.
- 2.36 The financial performance against the latest version of the 2020/21 Locality Plan, as reported to the GM Health and Social Care Partnership, is shown in the table below:



**Table 5 – Locality Plan**

	Revised Budget £000	Forecast £000	Variance £000
Community Health and Adult Social Care	61,360	69,043	7,683
Public Health	18,114	18,114	0
Children and Families	41,550	47,209	5,743
<b>Total</b>	<b>121,024</b>	<b>134,366</b>	<b>13,342</b>

2.37 Although the headings in the Locality Plan do not completely align with the Council's Directorate reporting arrangements, the reasons for the variances against budget are consistent with those reported within Community Health and Adult Social Care, Public Health and Children's Social Care. This includes forecast overspends that are a result of additional activity due to COVID-19. At this stage this shows the gross cost before the allocation of a share of the Government grant that has been paid to compensate the Council for COVID-19.

### Children's Services

2.38 The following table shows the forecast position. There is currently no planned use of reserves for the Directorate.

**Table 6 – Children's Services**

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Education, Skills & Early Years	6,265	8,100	-	<b>1,834</b>
Children's Social Care	35,940	41,599	-	<b>5,659</b>
Preventative Services	2,350	2,433	-	<b>83</b>
Schools	(39)	(39)	-	<b>(0)</b>
<b>Total Forecast Net Expenditure</b>	<b>44,516</b>	<b>52,092</b>	-	<b>7,576</b>

### Summary

2.39 The Directorate has a projected overspend of £7.576m which includes £5.592m of additional costs that are related to the impact of COVID-19. The principal underlying reasons are detailed below.

#### Education, Skills and Early Years

2.40 The Directorate is estimating a £1.834m overspend which includes £1.389m of costs associated with COVID-19; the main contributing factors in relation to which are as follows:

- £0.541m - Home to School Transport budget anticipated impact from September 2020 due to social distancing measures
- £0.093m - Out of Borough half term opening costs related to COVID-19

- 
- £0.300m - SEND additional staffing required for Social, Emotional Mental Health Needs/ home schooling and Early Years sustainability
  - £0.455m – Loss of Income; Service Level Agreement (SLA) Income to QEST service, Post16 parental fines and Get Oldham Working.

Further additional pressures in relation to ‘business as usual’ total £0.445m and include

- £0.100m as a result of underachievement of traded income within the QEST/ Educational Psychology service;
- £0.090m relating to additional expenditure in SEND Reform;
- £0.255m relating to staffing pressures across the Directorate.

#### Children’s Social Care

- 2.41 This area is projecting a £5.659m overspend which includes an anticipated additional cost related to COVID-19 of approximately £2.543m in the main relating to the provision of in-house residential care, placements and staffing pressures, plus a further £1.660m of unachievable savings.
- 2.42 There are other additional overspends included within the forecasts; one off pressures in relation to restructuring costs and the anticipated loss of contractual income account for £0.546m of the adverse variance.
- 2.43 There is a further forecast operational deficit of £0.910m as a result of increased costs in relation to social care placements including Out of Borough (£0.715m), staffing (£0.165m) and interpreter services (£0.030m).

#### Preventative Services

- 2.44 Preventative Services includes Early Help, Targeted Youth, Tackling Troubled Families and the Multi Agency Safeguarding Hub and is predicting an overspend of £0.083m, a potential pressure from expenditure which had originally planned to be financed by reserves.

#### Achievement of Budget Reductions

- 2.45 The Budget Reductions for Children's Services are solely in relation to the Portfolio’s target of achieving efficiencies, linked to previous allocated resources for a new operating model; £1.660m in total all of which is currently forecast to be unachievable as a result of COVID-19 and is included as part of the overall pressure above.

#### **Communities and Reform**

- 2.46 The following table shows the forecast position for the Communities and Reform Portfolio after the approved and planned use of reserves and includes additional costs for COVID-19.

**Table 7 – Communities and Reform**

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
People	2,404	2,302	-	(102)
Public Health & HLA	23,523	24,098	(339)	237
Youth, Leisure & Communities	5,451	7,588	-	2,137
Transformation and Reform	-	118	-	118
Communications and Research	889	912	-	23
Policy	40	82	-	42
Strategy and Performance	755	734	-	(20)
<b>Total Forecast Net Expenditure</b>	<b>33,061</b>	<b>35,834</b>	<b>(339)</b>	<b>2,434</b>

- 2.47 The forecast outturn at Month 4 is an over spend of £2.434m compared to £2.643m at Quarter 1, a reduction of £0.209m. This is after the approved use of £0.339m reserves. COVID related pressures have reduced by £0.201m to £2.465m, in the main as a result of a reduction in the anticipated pressure on Oldham Community Leisure (OCL). The forecast favourable variance on 'Business as Usual' has increased from £0.022m to £0.031m. The paragraphs below outline the main movements within the Portfolio.
- 2.48 Public Health and Heritage, Libraries and Arts (HLA) services are together showing overspends of £0.237m at Month 4. There are income pressures for the Music Service and Theatre Workshop due to COVID-19 and reduced service provision, which is offset in part with underspends on staffing and non-pay costs.
- 2.49 Youth, Leisure and Communities is showing an overall overspend of £2.137m. There are income pressures within Outdoor Education due to COVID-19 and reduced service provision which is in part offset against vacancies within Community Safety and District Partnerships. The main pressure of £1.969m relates to the Leisure contract and the centre closures due to COVID-19.
- 2.50 Transformation and Reform is reporting an adverse variance of £0.118m being project expenditure which will be funded from wider Directorate underspends.
- 2.51 There are several low value variances, as follows:
- People Services is showing a favourable variance of £0.102m which relates to underspends on staffing costs. The service is currently undertaking a restructure which is in the implementation stages
  - Communications and Research is forecasting a minor adverse variance of £0.023m; unachievable income and additional spend on payments to contractors
  - Policy is showing an overspend of £0.042m - there are pressures on income and supplies and services offset in part with vacant posts.
  - Strategy and Performance is showing an underspend of £0.020m at Month 4.

#### Achievement of Budget Reductions

- 2.52 There are no approved budget reductions in this area for 2020/21.

---

## Commissioning

2.53 The table below shows the forecast position after the approved and planned use of reserves for the Portfolio.

**Table 8 - Commissioning - Forecast Outturn**

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Commissioning and Procurement	283	760	-	477
Finance	8,632	10,458	(2,047)	(221)
<b>Total Forecast Net Expenditure</b>	<b>8,916</b>	<b>11,218</b>	<b>(2,047)</b>	<b>256</b>

### Summary

2.54 The forecast outturn position at Month 4 is an overspend of £0.256m, a reduction of £0.564m compared to the £0.820m deficit forecast at Quarter 1, this is after a £2.047m use of reserves. A sum of £0.741m of the adverse variance is attributable to the pandemic.

### Commissioning and Procurement

2.55 Commissioning and Procurement is reporting an unchanged overspend of £0.477m. The service is continuing to experience difficulties in recruiting to permanent posts, resulting in a more expensive temporary staffing solution (£0.240m). The service is also reporting a pressure of £0.237m against the Early Payment scheme which is in part due to Government guidance in response to COVID-19 in that suppliers move to immediate payment terms (£0.060m) and the remainder (£0.177m) relates to an existing budgetary pressure against the Early Payment Scheme income budget.

2.56 Finance is showing an underspend of £0.221m. There is a pressure due to the loss of Council Tax summons income which is offset by vacancies in the Finance division and a forecast reduction in non-pay costs.

### Achievement of Budget Reductions

2.57 The 2020/21 Budget Reductions for the Commissioning Portfolio of £0.400m are forecast to be fully achieved.

### Chief Executive

2.58 The table below shows the forecast position including additional cost associated with COVID-19.

**Table 9 – Chief Executive**

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Chief Executive	2,257	2,171	-	(87)
Chief Executive Management	1,554	1,554	-	-
Legal Services	3,211	3,122	-	(89)
Executive Office	583	583	-	-
<b>Total Forecast Net Expenditure</b>	<b>7,606</b>	<b>7,430</b>	-	<b>(176)</b>

#### Summary

2.59 The Portfolio is showing an underspend of £0.176m, 'business as usual' underspends totalling £0.698m are offset by estimated pressures of £0.522m due to the impact of COVID-19.

#### Chief Executive

2.60 Chief Executive is reporting an underspend of £0.087m at month 4. Additional mortuary costs due to Covid-19 are in part offset by a reduction in GM contributions and also a reduction in costs for the Coroners Service in 2020/21.

#### Legal Services

2.61 The Service is reporting an underspend of £0.089m at month 4. There are service pressures due to the impact of Covid-19 for Registrars, land charges and the recovery of court costs income (£0.243m). In addition, there are staffing pressures within Legal due to Covid-19 as external expertise has been required regarding contractual issues and to deal with the backlog of school's admissions (£0.078m). These pressures are offset by anticipated under spending within the Elections budget due to the postponement of the local election in May 2020 and a number of vacant posts together with reduced expenditure on non-pay budgets in Civic and Political Support.

#### Achievement of Budget Reductions

2.62 There are no Budget Reductions for the Chief Executive Portfolio in 2020/21.

### Capital, Treasury and Corporate Accounting

2.63 The following table shows the forecast position, without the use of any reserves.

**Table 10 – Capital, Treasury and Corporate Accounting – Forecast Outturn**

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Capital, Treasury and Corporate Accounting	16,307	26,735	-	<b>10,428</b>
<b>Total Forecast Net Expenditure</b>	<b>16,307</b>	<b>26,735</b>	-	<b>10,428</b>

---

## Summary

### Capital, Treasury and Corporate Accounting

- 2.64 The Portfolio includes the budgets associated with the Council's Treasury Management activities including interest payable on loans and interest receivable on investments. It also includes the revenue budgets associated with technical accounting entries. As at Month 4, the projected adverse variance is £10.428m, all of which is as a result of COVID-19.
- 2.65 The adverse variance within the Capital and Treasury service area is £10.148m and is as a result of the anticipated loss of income from approved treasury management investment activities and rental income as a result of the global pandemic.

### Housing Benefits

- 2.66 The service is anticipating an overspend of £0.280m due to the temporary suspension of not recovering benefits overpayments as per Local Government Association (LGA) bulletin 6.4 as part of the Government's response to the COVID-19 outbreak.

### Achievement of Budget Reductions

- 2.67 The 2020/21 Budget Reductions for Capital, Treasury and Corporate Accounting total £2.200m. Within this is £1.000m for Treasury Management which will not be achieved due to global pandemic and is included within the pressure noted above.

### Ringfenced Grants

- 2.68 Members will recall that in addition to the unringfenced grants highlighted in the report, including the COVID-19 funding of £16.638m that has already been received and increase the net revenue budget of the Council, the Government has provided a range of ringfenced grants to support the response to COVID-19. Whilst these are included in the budget, the increased expenditure is offset by grant within the relevant service area. These are set out as follows:

- Hardship Fund Grant (£3.015m)
- Infection Control Fund Grant (£2.317m)
- Local Authority Test and Trace Service Support Grant (£1.560m)
- Local Authority Emergency Assistance Grant for Food and Essential Supplies (£0.361m)
- Coronavirus (COVID-19) Rough Sleepers Contingency Fund (£0.002m)

A further grant of £0.210m relating to the Reopening High Streets Safely Fund will be included in future monitoring report once the Council has finalised its Funding Agreement with Government.

- 
- 2.69 Members will also recall that Cabinet of 23 April was advised that the Council had been awarded grant funding of £54.783m to provide support for small businesses and those in the retail, hospitality and leisure sectors in the form of two grant funding schemes, the Small Business Grant Fund (SBGF) and the Retail, Hospitality and Leisure Grant Fund (RLHGF). The Government subsequently announced that this funding allocation would also provide Discretionary Grant support for those businesses not qualifying for the other categories of grant.
- 2.70 The funding has been ringfenced but in accordance with accounting guidance, as the Council is acting as an agent in the administration of the SBGF and RLHGF grant regimes, these payments will be netted off the grant received and are not required to be shown gross in the budget. The Local Authority Discretionary Grants Fund is required to be included in the 2020/21 revenue budget as additional external funding matched by expenditure.
- 2.71 The grant schemes closed on 28 August and all final payments must be made by 30 September 2020. A reconciliation will then be undertaken to facilitate final budget adjustments. It is important to note that the grant schemes have been administered in accordance with Government guidance and following all appropriate protocols.

## **Schools**

- 2.72 The Council's expenditure on schools is funded primarily by grant provided by the Department for Education, the Dedicated Schools Grant (DSG). DSG is ring-fenced and can only be applied to meet expenditure properly included in the Schools' Budget, as defined in the School Finance (England) Regulations 2020. The Schools' Budget includes elements for a range of educational services provided on an Authority wide basis and for the Individual Schools Budget which is divided into a budget share for each maintained school.
- 2.73 Members will recall the DSG is made up of the following 4 blocks of funding as follows;
- Schools
  - High Needs
  - Early Years
  - Central Schools Services
- 2.74 Members will also recall that there is considerable pressure on the DSG, particularly the High Needs block. The pressure in the High Needs area is due to expenditure exceeding the High Needs budget available each year with key contributors being the:
- Increasing high needs population, such as special school places and resourced provision,
  - Increasing number of Education Health Care Plans requiring high needs top up funding within mainstream schools
  - Cost of providing local Pupil Referral Unit capacity to ensure that the Local Authority fulfils its statutory role.
  - High cost of external placements

As a consequence, the Schools Forum has historically agreed transfers between Schools Block and High Needs Blocks in 2018/19 (1%) and 2019/20 (0.84%). A further 0.5% has been agreed for the current financial year (£1.009m).



- 2.75 The position remains unchanged from that reported at Quarter 1, namely: With the continued support from the Schools Block, the High Needs Block has a slight in year deficit of £0.002m. This contributes to a cumulative deficit forecast of £14.879m as at 31 March 2021. The deficit is offset by cumulative virements and savings from the Schools and Early Years Blocks to leave a net deficit of £4.918m (as illustrated in the table below). This in turn is a significant element of the overall deficit on the DSG.

**Table 11 – DSG High Needs Block**

DSG Key Issues	£000
Original Budget Allocation including adjustment for imports/exports	39,190
Contribution from Schools Block (Schools Forum approval)	1,009
<b>2020/21 Total Budget Available</b>	<b>40,199</b>
Estimated Expenditure	(40,201)
<b>Projected in Year Deficit</b>	<b>(2)</b>
Deficit Brought Forward 01/04/2020	(14,879)
<b>Cumulative Deficit</b>	<b>(14,881)</b>
Offset by;	
- Virement from Schools Block- 2016/17 to 2019/20	6,237
- Savings in Schools and Early Years Block- 2015/16 to 2019/20	3,726
<b>Projected Deficit 31/03/2021</b>	<b>(4,918)</b>

### Overall DSG Position and Recovery Plan

- 2.76 There is a requirement that the DSG is brought back into balance and a DSG Financial Recovery Plan was submitted to the Department for Education in 2019. As previously reported to Members the financial elements of the recovery plan have been continuously updated to take account of estimated additional cost pressures, formal notification of additional funding and the agreed funding methodology for 2020/21 (including the reduced 0.5% transfer of DSG funding between the Schools and the High Needs Funding Blocks for 2020/21) that was approved by Cabinet on 16 December 2019.
- 2.77 A report was presented to Schools Forum on 1 July 2020 showing the current projected deficit for 2020/21 as £5.635m. Further pressures and increased funding in 2021/22 show a forecast deficit at the end of 2021/22 of £2.464m. It should be noted that the recovery plan is predicated on a further 1% transfer in 2021/22, for which both Schools Forum and Secretary of State approval would be required under the current regulations. The revised Recovery Plan is summarised in the table below and shows a revised deficit if the 1% transfer is not sought:

**Table 12 - Overall DSG Position**

	2020/21 £000	2021/22 £000
<b>Balance/ Variance Brought Forward</b>	<b>(4,916)</b>	<b>(5,635)</b>
Movements Per Original Plan	1,048	5,081
<b>Revised Forecast Variance</b>	<b>(3,868)</b>	<b>(554)</b>
Estimated additional pressures	(1,767)	(5,510)
Additional Funding		3,600
<b>Revised Net Forecast Variance</b>	<b>(5,635)</b>	<b>(2,464)</b>
If the 1% movement is not agreed		1,894
<b>Revised Net Forecast Variance</b>	<b>(5,635)</b>	<b>(4,358)</b>

2.78 The new 2020 Regulations mean that there will no longer be an automatic 1% trigger for the production of a DSG deficit recovery plan, instead the DfE will focus on those Authorities requiring help through a more measured and targeted approach. As the current recovery plan has been agreed with the Schools Forum, and it is appropriate to present information in this format at this time, it is proposed that the Authority will continue to use the recovery plan arrangements as an effective means of monitoring the DSG position and returning the deficit to a surplus and will continue to liaise with the Schools Forum accordingly with a further update scheduled for 30 September 2020. The projected deficit for 2021/22 will change as a result of the announcement on 20 July of funding allocations for 2021/22. The information is being examined and future projections will reflect the revising level of funding. However, there is clearly some work to do to manage the DSG deficit over a realistic timeframe.

2.79 The Schools Forum meeting, scheduled for 30 September 2020 will receive an update on the Dedicated Schools Grant to take account of the latest funding announcements and expenditure predictions and their impact on the project deficit for 2020/21 and the Recovery Plan.

### **Housing Revenue Account (HRA)**

2.80 The position remains as reported at Quarter 1, Table 13 compares the initially approved HRA position to the current estimated outturn. The actual closing balance for 2019/20 at £21.795m was £0.045m more than the estimate of £21.750m. The original HRA forecast was for a planned in-year decrease in balances of £3.520m, mainly to support housing related expenditure in the Capital Programme. The revised forecast is for a decrease of £3.656m, a movement of £0.136m. The variance is mostly attributable to additional anticipated expenditure on dwellings for disabled and other essential adaptations.

**Table 13 - Housing Revenue Account Forecast Position**

HRA Income & Expenditure Account	Original Budget £000	Latest Forecast £000	Variance to Budget £000
HRA Balances Brought forward	(21,750)	(21,795)	(45)
Deficit on HRA Services	3,520	3,656	136
<b>HRA Balances Carried Forward</b>	<b>(18,230)</b>	<b>(8,139)</b>	<b>91</b>

## Collection Fund

2.81 The tables below show the forecast outturn position for the Collection Fund and the forecast position in relation to the share of balances.

**Table 14 - Collection Fund Forecast Position**

Collection Fund Balance	Council Tax £000	NDR £000	Total £000
Balance Brought Forward	(185)	(3,110)	(3,295)
Surplus Released In Year	410	1,060	1,470
(Surplus)/ Deficit for the Year	4,152	28,327	32,479
<b>Additional Section 31 Grant **</b>	<b>0</b>	<b>(25,072)</b>	<b>(25,072)</b>
<b>Balance Carried Forward</b>	<b>4,377</b>	<b>1,205</b>	<b>5,582</b>

\*\*Compensatory Section 31 Grant as referred to at Section 2.1.

**Table 15 - Collection Fund – Share of Balances; Forecast Position**

Collection Fund Balance	Council Tax £000	NDR £000	Total £000
Share - Oldham Council	3,715	1,193	4,908
Share - Greater Manchester Combined Authority Mayoral Police and Crime Commissioner	461	-	461
Share - Greater Manchester Combined Authority Mayoral General Precept (including Fire Services)	201	12	213
<b>Total (Surplus)/Deficit</b>	<b>4,377</b>	<b>1,205</b>	<b>5,582</b>

2.82 Council Tax and Business Rates remain a significant source of funding for Council services. However, these areas can be volatile, particularly for the 2020/21 financial year with the impact of COVID-19, as such the financial position of the Collection Fund is under constant review. The Greater Manchester 100% Business Rates Retention Pilot has continued into 2020/21. As with previous years the additional benefit from the pilot will be shared with GMCA who receive a maximum of 50% of the benefit in line with the original pilot agreement.

2.83 After discounting the Business Rates loss due to the extension of 100% reliefs to retail, hospitality, leisure and nursery businesses which will be fully compensated by Government grant, there is a forecast Collection Fund in-year deficit of £7.407m. This position is after excluding the in-year release of the prior year Council Tax surplus of £0.410m, and Business Rates release of £1.060m. This means that the projected year-end Collection Fund position (incorporating both Council Tax and Business Rates) is a deficit of £5.582m of which the share for the Council is £4.908m.

2.84 The Secretary for State for Housing, Communities and Local Government has announced a new support package for Local Government, which includes the ability to spread collection fund deficits over three years rather than one.

---

2.85 The potential spreading over a period of time of the impact of elements of the rates retention scheme is something that has been used before, specifically with regard to the backdated appeals provision from 2013/14 when the scheme was first introduced. A similar approach is expected to be applied to both Council Tax and non-domestic rates and is expected to be incorporated into the regulatory process of estimating the collection fund deficits in January 2021. This will mean that 2020/21 Collection Fund deficits will still be recovered but over a longer time frame than the existing regulations require and reduce the impact on the 2021/21 budget setting process.

### **3 Use of Reserves**

3.1 Members will recall that at the Council budget meeting of 26 February 2020, it was agreed that Earmarked Reserves of £10.008m be used to support the 2020/21 budget.

3.2 At the end of the 2019/20 financial year, funding was received from Central Government to support the Council in its response to COVID-19. This funding was at a value of £7.641m. Due to the timing of the receipt of these funds, it was deemed appropriate to hold these resources in a specific Earmarked Reserve to fund the additional expenditure to be incurred in 2020/21 in this regard. Hence this reserve is required to underpin the budget in 2020/21.

3.3 Within the Council's approved Reserves Policy for 2019/20 to 2020/21, it details the requirements for a specific Earmarked Reserve to hold any Business Rates gains that have been generated through the Business Rates Retention Pilot and that are required to be transferred to the GMCA. For 2020/21, the amount to be passported to GMCA is £2.047m. The Business Rates Retention Piloting agreement requires the Council to pay the GMCA the £2.047m in 2020/21 as approved in the month 3 monitoring report.

3.4 Included within the Quarter 1 monitor was an anticipated transfer to Earmarked Reserves of £0.084m to support the upgrading of crematorium equipment in line with approved plans and the use of £0.339m of the Growing Oldham Feeding Ambition Revenue Grant reserve used to take forward projects agreed with the grant provider, the University of Manchester (this grant will have to be returned to the provider if it is not used as intended).

3.5 As outlined at section 2.1, a further £25.072m is to be transferred to reserves. This is additional Section 31 Grant Funding paid to the Council's General Fund in 2020/21 and having been transferred to reserves will be released to reimburse the corresponding element of the Collection Fund deficit in 2021/22.

3.6 Therefore, the total planned use of reserves as at Month 4 is £10.027m (excluding the £25.072m and £0.084m transfers to reserves). When this is added to the £10.008m which underpins the 2020/21 budget, reserves of £20.035m have been already applied in this financial year. The 2019/20 accounts were closed with £79.360m of Earmarked Reserves and £7.934m of Revenue Grant Reserves. Current levels (excluding the £25.072m in relation to the Collection Fund) are £59.409m and £7.595m although there are some commitments against the reserves.

3.7 In line with the Council's reserves policy, the recommended use of reserves to fund spend during the year have been initially approved by the appropriate officers prior to consideration by Cabinet. However, as there is a need to minimise the use of reserves

---

in order to support the financial resilience of the Council. Only those reserves supporting essential business will be utilised this year.

#### **4 Flexible Use of Capital Receipts**

- 4.1 Members will recall that at the Council meeting of 26 February 2020, it was approved that up to £3.750m of capital receipts would be used to underpin the revenue budget in line with the flexibilities agreed by Secretary of State for Housing, Communities and Local Government in March 2016.
- 4.2 A number of schemes in support of the transformation programme were identified which met the qualifying expenditure requirements as detailed within the statutory guidance issued by the MHCLG. It is currently estimated that due to the pandemic and the revision of service priorities, up to £1.900m of the anticipated transformational work cannot be delivered in year in accordance with the original timescales and is reflected in the financial monitoring position reported above. There is an on-going review of the programme and there is the potential for some work to be brought back on stream and alternative projects to be undertaken thus reducing the adverse impact. The position is being closely monitored and is expected to change in future reports.

#### **5 Conclusion**

- 5.1 The current projected position, after adjustment for reserves and receipt of additional Government funding to support COVID pressures, is an overall significant corporate overspend; with the non-COVID related forecast over spending within Community Health and Adult Social Care and the Children's Services Portfolios a cause for concern. As outlined in Section 2, management action is being taken to control expenditure in all areas, particularly those that are not subject to demand changes, in order to offset expenditure over which the Council has little control – especially in attempting to mitigate the impact of COVID-19 on the day to day operations of the Council.
- 5.2 It is anticipated that the month on month financial monitoring reports will begin to reflect the outcome of such activities and show an improved financial forecast for 2020/21. The Director of Finance is putting in place appropriate measures to attempt to reduce the impact of the overspend which will include detailed reviews of all revenue and capital budgets.
- 5.3 In relation to demand led pressures; work, in the form of mitigations and alternative delivery solutions is on-going, there will, however, be an inevitable lead in time for these benefits to be realised. The implications arising from the 2020/21 in year position will be factored into financial planning estimates for 2021/22 and future years as appropriate.
- 5.4 Members should note that any unaddressed in-year pressure will have to be balanced by the use of reserves. Whilst, as outlined above, the Council holds sufficient levels of reserves to cover such a gap, the utilisation of reserves will reduce the Council's financial resilience. A significant reduction in reserves will also limit the ability of the Council to support the implementation of programmes of service transformation and the setting of future years' budgets

## Planned Use of Reserves 2020/21 - Month 4

Reserve Name	Balance as at 01 April 2020 £000	Forecast use/ creation of reserves 2020/21 - Qtr 1 £000	Forecast Increase of reserves 2020/21 - Mth 4 £000	Anticipated Closing Balance 31 March 2021 £000	Reason for Use of Reserve
<b>Earmarked Reserves</b>					
<b>Directorate Reserves</b>					
Mercury Emissions	0	(84)		(84)	The transfer of a contribution made by via each cremation for the purchase of new Mercury abatement equipment
<b>Fiscal Mitigation</b>					
COVID-19	(10,000)	7,641		(2,359)	This funding was provided by Government to support Local Authorities with additional costs incurred as part of the COVID-19 pandemic
Business Rates	(2,617)	2,047		(570)	Detailed within the Reserves Policy for 2019/20 to 2020/21 is the requirement to transfer an element of the Business Rates gains across to the GMCA as part of the Business Rates Retention pilot agreement. The amount to be transferred across in 2020/21 which relates to 2019/20 is £2.047m
Business Rates - Collection Fund Deficit Compensation			(25,072)	(25,072)	This transfer to reserves reflects the payment of additional Section 31 Grant Funding of £25.072m for the extension of 100% business rates reliefs to retail, hospitality leisure and nursery businesses. This is paid to the Council in 2020/21 to offset the Collection Fund deficit created by the reliefs given to business. The grant will be paid in to the Council's General Fund in 2020/21 and will be transferred to reserves and released to reimburse the corresponding element of the Collection Fund deficit in 2021/22
<b>Sub Total</b>	<b>(12,617)</b>	<b>9,604</b>	<b>(25,072)</b>	<b>(28,085)</b>	
<b>Balancing Budget Reserve</b>					
Corporate Reserve to balance budget	(4,182)	4,182		0	
Waste Levy Refund 2019/20	(3,113)	3,113		0	
2019/20 Business Rates Pilot Scheme Gain	(1,413)	1,413		0	
Business Rates Retention Returned Funding	(1,300)	1,300		0	
<b>Sub Total Balancing Budget Reserve</b>	<b>(10,008)</b>	<b>10,008</b>	<b>0</b>	<b>0</b>	
<b>Total Planned use/creation of Earmarked Reserves 2020/21</b>	<b>(22,625)</b>	<b>19,612</b>	<b>(25,072)</b>	<b>(28,085)</b>	
<b>Revenue Grant Reserves</b>					
Growing Oldham Feeding Ambition	(339)	339		0	To continue the Growing Oldham Feeding Ambition project in 2020/21
<b>Total Planned use of Revenue Grant Reserves 2020/21</b>	<b>(339)</b>	<b>339</b>	<b>0</b>	<b>0</b>	

<b>NET Use/Increase of Reserves Earmarked and Grant Reserves</b>	<b>(22,964)</b>	<b>19,951</b>	<b>(25,072)</b>	<b>(28,085)</b>	
Represented by:					
Increase to Reserves	0	(84)	(25,072)	(25,156)	
<b>Total Use of / Change to Reserves Earmarked and Grant Reserves</b>	<b>(22,964)</b>	<b>20,035</b>	<b>(25,072)</b>	<b>(2,929)</b>	Use of a total of £20.035m of reserves in 2020/21. Movement of £25.156m to reserves (£25.072m to address the Collection Fund shortfall in 2021/22)

FINANCING OF THE 2020/21 BUDGET AT MONTH 4	Original Budget	Prior Months	Additions to M4	Revised Budget
	£'000	£'000	£'000	£'000
<b>Net Expenditure Budget</b>	<b>(233,524)</b>			<b>(233,524)</b>
<b>Financed by:</b>				
Business Rates Top-up Grant	(41,048)	(606)		(41,654)
Grants in Lieu of Business Rates	(11,230)	(3)	(25,072)	(36,305)
Improved Better Care Fund Grant	(10,858)			(10,858)
Independent Living Fund Grant	(2,580)			(2,580)
Adult Social Care Support Grant	(6,954)			(6,954)
Housing Benefit & Council Tax Administration Grant	(1,138)			(1,138)
New Homes Bonus Grant	(598)			(598)
Flexible Homelessness Support Grant	(194)			(194)
Homeless Reduction Grant	(164)			(164)
Rough Sleeping Initiative Grant	(37)			(37)
Lead Local Flood authority grant	(12)			(12)
Department for Works and Pensions (DWP) New Burdens	(122)			(122)
Verify earnings and Pensions service		(30)		(30)
School Improvement Monitoring & Brokerage Grant		(104)		(104)
Capital grants		(3)	(138)	(141)
Extended rights to Free Travel		(38)		(38)
Transport Grant		(9)		(9)
SEND Regional Co-ordinator		(24)		(24)
Business Grants New Burdens Funding		(170)		(170)
COVID-19 Funding (Unringfenced)		(8,997)		(8,997)
Adult Social Care Personal Grants			(206)	(206)
Emergency Assistance for Food			(361)	(361)
				0
<b>Total Government Grant Funding</b>	<b>(74,935)</b>	<b>(9,985)</b>	<b>(25,778)</b>	<b>(110,698)</b>
Council Tax Income - General	(88,078)			(88,078)
Council Tax Income - Adult Social Care Precept	(8,679)			(8,679)
Collection Fund Surplus	(1,400)			(1,400)
Retained Business Rates	(50,424)			(50,424)
<b>Total Locally Generated Income</b>	<b>(148,581)</b>	<b>0</b>	<b>0</b>	<b>(148,581)</b>
<b>Total Grant and Income</b>	<b>(223,516)</b>	<b>(9,985)</b>	<b>(25,778)</b>	<b>(259,279)</b>
Balance to be addressed by Use of Reserves	(10,008)			(10,008)
<b>Total Financing</b>	<b>(233,524)</b>	<b>(9,985)</b>	<b>(25,778)</b>	<b>(269,286)</b>



## CAPITAL INVESTMENT PROGRAMME REPORT 2020/21

### Month 4 - July 2020

#### 1 Background

- 1.1 The original capital programme for 2020/21 reflects the priorities outlined in the capital strategy as approved at Cabinet on 10 February 2020 and confirmed at the Council meeting on the 26 February 2020.
- 1.2 The position as at 31 July 2020 is highlighted in this report but as the year progresses the outturn projections will reflect the evolving position.
- 1.3 For the remainder of the financial year, the programme will continue to be monitored and revised to take account of any new developments and changes in the profile of planned expenditure.

#### 2 Current Position

- 2.1 The approved capital programme summary position for the five financial years 2020/21 to 2024/25, approved by Council on 26 February 2020 is summarised in Table 1 and shows capital programme expenditure of £147.632m in 2020/21.

**Table 1 : Original Budget - Capital Programme 2020/21 to 2024/25**

2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	TOTAL £000
147,632	131,467	102,510	40,999	56,973	479,581

- 2.2 Table 2 shows the revised capital programme for 2020/21 as at 31 July 2020 at an overall expenditure level of £142.617m, following a number of changes explained in the following paragraphs.
- 2.3 The approved virements of £0.236m (an increase to the 2020/21 budget) represents changes since the revised M03 position as detailed later in the report (para 2.5)
- 2.4 Actual expenditure to 31 July 2020 was £29.373m (20.60% of forecast outturn). This spending profile is in line with previous years. The position will be kept under review and budgets will be managed in accordance with forecasts.

**Table 2 – 2020/21 Capital Programme**

Directorate	Revised Budget (M03) £000	Approved Virements (to M04) £000	Proposed Virement/ Rephase £000	Revised Budget (M04) £000	Forecast £000	Variance £000
Corporate Services	26,011	-	-	26,011	26,011	0
Children's Services	21,970	-	-	21,970	21,970	0
Communities and Reform	260	-	-	260	260	0
Community Health & Adult Social Care	3,130	2	-	3,132	3,132	0
Housing Revenue Account	5,735	-	-	5,735	5,735	0
People and Place	86,605	234	(1,330)	85,509	85,509	0
<b>Overall Total</b>	<b>143,711</b>	<b>236</b>	<b>(1,330)</b>	<b>142,617</b>	<b>142,617</b>	<b>0</b>

(subject to rounding – tolerance +/- £1k)

2.5 The net budget change of £0.236m represents approved movements including new funding, as detailed below:

£210k – Additional Highways Maintenance LTP Funding  
 £ 43k – Insurance Payment in relation to the theft of a vehicle  
 £ 2k – Disabled Facilities Grant – Private Contributions  
(£ 19k) – Rephasing of Local Investment Fund scheme into 2021/22  
 £236k

2.6 The proposed net changes of £1.330m reflect anticipated virements and further rephasing of spending as detailed in Appendix G.

2.7 Due to the COVID-19 pandemic, there remains an element of uncertainty about the forecast position and it is inevitable that this will change in the remaining months; that said the forecasts are based on the latest and most up to date information. A further breakdown of Table 2 on a service by service area basis is shown at Appendices A to F and the detailed breakdown of proposed virement/rephasing, both expenditure and financing, is shown in Appendix G.

### **Re-profiling of the Capital Programme**

2.8 The revised capital programme for 2020/21 to 2024/25, taking into account all the above amendments in arriving at the revised forecast position, is shown in Table 3 together with the projected financing profile.

**Table 3 – 2020/2025 Capital Programme**

Directorate Budget	Revised Budget 2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000
Corporate Services	26,011	442	4,200	3,200	10,330	44,183
Children's Services	21,970	15,989	5,000	-	-	42,959
Communities and Reform	260	1	-	-	-	261
Community Health & Adult Social Care	3,132	703	400	400	400	5,035
Housing Revenue Account	5,735	3,922	3,800	2,835	-	16,292
People and Place	85,509	54,573	92,386	49,869	23,642	305,979
<b>Grand Total</b>	<b>142,617</b>	<b>75,630</b>	<b>105,786</b>	<b>56,304</b>	<b>34,372</b>	<b>414,709</b>

(subject to rounding – tolerance +/- £1k)

Funding	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000
Grant & Other Contributions	(30,570)	(40,952)	(4,452)	(1,973)	(1,973)	(79,920)
Prudential Borrowing	(95,119)	(26,624)	(84,706)	(42,647)	(30,634)	(279,730)
Revenue	(5,740)	(3,922)	(6,200)	(7,735)	-	(23,597)
Capital Receipts	(11,188)	(4,132)	(10,428)	(3,949)	(1,765)	(31,462)
<b>Grand Total</b>	<b>(142,617)</b>	<b>(75,630)</b>	<b>(105,786)</b>	<b>(56,304)</b>	<b>(34,372)</b>	<b>(414,709)</b>

(subject to rounding – tolerance +/- £1k)

- 2.9 The revised Provision for Emerging Priorities for 2020/21 to 2024/25, taking into account all the above amendments is contained within the Corporate Services budget and is as follows:

**Table 4 – Provision for Emerging Priorities**

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000
Provision for Emerging Priorities	1,301	442	4,200	3,200	10,330	<b>19,473</b>

### Capital Receipts

- 2.10 The revised capital programme requires the availability of £11.188m of capital receipts in 2020/21 for financing purposes. The total net usable capital receipts currently received in year is £0.310m.
- 2.11 The capital receipts position as at 31 July 2020 is as follows:

**Table 5 – Capital Receipts 2020/21**

	£000	£000
Capital Receipts Financing Requirement		11,188
Usable Capital Receipt b/fwd.	-	
Actual received to date	(310)	
<b>Further Required/(Surplus) in 2020/21</b>		<b>10,878</b>

(subject to rounding – tolerance +/- £1k)

- 2.12 Given the significant amount of receipts needed to finance the capital programme in this and future years it is imperative that the capital receipts/disposal schedule is adhered to. This is monitored at the monthly Capital Receipts meeting and will be subject to on-going review throughout the year. It is of course recognised that the pandemic has had an impact on business/economic activities making capital disposals more challenging.
- 2.13 The Capital Strategy and Capital Programme 2020/25 introduced an expectation of the level of receipts that is anticipated in each of the respective years and therefore an estimate as to the resultant level of over or under programming in order to present a balanced budget. The position as at 31 July 2020 is illustrated in the table below:

**Table 6 – Capital Receipts 2020/25**

Capital Receipts	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
Capital Receipts Carried Forward	-	6,751	21	8,741	12,440
Estimated Capital Receipts	(4,127)	(10,862)	(1,708)	(250)	(1,074)
Received in year	(310)				
<b>Total Receipts</b>	<b>(4,437)</b>	<b>(4,111)</b>	<b>(1,687)</b>	<b>8,491</b>	<b>11,366</b>
Capital Receipts Financing Requirement	11,188	4,132	10,428	3,949	1,765
<b>Over/(Under) programming</b>	<b>6,751</b>	<b>21</b>	<b>8,741</b>	<b>12,440</b>	<b>13,131</b>

(subject to rounding – tolerance +/- £1k)

- 2.14 As shown above, the most recent projection indicates a potential shortfall in later years of the programme. However, until a thorough review of the asset disposal programme has taken place, it is prudent to retain the current programme and review during the course of the current year.

### **Annual Review of the Capital Programme**

- 2.15 In accordance with previous practice, there will once again be a review of the capital programme over the summer months (the Summer Review). This will examine any further opportunities to reallocate, decommission or reprofile resources. It will also include an in-depth analysis of capital receipts.

## **3 Conclusion**

- 3.1 Whilst the current projected position is showing the outturn to match the budget, a detailed review of the capital programme is being undertaken to establish if there are any surplus resources that can be realigned or any further re-profiling required. Whilst the Creating a Better Place review has recently concluded, it is likely that there will be some further rephasing across all years to reflect the current developments of individual projects/schemes.
- 3.2 The capital programme is being continually monitored and is reported to Members on a regular basis.

## 4 **Appendices**

- 4.1 Appendix A - SUMMARY – Month 4 - Corporate Services
- Appendix B - SUMMARY – Month 4 - Children’s Services
- Appendix C - SUMMARY – Month 4 - Communities and Reform
- Appendix D - SUMMARY – Month 4 - Community Services & Adult Social Care
- Appendix E - SUMMARY – Month 4 - Housing Revenue Account (HRA)
- Appendix F - SUMMARY – Month 4 - People and Place
- Appendix G - SUMMARY – Month 4 - Proposed Variations

**SUMMARY – MONTH 4 (JULY 2020) – Corporate Services**

<b>Service area</b>	<b>Revised Budget M03 £000</b>	<b>Approved Virements (to M04) £000</b>	<b>Proposed Virement / Rephase £000</b>	<b>Revised Budget M04 £000</b>	<b>Forecast £000</b>	<b>Year End Variance £000</b>
Corporate	25,616	-	-	25,616	25,616	-
General Services	396	-	-	396	396	-
	<b>26,011</b>	<b>-</b>	<b>-</b>	<b>26,011</b>	<b>26,011</b>	<b>-</b>

(subject to rounding – tolerance +/- £1k)

**Major Variances Commentary**

No additional variances to report

**SUMMARY – MONTH 4 (JULY 2020) - Children's Services**

<b>Service area</b>	<b>Revised Budget M03 £000</b>	<b>Approved Virements (to M04) £000</b>	<b>Proposed Virement / Rephase £000</b>	<b>Revised Budget M04 £000</b>	<b>Forecast £000</b>	<b>Year End Variance £000</b>
Children, Young People & Families	179	-	-	179	179	-
Schools – General Provision	712	-	-	712	712	-
Schools – Primary	5,778	-	-	5,778	5,778	-
Schools – Secondary	4,413	-	-	4,413	4,413	-
Schools – Special	657	-	-	657	657	-
Schools – New Build	10,231	-	-	10,231	10,231	-
	<b>21,970</b>	<b>-</b>	<b>-</b>	<b>21,970</b>	<b>21,970</b>	<b>-</b>

(subject to rounding – tolerance +/- £1k)

**Major Variances Commentary**

No additional variances to report



**SUMMARY – MONTH 4 (JULY 2020) - Communities and Reform**

<b>Service area</b>	<b>Revised Budget M03 £000</b>	<b>Approved Virements (to M04) £000</b>	<b>Proposed Virement / Rephase £000</b>	<b>Revised Budget M04 £000</b>	<b>Forecast £000</b>	<b>Year End Variance £000</b>
District Investment Fund	260	-	-	260	260	-
	<b>260</b>	<b>-</b>	<b>-</b>	<b>260</b>	<b>260</b>	<b>-</b>

(subject to rounding – tolerance +/- £1k)

**Major Variances Commentary**

No additional variances to report

**SUMMARY – MONTH 4 (JULY 2020) - Community Services & Adult Social Care**

<b>Service area</b>	<b>Revised Budget M03 £000</b>	<b>Approved Virements (to M04) £000</b>	<b>Proposed Virement / Rephase £000</b>	<b>Revised Budget M04 £000</b>	<b>Forecast £000</b>	<b>Year End Variance £000</b>
Adult Services	3,130	2	-	3,132	3,132	-
	<b>3,130</b>	<b>2</b>	<b>-</b>	<b>3,132</b>	<b>3,132</b>	<b>-</b>

(subject to rounding – tolerance +/- £1k)

**Major Variances Commentary**

No additional variances to report

**SUMMARY – MONTH 4 (JULY 2020) - Housing Revenue Account (HRA)**

<b>Service area</b>	<b>Revised Budget M03 £000</b>	<b>Approved Virements (to M04) £000</b>	<b>Proposed Virement / Rephase £000</b>	<b>Revised Budget M04 £000</b>	<b>Forecast £000</b>	<b>Year End Variance £000</b>
Housing Revenue Account	5,735	-	-	5,735	5,735	-
<b>Reform Total</b>	<b>5,735</b>	<b>-</b>	<b>-</b>	<b>5,735</b>	<b>5,735</b>	<b>-</b>

(subject to rounding – tolerance +/- £1k)

**Major Variances Commentary**

No additional variances to report

**SUMMARY – MONTH 4 (JULY 2020) - People and Place**

<b>Service area</b>	<b>Revised Budget M03 £000</b>	<b>Approved Virements (to M04) £000</b>	<b>Proposed Virement / Rephase £000</b>	<b>Revised Budget M04 £000</b>	<b>Forecast £000</b>	<b>Year End Variance £000</b>
Asset Management	3,320	(19)	(733)	2,568	2,568	-
Asset Mgt - Education Premises	4,250	-	(597)	3,653	3,653	-
Boroughwide Developments	16,538	-	-	16,538	16,538	-
Development	268	-	-	268	268	-
District Partnership – Boroughwide	257	-	-	257	257	-
Environment – Countryside	2	43	-	45	45	-
Environment – Parks	256	-	-	256	256	-
Env - Playing Fields & Facilities	12	-	-	12	12	-
ICT	5,091	-	-	5,091	5,091	-
Parks & Playing Fields	23	-	-	23	23	-
Private Housing – HMRF	250	-	-	250	250	-
Private Housing	800	-	-	800	800	-
Public Realm	177	-	-	177	177	-
Schools – Special	3	-	-	3	3	-
Schools – New Build	9,500	-	-	9,500	9,500	-
Strategic Acquisitions	-	-	-	-	-	-
Town Centre Developments	28,750	-	-	28,750	28,750	-
Transport - Accident Reduction	674	-	-	674	674	-
Transport - Bridges & Structures	3,566	-	-	3,566	3,566	-
Transport - Fleet Management	1,001	-	-	1,001	1,001	-
Transport - Highway Major Works/Drainage schemes	9,877	210	-	10,087	10,087	-
Transport – Metrolink	-	-	-	-	-	-
Transport - Minor Works	1,440	-	-	1,440	1,440	-
Transport – Miscellaneous	524	-	-	524	524	-
Transport - Street Lighting	26	-	-	26	26	-
	<b>86,605</b>	<b>234</b>	<b>(1,330)</b>	<b>85,509</b>	<b>85,509</b>	<b>-</b>

(subject to rounding – tolerance +/- £1k)

**SUMMARY – MONTH 4 (JULY 2020) - People and Place** Cont'd

**Major Variances Commentary**

No additional variances to report

**SUMMARY – MONTH 4 (JULY 2020) - Proposed Variations**

<b>EXPENDITURE BUDGETS TO BE REPROFILED AS AT 31 JULY 2020</b>	<b>2020/21</b>	<b>2021/22</b>	<b>Comments</b>
<b>Directorate / Scheme</b>	<b>£000</b>	<b>£000</b>	
<b>People and Place</b>			
South Failsworth Primary - External Cladding & Playground	(110)	110	Rephase to Future Years
Friezland Primary School - Electrical Rewire	(237)	237	Rephase to Future Years
Mills Hill Primary School - Electrical upgrade	(250)	250	Rephase to Future Years
Moorhey Street Depot - Re-wire	(200)	200	Rephase to Future Years
Moorhey Street Electrical Upgrade	(136)	136	Rephase to Future Years
Medlock Court Electrical/Fire Alarm Upgrade	(40)	40	Rephase to Future Years
Chadderton Town Hall Toilet	(79)	79	Rephase to Future Years
Old Mill Lane Grotton - Burghley Close Greenacres	(256)	256	Rephase to Future Years
Greenacres Cemetery - entrance lodge, boundary walls, archway and roof	(22)	22	Rephase to Future Years
<b>People and Place TOTAL</b>	<b>(1,330)</b>	<b>1,330</b>	
<b>TOTAL</b>	<b>(1,330)</b>	<b>1,330</b>	

Page 57

<b>FINANCING BUDGETS TO BE REPROFILED AS AT 31 JULY 2019</b>	<b>2020/21</b>	<b>2021/22</b>	
<b>Fund Source</b>	<b>£000</b>	<b>£000</b>	
Grants and Contributions	597	(597)	
Prudential Borrowing	406	(406)	
Revenue Contribution	-	-	
Capital Receipts	327	(327)	
<b>TOTAL</b>	<b>1,330</b>	<b>(1,330)</b>	

This page is intentionally left blank





**Report to CABINET**

## **Short-term supported housing provision (young people, women, generic/complex adults): commission**

**Portfolio Holder:**

Councillor Chauhan, Cabinet Member for Health and Social Care

**Officer Contact:** Mark Warren, Managing Director Community Health and Social Care Service and DASS

**Report Author:** Lynda Megram, Planning and Commissioning Manager  
Ext. 622 6440

**28th September 2020**

---

### **Reason for Decision**

This report describes current arrangements for provision of short-term supported housing in the borough and seeks approval to recommission the provision.

The budget for the provision (£1.195m p.a.) is held within Community Services and Adult Social Care, however the service provision is cross-cutting, impacting the strategic intentions of several council directorates and of partner agencies: as such, Cabinet is requested to consider and approve the commissioning intentions outlined and the associated budget, and to delegate a subsequent future contract award to the Cabinet Member for Health and Social Care in consultation with Managing Director Health & Adult Social Care Community Services.

### **Recommendations**

That Cabinet approve:

- the commissioning intentions outlined for re-tendering of the provision
- that the overall contract value remains £1.195m per annum with provision made for inflationary uplifts
- that a subsequent contract award, of 3 years plus an option to extend the contract by up to two further years, be delegated to the Cabinet Member for Health and Social Care in consultation with the Managing Director Community Health and Social Care Service

---

**Short-term supported housing provision (young people, women, generic/complex adults): commission****1 Background**

- 1.1 This report describes current arrangements for provision of short-term supported housing funded by the council and seeks approval to re-tender the provision. The budget (£1.195m p.a.) is held within Community Services and Adult Social Care, however the service provision is cross-cutting, impacting the strategic intentions of several council directorates and of partner agencies: as such, Cabinet is asked to consider and approve the commissioning intentions outlined and the associated budget, and delegation of a subsequent future contract award to the Managing Director Community Health and Social Care Service in consultation with the Cabinet Member for Health and Social Care.
- 1.2 *Current service arrangements:* the council funds short-term supported housing for a range of people with support needs. This provision was last tendered in 2013, when two not-for-profit providers were commissioned to deliver three services - Generic, Young Peoples and Women's - which collectively provide 104 supported bedspaces across 10 buildings (schemes). Each of the three services has a scheme with 24-hour staff cover, plus satellite buildings with varying levels of staff support. The 10 buildings are owned by Registered Providers (Housing Associations) and many were purpose-built to provide supported housing, with additional features such as office and communal space. Residents claim Housing Benefit to cover their accommodation costs (rent and service charges): the council only pays for the cost of the staff support to the residents. The two commissioned support providers also undertake some housing management tasks on behalf of the landlord(s) - such as tenancy sign-ups and rent collection - under separate funding and contractual arrangements that don't involve the council, however these arrangements are inextricably linked to effective provision of the service.
- 1.3 The two commissioned service providers are Depaul UK – who provide the Young Peoples service, (for ages 16-23), and Jigsaw Support - who provide the Women & children's service, plus the Generic service (complex adults, mixed sex, aged 18+). The contract requires that providers operate common standards and processes determined by the council: these include standardized referral, assessment and move-on processes. Access to the services is via referral to the Central Access Point (CAP), commissioned at the same time as the service provision to provide an independent triage, so that people with significant support needs are prioritized for access, and to signpost referring agencies to appropriate lower level solutions. The CAP was previously commissioned from First Choice Homes Oldham (FCHO) and is now part of the councils Housing and Advice Service.
- 1.4 *Strategic relevance:* the service provides a period of stabilization - this may be required following a crisis, or as result of more intractable issues. The services offer accommodation with support from staff to enable people to increase their life chances by addressing issues affecting their ability to access and to sustain more independent accommodation. The services support some of the most complex households, facing issues such as mental ill health, substance misuse, and the impact of adverse childhood experiences or domestic abuse. The provision facilitates interventions by a range of partners including criminal justice and substance misuse services and underpins several council priorities: supporting care leavers to move on to independence, to support victims of domestic abuse, prevent homelessness, and improve the mental health and wellbeing of vulnerable residents.
- 1.5 *Strategic context:* in February 2018 Cabinet approved a waiver to the councils Contract Procedure Rules to extend the contract to June 2019, as it was deemed that:

- tendering the provision could subject the council to significant financial risks until Government confirmed its intentions for the supported housing sector. The viability of the sector was impacted by Government proposals, revisions, and two formal consultations between 2016-18: the proposals included radical changes to the way supported housing was funded - removing this provision from Housing Benefit eligibility. Most of these proposals for the sector were incrementally abandoned.
- the contract extension also ensured stability of the provision and continuity of providers' engagement during a period of significant change resulting from the new Homelessness Reduction Act. This required many processes, (e.g. referral and access arrangements), that form part of the existing supported housing contract to be altered to meet the requirements of the new Duty to Refer, effective October 2018.

These changes were successfully implemented, and tender preparations proceeding, however in March 2019 First Choice Homes Oldham gave notice to the council on the Housing and Social Welfare Advice Service (housing options) contract. The consequences of this posed significant challenges: for service providers this involved further changes to processes, plus many months when access to FCHO properties for their residents effectively stalled, impairing their ability to move people on to independent living. Due to this unexpected situation the provision is now out of contract. However, the local situation has now eased, and the legislative context for supported housing more stable: work in advance of a tender process had recommenced earlier in 2020 but has been impacted by the need to respond to Covid -19. It is considered that the procurement exercise should now take place at the earliest appropriate/safe date to do so, with an indicative timetable for a new contract to commence in April 2021.

## 2 Current Position

- 2.1 *Demand:* the services can support 104 households at any one time: however, during any given period some households will cease to need this level of support and be re-housed – so in 2019/20 the services supported 219 households. Despite this, demand for supported housing exceeds supply: in 2019/20 there were 249 referrals for the Generic and Young People's services. Of these, 177 referrals were progressed to services for assessment, the rest were signposted to other solutions. As at 31/3/20 there were 61 people in the waiting pool (37 for Generic and 24 for the Young Peoples service). This is mainly due to reduced throughput, leaving some households 'stuck' in supported housing for longer than necessary: affordable housing options are increasingly limited due to insufficient supply nationally, and these households face additional barriers due to their tenancy history or support needs. The Women's service has a smaller waiting pool as most households require immediate access, but these households also face less barriers to rehousing and so throughput is swifter.
- 2.2 *New duties:* the Domestic Abuse Bill published in 2019 fell during the dissolution of Parliament but has been reintroduced and is expected to secure Royal Assent later in 2020 for implementation in 2021. This would place a new duty on local authorities to provide support to victims of domestic abuse and their children in 'safe accommodation': a deliberately broad definition in recognition of the diversity of housing in which victims and their children may live. The Bill prescribes a range of support that must be provided, which includes the types of support provided by the services in this report. It also proposes application of a national quality framework - including mandatory reporting to central government - to the provision of 'safe accommodation' services. These expectations will be taken account of during the commissioning exercise.
- 2.3 *Commissioning intentions:* the 'Housing First' model of support was considered as an alternative to all/part of the traditional building-based offer of support: this is based on the view that people should be offered a permanent home first - and that other things - such as support for mental health, or substance misuse issues, are provided once the person is

---

housed and at the pace the person chooses. Oldham commissioners were very early adopters of this model of support (for Domestic Abuse survivors with complex support needs), and therefore were part of the design group for the Greater Manchester (GM) service. However, this offer is not a crises response, is expensive and is best targeted at people for whom other options have not been successful: it is therefore considered that building-based supported provision must remain the priority for the immediate future and can complement the GM Housing First offer. Over the life of the proposed contract, however, a more dynamic response will be required from support providers and landlords, including addressing the suitability of some buildings, (via investment, re-purposing etc.), or to demonstrate that introducing a stronger Resettlement offer or Housing First element could consistently achieve the same throughput and outcomes to replace some of the building-based provision. Consultation with a range of key partners/stakeholders and with service users have informed a shared view of future priorities for the provision and desired changes to the service specification. Trend data (such as key demographic features, primary support needs of residents) has been collected from 2013 via service monitoring and from the CAP: this has also informed proposed changes within the funding envelope/buildings available, detailed in Appendix 1. The broad outline of provision - a Central Access Point, services operating to common standards and processes - is a model that some GM Local Authorities are only recently introducing and remains relevant. Feedback suggested that a greater emphasis on trauma-informed support and on psychologically informed environments is needed, plus resettlement support to be provided following move on from services to help ensure a successful transition to independence.

- 2.4 *Budget:* The current budget for these services is £1.195m p.a. Significant savings from this provision have already been realised - a reduction of 40% since 2010 which included negotiated reductions and some closure of provision. Savings include a cashable reduction of 18% since the service was redesigned and new contracts awarded in 2013. Additionally, no inflation has been awarded to incumbent providers since 2013: this represents a further 18.07% reduction based on Governments average inflation figure for the past 6 years. Providers report that the lack of inflationary uplift has resulted in services that are increasingly stretched and that incidents are becoming more prevalent with the risk that very complex applicants may need to be refused to maintain safe provision. This has informed the recommendation that further reductions to these services are not sought, and that inflationary uplifts are an essential component of any future commission.

### 3 Options/Alternatives

- 3.1 *Option a)* Allow service provision to continue as it is. This is not the recommended option, as:
- The provision is out of contract and there are greater legal risks with this option.
  - The local landscape and the legislative context for supported housing is now more stable and it is considered that a procurement exercise could now take place, subject to the need to respond to Covid -19, at the earliest appropriate/safe date to do so.
  - There are desired changes to the service specification that cannot reasonably be undertaken unless part of a new procurement exercise
  - Continued uncertainty places strains on service providers, such as the impact on staff retention, and on landlords, who are less likely to invest in the stock where future use is uncertain.
- 3.2 *Option b)* Not to commission replacement provision. This is not the recommended option, as:
- The provision of supported housing makes a significant contribution to the councils duty of prevention and relief of homelessness for households with additional support needs, who struggle in unsupported Temporary Accommodation (TA) provision and cannot access general needs accommodation until their support needs are addressed. The

---

provision reduced from 146 units to 104 in 2016/17 to meet savings targets from these contracts: to cease provision further/altogether would severely compromise the council's ability to meet its duties. It would also create risks where a household may not be owed a duty to accommodate, but where they have complex support needs: there is likely to be negative impacts for these households - and potentially on the wider community - if their housing and support needs are not met.

- The provision is less costly to the council than TA, or provision in the private landlord sector claiming high rents/Intensive Housing Management: the commissioned provision meets exempt accommodation regulations and the council can therefore claim full HB subsidy. It is also generally of a better standard and quality.
- The provision underpins several council priorities which would be impacted if the service ceases, making it more difficult for instance, to support care leavers to move on to independence, to support victims of domestic abuse - which is likely to become a new statutory duty - to prevent homelessness, and to improve the mental health of vulnerable residents. It is likely that many households would experience further crises and require higher cost, more intensive services.

### 3.3 *Option c)* To retender the provision, and that Cabinet approve:

- the commissioning intentions outlined for re-tendering of the provision
- that the overall contract value remains £1.195m per annum with provision made for inflationary uplifts
- that a subsequent future contract award, of 3 years plus options to extend by up to two further years, be delegated to the Managing Director Community Health and Social Care Service in consultation with the Cabinet Member for Health and Social Care

This is the recommended option, as:

- This addresses the legal risks of the provision continuing to be delivered out of contract.
- There are desired changes to the service specifications that could be undertaken as part of a new procurement exercise: consultation with a range of key partners / stakeholders and with service users have informed a shared view of future priorities.
- This would alleviate the impacts of continued uncertainty on service provision.

## 4 **Preferred Option**

### 4.1 Option c), that Cabinet approve:

- the commissioning intentions outlined for re-tendering of the provision
- that the overall contract value remains £1.195m per annum with provision made for inflationary uplifts
- that a subsequent future contract award, of 3 years plus an option to extend the contract by up to two further years, be delegated to the Cabinet Member for Health and Social Care in consultation with the Managing Director Community Health and Social Care Service.

## 5 **Consultation**

### 5.1 Consultation with service users, and with a range of key partners/stakeholders informed the options and recommended future service design in this report. Consultation methods included holding stakeholder events; specific ones were held for each service with representation from a range of referring agencies and public sector organizations, plus an aggregated version was taken to the Homelessness Forum – which includes representatives from many voluntary sector organization – for comment. Service users within each service were consulted about their views of service delivery to help define a shared view of priorities to help design an improved service.

## 6 **Financial Implications**



- 6.1 The service is seeking approval to re-tender the supported housing provision within CHASC. The table below shows the current contracts in place and financial value of each.

Contract	Provider	Budget 2020/21 £000's
Women's Service Pathway	Jigsaw Support	297
Generic Pathway	Jigsaw Support	576
Young People Pathway	Depaul UK	322
Total		1,195

- 6.3 Full budgetary provision for the current contract value will be rolled forward into 2021/22 and future years over the period of the medium-term financial strategy to support continued funding of the preferred option.

- 6.4 There is no identified resource to cover the cost of an inflationary increase, therefore funding would need to be found from within existing resources. Based on ONS data and assuming the contract will be linked to Consumer Prices Index (CPI), for which the 12-month inflation rate was 0.5% in May 2020 down from 0.8% in April. If inflation recovers to pre-COVID rates of 1.8% for Q1 2021/22, then the financial envelope of the contract would increase by £24k.

(Sophie Eade, Accountant)

## 7 Legal Services Comments

- 7.1 The Council has a best value duty under section 3 Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. Government guidance has stated that before deciding how to fulfil their Best Value Duty, Authorities are under a duty to consult representatives of a wide range of local persons including council tax payers, service users, stakeholders, voluntary and community organisations and small businesses. This should apply to all stages of the commissioning cycle including decommissioning.

- 7.2 The Council should follow its own Contract Procedure Rules to select the most economically advantageous tenders to deliver these critical services. However, the proposed timescale for the procurement exercise is very tight in view of the time needed to mobilize the contract. Therefore, officers should ensure that the tender documents are ready for publication as soon as possible. (Elizabeth Cunningham Doyle)

## 8. Co-operative Agenda

- 8.1 The provision supports the Council's cooperative agenda by promoting the engagement of residents and service providers in Thriving Communities, Co-operative Services and an Inclusive Economy. Service delivery supports households to address issues such as mental ill health, substance misuse, and chaotic lifestyles, helping them to increase their resilience and resettle into independent accommodation.

## 9 Human Resources Comments

- 9.1 N/A

## 10 Risk Assessments

- 10.1 Referenced in Appendix 1

- 
- 11 **IT Implications**
- 11.1 N/A
- 12 **Property Implications**
- 12.1 N/A
- 13 **Procurement Implications**
- 13.1 As outlined in the report the Council is looking to recommission the Supported Housing services. It is paramount that a procurement exercise is carried out to re-procure the service in compliance to PCR2015 and the Council's contract Procedure rules. It is recommended that the commissioners to:
- a) set up a working group (project board) involving commercial team to develop the commissioning and procurement strategy.
  - b) prepare specifications and clear KPI's for the service ensuring they are measured throughout the contracting period.
  - c) ensure appropriate consultation is undertaken at pre-procurement stage with the provider market, service users accordance to Section 3 of local government Act 1999 and if required with other public sector organisations.
  - d) seek advice regards to TUPE implications and ensure appropriate discussions are carried out with the incumbent provider ensuring continuity of service delivery for the service users and staff.
  - e) Commercial information needs to be justified such as rates we will pay i.e. per hourly, day rate or per individual; not just the financial envelope.
  - f) the commercial team view is that timescale for the procurement exercise are very tight considering Contract Mobilisation, and above elements.  
(Mohammad Sharif – 10.07.2020)
- 14 **Environmental and Health & Safety Implications**
- 14.1 N/A
- 15 **Equality, community cohesion and crime implications**
- 15.1 The council requires services to work together and deliver to shared service standards, ensuring that all applicants are offered a consistent service. The service provision is accessible to all sections of the community who need the support, but particularly supports women (often escaping domestic abuse) young people (including care leavers) and people with lifestyles that lead to poor physical and mental health, social exclusion and lower incomes. Services also support people involved in the criminal justice system to address issues that have a negative impact on the wider community.
- 16 **Equality Impact Assessment Completed?**
- 16.1 Yes, attached.
- 17 **Key Decision**
- 17.1 Yes
- 18 **Key Decision Reference**
- 18.1 HSC-05-20.
-

---

19     **Background Papers**

19.1    N/A

20     **Appendices**

20.1    Appendix 1, Commissioning intentions: service delivery, (to be considered at Item 10)  
Appendix 2, EIA (to be considered at Item 10)



## Report to Cabinet

# Council Performance Report June 2020

### Portfolio Holder:

Councillor Sean Fielding, Leader of the Council

**Officer Contact:** Matt Drogan, Head of Strategy and Performance

**Report Author:** Matt Drogan, Head of Strategy and Performance  
**Email:** matthew.drogan@oldham.gov.uk

**Date:** 28 September 2020

---

### Reason for Decision

The purpose of this report is to allow:


- The review of Council Performance for June 2020
- The scrutiny of areas of underperformance as appropriate

### Recommendations

- To note areas of good performance
- Agree improvement plans for any areas of under performance.

# Oldham Profile in Numbers

## POPULATION

Total Population (Mid 2018) **235,623** 

Male 49.3% Female 50.7%

Aged 0-15 22.7% Aged 61.4% Aged 65+ 15.9%

White 71.3% Pakistani 11.8% Bangladeshi 8.6% Other 8.3%

ONS Mid-Year Estimate 2018/ Oldham Population Estimates 2020



## INCOME & BENEFITS

Median Household Income **£21,752**

71.1% Employment Rate  
12.2% Out of Work Benefits  
9.5% Unemployment  
5.7% ESA Benefits

CACI 2019/DWP 2019/Nomis 2020



## HOUSING

**64.9%** Owner Occupied

12.9% in Fuel Poverty  
20.9% Social Rented  
13.6% Private Rented  
20.2% Claiming Council Tax Benefits/Housing Benefits

LHNA 2019/DECC 2019/Council Tax 2019



## HOUSEHOLD INFO

Number of Households **97,219**

30.3% Single Person Households  
13.1% Lone Parent Households  
7.5% Overcrowded Households  
60.7% with No Children

OMBC Council Tax 2020/Census 2011



**97%** with at least 1 qualification at KS4

68.1% School-Ready Children with standard pass in GCSE English and Maths

96.4% young people aged 16 to 18 are in EET  
13.6 Adults with No Qualifications  
52.6% 5 GCSEs A\*-C (including Eng & Maths)

DfE 2019/Positive Steps 2018/Census 2011

## HEALTH

**16.3%** Long Term Health Problems/Disabilities 


77.4 yrs Male Life Expectancy  
81.2 yrs Female Life Expectancy  
18.0% Currently Smoke

### Obese Children

Reception: 10.6% Year 6: 23.0%

Public Health England/Census 2011

## CRIME

**124** Victim Based Crimes (per 1,000 of the Population) 

2.5 Robbery of Personal Propert  
7.5 Residential Burglary Rate  
12.1 Vehicle Offences Rate  
39.2 Violence Against the Person Rate

ONS 2019

## COMMUNITY

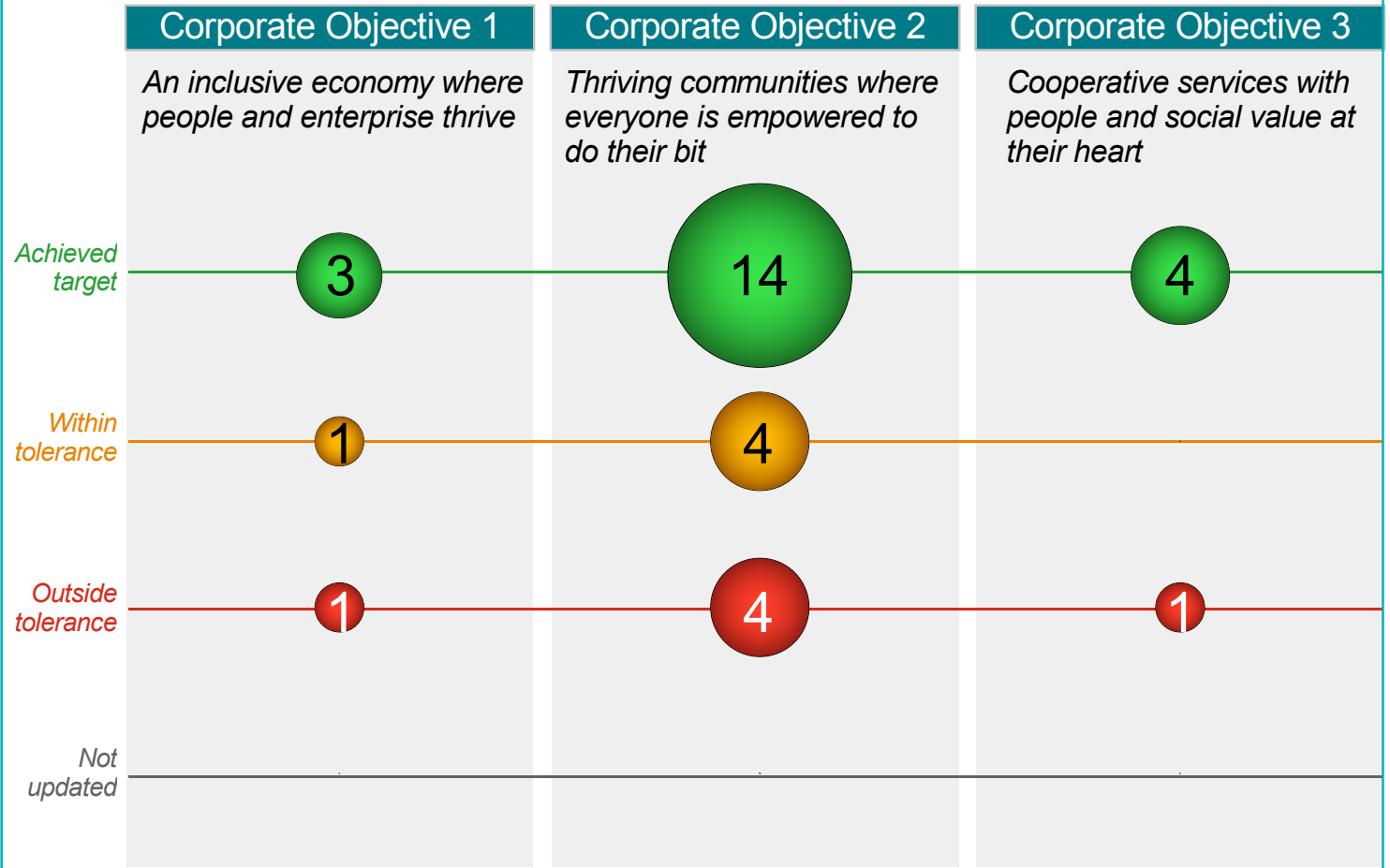
Satisfied with Local Area **71%** 

38% Volunteered in Last 12 Months  
31% Local Election Turnout  
26% Feel Involved in Community

YYC 2013 / UK Electoral Commision 2018

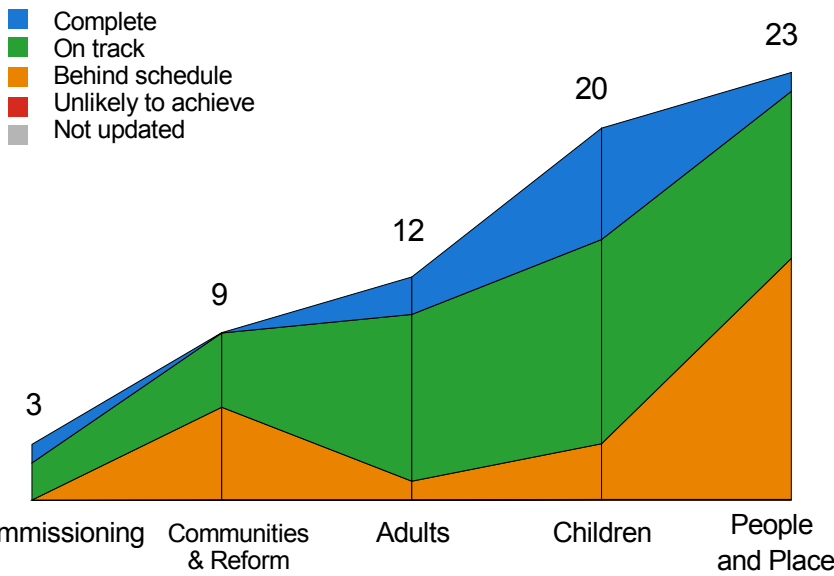
# Performance Measures by Objective

Details in Appendices I and II



## Action Summary

Details in Appendix III



## Comment

A review of achieve-ability against corporate performance measures was undertaken in May to identify the impact of Covid-19 on reporting. This resulted in 23 Corporate Performance measures being temporarily suspended, 5 measures no longer reported corporately and replaced with 8 new measures. See appendix VI for further details. A number of actions continue to be impacted by Covid which are highlighted in the report.

## Summary of Risks associated with Actions

Details in Appendix IV

A	0	1	0	0
B	0	0	10	0
C	0	0	15	0
D	1	3	4	0
E	0	0	0	0
	IV	III	II	I

### Impact

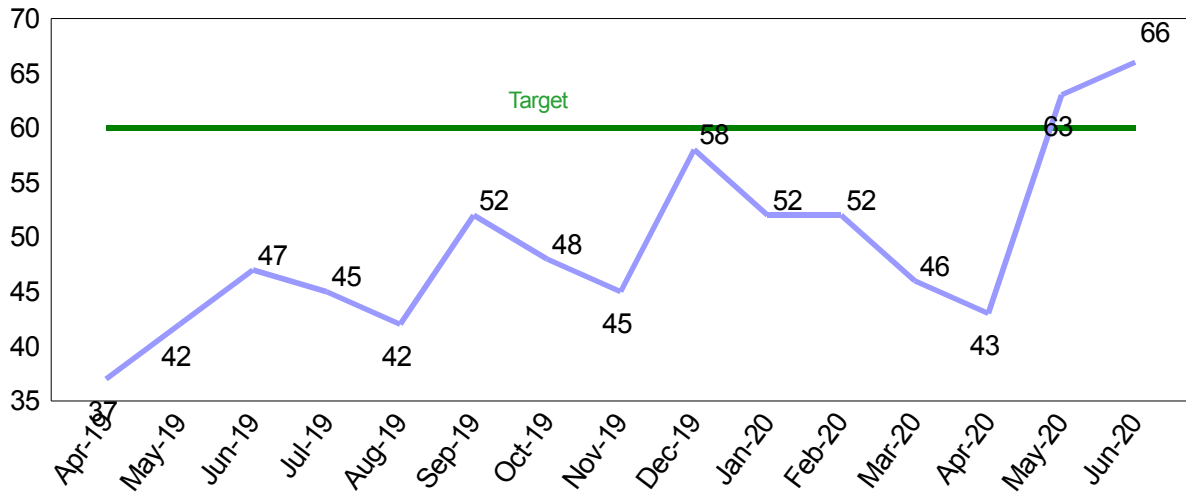
- I Catastrophic
- II Critical
- III Marginal
- IV Negligible

### Likelihood

- A Very High
- B High
- C Significant
- D Low
- E Very Low

## RAG-rated Performance Measure Trend (June 2020)

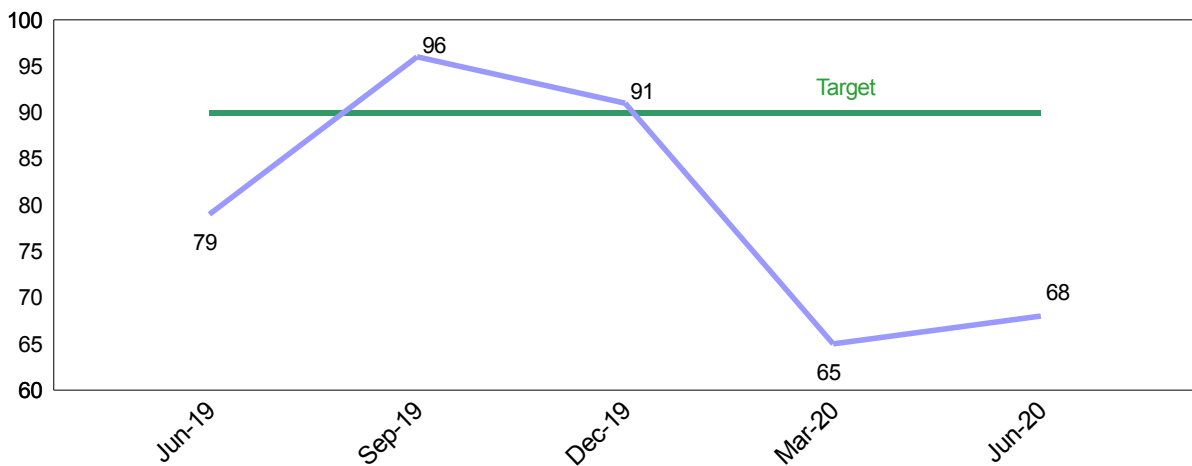
Performance Measures that achieved their target as a percentage of all reported Performance Measures. The aim is for 60% or more of the Performance Measures to have met their target.



	Prev. Quarter (Mar 20)	This Quarter (Jun 20)
No Update	2	0
> 5% off Target	16	6
Off Target	10	5
Achieved Target	24	21

## Action Trend (June 2020)

Corporate Actions that are on track or completed as a percentage of all reported Corporate Actions. The aim is for 90% or more of the Corporate Actions to be on track or complete.



	Prev. Quarter (Mar 20)	This Quarter (Jun 20)
No Update	0	0
Unlikely to achieve	0	0
Behind schedule	24	22
On track	37	36
Complete	7	10

### SICKNESS (year to date)



average days lost to sickness

same period previous year



current trend

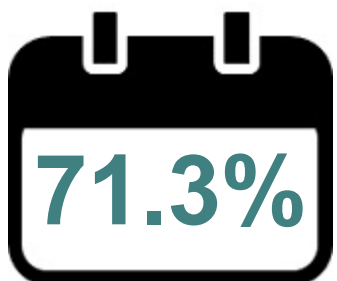


#### top 3 reasons

The top 3 reasons for sickness absence are Mental Health (0.74 days per FTE), Covid 19 Self Diagnosed (0.57 days per FTE) and Musculo Skeletal (0.53 days per FTE)

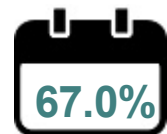
average

### LONG TERM SICKNESS (year to date)



of days lost are due to long-term sickness

same period previous year

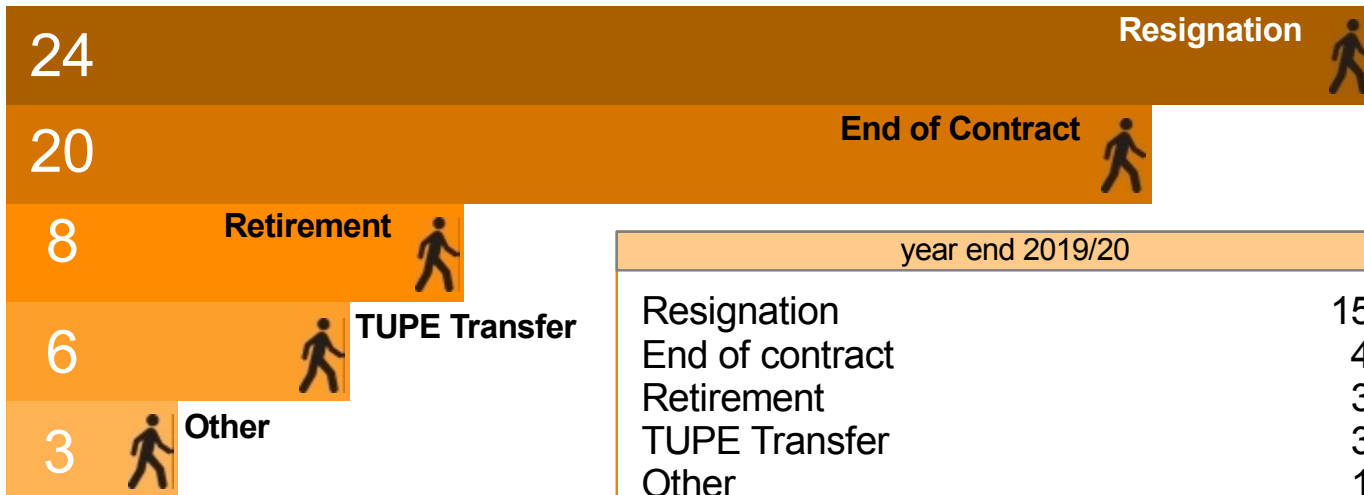


current trend



Long Term absence is any absence longer than 20 working days in duration

### TOP 5 REASONS FOR LEAVING (year to date)



year end 2019/20

Resignation	158
End of contract	48
Retirement	35
TUPE Transfer	30
Other	18

### SICKNESS TOP 3 DIVISIONS (year to date)

1	Economy	5.40 days per FTE
2	Adult Social Care	2.75 days per FTE
3	Environmental Management	2.62 days per FTE

Average days FTE per employee is calculated by total sick days in the service since the start of the year divided by total number of FTE. Smaller service's figures may be more disproportionately affected by individual instances of long terms absence

### TURNOVER (year to date)

12.3%



Staff turnover

same period previous year

13.2%

current trend



### TURNOVER (rolling 12 months)

72.2%

of people still in post after 12 months



same period previous year

100.0%

current trend

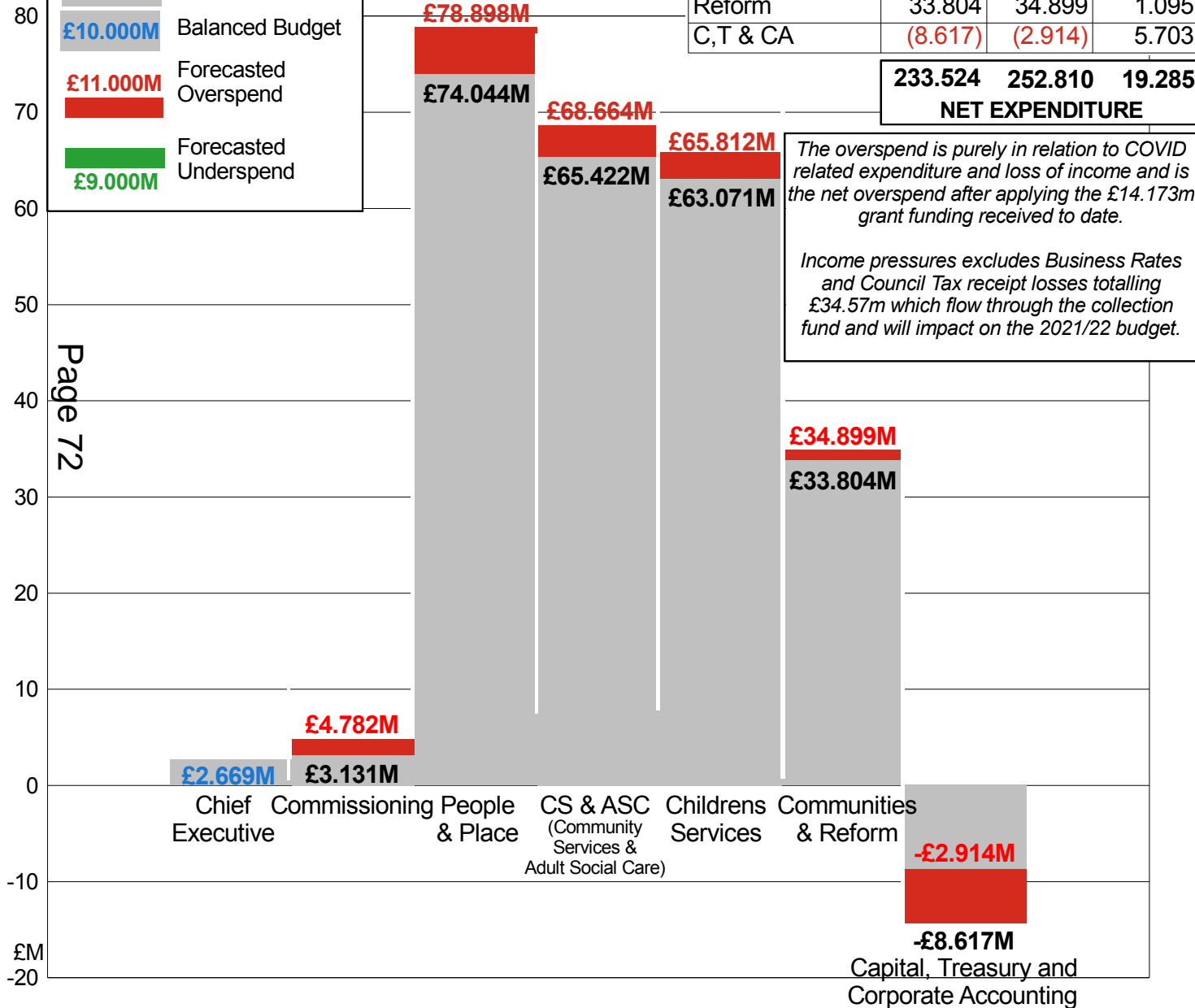
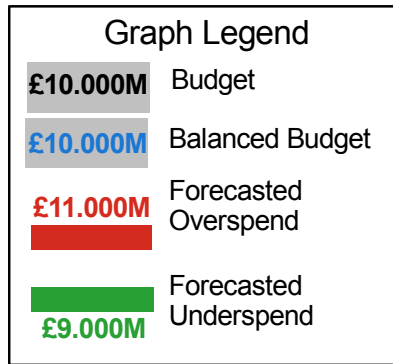


# Budget Forecast

Month 1 2020/21

Portfolio	Budget £M	Forecast £M	Variance £M
Chief Exec	2.669	2.669	-
Commissioning	3.131	4.782	1.651
People & Place	74.044	78.898	4.854
CS & ASC	65.422	68.664	3.242
Childrens Svcs	63.071	65.812	2.741
Reform	33.804	34.899	1.095
C,T & CA	(8.617)	(2.914)	5.703

**233.524 252.810 19.285**  
**NET EXPENDITURE**

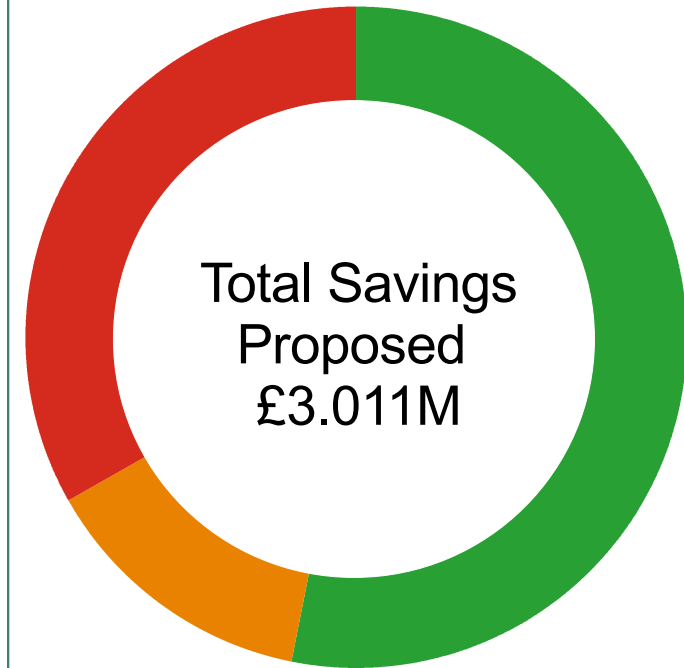


The overspend is purely in relation to COVID related expenditure and loss of income and is the net overspend after applying the £14.173m grant funding received to date.

Income pressures excludes Business Rates and Council Tax receipt losses totalling £34.57m which flow through the collection fund and will impact on the 2021/22 budget.

# Approved 2020/21 Budget Reductions

Not achieved  
**£1.000M**



**Total Savings Proposed**  
**£3.011M**

**Delivered**  
**£1.600M**

## **Appendices**

- I Corporate Measure detail
- II Corporate Plan Actions detail
- III Red Corporate Measure Follow-up Action(s)
- IV Risks associated with Actions
- V Amendments
- VI Suspended Corporate Measures

# Appendix I - Corporate Measure Detail

Measure Name	Portfolio	Notes	GMCA Average	2019/20 Year End Outturn	Previous Period	Current Month Target	Current Month Actual	Current Month Actual and Status		
								tolerance (+/- 5% of target)	LEGEND	<span style="color: green;">●</span> on or better than target <span style="color: orange;">●</span> within tolerance <span style="color: red;">●</span> worse than tolerance

## START WELL : Children and Young people get the best start in life and make the most of their education

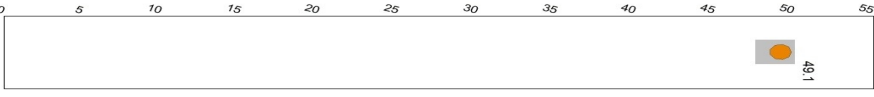
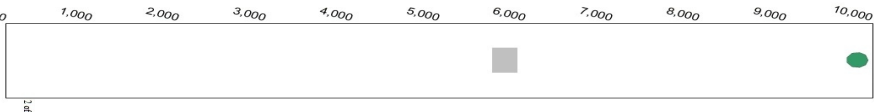
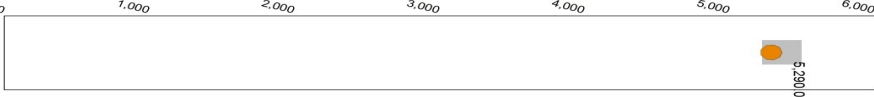


M729(CP) Percentage of children receiving their 1-3 preference of school place for the September intake in Reception and Year 7	Cllr S Mushtaq	Annual		92.2%	(Prev Yr) ACTUAL 92.2% TARGET 92.0%	92.0%	93.0%	
M716(CP) Timeliness of quality EHC plans: Percentage completed within 20 weeks over 12 months	Cllr S Mushtaq	Quarterly	65.4%	77.8%	(Prev Qtr) ACTUAL 77.8% TARGET 70.0%	70.0%	88.7%	
M683a(CP) Percentage of ICPCs that take place within 15 working days of a strategy discussion, or the strategy discussion at which section 47 enquiries were initiated if more than one has been held (in month)	Cllr E Moores	Monthly		N/A New Measure	(Prev Mth) ACTUAL 91.4% TARGET 80.0%	80.0%	100.0%	
M640(CP) Percent of 16 to 17 year olds who are not in education, employment or training (NEET)	Cllr S Mushtaq	Monthly	3.4%	3.4%	(Prev Mth) ACTUAL 3.8% TARGET 3.5%	3.5%	3.7%	
M619a(CP) Percentage of Care Leavers aged 16-18 (post year 11) in Education, Employment or Training	Cllr E Moores	Monthly		N/A New Measure	(Prev Mth) ACTUAL 76.0% TARGET 60.0%	60.0%	78.9%	
M619b(CP) Percentage of Care Leavers aged 19-21 in Education, Employment or Training	Cllr E Moores	Monthly		N/A New Measure	(Prev Mth) ACTUAL 41.6% TARGET 60.0%	60.0%	51.0%	



Measure Name	Portfolio	Notes	GMCA Average	2019/20 Year End Outturn	Previous Period	Current Month Target	Current Month Actual	Current Month Actual and Status
M639(CP) Achieve the expected standard for the childhood immunisation programme as indicated by uptake of MMR at age 5	Cllr Z Chauhan	Quarterly		96.9%	(Prev Qtr) ACTUAL 96.9% TARGET 95.0%	95.0%	96.9%	
M655(CP) Percentage of children seen in the previous 12 months by an NHS dentist	Cllr Z Chauhan	Quarterly		63%	(Prev Qtr) ACTUAL 63% TARGET 60%	60%	63%	
M656(CP) Percentage of Health Visitor mandated reviews completed within timescale	Cllr Z Chauhan	Quarterly		88.6%	(Prev Qtr) ACTUAL 88.6% TARGET 88.0%	88.0%	86.8%	
M738(CP) Participation of 17 year olds in education or training (counted as Year 12 year group under CCIS)	Cllr S Mushtaq	Monthly		95.40%	(Prev Mth) ACTUAL 95.40% TARGET 94.60%	94.10%	93.60%	
M941(CP) Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days) per year	Cllr E Moores	Monthly		488 days	(Prev Mth) ACTUAL 497 days TARGET 426 days	426 days	482 days	

Measure Name	Portfolio	Notes	GMCA Average	2019/20 Year End Outturn	Previous Period	Current Month Target	Current Month Actual	Current Month Actual and Status
--------------	-----------	-------	--------------	--------------------------	-----------------	----------------------	----------------------	---------------------------------

**LIVE WELL : Adults of working age benefit from inclusive growth, live well and are empowered to do their bit**

M636(CP) Percentage who quit smoking at 4 weeks	Cllr Z Chauhan	Quarterly		47.3%	(Prev Qtr) ACTUAL 47.3% TARGET 50.0%	50.0%	49.1%	
M67(CP) Total number of e-books, e-audio books and e-magazines loaned per month	Cllr B Brownridge	Monthly		N/A New Measure	(Prev Mth) ACTUAL 9,695 TARGET 5,800	5,900	9,818	
M256(CP) Number of life long learning enrolments	Cllr S Fielding	Monthly		5,176	(Prev Mth) ACTUAL 5,241 TARGET 5,250	5,500	5,290	
M548(CP) Proportion of adults with learning disabilities in paid employment in England	Cllr Z Chauhan	Quarterly	5.6%	3.05%	(Prev Qtr) ACTUAL 3.2% TARGET 4.0%	3.0%	3.1%	
M715(CP) Annual EHCP (SEND) statutory reviews completed within legal time frame	Cllr S Mushtaq	Monthly		49.2%	(Prev Mth) ACTUAL 58.9% TARGET 50.0%	55.0%	66.6%	

Page 5

Measure Name	Portfolio	Notes	GMCA Average	2019/20 Year End Outturn	Previous Period	Current Month Target	Current Month Actual	Current Month Actual and Status
--------------	-----------	-------	--------------	--------------------------	-----------------	----------------------	----------------------	---------------------------------

**AGE WELL : Older people live fulfilling lives and form part of an engaged and resilient community**

M543(CP) Number of individuals (65+) in a permanent residential or nursing placement – per 10,000 population 65+	Clr Z Chauhan	Monthly		204	(Prev Mth) ACTUAL 178 TARGET 200	200	177	
--	---------------	---------	--	-----	--	-----	-----	--

Measure Name	Portfolio	Notes	GMCA Average	2019/20 Year End Outturn	Previous Period	Current Month Target	Current Month Actual	Current Month Actual and Status
--------------	-----------	-------	--------------	--------------------------	-----------------	----------------------	----------------------	---------------------------------

**PLACE : An organisation that works cooperatively with residents and partners to deliver for Oldham**

M915(CP) Customer satisfaction (Contact Centre)	Cllr A Jabbar	Monthly		96.11%	(Prev Mth) ACTUAL 96.85% TARGET 94.00%	94.00%	97.29%	
M631a(CP) Early Help - Proportion of cases where at least one individual shows an improvement in one or more assessed scores - excluding smoking & work and skills (in month)	Cllr A Chadderton	Monthly		N/A New Measure	(Prev Mth) ACTUAL 75.5% TARGET 65.0%	65.0%	71.1%	
M501(CP) Percentage of Household waste sent for Reuse, Recycling or Composting	Cllr B Brownridge	Monthly	49.33%	43.96%	(Prev Mth) ACTUAL 49.19% TARGET 49.87%	49.80%	45.04%	
M275(CP) Percentage of minor planning applications determined in time	Cllr H Roberts	Quarterly		89.9%	(Prev Qtr) ACTUAL 89.9% TARGET 80.0%	80.0%	89.0%	
M126(CP) Percentage CO2 reduction on 1990 baseline	Cllr B Brownridge	Annual 3yr in arrears		43.4%	(Prev Yr) ACTUAL 43.4% TARGET 40.0%	41.6%	45%	
M274(CP) Percentage of major planning applications determined in time	Cllr H Roberts	Quarterly		90.9%	(Prev Qtr) ACTUAL 90.9% TARGET 80.0%	80.0%	86.0%	
M333(CP) Percentage Council spend in Oldham	Cllr A Jabbar	Monthly		57.00%	(Prev Mth) ACTUAL 57.00% TARGET 60.00%	60.00%	57.00%	

Page 78

12 of 40




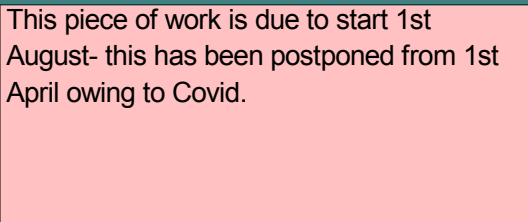
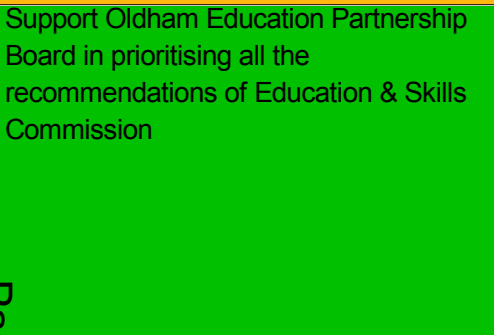
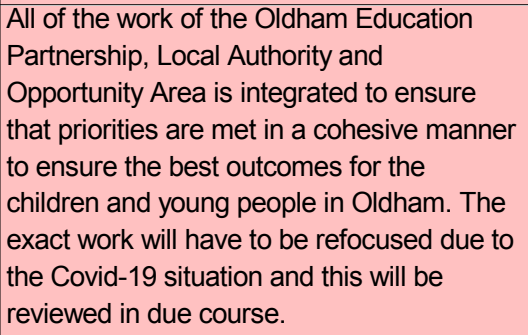
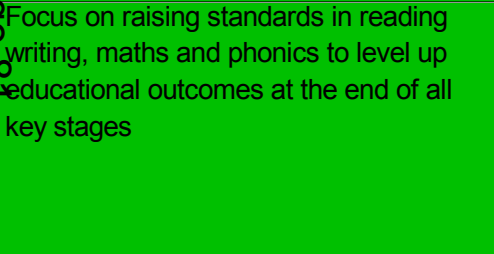
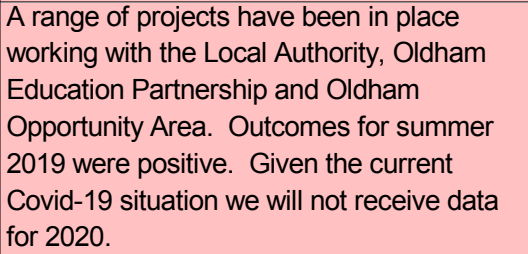
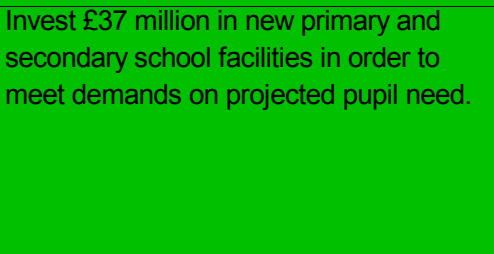
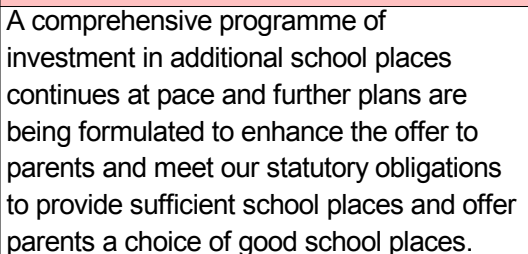
Measure Name	Portfolio	Notes	GMCA Average	2019/20 Year End Outturn	Previous Period	Current Month Target	Current Month Actual	Current Month Actual and Status
M493(CP) Streets and grounds inspection issues	Cllr B Brownridge	Monthly		14%	(Prev Mth) ACTUAL 13% TARGET 21%	21%	18%	
M890(CP) Highways: Classified Network Surface Condition (Percentage of principal roads requiring maintenance)	Cllr B Brownridge	Annual		4.7%	(Prev Yr) ACTUAL 6.0% TARGET 6.0%	4.0%	4.7%	

Measure Name	Portfolio	Notes	GMCA Average	2019/20 Year End Outturn	Previous Period	Current Month Target	Current Month Actual	Current Month Actual and Status
--------------	-----------	-------	--------------	--------------------------	-----------------	----------------------	----------------------	---------------------------------

**WELL LED : Oldham has an inclusive economy, thriving communities and residents who are independent, resilient and engaged**

S202(CP) Council Sickness Absence	Cllr A Chadderton	Monthly	10.0 days	11.3 days	(Prev Mth) ACTUAL 1.7 days TARGET 1.6 days	2.6 days	2.5 days	
M664a(CP) Percentage of referrals which are repeat referrals to Children's Social Care (in month)	Cllr E Moores	Monthly		N/A New Measure	(Prev Mth) ACTUAL 19.3% TARGET 21.0%	21.0%	20.9%	
M340(CP) Percent of Internal Audit Opinions resulting in Weak, Inadequate, Limited Assurance	Cllr A Jabbar	Quarterly		11%	(Prev Qtr) ACTUAL 11% TARGET 15%	15%	15%	
M365(CP) Percentage of Council annual apprentice levy distributed to employers and apprenticeship training agencies within Oldham	Cllr A Chadderton	Quarterly		43.7%	(Prev Qtr) ACTUAL 43.7% TARGET 13.0%	2.0%	3.4%	
M682a(CP) Children's Social Care – Percentage of completed assessments to timescale (in month)	Cllr E Moores	Monthly		N/A New Measure	(Prev Mth) ACTUAL 88.1% TARGET 80.0%	80.0%	96.7%	
S370(CP) Average time taken to process Council Tax Reduction (new claims and change events)	Cllr A Jabbar	Monthly		N/A New Measure	(Prev Mth) ACTUAL 19 days TARGET 15 days	15 days	37 days	

## Appendix II - Corporate Plan Actions Detail

Ref	Actions		Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
	 Complete	 Behind Schedule								
<b>Corporate Objective 1 : An inclusive economy where people and enterprise thrive</b>										
DA113	 Engagement with GMHSP(Health and Social Care Partnership) for the tender for Supported Employment Service and enable local improvement of employment of people with Learning Disabilities, Autism and Mental Health		Jayne Ratcliffe	Cllr Z Chauhan	13/7/2020	31/3/2020	1/4/2021	 This piece of work is due to start 1st August- this has been postponed from 1st April owing to Covid.	Mark Warren	15/7/2020
DC100	 Support Oldham Education Partnership Board in prioritising all the recommendations of Education & Skills Commission		Adrian Calvert	Cllr S Mushtaq	30/6/2020	31/3/2020	30/9/2020	 All of the work of the Oldham Education Partnership, Local Authority and Opportunity Area is integrated to ensure that priorities are met in a cohesive manner to ensure the best outcomes for the children and young people in Oldham. The exact work will have to be refocused due to the Covid-19 situation and this will be reviewed in due course.	Gerard Jones	22/7/2020
DC104	 Focus on raising standards in reading writing, maths and phonics to level up educational outcomes at the end of all key stages		Adrian Calvert	Cllr S Mushtaq	30/6/2020	31/3/2020	30/9/2020	 A range of projects have been in place working with the Local Authority, Oldham Education Partnership and Oldham Opportunity Area. Outcomes for summer 2019 were positive. Given the current Covid-19 situation we will not receive data for 2020.	Gerard Jones	22/7/2020
DC105	 Invest £37 million in new primary and secondary school facilities in order to meet demands on projected pupil need.		Andy Collinge	Cllr S Mushtaq	9/7/2020	31/3/2020	1/4/2024	 A comprehensive programme of investment in additional school places continues at pace and further plans are being formulated to enhance the offer to parents and meet our statutory obligations to provide sufficient school places and offer parents a choice of good school places.	Gerard Jones	22/7/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
DC111	Ensure all children are school ready when they are due to start school	Paula Healey	Cllr E Moores	10/7/2020	31/3/2020	30/9/2020	Schools and settings closed on 23 March 2020 owing to Covid-19. This is likely to have some longer term impact on our target to match school readiness by 2021 owing to potential gaps in learning and support that would have otherwise been in place.	Gerard Jones	22/7/2020
DC155	Get Oldham Working to engage with 6,000 residents and fill 5,000 new employment-related opportunities by 2020	Jon Bloor	Cllr S Fielding	14/4/2020	31/3/2020	31/3/2020	Since April 2016 the GOW phase 2 programme has filled 5,034 work related opportunities (against a target of 4,061). This consisted of 3,642 jobs, 117 traineeships, 606 apprenticeships & 669 Work experience placements. The programme has therefore achieved the target set 9 months early. It has been enhanced by £2.5m external funding.	Gerard Jones	30/4/2020
DC156	Encourage 'In work' progression to help at least 400 residents gain new skills so they can gain promotions up the career ladder (Career Advancement Service)	Jon Bloor	Cllr S Fielding	28/4/2020	31/3/2020	30/6/2020	Work is currently ongoing to review this programme. It has achieved significant uplift in salary levels for programme attendees. Funding ended March 2020 - work is ongoing to secure external funds.	Gerard Jones	30/4/2020
DC157	Fight for a Fair Employment borough, and lead the way as a GM Good Employment Charter member	Jon Bloor	Cllr S Fielding	28/4/2020	31/3/2020	30/6/2020	The Council is working towards signing the GM Good Employer Charter. It is also supporting this initiative with promotion via Growth Company and the Council Business Growth and Investment team.	Gerard Jones	30/4/2020
DC191	Explore options to support parents as co-educators, strengthening the partnership between council, schools and parents	Tony Shepherd	Cllr S Mushtaq	7/7/2020	31/3/2020	30/6/2020	Engagement through PCF, POINT and updates to the Local Offer. Co-production with partners has, and will continue to take place into the future as part of the SEND Strategy.	Gerard Jones	22/7/2020
DC193	Improve support for schools recruiting governors, particularly from underrepresented communities	Andy Collinge	Cllr S Mushtaq	9/7/2020	31/3/2020	1/4/2021	We continue to look at innovative ways to widen uptake of Governor vacancies across all communities in Oldham.	Gerard Jones	22/7/2020



Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
DC194	Council investment will have ensured by 2022 that all new school places created for Oldham children and young people are in good or outstanding schools.	Tony Shepherd	Cllr S Mushtaq	7/7/2020	31/3/2022	30/9/2022	Crompton House extension scheduled for completion by Sept 2020; North Chadderton extension paper to SMT; Leesbrook new build scheduled for opening Nov 2020; Bluecoat 2 new build for Sept 2022.	Gerard Jones	22/7/2020
DC195	Oldham to match the national level of school readiness by 2021 through supporting best practice in early family learning support programmes	Matthew Bulmer	Cllr S Mushtaq	7/7/2020	31/3/2021	31/7/2021	Predictive data suggests that data would rise again this year, however on May 5th the Government announced that early years foundation stage profile results 2019-20 publication has been cancelled due to Covid-19.	Gerard Jones	22/7/2020
DC196	Oldham children and young people (5-16) to report better than national averages of wellbeing by 2021 through targeted support for SEMH(Social Emotional and Mental Health) programmes in schools.	Matthew Bulmer	Cllr S Mushtaq	7/7/2020	31/3/2021	31/3/2021	There is no national wellbeing measure, so comparison with other areas is not possible. Oldham MHWB team developing a local measure to assess impact of targeted support programmes in schools. These continue through networks, training & joint working across services through COVID. Additional resource available from Nov 20 following a successful bid to GM MHIE	Gerard Jones	22/7/2020
DC197	Promote the Children's Champions scheme so that every child looked after has a champion to support them	Elaine Devaney	Cllr E Moores	6/7/2020	31/3/2020	30/6/2020	The scheme is not running to full capacity due to some restrictions still being in place with recruitment and facilitating young people in meetings during Covid-19. 37 young people have a champion and we have recently had 5 referrals from social workers expressing an interest for young people wanting to be involved in the scheme.	Gerard Jones	22/7/2020
DC198	Explore the options to provide free prescriptions to all children looked after and care leavers under 25	Elaine Devaney	Cllr E Moores	14/4/2020	31/3/2020	31/3/2020	The free prescriptions process is set-up. Health partners have agreed to fund all free prescriptions. One young person received their free prescriptions after testing the application process and the system is now live.	Gerard Jones	30/4/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
DE117	Improve security at bus stations, metrolink stops and car parks	Carol Brown	Cllr B Brownridge	1/7/2020	31/3/2020	30/9/2020	Appropriate interventions to be requested through TfGM as the responsible authority	Helen Lockwood	15/7/2020
DE119	Enhance and support all town centres by retaining and helping businesses to grow and thrive, and by encouraging new businesses to start up in empty properties	Emma Barton	Cllr S Fielding	6/7/2020	31/3/2020	30/9/2020	The Greaves under offer to a restaurant, due to open in December 2020. 18 Greaves Street is leased to micro bar due to open August 2020.  Work underway on 2 grant schemes in Royton and remaining schemes in Shaw and Lees. One outstanding scheme in Failsworth still to be completed.	Helen Lockwood	15/7/2020
DE139	Greater Manchester's Plan for Homes, Jobs and the Environment (aka GMSF): in partnership with GMCA, provide support for the opportunities and implications associated with the proposed development sites across the borough	Emma Barton	Cllr H Roberts	6/7/2020	31/3/2021	31/3/2021	Timeline for consultation on the Publication Plan is being reviewed – likely to be late Autumn. A report will be taken to GMCA at the end of July setting out the revised timeline at which point it will be in the public domain. There are risks still associated with this in relation to Covid-19 etc.	Helen Lockwood	15/7/2020
DE148	Maintain our 24-hour road repair promise for priority routes and invest in our secondary routes and highways	Gordon Anderson	Cllr B Brownridge	15/7/2020	31/3/2020	31/3/2021	The 2nd year of the 3 year £12m Highways Investment Programme is on target.	Helen Lockwood	15/7/2020
DE170	Review, develop and deliver a new Town Centre Vision, with an associated action plan, children's masterplan, and comprehensive investment plan, which will support our local communities and ensure it is a place that thrives.	Emma Barton	Cllr S Fielding	6/7/2020	31/3/2020	30/9/2020	Vision is under review to ensure it is suitable for post Covid and will be reported to Cabinet in the Autumn in conjunction with Creating a Better Place Review.  Communications plan to be developed in late Summer 2020 to coincide with the review of the Local Plan.  Work continues through Covid-19 period.	Helen Lockwood	15/7/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
DE171	Develop and deliver the Oldham Museum and Archive (OMA) Centre to enhance the cultural offer in the town centre	Emma Barton	Cllr S Fielding	6/7/2020	31/3/2021	31/3/2021	Some delays due to uncertainty with Covid-19 period. Progression to be confirmed following decision at Leadership in conjunction with Creating a Better Place review.	Helen Lockwood	15/7/2020
DE172	Develop and deliver the transformation of Oldham Mumps (Princes Gate) area	Emma Barton	Cllr S Fielding	6/7/2020	31/3/2021	31/3/2021	Travelodge and Lidl - discussions continue with developer regarding expected planning application and development timelines.  The Old Bank–offers received and highest scored bid will receive Heads of Terms in order to progress sale.  Site C housing site–feasibility and options being developed to support Creating a Better Place and Housing Strategy priorities	Helen Lockwood	15/7/2020
DE173	Develop options / business cases for key projects which will act as enablers for catalytic transformation of Our Town Centre - (examples - Market and retail offer, public services accommodation, culture offer and event space)	Emma Barton	Cllr S Fielding	6/7/2020	31/3/2020	30/6/2020	Significant opportunity being developed for town centre, which supports Creating a Better Place agenda.  Options around New Market building continue to be reviewed. Wider town centre options under review to ensure future sustainability of the market post Covid-19.	Helen Lockwood	15/7/2020
DE186	Develop Oldham town centre's night time economy, attracting new, high quality businesses and creating a connected, diverse and safe evening offer	Emma Barton	Cllr S Fielding	6/7/2020	31/3/2020	30/6/2020	The Town Centre Team has offered support to existing night-time economy businesses during the Covid-19 pandemic, including in relation to their re-opening.	Helen Lockwood	15/7/2020
DE187	Double the number of co-operative enterprises active in the borough	Emma Barton	Cllr S Fielding	6/7/2020	31/3/2020	30/6/2020	Work has continued to support the Oldham In Place Partnership LAP application and is now in development phase. This will create an approach that will secure greater development of social enterprises including Co-operative Enterprises.	Helen Lockwood	15/7/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
DE190	Identify sites for public water fountains to support our green agenda	Gail Aspinall	Cllr B Brownridge	6/7/2020	31/3/2020	30/6/2020	The GMCA has paused its water fountains project.	Helen Lockwood	15/7/2020
DE191	Extend our free weekend car parking pledge (up to 3 hours) with unlimited free parking on weekdays after 3pm.	Emma Barton	Cllr B Brownridge	6/7/2020	31/3/2020	30/6/2020	Report prepared to be submitted to Portfolio meeting. However – all parking arrangements relaxed and / or suspended to support key workers during Covid-19 period.	Helen Lockwood	15/7/2020
DP213	Establish joint working with planning to support health promoting environments within the context of the GM spatial framework for new homes, town centre planning and transport infrastructure planning	Katrina Stephens	Cllr Z Chauhan	6/7/2020	31/3/2020	30/6/2020	Work in response to Council motion on health impact assessments is progressing. A process to provide public health input into Licensing decisions has been scoped, and is on track. Work paused due to Covid-19.	Rebekah Sutcliffe	10/7/2020
DP414	Create a programme of events and activities to tackle social isolation and increase access to culture	Katrina Stephens	Cllr Z Chauhan	6/7/2020	31/3/2020	30/6/2020	Audio-Described & BSL tours and activities at Gallery Oldham on-going. The Unexpected activity programme engaging older people with history collections. Libraries of Sanctuary programme on-going. Reading Friends which targeted older social isolated people now includes younger LGBT groups. Autism & dementia friendly activities. Work paused due to Covid-19.	Rebekah Sutcliffe	10/7/2020
DP415	Develop the Local Cultural Education Partnerships	Katrina Stephens	Cllr B Brownridge	6/7/2020	31/3/2020	30/6/2020	Funding has been secured to appoint a co-ordinator. Core group has broken in to task teams to progress key activities. Continuing to explore match funding options to release Curious Minds development funds to progress objectives. Work paused due to Covid-19.	Rebekah Sutcliffe	10/7/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
<b>Corporate Objective 2 : Thriving communities where everyone is empowered to do their bit</b>									
DA104	Implement GM Learning Disabilities priorities ensuring all 10 priorities become BAU	Jayne Ratcliffe	Cllr Z Chauhan	13/7/2020	31/3/2020	1/9/2020	This is ongoing work and forms part of the workplan and the local LD strategy in Oldham.	Mark Warren	15/7/2020
DA112	Review of the community services statutory requirements and compliance to include;-Care Act-Social care Green paper-NHS 10-year plan compliance-LPS(Liberty Protection Safeguarding)/MCA(Mental Capacity Act)	David Garner	Cllr Z Chauhan	10/7/2020	31/12/2019	30/9/2020	This continues as an ongoing piece of work that requires ongoing horizon scanning and action on key pieces of legislation and statutory guidance impacting on the work of community services. This is particularly relevant in regard to the response to the C-19 pandemic and the future of health and social care as part of the building back better programme.	Mark Warren	15/7/2020
DA115	New legislative frameworks relating to MCA(Mental Capacity Act)/LPS(Liberty Protection Safeguarding) are embedded confidently in practice and leads to an increase in CoP DoLs in community settings	Hayley Eccles	Cllr Z Chauhan	10/7/2020	31/3/2021	31/3/2021	Our information and guidance for the workforce are in line, uphold & work in adherence to the Mental Capacity Act. We are developing Mental capacity training to support our workforce to be confident & effective in undertaking mental Capacity assessments remotely during the Covid period. LP planning is ongoing & we are meeting with national leads in July 2020	Mark Warren	15/7/2020
DA121	Monitor the effectiveness of the new RAS approach and further develop our personalised approach to our customer's health and social care journey.	Kirsty Littlewood	Cllr Z Chauhan	30/4/2020	31/3/2020	30/6/2020	Reporting arrangements now in place to monitor outputs from the RAS and sub groups established to lead on reviewing the data, to ensure the system is effective.	Mark Warren	15/7/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
DA123	OMBC to continue to take a lead GM role in the GM transformation agenda, working across the core features of the GM ASC Transformation model (which includes supporting people to live independent lives for longer in their own homes)	David Garner	Cllr Z Chauhan	10/7/2020	31/3/2020	30/9/2020	This is an ongoing piece of work that includes involvement in a wide range of different GM Transformation Agendas that reflect the priorities of the Oldham Locality Plan. Involvement levels are dependent on the specific activities. This activity ensures Oldham is represented and takes a lead where appropriate and is able to report on levels of involvement.	Mark Warren	15/7/2020
DA125	Achievement of our joint vision and priorities for the community health and adult social care service, covering key areas, such as stakeholder relationship, access to services, community enablement and IMT.	Mark Warren	Cllr Z Chauhan	10/7/2020	31/3/2020	31/3/2021	Priorities continue to be developed and remain at multiple stages of implementation. This will form a key part of the C-19 recovery planning and subsequent business plan under development within CHASC and includes the formalisation of an interim alliance model. This includes the development of a three stage plan. CHASC will now progress to the next stage.	Mark Warren	15/7/2020
DC167	Deliver on the corporate parenting strategy to significantly improve the life chances of every child in Oldham's care.	Elaine Devaney	Cllr E Moores	6/7/2020	31/3/2022	31/3/2022	During the Covid period we have provided additional laptops and mobile phones so that our children and young people can continue to study and keep in contact with important people in their lives. Listening to our children and young people is important to us and this will be easier with the new participation app 'Mind of My Own' being rolled out in Oldham.	Gerard Jones	22/7/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
DC171	Collaborate with the Early Intervention and Prevention Review in the development of Oldham Family Connect to ensure that recommendations are implemented in line with our ambition for Children in Oldham	Elaine Devaney	Cllr A Chadderton	14/4/2020	31/3/2020	31/3/2020	The review findings are being used to inform the development of the Oldham Family connect model. A group has been convened to steer the development of the tender for the contracted lower level services and connectivity with Oldham Family Connect.	Gerard Jones	30/4/2020
DC190	Support schools to set up breakfast clubs in every ward, and continue projects to tackle holiday hunger	Amanda Richardson	Cllr S Mushtaq	14/7/2020	31/3/2020	1/12/2020	Schools and settings closed on 23 March 2020 owing to Covid-19. Alternative model for FSM feeding is in place locally and nationally. The government has announced a package of support for pupils in receipt of FSM during summer holidays and schools are engaged with the implementation of this. A report will go to Portfolio in due course re: breakfast clubs.	Gerard Jones	22/7/2020
DC199	Review our fostering and adoption service to create more, stable places for children looked after, including through an incentive scheme for residents to become foster carers	Elaine Devaney	Cllr E Moores	7/7/2020	31/3/2020	30/9/2020	The retention of foster carers in the Fostering Service remains strong. We are reviewing our skills based assessment to ensure foster carers are supported and equipped to provide stability for Children and Young People within a family setting who have the most complex needs and behaviours. Stability has improved with 71% of children in a stable placement.	Gerard Jones	22/7/2020



Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
DC200	Continue to work to ensure that all our Children Looked After are placed in the borough	Elaine Devaney	Cllr E Moores	7/7/2020	31/3/2021	1/4/2021	83% of Children Looked After are placed within Oldham provision. 90% of CLA are placed within a 20 mile radius of the child's home. This is above statistical neighbours at 84%. Placing children in Oldham where safe to do so and regular review of out of borough placements remains a priority at the Access to Resource Panel.	Gerard Jones	22/7/2020
DE124	Deliver pipeline of 1,000 new homes across the borough – with a range of high quality affordable and aspirational housing	Emma Barton	Cllr H Roberts	6/7/2020	31/3/2022	31/3/2022	Building sites now operational after CV-19 shutdown. None operating at full capacity. Impact of CV-19 unknown. Completing reports for 38 new affordable homes in Alt by First Choice, 39 shared ownership & affordable rent by Great Places in Royton. Proposal for 360 units in Town Centre being developed. Countryside commencing Site Investigations at Fitton Hill.	Helen Lockwood	15/7/2020
DE126	Commit to preserving and enhancing the quality of our environment. Prosecuting fly tippers and people who drop litter	Carol Brown	Cllr B Brownridge	1/7/2020	31/3/2020	30/9/2020	Enforcement work reacting to service requests continues. Additional work to support cleaner air around schools and the appropriate use of legislation is currently underway.	Helen Lockwood	15/7/2020
DE132	Review, adopt and implement a new Oldham Housing Strategy 2019	Emma Barton	Cllr H Roberts	6/7/2020	31/3/2022	31/3/2022	Draft MoU being worked up with Resonance, specialists in Social Investment. Individual MoU's with key housing providers being compiled to engage them with the Creating a Better Place Programme. Low carbon Council owned family homes being built at Primrose Bank. Oldham Code being developed to raise design and energy efficiency standards.	Helen Lockwood	15/7/2020



Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
DE140	Local Plan Review (Issues and Options)	Emma Barton	Cllr H Roberts	6/7/2020	31/3/2021	31/3/2021	Timeline for consultation on Issues and Options has been revised in light of Covid-19. Consultation now proposed for late Autumn. The Local Development Scheme will need to be revised once GMSF timeline is public.	Helen Lockwood	15/7/2020
DE144	Develop a joint programme of works to improve Air Quality across the Borough and Greater Manchester area	Carol Brown	Cllr B Brownridge	1/7/2020	31/3/2020	30/9/2020	Delays from Government in the response to the submitted Outline business case. Consultation delayed and work affected by the Covid-19 outbreak.	Helen Lockwood	15/7/2020
DE169	Improving Private Rented Sector standards	Emma Barton	Cllr H Roberts	6/7/2020	31/3/2022	31/3/2022	Delivery of the pilot being explored with Unity colleagues accessing Building Work frameworks to engage contractors and work to start on site. New property surveys being scheduled. Incentives within the Bond and Leasing Schemes enabling engagement with landlords to bring their properties to a good standard so they can let their properties through the Council	Helen Lockwood	15/7/2020
DE188	Establish the Oldham Code, setting our expectations for the quality of new homes	Emma Barton	Cllr S Fielding	6/7/2020	31/3/2020	30/6/2020	Work on the Oldham Code has been delayed due to Covid-19 and the need to focus on GMSF / Local Plan Issues and Options. This can be picked up once out to consultation on GMSF / Local Plan Issues and Options if needed. Or it can be looked at as part of the Local Plan review.	Helen Lockwood	15/7/2020
DE189	Work with stakeholders and the wider community to develop voluntary solutions to the problem of vehicle use around schools and vehicle idling; civil enforcement [also see DE192]	Emma Barton	Cllr S Fielding	8/4/2020	31/3/2020	30/6/2020	Resolved.	Helen Lockwood	30/4/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
DE192	Work with stakeholders and the wider community to develop voluntary solutions to the problem of vehicle use around schools and vehicle idling; vehicle emissions [also see DE189]	Carol Brown	Cllr B Brownridge	1/7/2020	31/3/2020	30/9/2020	Work to support cleaner air around schools and the appropriate use of legislation is currently underway.	Helen Lockwood	15/7/2020
DP293	Lead the strategic development of place based integration and reform across the borough and implement planning for the GM reform white paper.	Vicky Sugars	Cllr S Fielding	9/7/2020	31/3/2020	30/9/2020	Design partner awarded with a Plan in place. Accelerated aspects of the Model are now in place due to the work on Community Bronze and Hubs First Reform Board has taken place and Implementation Plans under development.	Rebekah Sutcliffe	10/7/2020
DP359	Work with Senior Officers and Elected Members to develop a narrative for both the place and the organisation that reflects our ambitions, our priorities and our values.	Shelley Kipling	Cllr S Fielding	15/7/2020	31/3/2020	30/9/2020	Work on the development of a narrative for the Council is being taken forward as part of plans for the Team Oldham Corporate Plan delayed owing to Covid-19. The Team Oldham Plan is due to go through a sign off process prior to being presented at Full Council for approval in September.	Rebekah Sutcliffe	17/7/2020
DP363	Work with Oldham Coliseum and Arts Council England to agree a sustainable model for the future of performing arts in the borough	Sheena Macfarlane	Cllr S Fielding	9/7/2020	31/3/2020	30/6/2020	Phase 2 is on-going and has been delayed due to covid 19 and changes to Arts Council funding programmes and priorities. Wider stakeholder engagement also deferred due to Covid. Project now aligned with Town Board work and activity is supporting both workstreams.	Rebekah Sutcliffe	10/7/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
DP366	Review of prevention and early intervention to inform recommissioning of Early Help	Liz Lyons	Cllr A Chadderton	9/7/2020	31/3/2020	31/12/2020	Review completed– Ext to external commissions granted by Cabinet in Nov. Procurement on track for 2 main features of contract for Early Intervention (Formally low & medium level Early Help) & Health Improvement & Weight management services. Additional month on ITT granted due to COVID 19 situation, new go live Nov 20	Rebekah Sutcliffe	10/7/2020
DP413	Develop Northern Roots, building relationships with partners and stakeholders, and consulting with residents. [An action in the Economy portfolio re the Alexandra Park depot exists – DE142]	Anna Da Silva	Cllr S Fielding	9/7/2020	31/3/2020	30/9/2020	Northern Roots is progressing well. The Northern Roots charitable company has been set up and initial Directors appointed. Consultation with residents, partners and stakeholders is ongoing as possible under Covid 19 conditions. Funding application to Towns Fund to be submitted by the end of July 2020.	Rebekah Sutcliffe	10/7/2020
DP416	Encourage wider use of our excellent leisure facilities, and better food choices through Healthy Oldham promotions targeting those who benefit the most	Katrina Stephens	Cllr Z Chauhan	6/7/2020	31/3/2020	30/6/2020	Promoting physical activity opportunities and healthier food choices are key themes in the developing healthy weight and physical activity strategy, including local adoption of the 'That Counts' campaign. Work is underway through the LDP to develop and promote a wider leisure and physical activity offer for the borough. Work paused due to Covid-19.	Rebekah Sutcliffe	10/7/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
<b>Corporate Objective 3 : Cooperative services with people and social value at their heart</b>									
DA105	Lead the work being undertaken with partner organisations to implement a new approach to the delivery of community enablement	David Garner	Cllr Z Chauhan	10/7/2020	31/3/2021	31/3/2021	The Community Enablement Transformation Programme is ongoing. A longer term planning review for implementation of the overall enablement programme is now underway along with a business case for phase 2 being developed. The enablement teams are a key part of the response to C-19. Longer term plans are drafted & form part of the review of Transformation.	Mark Warren	15/7/2020
DA108	Implementation of the phase 2 cluster and specialised service integration programme to realise true integrated service delivery (links to several business planning actions)	Jayne Ratcliffe	Cllr Z Chauhan	13/7/2020	31/3/2020	30/9/2020	Integration of Community Health & Adult Social Care is ongoing at both a strategic and operational level. Work is underway to establish the organisational form of CHASC going forward which will include the further integration of the place-based clusters and links to the Primary Care Networks as well as specialist service provision.	Mark Warren	15/7/2020
DA110	Oversee the transition of clinical services to NCA(Northern Care Alliance) and ensure OMBC staff and priorities are embedded within the revised governance and employer model arrangements	Mark Warren	Cllr Z Chauhan	8/10/2019	31/8/2019	31/8/2019	Transfer of staff successfully took place on 1 July. The first 100 day check has been completed and work continues to monitor the impact of the transfer.	Mark Warren	30/4/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
DA111	Development of an Oldham Cares Strategic Commissioning Function (SCF) with the CCG to enable transition to a single commissioning function	Mike Barker	Cllr Z Chauhan	10/7/2020	31/12/2019	1/3/2021	We are progressing to a end of March 2021 deadline. Work to decant the CCG from Ellen House into the Civic Centre will be complete by the end of August, the shared IT platform to support and enable integrated working is on track. Staffing structures are now being developed alongside new governance structure.	Mark Warren	15/7/2020
DA117	Implement a redesigned, integrated safeguarding model	Hayley Eccles	Cllr Z Chauhan	10/7/2020	31/3/2020	1/7/2021	The Head of Adults Strategic safeguarding was appointed on the 1st July 2020. The redesigned safeguarding model is now completed. The integrated Safeguarding model is ongoing with focussed work ongoing in relation to mental health, transition and complex and contextual safeguarding.	Mark Warren	15/7/2020
DC20	Inclusion (SEND) Strategy will aim to- Increase children educated in the borough- Reduce EHC requests and use resources flexibly- Improve post 19 provision- Ensure a sustainable and effective local offer is in place	Paula Green	Cllr S Mushtaq	30/4/2020	31/3/2020	30/9/2020	Requests for EHCP needs assessments & the process of assessment continue despite C-19. The EHCP recovery plan is underway through SEND annual review team. The impact of the SEND Strategy is being reviewed during summer term 2020 as part of a wider review in to the high needs block provision. Recommendations will be finalised by 1st May.	Gerard Jones	22/7/2020
DE162	The Medium Term Property Strategy (MTPS) is focused on rationalising the Council's Corporate Estate (over a 4 year period)	Emma Barton	Cllr S Fielding	6/7/2020	31/3/2022	31/3/2022	New MTPS delivered as part of Creating a Better Place.  A number of theme work streams are progressing review land and property requirements and support savings plans and future disposals.	Helen Lockwood	15/7/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
DS103	Through our Welfare Rights Service, support people adversely affected by Welfare Reform.	Anne Ryans	Cllr A Jabbar	4/7/2020	31/3/2020	30/9/2020	The team continues to proactively support those who who contact the team for assistance and have developed out reach arrangements with cluster teams. The team is working to achieve additional financial support for customers (£1m for a full year). Progress towards this target will be reported in future updates	Mike Barker	15/7/2020
DS184	Supporting delivery against key strategies including the town centre vision, the medium term property strategy, income strategy and commercial property investment strategy	Anne Ryans	Cllr A Jabbar	4/7/2020	31/3/2020	30/9/2020	Work continues to support these strategies but due to coronavirus there is a major review of the Creating a Better Place overarching development strategy approved as part of the capital programme at 26 Feb. 2020 Council. Finance officers attend all meetings, working groups and Member briefings to progress the town centre vision	Mike Barker	15/7/2020
DS232	Procurement will carry out a due diligence exercise establishing by category of spend business types within Oldham	Steve Boyd	Cllr A Jabbar	8/7/2020	31/3/2020	30/6/2020	Procurement have now completed the task of identifying local businesses by category type, and have now started the process of targeted engagement with Oldham Suppliers within the various cohorts.	Mike Barker	15/7/2020
DS240	Review council report templates to include the impact on children and young people on every report	Elizabeth Drogan	Cllr S Fielding	15/7/2020	31/3/2020	30/9/2020	Template currently being finalised.	Paul Entwistle	4/8/2020
DS242	Deliver IT Strategic Roadmap within agreed timeframes in project plan.	Chris Petrie	Cllr A Jabbar	6/4/2020	31/3/2021	31/3/2021	The IT strategic roadmap has been reprofiled and approved by the Strategic Investment Board (SIB). Individual projects are reported and tracked through the SIB during its monthly meetings.	Helen Lockwood	15/7/2020

Accountable Lead

Craig Dale

Follow-up Action

Due to Covid-19 we temporarily moved to weekly refuse collection only, this ensured that we maintained a collection of the most essential waste produced. This was on the back of reduced staffing numbers and the need to protect those staff in work. This affected our recycling rate significantly. We have since reintroduced recycling but with a reduced organic collection scheme (three weekly from weekly) the recycling rate is a result of the initial changes combined with the ongoing 3 weekly organic cycle, however it remains the case that we are unlikely to meet our target for some time due to the revised organic collection schedules in place.

Target Date

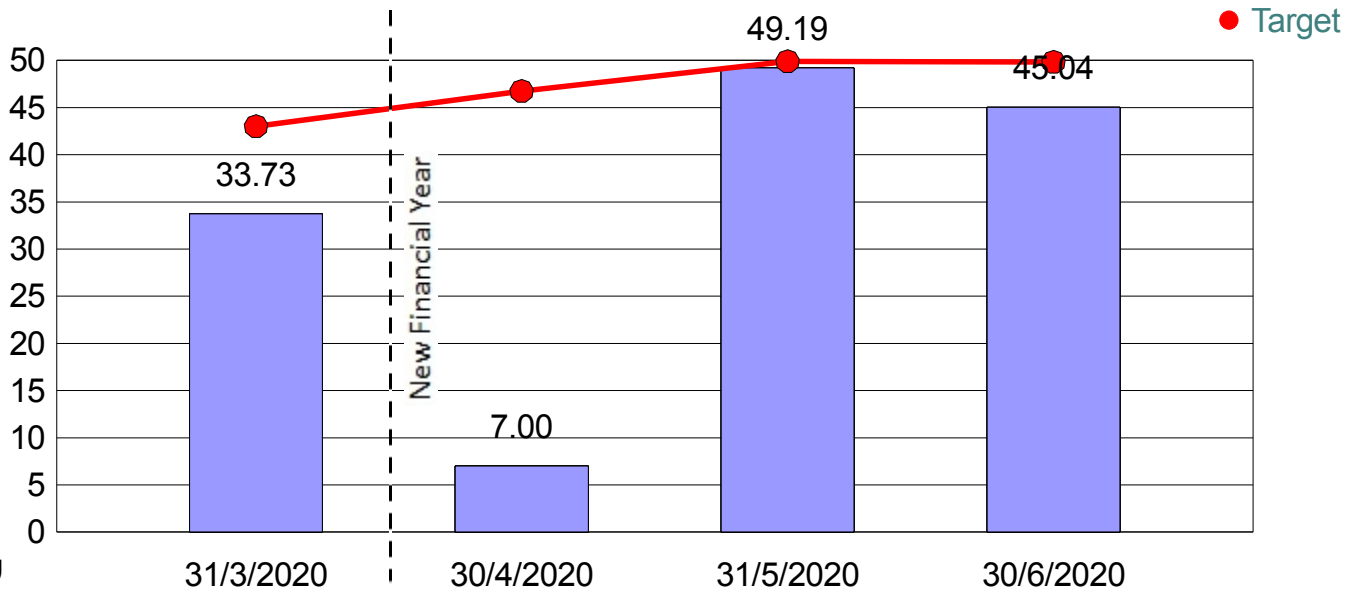
no date available

Director Assurance

Carol Brown

Whilst safety of our staff remains the priority we are currently examining opportunities to increase the number of operatives that can travel in the refuse collection vehicles and enable the return to a weekly organic waste collection.

Current and Previous Performance



Page 9  
Benchmarking Period  
Financial year

01 Apr 18

to

31 Mar 19

Updated

Annually

Averages

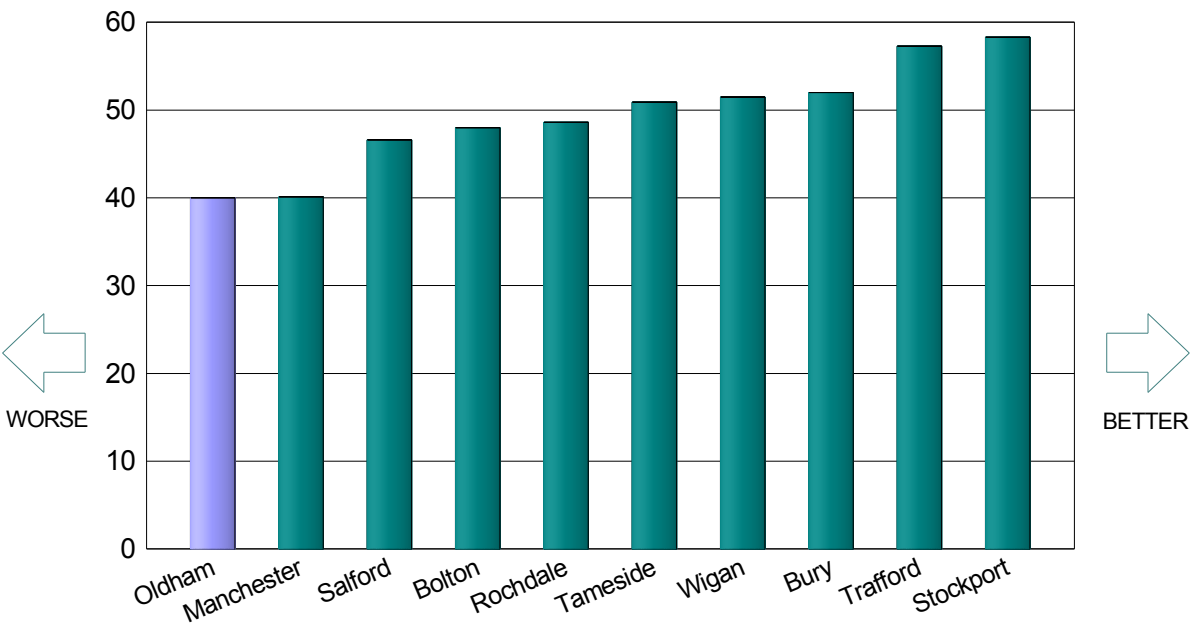
Geographical neighbours 43.78

English authorities 41.97

GMCA 49.33

CIPFA nearest neighbours 41.17

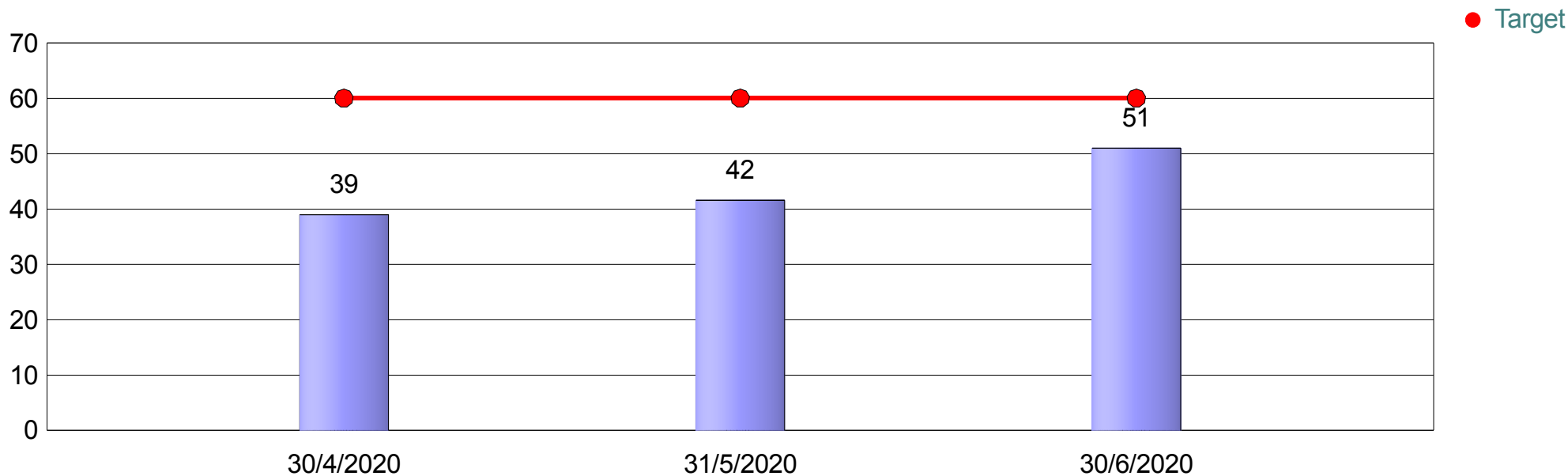
Benchmarking Definition: Percentage of household waste sent for reuse, recycling and composting (annual) (%)



← WORSE

→ BETTER

Current and Previous Performance



Page 98

Follow Up Action and Assurance Details

Accountable Lead

Sara Scholey

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

Current position: Performance has improved by 10% over the past month to 51% - this is still below our target of 60% however indicates significant progression. Changes to lockdown has seen young people return back to work which is encouraging. There has been a concentrated effort to ensure data is recorded accurately but also more frequently. We have also implemented a change to how the data is recorded to streamline the process for the workforce.

Actions: Work is continuing to raise the profile in respect of the EET agenda and we are moving forward with our service plan to identify an EET champion to bring detailed focus on improvement, create a reporting tracker to monitor performance, introduce NEET action plans for individual young people and develop an EET strategy.

Director Assurance

Elaine Devaney

We are progressing the EET monitoring meeting with partners to support young people aged 19-21 into Education, Employment and Training. In September colleges will join the group to understand and strengthen the offer further. There continues to be a significant impact on young people due to Covid and the availability of opportunities. Some development work will commence in September to review how the council supports Care Leavers in relation to employment, training and apprenticeships.



**Red Measure**

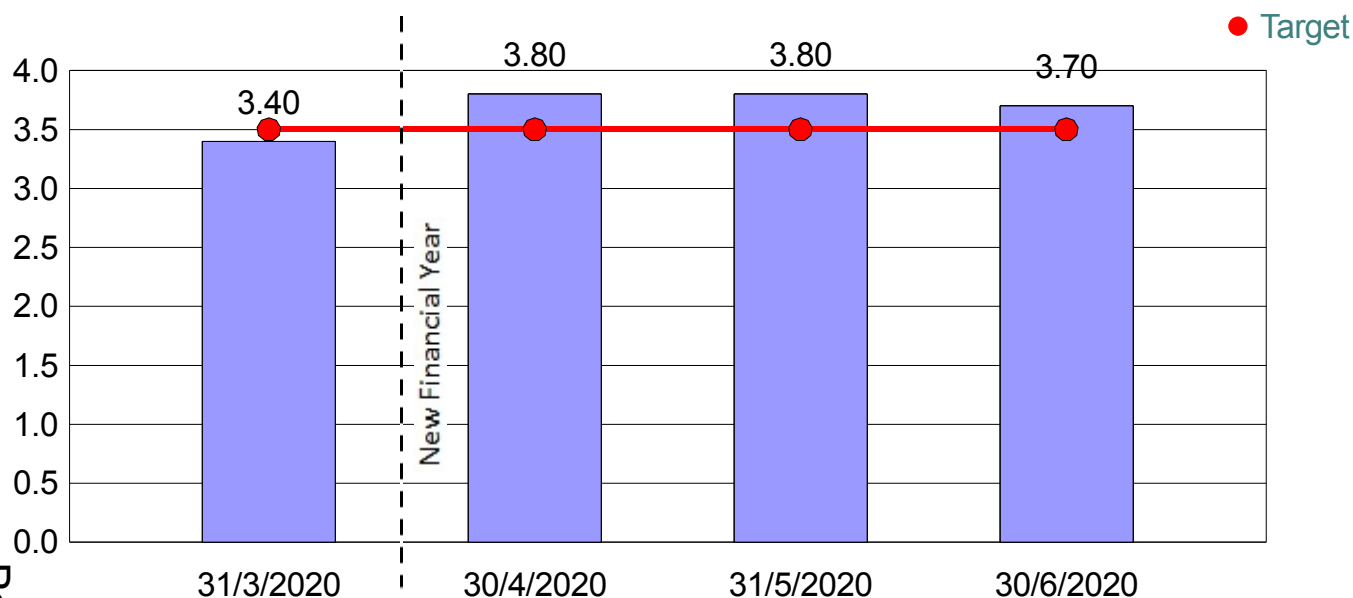
M640(CP) Percent of 16 to 17 year olds who are not in education, employment or training (NEET)

**Follow Up Action and Assurance Details**

Accountable Lead

Donna Lewis

**Current and Previous Performance**



Follow-up Action

Actual for June is 3.7%. Positive Steps continue to work hard to engage, support and facilitate a return to a positive EET destination for this group of young people, for the remainder of this academic year but also to encourage Participation from Sept.

The virtual offer has been mapped out for young people who are exploring their options. We expect to see an increase in NEET as young people find out if their employment is still available to them. A variety of activities around transition, engagement, employer led careers workshops and changes to reporting systems with FE settings are in place for the summer and new term which will hopefully help to buffer any negative impacts of the economic position and ensure that young people have an opportunity to engage and maintain positive wellbeing.

Target Date

no date available

Director Assurance

Tony Shepherd

NEET Performance in the year until March had been positive in relation to the target, the unknown rate is also performing better than national average which indicates that we have less young people not known to the PS IAG service. The consequent increase in Apr–Jun shows the impact of Covid on employment and Training opportunities.

Benchmarking Period  
Calendar year

01 Jan 18  
to  
31 Dec 18

Updated  
Annually

Averages

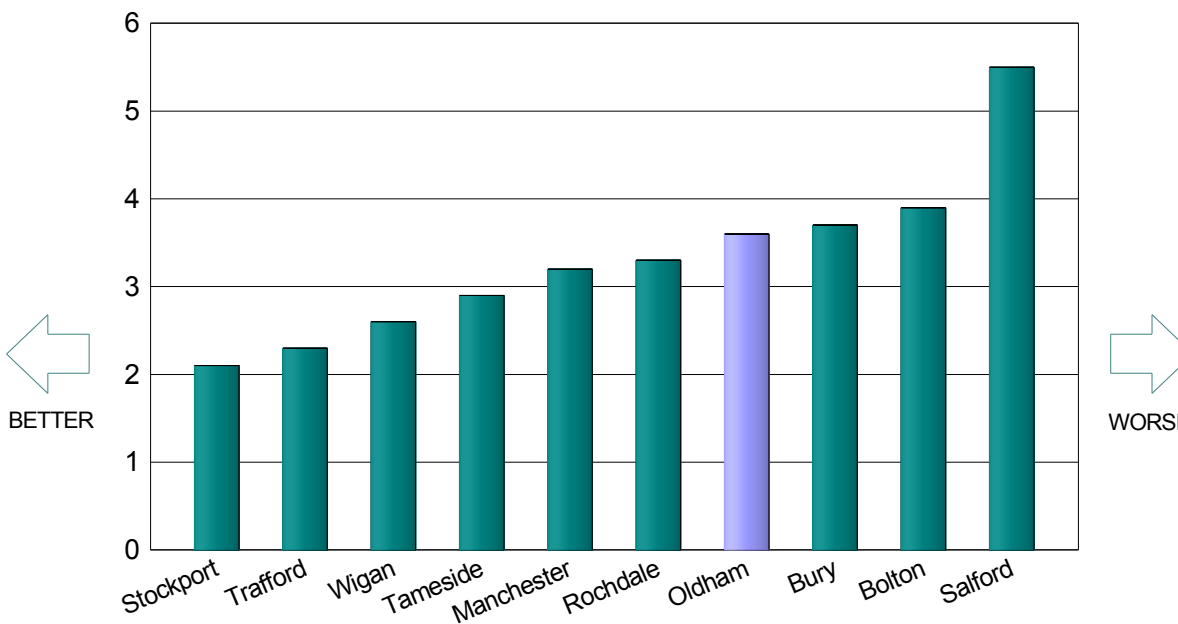
Geographical neighbours 3.0

English authorities 2.7

GMCA 3.3

CIPFA nearest neighbours 3.4

Benchmarking Definition : Proportion of 16 and 17 year olds who were not in education, employment or training (NEET) (%)

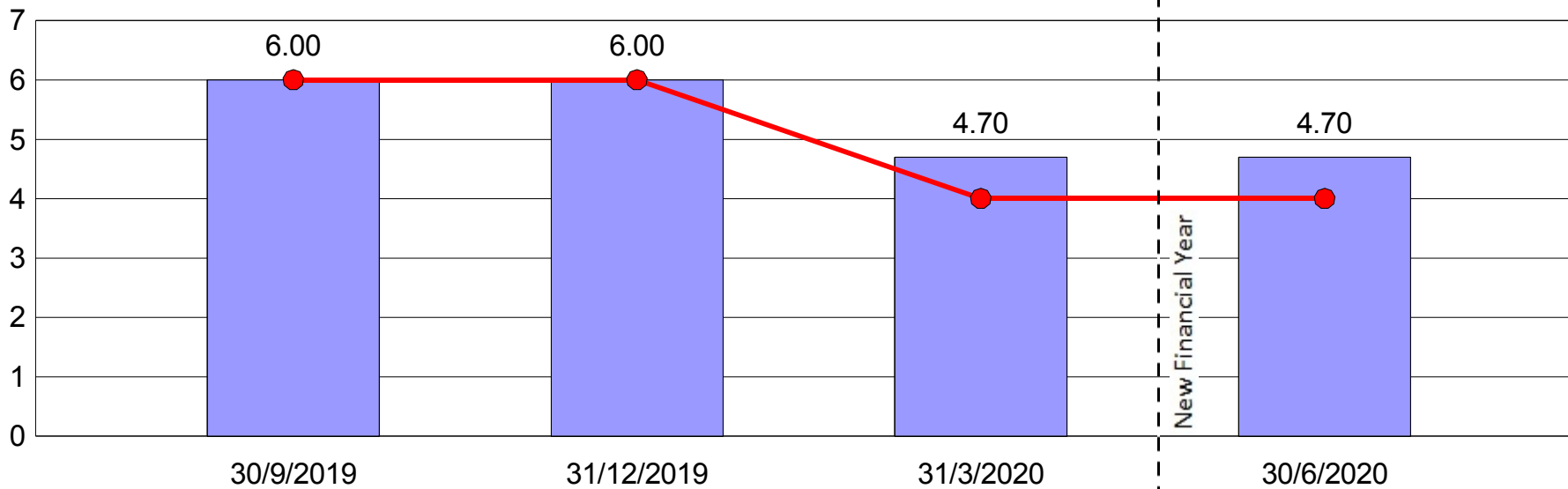


← BETTER

→ WORSE

Current and Previous Performance

● Target



Page 100

Follow Up Action and Assurance Details

Accountable Lead

Carol Brown

Target Date

31 Mar 2021

No Benchmarking Available

Accountable Lead Follow Up Action

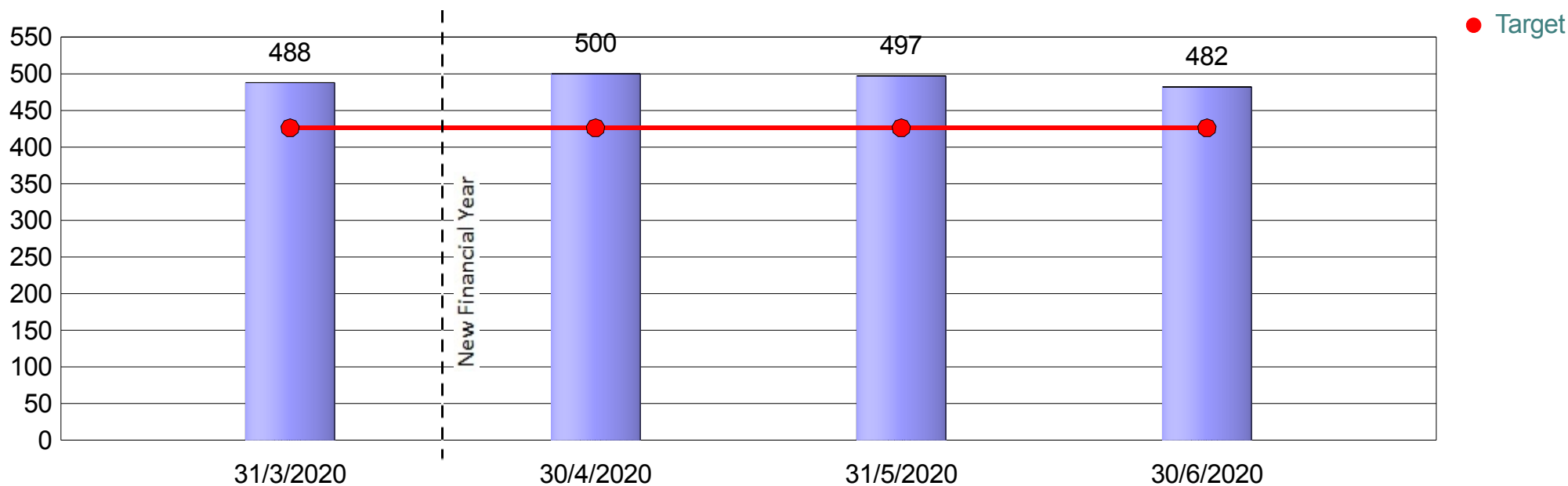
There is a need to expand the measures used to track highways investment and improvement to include secondary routes and this will be worked through over the review period.

Director Assurance

Carol Brown

See Accountable Lead Follow Up Action comments

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Sara Scholey

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

Current position: Performance has improved again this month and is currently standing at 482.2 days, and whilst this remains above our target we are now performing below our statistical neighbours (486 days) which is positive. Performance is likely to fluctuate over the next couple of months as we continue to support children through the adoption process. A small number of children have been adopted over the past month all within timescale which has impacted positively, however there are still individual cases where timescales have been exceeded which will lead to further fluctuation. The tracking and monitoring of all cases continues to develop and become imbedded into practice.

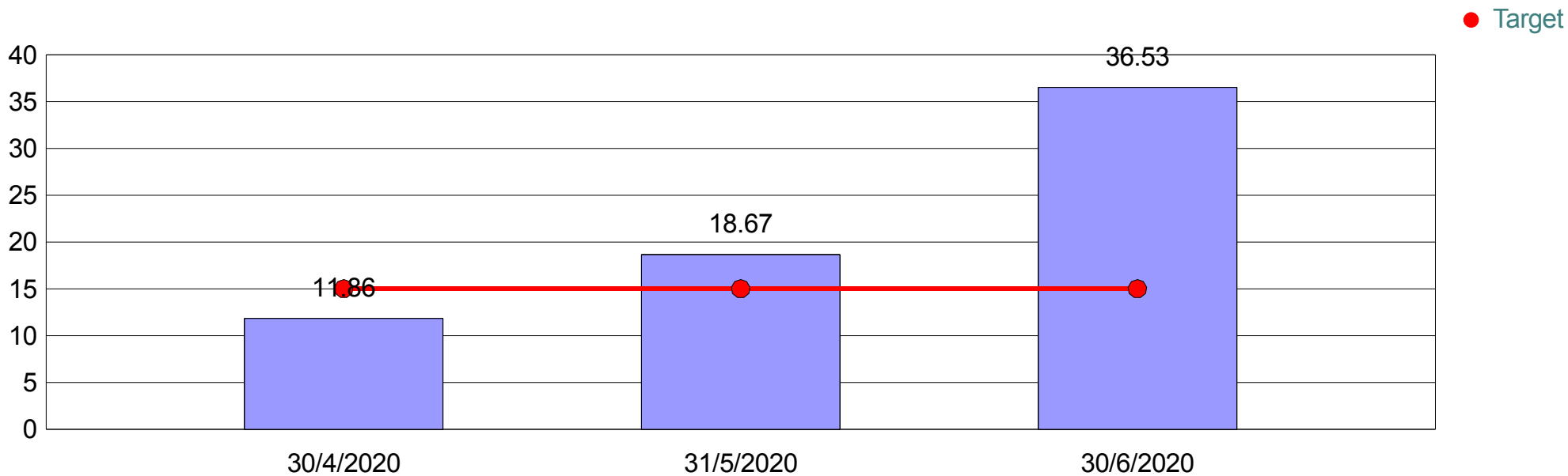
Actions: The detailed work continues within the service with the focus on early permanence becoming embedded as “business as usual”. We have recruited a permanence strategic lead to work across all service areas to ensure systems are robust to avoid drift and delay to deliver best practice so that children are placed with their ‘forever family’ in a timely manner.

Director Assurance

Elaine Devaney

The permanence planning for some children in care for a long period has left the service with legacy issues. We are addressing pathway planning yet there are no quick solutions as children move through the court process. Small numbers of children are going through Adoption, so the performance figure is impacted by very few going over timescale. Robust tracking processes are now in place in Mosaic and monitored weekly. We are scrutinising processes throughout the child’s journey to permanence.

Current and Previous Performance



Page 102

Follow Up Action and Assurance Details

Accountable Lead

Caroline Lee

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

Claims for Council Tax Reduction have increased significantly since lockdown. Overall volumes of post into the benefit service increased by 59% by the end of June 2020 (29,231 compared with 16,484 over the period April to June 2019) and the Council estimates that the working age Council Tax Reduction caseload could increase by 25% over the course of the year. At the same time as this increase in demand, remote access to core benefit processing systems has reduced productivity in lockdown by an estimated 20% but is steadily improving as a result of on-going work by ICT to strengthen the ability to home work. This includes the current pilot testing of a new online platform for accessing the Revenues and Benefits system. To help address the demand and backlog, the service has already recruited 2.5 fte agency staff to augment the resources available to process Council Tax Reduction (CTR) claims and has redeployed 2 staff from other teams to support activity in this priority area. Overtime has also been offered to Revenues and Benefit staff to tackle the outstanding post for both Council Tax and CTR and this has increased resourcing in this area equivalent to 3.5FTE. Further work to assess likely resources to cover the demand for the medium term is underway.

Director Assurance

Anne Ryans

There are area combination of factors which have led to this variance to target performance, all of which are caused by the impact of the pandemic. Action is being taken to address these issues including the engagement of additional staffing resource, however, this remains an area of concern. There is close liaison with Unity team to monitor the position and agree any further actions that may be required to improve performance.

# Appendix IV - Risks associated with Actions

Details of any Red risks will appear below the matrices

All risks

A	0	1	0	0
B	0	0	10	0
C	0	0	15	0
D	1	3	4	0
E	0	0	0	0
	IV	III	II	I

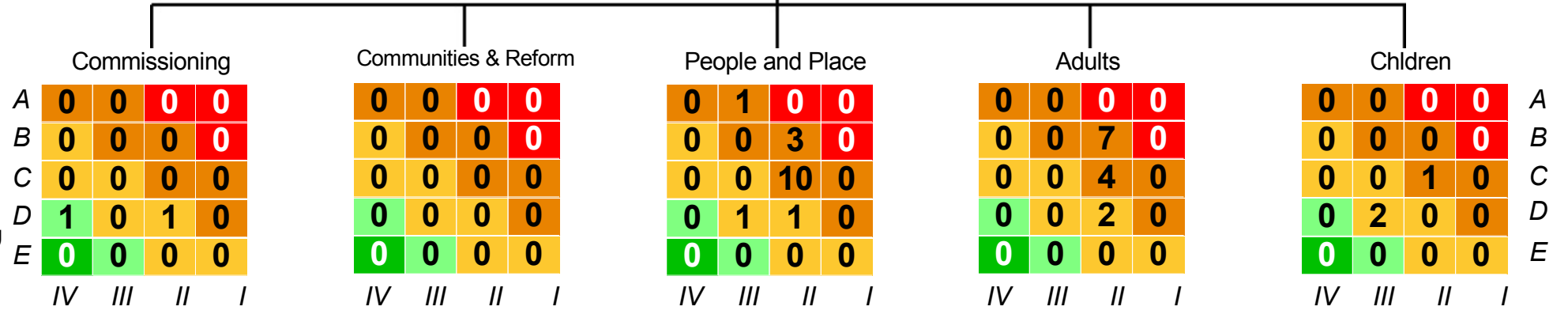
Likelihood

- A Very High
- B High
- C Significant
- D Low
- E Very Low

Impact

- I Catastrophic
- II Critical
- III Marginal
- IV Negligible

Page 103



Linked to Action	Ref	Risk Updater	Risk Description	Cabinet Member	Likelihood	Impact	Mitigation	Date Risk Reviewed
No Red risks to display								

**Appendix V - Amendments**

Details of potential changes to be made to the Corporate Performance Report

Performance Measure amendment(s)

<b>Measure Name</b>	<b>Amendment</b>
	None requested this month.

Action amendment(s)

<b>Action Name</b>	<b>Amendment</b>
	None requested this month.

Page 104

# Appendix VI - Suspended Corporate Measures

## Suspended Measures - owing to the impact of Covid-19

M63(CP)	Number of visitors to Gallery Oldham
M69(CP)	Number of library visits per 1000 population. To library service points - not including web visits
M197(CP)	Number of visits to OCL Leisure Centres per 1000 population
M356(CP)	Number of work related opportunities created by Get Oldham Working
M357a(CP)	Number of Get Oldham Working related Job opportunities filled
M393(CP)	Number of businesses supported after being successfully included in a referral package / programme.
M408(CP)	Total new homes built
M409(CP)	Percentage of completed homes that are affordable
M494(CP)	Number of food hygiene inspections
M565(CP)	Delayed days (per 100,000 of the population) aged 18+ attributable to social care in England
M566(CP)	Percentage of care home beds rated as `Good` or `Outstanding` (NW ADASS CQC Data reports)
M567(CP)	Percentage of community based providers rated as 'Good' or Outstanding
M648(CP)	% of children who have reached a Good Level of Development (GLD) at the end of the Early Years Foundation Stage.
M649(CP)	Percentage take up of 2 year-old children benefitting from funded early education places
M657(CP)	Percentage of children who pass the Year 1 Phonics screening test.
M659(CP)	Percent of NHS Health Checks offered which were taken up in the Quarter
M700(CP)	Attendance rates in Oldham Primary and Secondary Schools
M722(CP)	Percentage of pupils in good/outstanding Oldham schools
M730(CP)	Percentage of pupils achieving the national standard in reading, writing and mathematics at the end of Key Stage 2
M804(CP)	Percentage of young people who achieve level 5+ in both English and mathematics at KS4
M863(CP)	Percent of eligible adults aged 65+ who have received the flu vaccine
S357(CP)	Percentage of council tax in year collected of the total owed (cumulative)
S368(CP)	Percentage of national non domestic rates (NDR) collected in year as a % of the total owed

This page is intentionally left blank



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank