

***OVERVIEW AND SCRUTINY PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE***  
***Overview & Scrutiny Committee***  
***Agenda***

Date Thursday 25 June 2020

Time 6.00 pm

Venue Virtual Meeting

[https://www.oldham.gov.uk/info/200608/meetings/1940/live\\_council\\_meetings\\_online](https://www.oldham.gov.uk/info/200608/meetings/1940/live_council_meetings_online)

Notes 1. DECLARATIONS OF INTEREST- If a Member requires 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 Constitutional Services at least 24 hours in advance of the meeting.

2. CONTACT OFFICER for this agenda is Constitutional Services, email [Constitutional.Services@oldham.gov.uk](mailto:Constitutional.Services@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 Monday, 22 June 2020. The question will be read out by the Chair and a response will be provided at the meeting.

4. FILMING – The 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. Disruptive and anti-social behaviour will always be filmed.

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**MEMBERSHIP OF THE OVERVIEW AND SCRUTINY PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE**

Councillors Ahmad (Chair), Phythian, Stretton, Salamat, Byrne, Haque, Harkness and Shuttleworth

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        Minutes of Previous Meeting (Pages 1 - 6)

The minutes of the Performance and Value For Money Select Committee held on 12<sup>th</sup> March 2020 are attached for approval.

5        Public Question Time

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

6        Minutes of the Overview and Scrutiny Board to note (Pages 7 - 16)

The minutes of the Overview and Scrutiny Board held on 3<sup>rd</sup> March 2020 are attached for noting.

7        Minutes of the GMCA Corporate Issues and Reform Overview and Scrutiny Committee (Pages 17 - 24)

The minutes of the GMCA Corporate Issues and Reform Overview and Scrutiny Committee held on 11<sup>th</sup> February 2020 are attached for noting.

8        Minutes of the GMCA Economy, Business Growth and Skills Overview and Scrutiny Committee (Pages 25 - 32)

The minutes of the GMCA Economy, Business Growth and Skills Overview and Scrutiny Committee held on 8<sup>th</sup> November 2019 are attached for noting.

9        Council Performance Report March 2020 (Pages 33 - 86)

10       Financial Outturn for 2019/20 (Pages 87 - 106)

11       Creating A Better Place - Programme Review Principles (Pages 107 - 128)

12       Overview and Scrutiny Annual Report for 2019/20 (Pages 129 - 150)

13       Work Programme (Pages 151 - 160)

14       Key Decision Document (Pages 161 - 174)

## OVERVIEW AND SCRUTINY PERFORMANCE AND VALUE FOR MONEY

### SELECT COMMITTEE

12/03/2020 at 6.00 pm



**Oldham**  
Council

**Present:** Councillor Ahmad (Chair)  
Councillors Phythian, Williamson, Byrne, Hulme and Ibrahim  
(Substitute)

Also in Attendance:

Mark Stenson	Head of Corporate Governance
Shaid Mushtaq	Cabinet Member, Education and Skills
Adrian Calvert	Education Partnership Leader
Matthew Drogan	Head of Strategy and Performance
Andrew Sutherland	Director of Education and Early Years
Lori Hughes	Constitutional Services

1           **APOLOGIES FOR ABSENCE**

Apologies were received from Councillor Stretton.

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 PREVIOUS MEETING**

**RESOLVED** that the minutes of the Overview and Scrutiny Performance and Value for Money Select Committees held on 23<sup>rd</sup> January 2020 and 4<sup>th</sup> February 2020 be approved as a correct record.

6           **MINUTES OF THE OVERVIEW AND SCRUTINY BOARD**

**RESOLVED** that the minutes of the Overview and Scrutiny Board meeting held on 21<sup>st</sup> January 2020 be noted.

7           **GMCA HOUSING, PLANNING AND ENVIRONMENT  
OVERVIEW AND SCRUTINY COMMITTEE**

**RESOLVED** that the minutes of the GMCA Housing, Planning and Environment Overview and Scrutiny Committee held on 14<sup>th</sup> November 2019 be noted.

8           **EDUCATION AND EARLY YEARS POSITION STATEMENT  
ON STANDARDS 2019**

The Select Committee gave consideration to a report which provided the position statement on education standards in Oldham in 2019 as indicated by outcomes across Key Stages and in Ofsted Inspections in order to:

- Take informed positions on issues which affected standards in Oldham;
- Promoted broad, evidence-based dialogue;



- Influenced local policies; and
- Identified opportunities for capacity building.

The information referred to all Oldham Schools and Academies. All published data referred to all publicly funded establishments. Key education outcomes in Oldham schools and settings had improved in most area in 2019. As a consequence, the gaps to national figures had narrowed for most borough indicators. The most significant trends from 2018 to 2019 were:

- The Early Years 'good level of development' (GLD) measure in 2019 had increased by 4 percentage points to 68.1% compared to a national rise of only 03 percentage points.
- In Key Stage 2 assessments, the percentage of Oldham pupils achieving the National Standards for Reading, Writing and Maths (RWM) remained the same as 2018 at 63%, a rise of 16% since 2016.
- Combined Key Stage 2 Reading, Writing and Mathematics for disadvantaged pupils in Oldham 12 53.5% which was 2% above the national average (51.5%).
- At Key Stage 4 the data as set out at Section 2.3 of the report showed that Oldham pupils had on average not improved their attainment and progress from 2018 to 2019. Excellent performance with the Blue Coat School and Oldham Academy North have made good progress and the Blue Coat School and North Chadderton attaining highly were noted.

The Select Committee were informed of the improvements made and that the gap between Oldham and the national measures had narrowed. Oldham had had one of the top performances in the North West.

Members sought and received clarification on the delivery of Key Stage 3. Members were informed that work was in place to look at curriculum development for Years 7 to 11 and transitions. Members were also informed of development training for schools.

Members sought and received information on the ability to sustain performance. Members were informed about investment around early years and work with the Educational Partnership and focus on Key Stages 2 and 3. Getting Early Years right made a difference. Discussions had taken place with Primary School Headteachers about performance and 'good level of development' measures. Members were informed about work into the development of the Early Years Strategy and the creation of a system to make improvements.

Members noted and welcomed the improvements at Waterhead Academy and asked if would be sustained. Members were informed of work related to addressing inequalities in schools and work with Chief Executive's of Trusts, the Local Authority, headteachers and the Regional Schools Commissioner through the Education Alliance with a set of priorities shared by all schools. Members were informed about Opportunity Investment, building sustainability, and holding each other to account. Members were informed that improvements needed to be kept, teacher retention and recruitment strategy needed. It

was hoped through the Alliance that teachers and school leaders would address the challenges.

Members queried on the Crompton House performance and improvements at North Chadderton. Members were informed of fluctuation of performance year-on-year. Members were also informed that 11 of 13 headteachers had gone over the last three years. North Chadderton had attained figures where they should be and it was anticipated that these would be maintained if not improved. Crompton House was a maths performance and informed that this was being addressed.

Members queried support for higher ability students and transitions from primary school to secondary school and issues when headteachers' resigned. Members were informed that transition was acknowledged and students' issues with the SATS in Year 6 was a national issue and not unique to Oldham. Members were informed about leadership development which included mentoring. Members were also informed about support for higher ability students which included partnership working and other arrangements for those students. The issue of challenging the brightest students was raised.

Members queried 'A' Levels performance and noted Blue Coat School had done well. Members were informed about disappointment with some providers on sixth form results. Members were informed about predicted grades and systems being put into place.

Members asked about vocational qualifications and were informed of the vocational/technical route which could be taken up to a high level and the option for a vocational route as a first choice which was currently being looked at. Further Education college data was good and students had performed highly. College results would be included in future reports.

Members asked about Werneth Primary School and informed that the school had been moved to the Pinnacle Trust and was moving in the right direction.

Members congratulated the Cabinet Member and officers on a job well done.

**RESOLVED that:**

1. The Position Statement on Education Standards in Oldham in 2019 be noted.
2. Future position statements included information related to Sixth Form College results.

9

**COUNCIL PERFORMANCE REPORT DECEMBER 2019**

The Select Committee received a report which presented a review of the Council performance as at December 2019.

The presentation of performance commenced with the provision of an 'Oldham Profile in Numbers' comprising basic data in respect of population, housing, education, crime, income & benefits, household information, health and community in the Borough. Performance against each of the three corporate objectives of An Inclusive Economy, Thriving Communities and Co-operative Services was then reported, it being noted that 29 measures had achieved their targets, 8 were within tolerance and

14 were currently outside tolerance. The performance measures were considered in more detail within Appendices 1 and 2 to the submitted report.

The above performance meant that the percentage of measures meeting their target at December 2019 increased to 57%, up from 52% in September 2019. Actions plans for each performance measure and the risks associated with those actions were considered at Appendices 3 and 4 of the report. Members were referred to underperforming measures outlined in the report and to review them as part of the committee's work programme. The areas related to sickness absence, education in performance in terms of inspections and social care in respect of an update against the improvement plan.

Members referred to sickness absence, the causes and number of days absence and asked if the Council trained mental health advocates. Members were informed about information through internal communications on health and wellbeing and mental health activity.

The following performance issues were highlighted:

- Measure 202(CP) Sickness Absence;
- Council Tax and Business Rate Collection;
- M664 – Percentage of referrals which were repeat referrals to Children's Social Care
- SEND – performance on the Improvement Plan (Written Statement of Action)
- S357 – Percentage of Council Tax in Year collected and S368 – percentage of National Non-Domestic Rates (NNDR) collected.

**RESOLVED that:**

1. The Council Performance Report for December 2019 be noted.
2. The following performance measures be considered on the 2020/21 Work Programme:
  - Measure 202(CP) Sickness Absence;
  - Council Tax and Business Rate Collection;
  - M664 – Percentage of referrals which were repeat referrals to Children's Social Care;
  - SEND – performance on the Improvement Plan (Written Statement of Action);
  - S357 – Percentage of Council Tax in Year collected and S368 – percentage of National Non-Domestic Rates (NNDR) collected.

**PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE WORK PROGRAMME**

The Select Committee gave consideration to the latest Work Programme.

The Select Committee noted the resolutions from the meeting held on 4 February 2020 reported to the scrutiny of the Opposition

Budget Proposals. The following was agreed to be included on the 2020/21 Work Programme:

- Activities underway in the area of green energy and climate change;
- Issues around brownfield site availability for housing in the Borough; and
- Details of the Highways work programme with a focus on how funding for footpaths were determined.



**RESOLVED** that:

1. The latest Performance and Value for Money Select Committee Work Programme be noted.
2. The issues as highlighted above be included in the 2020/21 Work Programme.

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**KEY DECISION DOCUMENT**

The Select Committee gave consideration to the Key Decision Document.

**RESOLVED** that the Key Decision Document be noted.

The meeting started at 6.00 pm and ended at 6.52 pm

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**OVERVIEW AND SCRUTINY BOARD**  
**03/03/2020 at 6.00 pm**

**Present:** Councillor McLaren (Chair)  
Councillors Taylor, Toor, Harkness, Jacques, Curley, Price and Surjan

Independent Members: Rev. Jean Hurlston

Also in Attendance:

Lori Hughes	Constitutional Services
Joanne Betts	Principal Transport and Highways Policy Officer
Neil Crabtree	Head of Service - Public Protection
Jennie Davies	Headteacher for the Virtual School for Looked After Children
Elaine Devaney	Director of Children's Social Care
Matthew Bulmer	Programme Director - Opportunity Area

1        **APOLOGIES FOR ABSENCE**

There were no apologies for absence received.

2        **DECLARATIONS OF INTEREST**

There were no declarations of interest received.

3        **URGENT BUSINESS**

There were no items of urgent business received.

4        **PUBLIC QUESTION TIME**

There were no public questions received.

5        **MINUTES OF PREVIOUS MEETING**

**RESOLVED** that the minutes of the Overview and Scrutiny Board held on 21<sup>st</sup> January 2020 be approved as a correct record.

6        **MINUTES OF THE PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE**

**RESOLVED** that the minutes of the Overview and Scrutiny Performance and Value for Money Select Committee held on 9 January 2020 be noted.

7        **GMCA HOUSING, PLANNING AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE**

**RESOLVED** that the minutes of the GMCA Housing, Planning and Environment Overview and Scrutiny Committee held on 14 November 2019 be noted.

8        **GMCA CORPORATE ISSUES AND REFORM OVERVIEW AND SCRUTINY COMMITTEE**

**RESOLVED** that the minutes of the GMCA Corporate Issues and Reform Scrutiny Committee held on 19 November 2019 be noted.

## THE VIRTUAL SCHOOL

The Board gave consideration to a report which provided an overview of the work of the Virtual School and reported the education outcomes for Oldham's Children Looked After (CLA). The scope of the work undertaken by the Virtual School had developed significantly under new leadership and reported outcomes for children who were looked after compared favourably with national averages and that inclusion was a key priority in the coming year. These themes emerged in the Ofsted report of the inspection of the Local Authority's Children's Services (ILACS) which included the Virtual School in January 2019.

Increased staffing had enabled the development of PEP/ePEP processes, quality assurance and targeted Post 16 provision. The Virtual School had engaged with key partners across education, children's social care and wider agencies to develop understanding of the education needs of children looked after (CLA). Following the introduction of new statutory guidance in September 2018, the Virtual School continued to ensure that partners in education and social care understood the new duties and associated roles and responsibilities.

The Virtual School integrated its work with teams across the Education and Early Years' service and closer working with the SEND team was improving practice.

The most recently validated data (from 2017/18) confirmed that attainment and progress for CLA (OC2 cohort) was ranked within the top 25% nationally at the end of Key Stages 2 and 4. The report outlined the significant improvement in outcomes. Promoting attendance and reduction of exclusion were priorities for the Virtual School with its partners. It was noted that the overall absence and persistent absence rates for the OC2 cohort increased between 2017 and 2018 and were now higher than CLA nationally and regionally. CLA attendance data was now tracked by the Virtual School and informed case work for the Education Support Officers. The members noted the impact of the Virtual School 2018/19 and the priorities for 2019/20.

Members commented that this was a positive report. Members queried the NEETS figure and asked if this would be improved. Members were informed that there was a designated officer in post, a link with Positive Steps with some provisional and preventative work. Alternative qualifications were being reviewed.

Members asked about authorised and unauthorised absences and what was being done to address the reasons. Members were informed that this was being reviewed. Officers had access to data, were looking at triggers in notification to contact social workers and reviewing continuous absence. Deeper implications of school moves were also being reviewed.

Members asked about the reasons for fixed term exclusions. Members were informed that any pupil could be excluded and repeated exclusions were being reviewed to include how they could be prevented, review roles and responsibilities, provision planning, appropriate support, getting schools to integration meetings and challenging disruptive behaviour.

Members asked whether former students were involved with the Virtual School Governing Body. Members were informed that one had but had since left, a new individual would be sought. Members were also informed that the Virtual School had been inspected under the Young Inspectors scheme from representatives of the CIC Council and had received positive feedback.

Members also asked about skills-based training rather than values based and how much work was being done on developing emotional intelligence and strategies for life. Members were informed that the appointment of engagement officers to review this, resilience, engagement with persistent absentees as well as targeting work in local residential provision was underway.

Members asked about the priorities for 2019/20 and how far they had been delivered and were informed about appointment of officers, how the challenge was being managed, challenges with the completion of post-16 pep which now had day to day oversight and work underway with integrated partners. An educational psychologist had also been funded full time and consultation sessions had been delivered.

**RESOLVED that:**

1. The report and information provided on the Virtual School be noted.
2. An update be provided in 12 months' time.

10

**OLDHAM CARES COMMISSIONING ARRANGEMENTS UPDATE**

The Board gave consideration to an update on the Integrated Commissioning Function. Oldham Clinical Commissioning Group (CCG) and Oldham Council had committed to integrate fully to drive better health outcomes and reduce demand and, therefore, cost through the establishment of a single approach to commissioning (the ICF). This paper provides a progress reports towards achieving that inspiration.

Members sought clarification the Urgent and Emergency Care point when compared to other regions of England, NWAS took the highest percentage of patients to A&E whilst the second percentage of calls were resolved with phone advice.

**RESOLVED that:**

1. The Oldham Cares Commissioning Arrangements Update be noted.
2. A briefing session be arranged with the Overview and Scrutiny Board and the Strategic Director of Commissioning and Chief Operating Officer.

11

**GM 2040 DELIVERY PLAN AND TRANSPORT CAPITAL PROGRAMME - ANNUAL UPDATE**

The Board gave consideration to an update on the GM2040 Transport Strategy, the GM2040 Delivery Plan and associated investment in transport infrastructure through the Council's transports capital programme.

Members were advised that the strategy was currently being refreshed in response to changes in the transport opportunities and challenges facing Greater Manchester such as the declaration by the Greater Manchester Combined Authority of a Climate Emergency, the development of the GM Spatial Framework and the GM Mayor's priorities such as those set out in 'Our Network' plan to create an integrated, modern and accessible public transport system.

The GM2040 Transport Strategy was supported by a Five-Year GM2040 Delivery Plan, which was also being updated to reflect the GM Spatial Framework Transport Evidence and Localities work. 'Our Network' and its 10-year delivery timescales and a proposed review of schemes in the context of carbon focused Right-Mix targets and the latest position on funding.

Consideration was also currently being given to including a new feature in the GM2040 Delivery Plan, and a District Local Implementation Plan (DLIP) which would set out local transport priorities for each district and be appended to the main Delivery Plan. The refreshed GM Transport Strategy would be published in the summer alongside an updated GM2040 Delivery Plan and the GM Spatial Framework.

The GM Transport Strategy was supported by many sub-strategies which varied significantly in their nature and stage of development. Some strategies were intended to be public facing documents and other provided officers with toolkits to guide investment decisions. An update on the development and implementation of several key GM 2040 sub-strategies was given in the report including Streets for All, Made to Move and the Bee Network, Change a Region to Change a Nation and Bus Reform/Local Bus Strategy.

Funding for the delivery of the GM2040 Transport Strategy was outlined in the report with particular focus on capital investment to maintain and improve the transport network in Oldham, which was delivered through Oldham's transport capital programme. Appendix 1 to the report contained details of investment programmes in the current three-year programme.

Securing external funding to invest in transport infrastructure in Oldham was a Council priority. The report provided updates on several bidding competitions through which the Council is hoping to secure additional funding for transport infrastructure.

Members asked for and received clarification on the following:

- Movement on reaching the carbon neutral target – this was be addressed under the Council's Green New Deal Strategy
- Streets for All – the original piece of work had been completed, a quality bus transit study would look in more detail to identify schemes which could be delivered. Members were also provided information related to a demonstrator corridor across Greater Manchester.
- Highway Maintenance Challenge Fund submissions – the Council was waiting for confirmation.
- Future High Streets Fund – Members were informed that Regeneration were leading on this work.

- Bus Reform and the effect on quality bus transit schemes – Members were informed that engagement with operators was part of the scheme.
- Members asked if there was potential similar to ‘Our Pass’ for a pass for homeless people – Members were informed that this would need to be raised with the Mayor of Greater Manchester and TfGM.
- New Bike Hire Scheme and any similarity to the old scheme – Members were informed that the scheme was being led by the Commissioner and was initially for the City Centre and Salford;
- Funding for trams on a route for Middleton – officers were not aware of this.
- Quantity of charging points to meet the carbon neutral challenge and the move to electric cars – members were informed of proposals, installation of points where the network could be expanded and that work was ongoing.
- Confusion of fares – members were informed that this formed part of the bus franchising consultation. The transport system at this time was not integrated and why GM were looking at the possibility of controlling ticketing with a smart system. GM had no power at this moment on fares.
- Encouragement of Cycling – members were informed that this was about behavioural change which included walking on shorter journeys and public transport for longer journeys and was being addressed by the Sustainable Journeys team.

Members commented on the incredible amount of work detailed in the report and asked how progress would be monitored. Members were informed TGFM produced a progress report annually. As information became available, Overview and Scrutiny would be informed.

**RESOLVED that:**

1. The GM2040 Delivery Plan and Transport Capital Programme Annual Update be noted.
2. An update on the GM2040 Delivery Plan be brought to Overview and Scrutiny in 12 months-time.

12

**GM'S CLEAN AIR PLAN - TACKLING NITROGEN DIOXIDE EXCEEDANCES AT THE ROADSIDE - UPDATE**

The Board gave consideration to a report which set out the progress that had been made following the Government's response to Greater Manchester's Outline Business Case to tackle Nitrogen Dioxide Exceedances at the Roadside (OBC) and the implications for the 10 Greater Manchester (GM) local authorities related to the schedule of work and statutory consultation on the Clean Air Plan.

In March 2018, the Secretary of State issued a Direction under the Environment Act 1995 which required Oldham Council to produce a feasibility study to identify the option which would deliver compliance with the requirement to meet legal limits for nitrogen dioxide in the shortest possible time. The Council



complied with this Direction by the production of a feasibility study submitted to the government's Joint Air Quality Unit (JAQU) in July 2018. The Council was also required to address the exceedances that had been identified within its boundary during the Target Determination Exercise and the Council confirmed in its supplemental plan that the exceedance identified in Oldham was being addressed as part of the Greater Manchester plan. This had been acknowledged by Government.

Oldham Council had, therefore, been developing the study collectively with the other 9 Greater Manchester local authorities and the GMCA, coordinated by Transport for Greater Manchester (TfGM) in line with Government direction and guidance. An Outline Business Case was duly submitted on 25 March 2019 at the Council's Cabinet meeting for submission to the government's Joint Air Quality Unit (JAQU).

Members noted the delay arising from the ministerial feedback and lack of clarity on the direction, JAQU guidance and GM's legal obligations related to the options appraisal process which meant that consultation would take place later than originally planned. Consultation must comply with the relevant public law principles summarised in the report. Despite the delay in consultation, GM must continue to proceed towards developing the implementation and contract arrangements of a charging Clean Air Zone utilising the initial tranche of £36m of funding. Officers would continue to work with JAQU to clarify the 2019 Ministerial Direction, JAQU guidance and GM's legal obligations related to the options appraisal process, and the implications of that to the schedule of work and timings for consultation on the plan, continue dialogue with JAQU to secure a clear response from government on clean vehicles funding asks and continue stakeholder engagement and awareness raising with both groups in the scope of the Clean Air Zone and the general public.

Members were informed of enforcement cameras in place, real time monitoring, links to schools and exceedances.

Members sought and received clarification on the following:

- EU Standards and if these would change – it was confirmed that these were entrenched in law.
- Consultation Format – new one would be sharper.
- Type of engines effective – petrol and diesel.
- Fines for Clean Air Zones and idling – Members were informed of the Taxi Working Group and an outline business case which had been submitted for funding to help drivers change to compliant vehicles; work ongoing with the Hackney Carriage Coalition at GM and UK wide. Members were also informed of legislation in place which allowed for enforcement around idling. Officers can ask drivers to switch off the engine and issue a fixed penalty notice. Greater Manchester and TfGM have sent a letter requesting more draconian enforcement measures which would allow more opportunities to fund enforcement officers. Members were also informed of an advertising campaign and school developed projects.

- Breaches of air quality – Members were informed of monitoring on road networks, modelling of traffic flows and the regulatory role of Environmental Health.
- Work with the food industry regarding delivery trucks and work with the Chamber of Commerce

Members asked about the timeline and an indication of future updates and were informed that it was intended to start consultation in late June, the clean air zone implementation was due in 2021. An update could be received by Overview and Scrutiny in December 2020.

**RESOLVED that:**

1. The progress on the Greater Manchester Clean Air Plan be noted.
2. The ministerial direction under the Environment Act 1995 (Greater Manchester) Air Quality Direction 2019 which required all ten of the Greater Manchester local authorities to implement a charging Clear Air Zone Class C across the region be noted.
3. The Cabinet Member for Neighbourhoods Services had been requested to co-sign a letter from the GM Authorities to the Transport Secretary asking them to bring forward the launch of a statutory consultation to strengthen rule on vehicle idling be noted.
4. An update be received by Overview and Scrutiny in December 2020.

13

**COUNCIL MOTIONS**

The Board gave consideration to responses and briefing notes received in relation to motion which had been referred to Overview and Scrutiny by Full Council.

Updates were received in relation to:

1. Clean Air Outside Our Schools
2. A Sensible Approach to Firework Displays
3. United Nations Sustainable Goals

1. Clean Air Outside Our Schools

On 6<sup>th</sup> November 2019 the motion related to Clean Air Outside School was referred to the Board. Key points were raised in the motion and considered in the GM context of the GM approach to which the Council is signed up to. The Board is requested to note the updates received and endorse the comments received at Section 3.

2. A Sensible Approach to Firework Displays

A motion was referred to Council regarding the above on 8<sup>th</sup> January 2020. Officers have recommended that officers from Public Protection work in partnership with Greater Manchester Fire and Rescue and the Council's Community Safety Team to develop an action plan that

could be reported back to Overview and Scrutiny for further recommendations.



**Oldham**  
Council

3. United Nations – Sustainable Development Goals

The report highlighted how Oldham was championing and implementing the United Nations Sustainable Goals and provided an overview of work that was being undertaken across the organisation.

The Board were requested to note the work being undertaken in Oldham that contributed to the ambitions of the UN's Sustainable Development Goals.

**RESOLVED that:**

1. The updates provided on the Motions referred to Overview and Scrutiny be noted.
2. Work to be undertaken to assess the opportunity working through the current arrangement for eco/green messaging on the board via sponsorship and awareness working through schools be noted.
3. Officers from Public Protection to work in partnership with Greater Manchester Fire and Rescue and the Council's Community Safety Team to develop an action plan and report back to Overview and Scrutiny with further recommendations be agreed.
4. The report on work undertaken by Oldham on the United Nations Sustainable Goals be noted and commended to Council.

14 **KEY DECISION DOCUMENT**

The Board gave consideration to the latest published Key Decision Document.

**RESOLVED** that the latest Key Decision Document be noted.

15 **OVERVIEW AND SCRUTINY BOARD WORK PROGRAMME**

The Board gave consideration to the latest Overview and Scrutiny Board Work Programme.

The Board noted updates related to the Resident First Programme, the overview of new Safeguarding Children Arrangements and Place Based Model.

The Board were also informed of a request for the establishment of a Task and Finish Group to assist in the update of the Council's Poverty Strategy.

**RESOLVED** that:

1. The Overview and Scrutiny Board Work Programme for 2019/2020 be noted.
2. The delivery of the Residential First Programme, delivering by Digital Design Update and the change of focus to shaping a Page 14 Strategy and Digital Delivery



Plan to enable digital to have a greater impact across Team Oldham be noted.

3. The update on the new Safeguarding Children Arrangements be noted.
4. The update on the Place Based Model be noted.
5. The established of a Task and Finish Group to assist in the update of the Council's Poverty Strategy be agreed.

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### **GENERAL EXCEPTIONS AND URGENT DECISIONS**

The Board gave consideration to a report advising of decisions related to the Local Full Fibre Network Contract Award, Care at Home Cluster Provider, Independent Mental Advocacy Service (IMCA) and Strength-Based Approaches Training for Oldham Cares Workforce – Balance of Funding Request.

**RESOLVED** that the report and authorisations granted under Rule 13 (General Exception) and Rule 14 (Special Urgency) be noted.

17

### **GETTING TO GOOD CHILDREN'S IMPROVEMENT UPDATE**

The Board were informed and it was **AGREED** that the report could form part of the Open agenda.

The Board gave consideration to a report of the Managing Director of Children and Young People which provided an update on progress related to Children's Social Care Transformation and Improvement Plans. The report highlighted the following areas:

- Progress against the plans
- Demand
- Caseloads
- Workforce

The Board were provided an update on recruitment, the strengthening of overall leadership and preparation for the Annual Conversation with Ofsted. Members were also informed about the refurbishment of Metropolitan House which has facilitated the collation of teams into one building. The Board were also informed about assistance received from Stockport Council related to complex safeguarding. Members were advised of an increase in demand. MASH arrangements were being reviewed as well as processes. Members were also informed of the low number of agency staff and that turnover was low.

Members commented on the reduction of agency staff. Members asked about social workers' caseload and how this was being addressed. Members were informed that the caseloads remained variable. The services wanted stable coherent intervention for families. There was a focus to reduce agency staff further, have sustained caseloads at a reasonable level and to continue to work with families to improve their lives. Members sought and received clarification on Child Protection Plans which did fluctuate throughout the year.

Members asked if there was a delay in decision making related to social workers' caseloads. Member were informed there were

areas within the team to be focussed upon. The challenge was around filling posts with experienced staff on a permanent basis. Members asked for clarification on the progress against the Improvement Plan and noted a number of areas where further work was required and asked what initiatives were being planned and action taken to move toward green. Members were informed of the work being undertaken to address the issues including the Assurance Board.

Members asked about the meeting with Ofsted and were informed that this was part of the usual inspection framework followed by either a focused visit or a joint area thematic inspection.

**RESOLVED that:**

1. The update related to progress on the Children's Social Care Transformation and Improvement Plans be noted.
2. An update be provided in September 2020.

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**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 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.

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**OLDHAM OPPORTUNITY AREA BRIEFING - FEBRUARY 2020**

**RESOLVED** that the report and information provided in the confidential report be noted.

The meeting started at 6.00 pm and ended at 8.30 pm

**MINUTES OF THE MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY  
CORPORATE ISSUES AND REFORM OVERVIEW & SCRUTINY COMMITTEE  
HELD TUESDAY 11 FEBRUARY 2020 AT GMCA - BOARDROOM**

**PRESENT:**

Councillor Tim Pickstone (Chair)	Bury
Councillor Robert Allen	Bolton
Councillor Stella Smith	Bury
Councillor Greg Stanton (Substitute)	Manchester
Councillor Chris Goodwin	Oldham
Councillor Sam Al-Hamdani (Substitute)	Oldham
Councillor David Jolley	Salford
Councillor John McGahan	Stockport
Councillor Dave Morgan	Trafford
Councillor Teresa Smith	Tameside
Councillor Joanne Marshall	Wigan

**IN ATTENDANCE:**

Andy Burnham	Mayor of Greater Manchester
Kevin Lee	Director of Mayor's Office
Jim Wallace	Chief Fire Officer, Greater Manchester Fire & Rescue Service (GMFRS)
Andrew Lightfoot	Deputy Chief Executive, GMCA
Steve Wilson	Treasurer, GMCA
Amanda Fox	Group Finance Lead, GMCA
Joanne Heron	Statutory Scrutiny Officer, GMCA
Jamie Fallon	Governance & Scrutiny Officer, GMCA
Lee Teasdale	Governance & Scrutiny Officer, GMCA

**CI&R/45/19 APOLOGIES**

Apologies for absence were received from Councillors Colin McLaren (Oldham), Kallum Nolan (Rochdale), Tanya Burch (Salford), Dena Ryness (Stockport), Anne Duffield (Trafford).

**CI&R/46/19 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS**

The Chair extended thanks to Councillors Greg Stanton, and Sam Al-Hamdani for their attendance at the meeting as substitutes.

Thanks was also extended to GMFRS, for hosting a Briefing session on Thursday 6 February 2020, at the Bury Fire Training Centre. The session focussed on the changing nature of fire risk in GM, so that Members were better prepared to scrutinise, and to support the identification of potential deep dive themes.

The Chair welcomed Mayor Andy Burnham, and GMCA Treasurer Steve Wilson, who were in attendance to present the budget reports.

#### **CI&R/47/19 DECLARATIONS OF INTEREST**

There were no declarations of interest received.

#### **CI&R/48/19 MINUTES OF THE MEETING HELD ON 19 NOVEMBER 2019**

The minutes of the meeting held on 19 November 2019 were submitted for approval.

#### **RESOLVED:**

That the minutes of the meeting held on 19 November 2019 be agreed.

#### **CI&R/49/19 GMCA BUDGET REPORTS**

GM Mayor Andy Burnham introduced the suite of GMCA Budget Reports 2020/21, which would be considered by the GMCA on Friday 14 February 2020.

The Mayor advised that when determining the precept level, he had given careful consideration to the impact to residents, and expressed his concerns regarding the need to use council tax to fund frontline services, which could be seen as regressive taxation, as this was not sustainable.

Whilst additional Government funding had been announced to support the Police Service to recruit additional police officers, it was acknowledged that a fairer settlement was needed for the Fire Service given the increased pressures they face in light of the Grenfell Inquiry and recent incident at 'The Cube' in Bolton.

It was noted that resources were also required to improve the public transport system in GM, in particularly buses. The Board were informed that the 'Our Pass' pilot was intended to boost public transport, and increase patronage on buses, but transformational change would be a challenge without recognition from central government, given the pressures on local councils

The following key points were highlighted:

- The total impact of the proposals for the Mayoral General Budget would mean an increase in the mayoral precept for a Band D property of £7.75 (when combined with the GMFRS proposals the total precept increases by £14 to £90.95 for a Band D property or £10.88 for Band B).

- The increase would deliver the previously agreed continuation of the 'Our Pass' pilot into 2020/21. TfGM were currently undertaking an analysis of the pilot, noting that to date, there were over 38,000 pass holders, who had taken approximately 5.8 million journeys, and accessed over 8000 opportunities linked to the pass. A recent GM FE publication had indicated that the 'Our Pass' was providing greater choice for students.
- It would also provide £2.6 million for mayoral priorities which would contribute to:
  - The continuation of the rough sleeper initiative 'A Bed Every Night' (ABEN) pilot (£1.5 million). It was noted that at last count, there was 111 rough sleepers across GM, a significant reduction from 268 reported in 2017.
  - A proposed care leaver's travel concession (circa £0.55 million).
- It was proposed that the GM Fire and Rescue service budget increases to £110.9 million in 2020/21. The increased budget would fund inflationary and other pressures and reduce the previously expected saving requirement from the service. These plans consider the preliminary findings in relation to the Grenfell inquiry, and the incident at 'The Cube' in Bolton. In light of these incidents, previous savings relating to the reduction of the number of 'pumps' from 50 to 48, and changes to the crewing ratios, and non-shift duty system have been removed from the 2020/21 budgets, pending further review.
- The required increased budget would be funded by a precept increase equal to £6.25 for a Band D property, with central Government funding increasing by 1.6%. The Mayor advised that following the Grenfell Inquiry there was a greater role in fire safety and prevention, and it was therefore important to ensure there were the required levels of available frontline staff. It was confirmed that the GMCA would be campaigning Government for a fairer settlement.
- It was reported that the Police and Crime Panel had unanimously approved the proposal to increase the Police and Crime Mayoral Precept by £10 for a Band D property at their meeting on the 31 January 2020. The additional funding raised by the precept, together with national funding from central government would support investment in frontline policing, including the recruitment of 347 more officers in 2020/21. It would also enable a significant number of improvements to be introduced which would include:
  - The recruitment of named neighbourhood beat officers / community support officers in every ward in GM.
  - The recruitment of school based police officers, for those schools most in greatest need, following a call from the Head teachers.
  - Improvements to the 101 service, which would include maintaining the recruitment of 40 extra call handlers.

Members raised the following questions and comments:

- What were the ambitions for phase 3 of ABEN? The Mayor advised that over time, ABEN had continued to evolve, but there was a need for additional mental health, and drug and alcohol support, which would developed within the next phase. It was acknowledged that

ABEN reflected the amazing commitment of the 10 GM councils, and key partners including health, and the voluntary sector. The Board were informed that official figures due to be published in two weeks' time, indicated that there had been a 30% reduction in rough sleepers year on year, and it was hoped that these results would encourage the Government to provide funding to enable the good work to continue. Following a clarification request, it was confirmed that the Housing First pilot, had supported 79 people to secure permanent accommodation.

- A Member commented that some boroughs would be disproportionately effected by the precept increase. The Mayor acknowledged that he did not believe that essential services should be funded through council tax, and recognised the challenge this posed for residents, however, this could not be avoided in the current climate. There was a need to find ways of investing in key services, such as the declining bus service, to position GM to effectively lobby Government for additional support.
- What was the expected revenue from the introduction of the administration charge for the concessionary tram and train pass for older people. It was confirmed that the bus pass for older people was still free, and there was only a charge for the addition of tram and train concessionary pass. To date, 108,000 older people had accessed the pass, with a total of £125,000 expected. The revenue was ring fenced to contribute towards the reform of bus services. The Mayor commented that to ensure greater consistency with other concessionary schemes it was only fair to introduce the £10 annual fee.
- A Member requested further information regarding the bus reform proposals, and the proposed contributions from councils. It was confirmed that TfGM had conducted a full assessment of how the GMCA could afford to make and operate a proposed franchising scheme (without government support), should this decision be taken. As part of this assessment the 10 councils agreed to ring fence £17.8 million (from Waste reserves passed back to districts) pending a Mayoral decision. The Mayor confirmed that the responses to the bus consultation (which ended in January 2020) were currently being analysed, with a view to a decision being taken as soon as possible. It was noted that whichever route GM decided to take was likely to require annual investment.
- How many responses had the bus consultation received? It was confirmed that approximately 9000 responses had been received, with around 80% in support of franchising. It was noted that bus operators had provided substantial responses, with some proposing a partnership approach for consideration.
- A Member referred to the recent government announcement regarding HS2, and explored whether the timeframes could potentially impact on GM's economic competitiveness. The Mayor welcomed the announcement but confirmed that he would be pressing the Government for a clear timetable. The Mayor advised that the promises on future infrastructure must not distract from the need to urgently upgrade the current railway, noting that the creation of two new platforms at Manchester Piccadilly Train Station was a shovel ready project that would benefit the whole North.
- A Member requested further information regarding the Mayor's Direct costs which had increased by 50%. Steve Wilson, GMCA Treasurer, confirmed that this did not relate to additional staff, but the costs were associated with inflation, and relevant recharges which had been applied to the Mayor's Office. Following discussion, it was agreed that a further

breakdown of staffing costs (including consultancy and agency costs) should be considered by the Committee in the next municipal year.

- A Stockport Member recorded his thanks to the GM Mayor, for the support in developing the Mayoral Development Corporation (MDC). The Mayor advised that what was taking place in Stockport was a template for the boroughs, and called for councils to consider this approach. The MDC was helping to redefine Stockport and had changed the approach to the long-term future of town centres and brownfield regeneration for years to come. The Mayor added that he hoped that this use of his powers, would encourage the Government to invest in town centre regeneration.

Members received a presentation from Steve Wilson, GMCA Treasurer, which provided an overview of the suite of six budget reports which would be considered by the GMCA:

- GMCA Revenue and Capital Budgets 2020/21 – Overview
- Mayoral General Budget and Precept Proposals
- GMCA Transport Revenue Budget 2020/21
- GMCA Revenue General Budget 2020/21
- GM Waste Budget and Levy 2020/21 and Medium Term Financial Plan to 2023/24
- GMCA Capital Programme 2019/20

Members highlighted the following questions:

- Given the extent of the GMCA's capital programme, it was agreed that Members would reconsider the GMCA's Capital Programme 2019/20 within the next municipal year.
- It was reported that a full 'bottom up' and strategic review of transport budgets would be undertaken for the 2021/22 budget setting process and beyond.
- Members explored whether the GMFRS holding position outlined was sustainable, should a fairer settlement not be received from Government in 2021/22. The significant challenges faced by the Fire Service were considered, and it was acknowledged that should government not announce further funding to support the service, further consideration would be given to whether further savings could be made, or whether it was appropriate to raise additional revenue from the Precept.
- Jim Wallace, Chief Fire Officer, GMFRS, advised that there was still a considerable degree of uncertainty for the Fire Service, in particularly given, the next phase of the Grenfell Inquiry had just begun. The Government had however, made a commitment to provide one off funding (of £10 million) to support the implementation of the Grenfell recommendations.
- It was noted that the fire at 'The Cube' in Bolton posed a new challenge for the service as it was below 18 metres (not classed as high rise). There was approximately 12,000 buildings of this nature within GM, significantly more than the 700 high rise buildings (approximately).

- A Member queried whether there were costs associated with the Commissioners appointed by the Mayor. It was confirmed that apart from the Cycling and Walking Commissioner, all other Mayoral appointments were not remunerated.
- Following a clarification request, it was reported that all capital borrowing was now undertaken directly by the GMCA.
- A Member requested further information regarding the planned Metrolink spend. It was confirmed this figure included the completion of the Trafford Park extension, tram renewal programme (27 new trams) and significant line maintenance which was required.

**RESOLVED:**

1. That the reports be noted.
2. That an update on the GMCA's Capital Budget be included within the work programme for consideration within the next municipal year.
3. That a breakdown of the GMCA's staffing costs be included within the work programme for consideration within the next municipal year.

**CI&R/50/19 WORK PROGRAMME**

Joanne Heron, Statutory Scrutiny Officer, introduced the 2019/20 work programme for Members to review, develop and agree.

Consideration was given to the March work programme, and it was proposed that following the GMFRS briefing session, the Committee should consider the results of the High Rise Residents Survey. Given this, it was proposed that Care Leavers Charter update be deferred until June 2020.

The Committee considered the June 2020 work programme, and what items should be considered to inform the development of the work programme for 2020/21. The Chair proposed that it would be beneficial to consider the expected announcements from Government regarding the Spending Review and Devolution White Paper.

**RESOLVED:**

1. That the work programme be agreed.
2. That the results of the latest High Rise Residents Survey be considered by the Committee in March 2020.
3. That the Care Leavers Charter be deferred until June 2020.
4. That the expected Government announcements relating to the Spending Review and Devolution White Paper be considered by the Committee in June 2020.



**CI&R/51/19 REGISTER OF KEY DECISIONS**

**RESOLVED:**

That the Register of Key Decisions be noted.

**CI&R/52/19 DATE OF NEXT MEETING**

Tuesday 17 March 2020, at 6pm, GMCA Offices.

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**MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY (GMCA)  
ECONOMY, BUSINESS GROWTH AND  
SKILLS OVERVIEW AND SCRUTINY COMMITTEE  
FRIDAY 8 NOVEMBER AT 2.00 PM AT GMCA OFFICES, CHURCHGATE HOUSE**

Present: Councillor Michael Holly (in the Chair)

Bolton: Councillor Susan Haworth  
Bury: Councillor Mary Whitby  
Manchester: Councillor June Hitchen  
Councillor Luke Raikes  
Councillor Greg Stanton (substitute)

Oldham: Councillor George Hulme  
Rochdale: Councillor Ray Dutton (substitute)  
Stockport: Councillor Kerry Waters  
Trafford: Councillor Barry Brotherton  
Wigan: Councillor Charles Rigby  
Councillor Michael Winstanley

#### **In attendance**

LEP Mike Blackburn, Chair of the GM Local Enterprise Partnership  
GMCA Eamonn Boylan, Chief Executive of GMCA & TfGM  
GMCA Andy Burnham, GM Mayor  
GMCA Alison Gordon, Assistant Director of Business Innovation & Enterprise  
GMCA Joanne Heron, Statutory Scrutiny Officer  
GMCA Kevin Lee, GM Mayor's Office  
GMCA Simon Nokes, Executive Director of Policy and Research  
GMCA Phil Swan, Chief Information Officer, Digital  
GMCA Lee Teasdale, Governance & Scrutiny Officer  
Stockport Councillor Elise Wilson, GMCA Portfolio Holder for Digital City Region

#### **E84/19 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Stephen Homer (Tameside), Jim King (Salford) and Daniel Meredith (Rochdale).

Apologies were also received from Sir Richard Leese (Leader of Manchester City Council) and Jim Taylor (CEX, City of Salford Council).

#### **E85/19 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS**

There were none.

#### **E86/19 DECLARATIONS OF INTEREST**

There were no declarations of interest received.

**E87/19 MINUTES OF THE MEETING HELD ON 13 SEPTEMBER 2019**

**RESOLVED:**

That the minutes of the meeting held on 13 September 2019 be approved as a correct record.

**E88/19 GMS IMPLEMENTATION PLAN & PERFORMANCE UPDATE**

The GM Mayor Andy Burnham introduced a report to the Committee, which highlighted progress made on his top priorities during his term of office to date. These included improvements in outcomes for disadvantaged children, the further development of mental health services for children & young people and increasing levels of engagement with sports activities.

Work around reducing levels of rough sleeping was also highlighted – it was expected that 401 places would be available to accommodate rough sleepers over the winter period – and the ‘Bed Every Night’ initiative had received funding to continue until at least mid-2020. The Housing First pilot was also up and running, with 80 references having been made to the service, however, due to a lack of available stock, only 35 referees had been accommodated so far. Work was taking place with housing providers to get stock availability coming through at a faster rate.

An update was provided on the ‘Our Pass’ scheme providing free bus travel for 16-18 year olds. This was a pilot scheme so did not presently have a guarantee of long-term funding – but the scheme had proved popular so far with 30,000 young people having taken advantage of the pass – resulting in 2.2m journeys to date. An added benefit of the scheme had been records of young people using the Pass to aid their attendance at cultural activities.

On the subject of transport – the ambition for Greater Manchester was to create an integrated scheme akin to that seen in London, where a ticket covers all modes of transport – rather than the current system that effectively traps users within a single mode of travel or face having to pay for multiple tickets in a single journey.

**Comments and Questions from Members**

The Chair asked the GM Mayor what he considered as his biggest disappointments faced in the last six months.

The Mayor answered that the process of making change was sometimes delayed by the complexity of the Greater Manchester system – and whilst progress was being made in all areas, there was still a lot he’d like to achieve that had to be considered as ‘work in progress’. There was also disappointment at the level of transport ‘chaos’ still being seen on the rail and occasionally the road networks. Whilst many good plans were in place, there now needed to be a distinct shift towards delivery on strategies.

It was asked if the Mayor felt the relationship between the GMCA and the ten GM authorities was working as well as it could.

The Mayor stated that the relationship was a distinctive one – different to that seen with the Greater London Authority for example, which acted as a body completely independent of all London Borough Authorities. It was felt that the GMCA model was stronger and more coherent

by being jointly led by all ten GM authorities. Trying to achieve equity across all ten authorities was a balance being sought, and active work was taking place to ensure that the focus of work was not too concentrated on Manchester city centre – with a plan that the outlying towns of GM would see investment and the revival of their town centres.

Bus reforms were discussed – with concerns raised about the upfront costs required for the transformation. Was there confidence that the revenue subsidy required would be obtainable, and could there be a guarantee that this would also be used to improve services on less used routes?

The Mayor agreed that the costs involved in reforming the system meant that this would have to result in a noticeable difference in feel and quality, as otherwise the public would rightly ask questions about the value of the outlay. One of the key elements of this would be linking bus routes directly into other transport modes – as part of a move towards a more intelligent usage of the extant system. Subsidies would be sought, as it was considered unfair to place the full burden on the taxpayer when London had received considerable levels of subsidy funding for transport connectivity.

Members noted that as at December 2018 – 27.3% of GM working-age residents had qualifications below Level 2. What was being done to broach this issue?

The Mayor advised that there were some well-regarded colleges across GM providing excellent services to upskill residents. Another key element that would help in broaching this issue was that control of the £92m adult education budget was now in the hands of GM. This budget had not been used strategically in the past by Whitehall and had always been delivered in a ‘piecemeal’ way – so this would allow for more constructive and creative use of the budget to improve levels of adult education.

Members expressed concern about median pay changes – in particular why Bolton, Oldham and Wigan appeared to be growing at a slower rate than the other districts of GM – The Executive Director of Policy and Research advised that he would look at the figures and feedback further detail to the Committee.

The Mayor highlighted that the GM Good Employment Charter would be opening for applications in January 2020 – with paying the living wage being one of the strands of membership requirement.

Members made further reference to Our Pass. Was it expected that the retention of the scheme would become a manifesto commitment once the benefits of the pilot scheme had been fully analysed – and if so, were there plans in place for its continued funding going forward?

The Mayor stated that he remained passionate about Our Pass as it opened up the breadth of GM to young people in outer areas – previously costs in outlying areas such as Wigan were such that young people often felt trapped – the Pass helped to alleviate that. When taking the levels of current uptake into account, it suggested that it could be affordable going forward. Some financial benefits had been seen in GM colleges and they are contributing towards the scheme. It was also advised that any future franchising arrangements would be expected to include a permanent Our Pass within its system. Bus operators in conversation so far had been supportive of the scheme, with some discussion taking place about making 19 year olds and beyond eligible

for the Pass. Bus patronage within GM had been declining since the 1980s, this needed to be turned around to secure future investments, and Our Pass provided a big step towards gaining these increases.

Members asked if any further information was available about the devolution of rail services. The Mayor advised that lots of progress was being made – the rail debate having moved on considerably since 2018. The Williams Rail Review was being awaited, but the announcement of the General Election had held up its publication. There appeared to be a broad acceptance of a devolved element to the rail system – and the next stage would be about working out the details. GM had published a rail prospectus in early October that had included a positive vision for rail devolution.

Members referred to children’s mental health – and the positivity that this could now be talked about openly where once it would have been considered a ‘taboo’ subject. Birch Hill Hospital in Rochdale was highlighted for having done good work around the linking of poor attendance in school with possible mental health issues – and how early targeting could reduce the need for attendance at special needs schools. However, there was still a shortfall nationally in the number of mental health professionals available to ensure that all children received help at the earliest possible stages.

The Mayor agreed, stating that the youth justice system showed that seven in every ten youths going through the system had an undiagnosed mental health condition. Mentally healthy schools campaigns were being championed by organisations such as 42<sup>nd</sup> Street. There was a keenness to firm up the Care Leavers Guarantee in the New Year, as this was a cohort at the highest level of risk.

**RESOLVED:**

1. That the updated GMS Implementation Plan and Performance Dashboard be noted and agreed by the Committee.
2. That overall progress towards the achievement of the GMS 2020 ambitions and targets be noted.
3. That further information on median pay changes across Greater Manchester be fed back to the Committee.

**E89/19            GM LOCAL ENTERPRISE PARTNERSHIP**

The Chair of the Greater Manchester Local Enterprise Partnership (LEP) – Mike Blackburn, introduced a report that provided Committee Members with an update on the work of the GM LEP in overseeing the delivery of the Local Industrial Strategy (LIS) and progress on innovation initiatives.

Members were provided with information on the membership of the LEP. Private sector terms of office in the LEP were for two years and then reviewed, with the most recent review of private sector members having concluded earlier in 2019. Two members had stepped away from the board – exceptional candidates had come forward, the majority of which were kept on as valued contacts and sub-board members. The two new members of the Board were agreed as Chris

Oglesby (Bruntwood Plc) and Amanda Halford (GE Healthcare Life Sciences). There had been conscious efforts to ensure that the board moved towards gender parity and private sector membership now stood at six male and five female members (with the Board having agreed they wanted to retain an odd number of members should a voting situation ever arise).

Greater Manchester had been one of three designated trailblazer areas working in collaboration with the Government to develop a LIS. Whereas in other parts of the Country these were being developed in isolation, within GM the LIS was a subject of the overall GM Strategy.

This had involved looking at the outstanding areas of potential within GM – where opportunities lay to become world leaders, should the right levers be pulled. These included areas such as health innovation, life sciences and manufacturing. The LIS had been jointly launched with Government on 13<sup>th</sup> June 2019 and had been vital for business confidence.

Work was also being built around the strength of GM universities and related academic research – could the innovation being developed in GM be utilised at the pace seen in some other parts of the world for example?

Made Smarter had been launched in November 2018 as a 30 month £20m North West pilot – led by the Growth Company and regional business growth hubs. This was supporting local enterprises to adopt industrial technology and management practices in order to boost productivity. It would enable engagement with 3,000 small to medium enterprises (SMEs) and aimed to increase Gross Added Value by £115m.

Greater Manchester was also growing as a centre for digital excellence. This was evidenced by the opening of a Government Communications Agency (GCHQ) site in 2019. The Cyber Foundry, a partnership between the University of Manchester, Manchester Metropolitan University, the University of Salford and Lancaster University – had secured £3.2m of European Regional Development Fund (ERDF) money to deliver a programme of cyber innovation support and growth for SMEs in Greater Manchester. The Cyber Foundry would support 45 GM businesses into university collaboration and provide support to 50 local enterprises up to 2021.

### **Comments and Questions from Members**

Members welcomed the work being undertaken around cyber security – as cyber threats needed to be on the agenda of every single company within GM.

Members asked whether Greater Manchester could benefit from a science leadership base of some form – providing a knowledge base on what science leadership should look like.

It was advised that innovation sharing in science did take place across GM – whilst each of the universities undertook very different research, sharing did take place where it was felt it could aid their work. It was agreed however that GM needed a way to better tell its stories about its products – whereas the discovery and final product stages were well covered, the production and development stages were often little understood. The GM Innovation Board also brought people from the education, research and business communities together to share knowledge and generate further innovation.

Members expressed concern that smaller areas of employment opportunity appeared to be disproportionately represented over some of the larger employers in the region. Did board representation and engagement activities take this into account?

It was advised that some LEPs around the country had taken an approach where they tried to cover all sectors within the Board and had ended up with 40 people around the table, and unable to find a focus or consensus. For the membership of the main board, the focus was on ensuring that growth areas were represented, and a significant number of sub-boards were in place that allowed for a wider membership/cohort of employment sectors.

Members asked about the potential impact of the loss of ERDF funding. It was understood that at the current stage all monies were secure, but with caveats of targets and dates that had to be met. There was some concern about the Shared Prosperity Fund, as details around if and when it would happen were still unclear. The right form of funding needed to be in place to help support reasonable expansion in the region, as even the ERDF, despite its benefits, came with many strings attached that could stymie some planned expansion.

Made Smarter was discussed – members stated that it would be helpful to receive a geographical breakdown of the number of funded projects by district and the impact that had been seen on employment opportunities – so that a focussed message could be provided in communities getting these good news stories out. It was advised that this information could be provided following the meeting.

**RESOLVED:**

1. That the report updating members on the work of the GM Local Enterprise Partnership be noted.
2. That information be fed back to the Panel detailing the number of Made Smarter projects by district, and the resulting impact of these projects.

**E90/19            DIGITAL STRATEGY**

Councillor Elise Wilson (Leader of Stockport Council and Portfolio Lead for Digital City Region) presented a report outlining the draft refreshed Greater Manchester Digital Strategy. This was now being referred to as a 'Blueprint' for GM and was a result of significant stakeholder engagement, and reflected the speed at which the digital economy in GM had progressed since the first Digital Strategy had been adopted by the GMCA in February 2018.

**Comments and Questions from Committee Members**

Members asked for further information around the kind of stakeholders that were being engaged in the refresh.

It was advised that a wide range of engagement had taken place – from SMEs, to larger organisations and international organisations that were seeking a base for UK operations. Specific digital events held been held to address all of these sectors, where officers had gone out to them to seek input – as if you asked for one-size fits all style input you end up with a self-selecting strategy that would not work for the whole region.



Members referred to digital skills – specifically how these could be improved and how performance in this area was monitored so that lessons could be learnt and taken forward.

It was agreed that people needed to be presented with life-long learning opportunities, and have the confidence in their skills necessary to find jobs. Digital here fed into a wider range of sectors looking at skills and promoting projects such as inspiring and energising children to pursue STEM subjects. Cyber resilience was considered an area of key importance, in ensuring that skills were kept up to date for students learning in the digital arena – so that they did not complete a course to find out that their learnings were already out of date.

Members noted that the presentation papers did not directly refer to measures and key targets being sought – were these in place elsewhere?

It was confirmed that key targets did exist – but feedback from stakeholders had indicated that they did not wish to see a heavily detailed 500 page document – but rather something that was visually striking and interested people who may otherwise be reluctant to read long text heavy documentation. Something was needed that showed to the public that they were at the heart of GM’s plans around its digital future. It was stated that the Blueprint clearly showed that GM was ‘ahead of the game’ and undertaking exciting innovation work that was helping to put GM firmly on the map as a global digital influencer.

It was advised that some of the specific measures and targets in place could be fed back to the Committee for information.

The Chair welcomed the approach and the enthusiasm shown, but indicated that the increasing of productivity and Gross Added Value (GVA) was imperative – and should be highlighted within the Blueprint somewhere.

**RESOLVED:**

1. That the progress on GM Digital be noted by the Committee.
2. That the draft refreshed Digital Blueprint be supported by the Committee.
3. That the GM Digital Blueprint should be reviewed annually to reflect the dynamic environment in which it is embedded.
4. That information around the Digital Blueprint’s specific measures and key targets be fed back to the Committee.

**E91/19                    GREATER MANCHESTER BREXIT PREPARATIONS UPDATE**

An update on GM’s Brexit preparations following the latest extension was received for noting.

**RESOLVED:**

1. That the update be noted by the Committee.

## **E92/19                    WORK PROGRAMME 2019-20**

The Chair asked the Committee if, given that GMCA meeting business had been cancelled for December in light of the announcement of a General Election on December 12<sup>th</sup> – whether they were minded to cancel the December meeting of the Committee, and amalgamate the items from that meeting into the remaining meetings for the year ahead.

Following a discussion, Members agreed to the cancellation of the December meeting and agreed to delegate responsibility for the reshaping of the work programme to the Chair, Vice-Chair and supporting officers.

Members indicated that further to the Mayor's comments on taking control of the £92m adult education budget – an item scrutinising the usage of the budget to date would be welcome.

It was advised that the timing of any such item would need to be appropriate so that informed performance data could be in place. It was also highlighted that the plans around the adult education budget had previously been brought to the Committee.

Members stated that not all of them were members of scrutiny when that item was brought and that a briefing outside of the meeting would be welcome.

### **RESOLVED:**

1. That the updated work programme be noted.
2. That it be agreed by the Committee that the meeting of 6<sup>th</sup> December 2019 be cancelled following the announcement of a general election and the subsequent cancellation of GMCA business for December.
3. That permission be delegated to the Chair and Vice-Chair to incorporate the items for the December 2019 meeting into the remaining work programme where appropriate.
4. That information on the devolution of the adult education budget be supplied to Members for information.

## **E93/19                    ITEMS FOR INFORMATION**

There were none.

## **E94/19                    REGISTER OF KEY DECISIONS**

Received by the Committee.

## **E95/19                    DATE AND TIME OF NEXT MEETING**

Friday 10<sup>th</sup> January 2020.

**Report to PVFM**

## **Council Performance Report March 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:** 25 June 2020

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### **Reason for Decision**

The purpose of this report is to allow:


- The review of Council Performance for March 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**

70.5% Employment Rate  
12.2% Out of Work Benefits  
4.5% Unemployment  
5.8% ESA Benefits

CACI 2019/Census 2011/DWP 2019



## 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

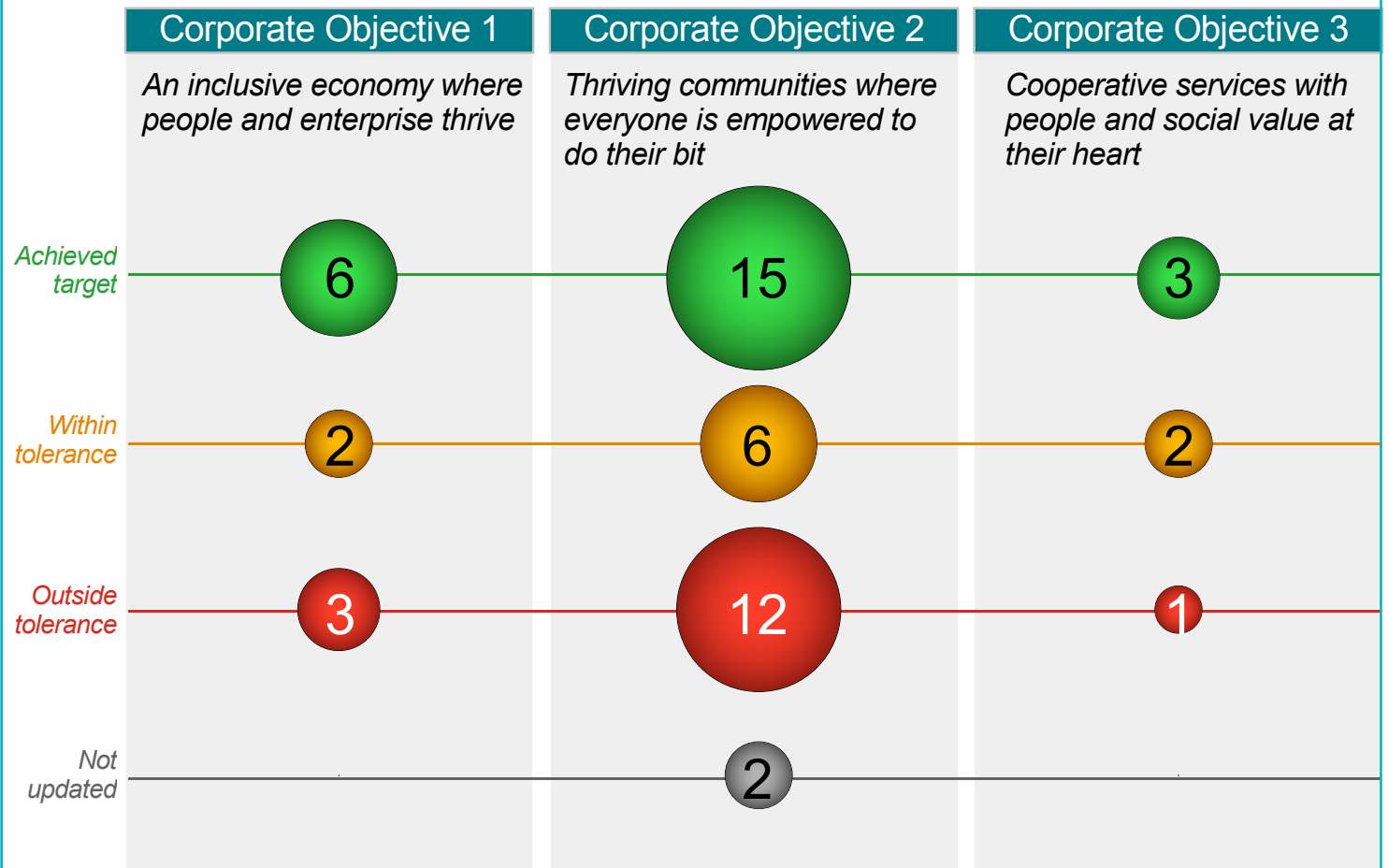
Satisfied with Local Area **71%** 

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

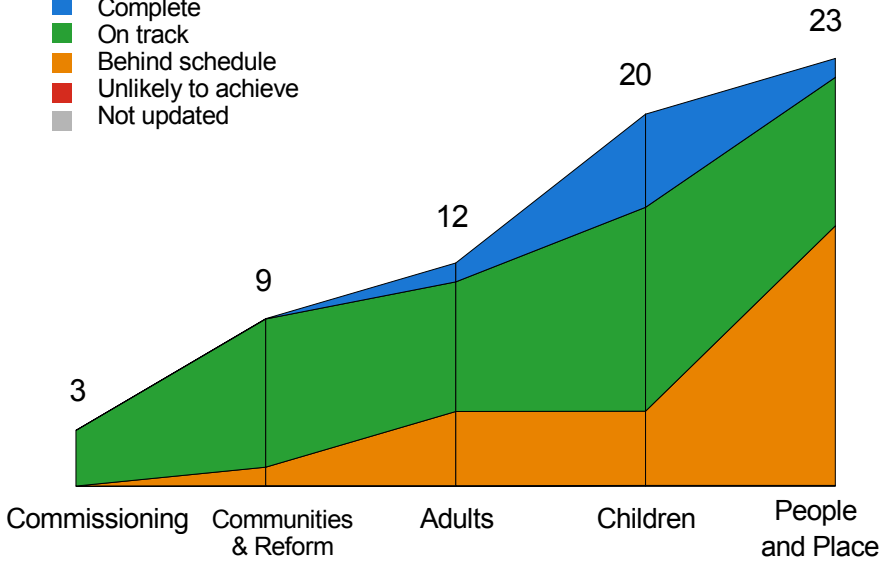
Details in Appendices I and II



## Action Summary

Details in Appendix III

- Complete
- On track
- Behind schedule
- Unlikely to achieve
- Not updated



## Comment

As anticipated, performance at Quarter 4 has been affected by the impact of Covid-19. A number of actions have fallen behind schedule, as outlined from pages 18-35 and the measures and action trend charts on page 4. A review of achieve-ability is currently taking place, given the ongoing impact of Covid-19 on service delivery.

## Summary of Risks associated with Actions

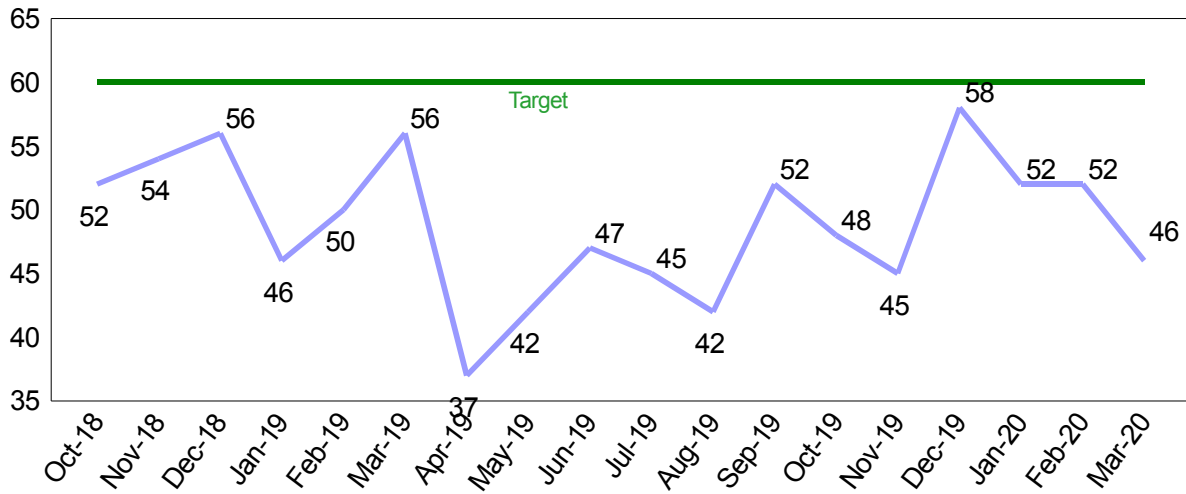
Details in Appendix IV

	Quarter 1				Quarter 2				Quarter 3				Quarter 4			
	IV	III	II	I	IV	III	II	I	IV	III	II	I	IV	III	II	I
A	0	1	0	0	0	1	0	0	0	1	0	0	0	1	0	0
B	0	0	10	0	0	0	10	0	0	0	3	0	0	0	10	0
C	0	0	16	0	0	0	17	0	0	0	10	0	0	0	12	0
D	0	4	7	1	0	4	6	1	0	4	4	0	0	4	5	0
E	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0

- 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 (March 2020)

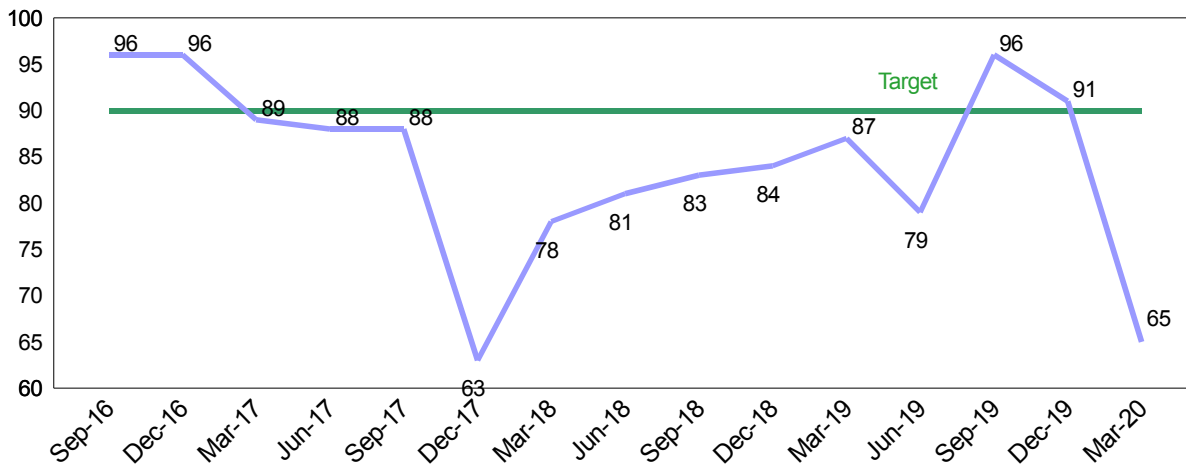
Performance Measures that achieved their target as a percentage of all reported Performance Measures. The aim is for 60% or more of the Performance Measures to have met their target.



	Prev. Quarter (Dec 19)	This Quarter (Mar 20)
No Update	0	2
> 5% off Target	13	16
Off Target	7	10
Achieved Target	31	24

## Action Trend (March 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 (Dec 19)	This Quarter (Mar 20)
No Update	0	0
Unlikely to achieve	0	0
Behind schedule	6	24
On track	58	37
Complete	4	7

### SICKNESS (year to date)



average days lost to sickness

same period previous year



current trend

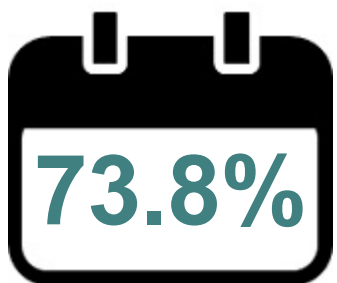


#### top 3 reasons

The top 3 causes of absence are Mental Health (3.53 day per FTE), Musculo-Skeletal (3.00 days per FTE) and Stomach and Digestion related (0.8 days per FTE)

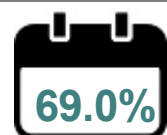
page 37

### 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 2018/19

Resignation	163
Retirement	35
End of Fixed Term Contract	14
Other	26

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

1	Adult Social Care	<b>15.70 days per FTE</b>
2	Economy	<b>14.40 days per FTE</b>
3	Education, Early Years and Skills	<b>12.40 days per FTE</b>

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)

**12.7%**



Staff turnover

same period previous year

**11.4%**

current trend



### TURNOVER (rolling 12 months)

**87.0%**

of people still in post after 12 months



same period previous year

**100.0%**

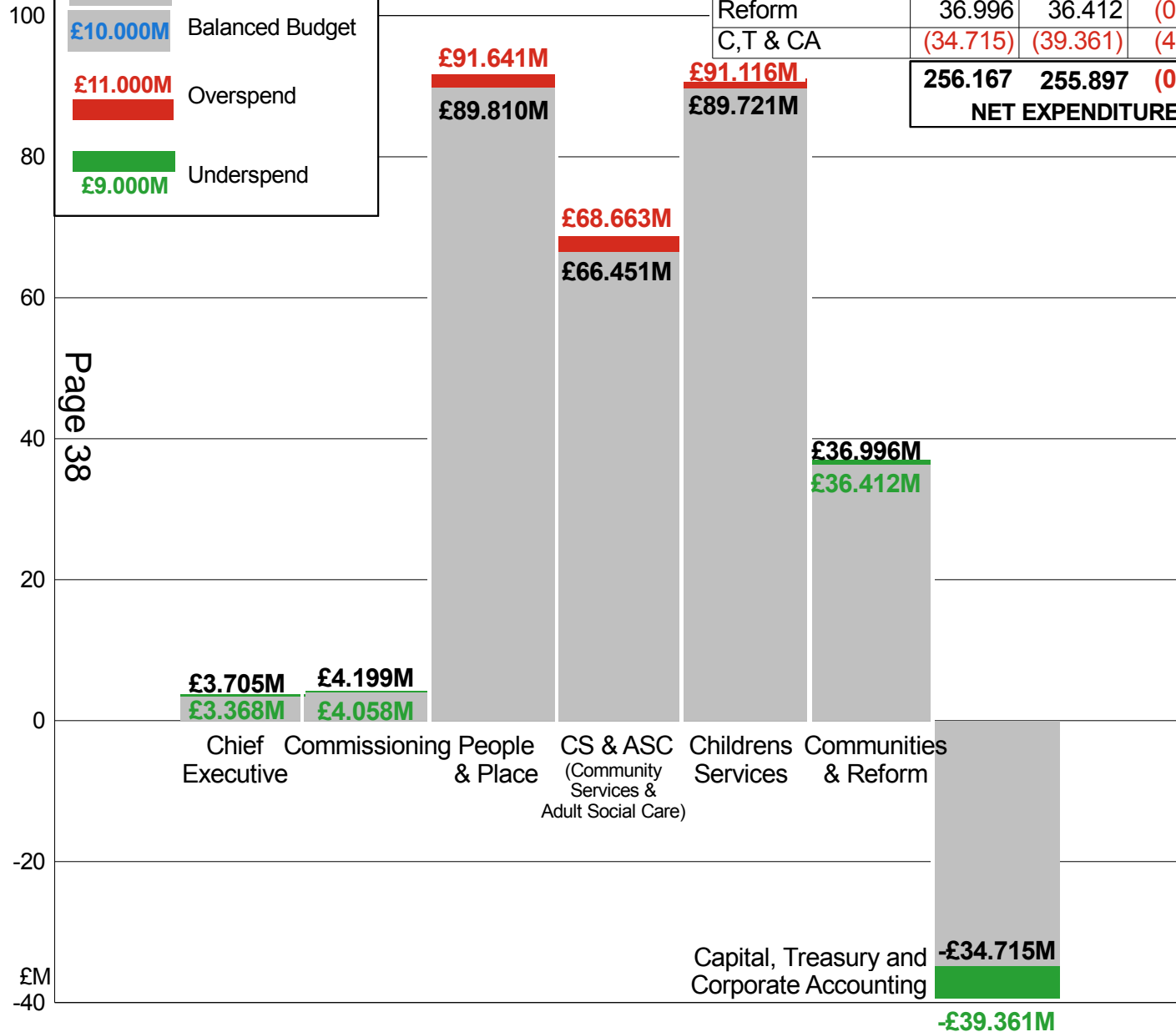
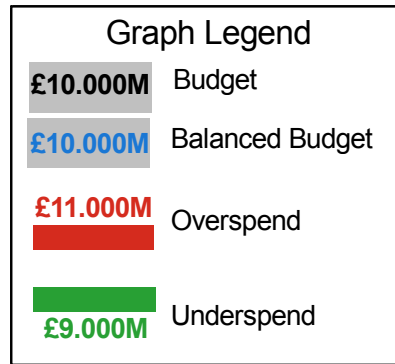
current trend



# Budget

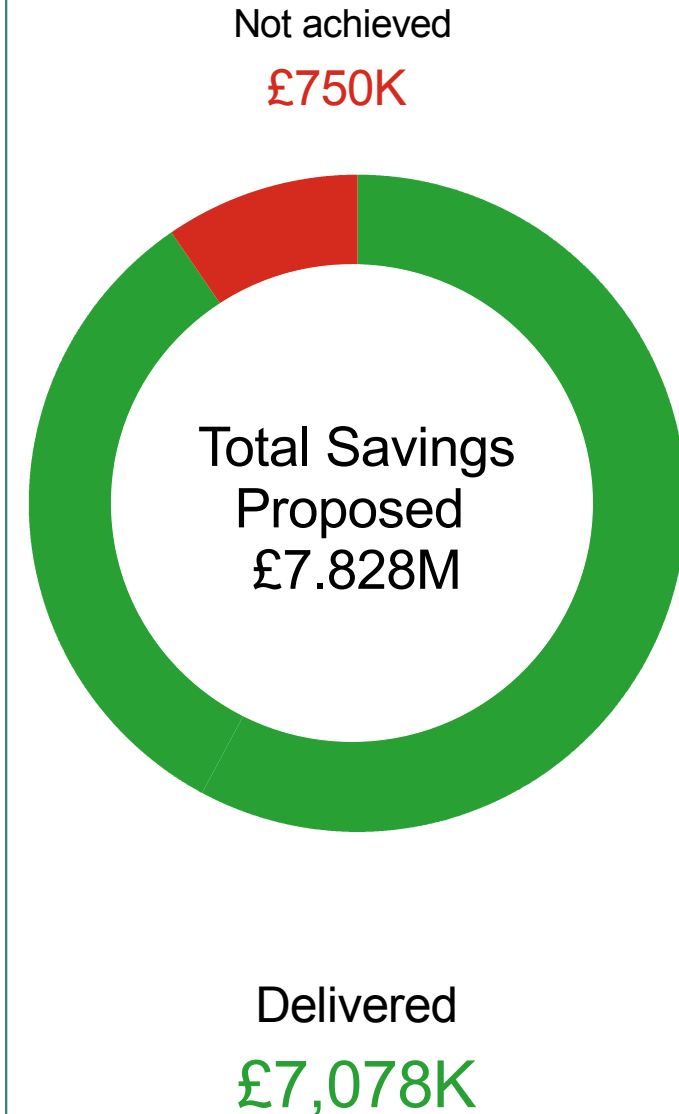
## Year End Outturn 2019/20

Portfolio	Budget £M	Outturn £M	Variance £M
Chief Exec	3.705	3.368	(0.337)
Commissioning	4.199	4.058	(0.141)
People & Place	89.810	91.641	1.831
CS & ASC	66.451	68.663	2.212
Childrens Svcs	89.721	91.116	1.395
Reform	36.996	36.412	(0.584)
C,T & CA	(34.715)	(39.361)	(4.646)
<b>NET EXPENDITURE</b>	<b>256.167</b>	<b>255.897</b>	<b>(0.270)</b>



# Approved 2019/20 Budget Reductions

## Quarter 4 2019/20





## **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

# Appendix I - Corporate Measure Detail

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status			Year End Ambition (Figure) & Outturn (Colour)
								tolerance (+/- 5% of target)	LEGEND	● on or better than target ● within tolerance ● worse than tolerance	
<b>START WELL : Children and Young people get the best start in life and make the most of their education</b>											
✓	M730(CP) Percentage of pupils achieving the national standard in reading, writing and mathematics at the end of Key Stage 2	Cllr S Mushtaq	Annual		62.8%	(Prev Yr) ACTUAL 62.8% TARGET 61.0%	64.0%	0 10 20 30 40 50 60 70		64.0%	
✓	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		91.5%	(Prev Yr) ACTUAL 91.5% TARGET 92.0%	92.0%	0 10 20 30 40 50 60 70 80 90 100		92.0%	
✓	M722(CP) Percentage of pupils in good/outstanding Ofsted schools	Cllr S Mushtaq	Monthly		78.5%	(Prev Mth) ACTUAL 78.6% TARGET 81.0%	81.0%	0 10 20 30 40 50 60 70 80 90		81.0%	
✓	M716(CP) Timeliness of quality EHC plans: Percentage completed within 20 weeks over 12 months	Cllr S Mushtaq	Quarterly	59.0%	98.2%	(Prev Qtr) ACTUAL 81.3% TARGET 70.0%	70.0%	0 10 20 30 40 50 60 70 80		70.0%	
✓	M700(CP) Attendance rates in Oldham Primary and Secondary Schools	Cllr S Mushtaq	Annual		95.8%	(Prev Yr) ACTUAL 95.8% TARGET 96.0%	95.2%	0 10 20 30 40 50 60 70 80 90 100		95.2%	
✓	M683 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 (rolling 12 months)	Cllr A Chadderton	Monthly	83.4%	81.6%	(Prev Mth) ACTUAL 82.0% TARGET 90.0%	90.0%	0 10 20 30 40 50 60 70 80 90 100		90.0%	

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	Year End Ambition (Figure) & Outturn (Colour)
✓	M657(CP) Percentage of children who pass the Year 1 Phonics screening test.	Cllr S Mushtaq	Annual		77.5%	(Prev Yr) ACTUAL 77.5% TARGET 80.0%	80.0%	<p>A horizontal bar chart with a scale from 0 to 90. A grey bar represents the actual value of 77.5, and a vertical line represents the target of 80.0. The number 77.5 is written at the end of the bar.</p>	80.0%
✓	M649(CP) Percentage take up of 2 year-old children benefitting from funded early education places	Cllr S Mushtaq	Bi-Annual		69.1%	(Prev 6-month) ACTUAL 87.3% TARGET 85.0%	85.0%	<p>A horizontal bar chart with a scale from 0 to 100. A grey bar represents the actual value of 87.3, and a vertical line represents the target of 85.0. A red dot is placed at the actual value of 87.3.</p>	85.0%
✓	M648(CP) % of children who have reached a Good Level of Development (GLD) at the end of the Early Years Foundation Stage.	Cllr S Mushtaq	Annual		64.1%	(Prev Yr) ACTUAL 64.1% TARGET 66.0%	68.0%	<p>A horizontal bar chart with a scale from 0 to 70. A grey bar represents the actual value of 64.1, and a vertical line represents the target of 66.0. A green dot is placed at the actual value of 64.1.</p>	68.0%
✓	M640(CP) Percent of 16 to 17 year olds who are not in education, employment or training (NEET)	Cllr S Mushtaq	Monthly	3.3%	3.8%	(Prev Mth) ACTUAL 3.4% TARGET 3.5%	3.5%	<p>A horizontal bar chart with a scale from 0.0 to 4.0. A grey bar represents the actual value of 3.4, and a vertical line represents the target of 3.5. A green dot is placed at the actual value of 3.4.</p>	3.5%
	M619 Percentage of Care Leavers age 17-21 in Education, Employment or Training	Cllr A Chadderton	Monthly	87.1%	57.4%	(Prev Mth) ACTUAL 70.0% TARGET 70.0%	70.0%	<p>A horizontal bar chart with a scale from 0 to 80. A grey bar represents the actual value of 70.0, and a vertical line represents the target of 70.0. A green dot is placed at the actual value of 70.0.</p>	70.0%
	M639(CP) Achieve the expected standard for the childhood immunisation programme as indicated by uptake of MMR at age 5	Cllr Z Chauhan	Quarterly		96.4%	(Prev Qtr) ACTUAL 96.9% TARGET 95.0%	95.0%	<p>A horizontal bar chart with a scale from 0 to 100. A grey bar represents the actual value of 96.9, and a vertical line represents the target of 95.0. A green dot is placed at the actual value of 96.9.</p>	95.0%
	M655(CP) Percentage of children seen in the previous 12 months by an NHS dentist	Cllr Z Chauhan	Quarterly		64%	(Prev Qtr) ACTUAL 64% TARGET 60%	60%	<p>A horizontal bar chart with a scale from 0 to 70. A grey bar represents the actual value of 64, and a vertical line represents the target of 60. A green dot is placed at the actual value of 64.</p>	60%

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	Year End Ambition (Figure) & Outturn (Colour)
	M656(CP) Percentage of Health Visitor mandated reviews completed within timescale	Cllr Z Chauhan	Quarterly		New Measure	(Prev Qtr) ACTUAL 88.2% TARGET 88.0%	88.0%	<p>A horizontal bar chart with a scale from 0 to 90. A grey bar represents the actual performance at 88.2%, and a green dot represents the target at 88.0%.</p>	88.0%
	M738(CP) Participation of 17 year olds in education or training (counted as Year 12 year group under CCIS)	Cllr S Mushtaq	Monthly		93.60%	(Prev Mth) ACTUAL 95.40% TARGET 95.00%	95.00%	<p>A horizontal bar chart with a scale from 0 to 100. A grey bar represents the actual performance at 95.40%, and a green dot represents the target at 95.00%.</p>	95.00%
	M804(CP) Percentage of young people who achieve level 5+ in both English and mathematics at KS4	Cllr S Mushtaq	Annual		35.8%	(Prev Yr) ACTUAL 35.8% TARGET 37.2%	37.2%	<p>A horizontal bar chart with a scale from 0 to 40. A grey bar represents the actual performance at 35.8%, and a red dot represents the target at 37.2%.</p>	37.2%
	M841(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 A Chadderton	Monthly		445 days	(Prev Mth) ACTUAL 472 days TARGET 426 days	426 days	<p>A horizontal bar chart with a scale from 0 to 500. A grey bar represents the actual performance at 472 days, and a red dot represents the target at 426 days.</p>	426 days

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	Year End Ambition (Figure) & Outturn (Colour)
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**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		New Measure	(Prev Qtr) ACTUAL 46.1% TARGET 50.0%	50.0%		50.0%
✓	M408(CP) Total new homes built	Cllr H Roberts	Quarterly	709	287	(Prev Qtr) ACTUAL 583 TARGET 337	450		450
✓	M356(CP) Number of work related opportunities created by Get Oldham Working	Cllr S Mushtaq	Monthly		5,905	(Prev Mth) ACTUAL 7,967 TARGET 5,875	6,000		6,000
	M63(CP) Number of visitors to Gallery Oldham	Cllr S Fielding	Quarterly		93,578	(Prev Qtr) ACTUAL 85,291 TARGET 61,500	75,000	NO UPDATE THIS QUARTER DUE TO COVID-19 AND RESULTING CLOSURE OF GALLERY OLDHAM THIS MEASURE EXCEEDED THE YEAR END TARGET AT QUARTER 3	75,000
	M69(CP) Number of library visits per 1000 population. To library service points - not including web visits	Cllr S Fielding	Monthly		5,594	(Prev Mth) ACTUAL 5,341 TARGET 5,774	5,774		5,774
	M197(CP) Number of visits to OCL Leisure Centres per 1000 population	Cllr Z Chauhan	Quarterly		5,324	(Prev Qtr) ACTUAL 4,063 TARGET 3,975	5,300	NO UPDATE THIS QUARTER DUE TO COVID-19 AND RESULTING CLOSURE OF LEISURE CENTRES BASED ON PREVIOUS PERFORMANCE, ON TRACK TO ACHIEVE TARGET	5,300
	M256(CP) Number of life long learning enrolments	Cllr S Mushtaq	Monthly		6,300	(Prev Mth) ACTUAL 4,757 TARGET 4,250	4,500		4,500

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	Year End Ambition (Figure) & Outturn (Colour)
	M357a(CP) Number of Get Oldham Working related Job opportunities filled	Cllr S Mushtaq	Monthly		3,386	(Prev Mth) ACTUAL 4,519 TARGET 3,329	3,400		3,400
	M409(CP) Percentage of completed homes that are affordable	Cllr H Roberts	Quarterly	17.0%	9.4%	(Prev Qtr) ACTUAL 25.6% TARGET 25.0%	25.0%		25.0%
	M548(CP) Proportion of adults with learning disabilities in paid employment in England	Cllr Z Chauhan	Quarterly	5.6%	2.5%	(Prev Qtr) ACTUAL 3.2% TARGET 4.0%	4.0%		4.0%
	M659(CP) Percent of NHS Health Checks offered which were taken up in the Quarter	Cllr Z Chauhan	Quarterly		44.3%	(Prev Qtr) ACTUAL 50.2% TARGET 50.0%	50.0%		50.0%
	M715(CP) Annual EHCP (SEND) statutory reviews completed within legal time frame	Cllr S Mushtaq	Monthly		New Measure	(Prev Mth) ACTUAL 56.9% TARGET 70.0%	70.0%		70.0%

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	Year End Ambition (Figure) & Outturn (Colour)
<b>AGE WELL : Older people live fulfilling lives and form part of an engaged and resilient community</b>									
✓	M565(CP) Delayed days (per 100,000 of the population) aged 18+ attributable to social care in England	Cllr Z Chauhan	Monthly		507 days	(Prev Mth) ACTUAL 425 days TARGET 550 days	600 days		600 days
	M543(CP) Number of individuals (65+) in a permanent residential or nursing placement – per 10,000 population 65+	Cllr Z Chauhan	Monthly		209	(Prev Mth) ACTUAL 199 TARGET 201	201		201
	M863(CP) Percent of eligible adults aged 65+ who have received the flu vaccine	Cllr Z Chauhan	Quarterly	75.4%	72.1%	(Prev Qtr) ACTUAL 72.8% TARGET 75.0%	75.0%		75.0%

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	Year End Ambition (Figure) & Outturn (Colour)
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**PLACE : An organisation that works cooperatively with residents and partners to deliver for Oldham**

✓	M915(CP) Customer satisfaction (Contact Centre)	Cllr A Jabbar	Monthly		95.77%	(Prev Mth) ACTUAL 96.00% TARGET 94.00%	94.00%		94.00%
✓	M631 Early Help - Proportion of cases where at least one individual shows an improvement in one or more assessed scores (rolling 12 months)	Cllr A Chadderton	Monthly		66.4%	(Prev Mth) ACTUAL 58.2% TARGET 65.0%	65.0%		65.0%
✓	M501(CP) Percentage of Household waste sent for Reuse, Recycling or Composting	Cllr A Ur Rehman	Monthly	49.33%	40.35%	(Prev Mth) ACTUAL 37.21% TARGET 39.00%	43.00%		44.74%
✓	M575(CP) Percentage of minor planning applications determined in time	Cllr H Roberts	Quarterly		96.0%	(Prev Qtr) ACTUAL 95.0% TARGET 80.0%	80.0%		80.0%
	M126(CP) Percentage CO2 reduction on 1990 baseline	Cllr A Jabbar	Annual 3yr in arrears		43.4%	(Prev Yr) ACTUAL 43.4% TARGET 40.0%			41.6%
	M274(CP) Percentage of major planning applications determined in time	Cllr H Roberts	Quarterly		100.0%	(Prev Qtr) ACTUAL 100.0% TARGET 80.0%	80.0%		80.0%
	M333(CP) Percentage Council spend in Oldham	Cllr A Jabbar	Monthly		61.55%	(Prev Mth) ACTUAL 62.00% TARGET 60.00%	60.00%		60.00%



Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	Year End Ambition (Figure) & Outturn (Colour)
	M393(CP) Number of businesses supported after being successfully included in a referral package / programme.	Cllr S Fielding	Quarterly		New Measure	(Prev Qtr) ACTUAL 259 TARGET 225	300		300
	M493(CP) Streets and grounds inspection issues	Cllr A Ur Rehman	Monthly		17%	(Prev Mth) ACTUAL 16% TARGET 21%	21%		21%
	M494(CP) Number of food hygiene inspections	Cllr A Ur Rehman	Quarterly		New Measure	(Prev Qtr) ACTUAL 555 TARGET 761	1,070		1,070
	M490(CP) Highways: Classified Network Surface Condition (Percentage of principal roads requiring maintenance)	Cllr A Ur Rehman	Annual		7.0%	(Prev Yr) ACTUAL 6.0% TARGET 6.0%	4.0%		4.0%

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	Year End Ambition (Figure) & Outturn (Colour)
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**WELL LED : Oldham has an inclusive economy, thriving communities and residents who are independent, resilient and engaged**

✓	S202(CP) Council Sickness Absence	Cllr A Jabbar	Monthly	10.0 days	9.5 days	(Prev Mth) ACTUAL 10.5 days TARGET 5.5 days	6.0 days		6.0 days
✓	M664 Percentage of referrals which are repeat referrals to Children's Social Care (rolling 12 months)	Cllr A Chadderton	Monthly	24.4%	25.6%	(Prev Mth) ACTUAL 25.8% TARGET 17 - 21.9%	17.0%		17 - 21.9%
ESD	M340(CP) Percent of Internal Audit Opinions resulting in Weak, Inadequate, Limited Assurance	Cllr A Jabbar	Quarterly		13%	(Prev Qtr) ACTUAL 13% TARGET 15%	15%		15%
	M365(CP) Percentage of Council annual apprentice levy distributed to employers and apprenticeship training agencies within Oldham	Cllr A Jabbar	Quarterly		New Measure	(Prev Qtr) ACTUAL 15.9% TARGET 7.0%	13.0%		13.0%
	M566(CP) Percentage of care home beds rated as 'Good' or 'Outstanding' (NW ADASS CQC Data reports)	Cllr Z Chauhan	Quarterly		New Measure	(Prev Qtr) ACTUAL 78.6% TARGET 78.0%	80.0%		80.0%
	M567(CP) Percentage of community based providers rated as 'Good' or Outstanding	Cllr Z Chauhan	Quarterly		New Measure	(Prev Qtr) ACTUAL 85.7% TARGET 91.0%	93.0%		93.0%
	M682 Children's Social Care – Percentage of completed assessments to timescale (rolling 12 months)	Cllr A Chadderton	Monthly	87.1%	81.1%	(Prev Mth) ACTUAL 71.2% TARGET 85.0%	85.0%		85.0%

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	Year End Ambition (Figure) & Outturn (Colour)
	S357(CP) Percentage of council tax in year collected of the total owed (cumulative)	Cllr A Jabbar	Monthly	95.03%	94.46%	(Prev Mth) ACTUAL 92.53% TARGET 93.23%	94.60%		94.60%
	S368(CP) Percentage of national non domestic rates (NNDR) collected in year as a % of the total owed	Cllr A Jabbar	Monthly	96.73%	97.22%	(Prev Mth) ACTUAL 93.55% TARGET 93.54%	97.18%		97.18%

## 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 On track	Behind Schedule Unlikely to achieve								
Corporate Objective 1 : An inclusive economy where people and enterprise thrive										
DA113	Behind Schedule	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	30/4/2020	31/3/2020	30/6/2020	This is ongoing as part of the local employment workstream within the GM LD & Autism strategies workstream. The focus at present is on linking with key employers in Oldham to establish their position regarding the employment of people with a Learning Disability and/or Autism and if they do not currently employ people what support is needed to enable change.	Mark Warren	30/4/2020
DC100	On track	Support Oldham Education Partnership Board in prioritising all the recommendations of Education & Skills Commission	Adrian Calvert	Cllr S Mushtaq	2/4/2020	31/3/2020	30/6/2020	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	30/4/2020
DC101	On track	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	2/4/2020	31/3/2020	30/6/2020	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	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
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	23/4/2020	31/3/2020	30/9/2020	Risk is that there are a shortage of pupil spaces. September 2020 taken care of, but closure of small independent schools permanently due to loss of income could also negatively impact on managing this priority.	Gerard Jones	30/4/2020
DC111	Ensure all children are school ready when they are due to start school	Paula Healey	Cllr S Mushtaq	23/4/2020	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	30/4/2020
DC155	Get Oldham Working to engage with 6,000 residents and fill 5,000 new employment-related opportunities by 2020	Jon Bloor	Cllr S Mushtaq	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 Mushtaq	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 Mushtaq	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

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
DC191	Explore options to support parents as co-educators, strengthening the partnership between council, schools and parents	Andrew Sutherland	Cllr S Mushtaq	23/4/2020	31/3/2020	30/9/2020	Engagement with parents and partners is only possible online, which reduces the service available. However, maintaining links with POINT (Parent/Care Forum ) to gauge parent views at this point. Also maintaining the Local Offer to update and guide parents on matters as they arise.	Gerard Jones	30/4/2020
DC193	Improve support for schools recruiting governors, particularly from underrepresented communities	Andy Collinge	Cllr S Mushtaq	23/4/2020	31/3/2020	30/9/2020	Schools and settings closed on 23 March 2020 owing to Covid-19. This has slowed the programme to recruit into this area.	Gerard Jones	30/4/2020
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.	Andrew Sutherland	Cllr S Mushtaq	23/4/2020	31/3/2022	31/3/2022	Progress continues on extending Crompton House, supporting the build of Bluecoat 2 and the new schools at Breezehill and Saddleworth.	Gerard Jones	30/4/2020
DC195	Oldham to match the national level of school readiness by 2021 through supporting best practice in early family learning support programmes	Andrew Sutherland	Cllr S Mushtaq	23/4/2020	31/3/2021	31/3/2021	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 national school readiness by 2021 owing to potential gaps in learning & support that would have otherwise been in place. Predictions indicated a rise to 69.1% from 68%. This could have been pushed closer to the 70% target.	Gerard Jones	30/4/2020
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.	Andrew Sutherland	Cllr S Mushtaq	23/4/2020	31/3/2021	31/3/2021	THE EHMW team are providing additional support and resources to schools in response to Covid-19. It is too early to identify if there will be a longer term impact on wellbeing at this stage.	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
DC197	Promote the Children's Champions scheme so that every child looked after has a champion to support them	Elaine Devaney	Cllr A Chadderton	14/4/2020	31/3/2020	30/6/2020	Training is being rolled out to current and new children's champions and an evaluation of the children's champions scheme to understand the impacts, outputs and outcomes is currently being drafted. This continues to be a very successful scheme for Children Looked After and Care Leavers. 35 young people have a champion and one champion is awaiting a match.	Gerard Jones	30/4/2020
DC198	Explore the options to provide free prescriptions to all children looked after and care leavers under 25	Elaine Devaney	Cllr A Chadderton	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
DE119	Improve security at bus stations, metrolink stops and car parks	Carol Brown	Cllr A Ur Rehman	1/4/2020	31/3/2020	30/6/2020	Appropriate interventions to be requested through TfGM as the responsible authority	Helen Lockwood	30/4/2020
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	8/4/2020	31/3/2020	30/6/2020	The Greaves under offer to a restaurant, due to open in Summer 2020. 18 Greaves Street is under offer to a new leisure use.  2 grants approved in new Royton Scheme, delay in implementation due to Covid-19.  Business grant scheme being reviewed given the potential crisis payments needed for businesses who fall outside Govt business support packages	Helen Lockwood	30/4/2020

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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	8/4/2020	31/3/2021	31/3/2021	The next consultation stage is now likely to be delayed due to the impact of Covid 19. We are waiting for confirmation regarding the likely timescales. Evidence and preparation of the GMSF is to continue so that GMCA are in a position to go out to consultation as soon as practical.	Helen Lockwood	30/4/2020
DE148	Maintain our 24-hour road repair promise for priority routes and invest in our secondary routes and highways	Gordon Anderson	Cllr A Ur Rehman	6/4/2020	31/3/2020	30/6/2020	The 1st year of the 3 year £12m Highways Investment Programme is on target – due to efficiencies some works programmed for the 2nd Year are being carried out this financial year ahead of target within 2019/20 budget	Helen Lockwood	30/4/2020
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	8/4/2020	31/3/2020	30/6/2020	Vision completed and approved.  Amalgamated into Creating a Better Place strategic framework to support our residents with new opportunities for homes and employment.  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	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
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	8/4/2020	31/3/2021	31/3/2021	<p>Some delays due to uncertainty with Covid-19 period.</p> <p>Interserve have completed their pre-contract services work. Staff are currently working with Interserve to get them to a point where they can commence enabling works on the former library, with the main works starting in the summer.</p>	Helen Lockwood	30/4/2020
DE172	Develop and deliver the transformation of Oldham Mumps (Princes Gate) area	Emma Barton	Cllr S Fielding	8/4/2020	31/3/2021	31/3/2021	<p>Travelodge and Lidl - discussions continue with developer regarding expected planning application and development timelines.</p> <p>The Old Bank has received expressions of interest and the Council are in negotiations with developers.</p> <p>Site C – housing site – feasibility and options being developed to support Creating a Better Place and Housing Strategy priorities</p>	Helen Lockwood	30/4/2020

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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	8/4/2020	31/3/2020	30/6/2020	Significant opportunity being developed for town centre, which supports Creating a Better Place agenda.  New Market building not progressing - not viable. Wider town centre options under review to ensure future sustainability of the market.	Helen Lockwood	30/4/2020
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	8/4/2020	31/3/2020	30/6/2020	Partnership work embedded with GMCA team and GM Night Time Economy Advisor.  Creative District work continues with enhanced partnership arrangements with Hack Oldham.  Egyptian Room is under offer and negotiations are in place with a view to have a new leisure offer opening in Summer 2021.	Helen Lockwood	30/4/2020
DE187	Double the number of co-operative enterprises active in the borough	Emma Barton	Cllr S Fielding	8/4/2020	31/3/2020	30/6/2020	Oldham in Place Partnership bid was successful as part of a GM proposal to enter into the final bidding phase. Work is ongoing with a hope that activity will begin from January 2021.	Helen Lockwood	30/4/2020
DE190	Identify sites for public water fountains to support our green agenda	Gail Aspinall	Cllr A Ur Rehman	8/4/2020	31/3/2020	30/6/2020	On hold due to Covid-19.	Helen Lockwood	30/4/2020
DE191	Extend our free weekend car parking pledge (up to 3 hours) with unlimited free parking on weekdays after 3pm.	Emma Barton	Cllr A Ur Rehman	8/4/2020	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	30/4/2020

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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	8/4/2020	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.	Rebekah Sutcliffe	1/5/2020
DP414	Create a programme of events and activities to tackle social isolation and increase access to culture	Katrina Stephens	Cllr Z Chauhan	8/4/2020	31/3/2020	30/6/2020	Audio-Described & BSL tours and activities at Gallery Oldham on-going. Encountering the Unexpected activity programme engaging older people with natural history collections. Libraries of Sanctuary programme on-going. Reading Friends which targeted older social isolated people now includes younger LGBT groups. Autism and dementia friendly activities	Rebekah Sutcliffe	1/5/2020
DP415	Develop the Local Cultural Education Partnerships	Katrina Stephens	Cllr S Fielding	8/4/2020	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.	Rebekah Sutcliffe	30/4/2020

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**Corporate Objective 2 : Thriving communities where everyone is empowered to do their bit**

DA104	Implement GM Learning Disabilities priorities ensuring all 10 priorities become BAU	Jayne Ratcliffe	Cllr Z Chauhan	30/4/2020	31/3/2020	30/6/2020	The GM Learning Disability priorities are managed by the LD Partnership Board. The team continue to work to develop these priorities as work continues on implementing the local strategy. The Head of Service for Learning Disability is working with the team and stakeholders to ensure the priorities are aligned with objectives. This is ongoing.	Mark Warren	30/4/2020
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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
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	30/4/2020	31/12/2019	31/12/2019	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.	Mark Warren	30/4/2020
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	Julie Urmson	Cllr Z Chauhan	30/4/2020	31/3/2021	31/3/2021	Revised MCA Code of Practice is expected in December 2019 and implementation of the legislation by Autumn 2020. This is being monitored.	Mark Warren	30/4/2020
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	30/4/2020
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	30/4/2020	31/3/2020	30/6/2020	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	30/4/2020
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	30/4/2020	31/3/2020	30/6/2020	Priorities continue to be developed and remain at multiple stages of implementation.	Mark Warren	30/4/2020

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DC167	Deliver on the corporate parenting strategy to significantly improve the life chances of every child in Oldham's care.	Elaine Devaney	Cllr A Chadderton	14/4/2020	31/3/2022	31/3/2022	The corporate parenting annual report has been signed off by Cllr Amanda Chadderton. The report outlines our successes and achievements against the action plans for 2019/20. Housing are undertaking a review of our Homeless Young People offer for 16/17 year olds.	Gerard Jones	30/4/2020
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	23/4/2020	31/3/2020	30/9/2020	Schools and settings closed on 23 March 2020 owing to Covid-19. Alternative model for FSM feeding in place locally and nationally. Will need to consider summer holidays. Future support for breakfast clubs will form the basis of a report to Portfolio in due course, once Covid-19 restrictions are removed/relaxed.	Gerard Jones	30/4/2020

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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 A Chadderton	14/4/2020	31/3/2020	30/6/2020	The retention of foster carers in the Fostering Service is strong. The payment scheme has been revised to improve recruitment and stability and widen placement choice. There has been a net gain of 12 new, mainstream households and a reduction in the use of Independent Fostering Agencies with 27 children placed at 31.03.20 compared to 32 children in 2019.	Gerard Jones	30/4/2020
DC200	Continue to work to ensure that all our Children Looked After are placed in the borough	Shirley Woods -Gallagher	Cllr A Chadderton	1/4/2020	31/3/2021	1/4/2021	CLA placed in borough is at 56% over the last six months which is slightly below statistical neighbours at 58%. 93.2% of CLA are placed within a 20 mile radius of the child's home. This is above statistical neighbours at 84%. Reviewing out of borough placements remains a priority at the Access to Resource Panel.	Gerard Jones	30/4/2020
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	8/4/2020	31/3/2022	31/3/2022	Cabinet have approved the following:- - purchase of 19 homes at Primrose Bank, - Countryside as Developer Partner at Fitton Hill (360 mixed tenure homes) and - Flexible Housing Fund.  Initial work underway with developer for town centre location – potential for 210 town centre units.  All development sites closed due to Covid-19.	Helen Lockwood	30/4/2020

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DE126	Commit to preserving and enhancing the quality of our environment. Prosecuting fly tippers and people who drop litter	Carol Brown	Cllr A Ur Rehman	1/4/2020	31/3/2020	30/6/2020	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	30/4/2020
DE132	Review, adopt and implement a new Oldham Housing Strategy 2019	Emma Barton	Cllr H Roberts	8/4/2020	31/3/2022	31/3/2022	New Housing Partnership launched in Feb with key stakeholders. Flexible Housing Fund Approved. MoU's being worked up with key partners.  Remote engagement during Covid-19	Helen Lockwood	30/4/2020
DE140	Local Plan Review (Issues and Options)	Emma Barton	Cllr H Roberts	8/4/2020	31/3/2021	31/3/2021	Work on Issues and Options continues. Timetable in Local Development Schemes needs to be reviewed in light of Covid 19 and windows for site work / community consultation and engagement.	Helen Lockwood	30/4/2020
DE144	Develop a joint programme of works to improve Air Quality across the Borough and Greater Manchester area	Carol Brown	Cllr A Ur Rehman	1/4/2020	31/3/2020	30/6/2020	Delays from Government in the response to the submitted Outline business case. Consultation delayed and work affected by the Covid-19 outbreak.	Helen Lockwood	30/4/2020
DE169	Improving Private Rented Sector standards	Emma Barton	Cllr H Roberts	8/4/2020	31/3/2022	31/3/2022	Empty homes pilot completed P&R on 1 property, 2 pending L&R delayed due to Covid-19. TA leasing scheme secured first property, more in pipeline. Bond scheme in operation but slowed down, work to increase amount of properties coming through. Work ongoing re: tenants charter. Some staff redeployed due to Covid-19 to support critical/emergency housing support.	Helen Lockwood	30/4/2020

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DE188	Establish the Oldham Code, setting our expectations for the quality of new homes	Emma Barton	Cllr S Fielding	8/4/2020	31/3/2020	30/6/2020	Draft papers completed outlining approach - this will look specifically at space standards and other relevant optional technical standards.  The wider Oldham Code will be developed as part of the Local Plan review.	Helen Lockwood	30/4/2020
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
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 A Ur Rehman	1/4/2020	31/3/2020	30/6/2020	Work to support cleaner air around schools and the appropriate use of legislation is currently underway.	Helen Lockwood	30/4/2020
DP299	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	8/4/2020	31/3/2020	30/6/2020	Geography agreed SDA paper outlining programme phase 1 and 2 has been agreed Design partner tenders have come back & will be awarded shortly Place plans are being mobilised as part of Covid 19 Community Bronze & 5 Place Based Hubs have been established to deal with the crisis. This includes Districts, Community Safety, Youth, Housing, Early Help and MH	Rebekah Sutcliffe	1/5/2020



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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.	Simon Jones	Cllr S Fielding	27/4/2020	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. A separate place narrative for Oldham has been commissioned by Emma Barton as part of Creating a Better Place.	Rebekah Sutcliffe	1/5/2020
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	8/4/2020	31/3/2020	30/6/2020	Design principles agreed and initial site assessment concluded that the footprint of 84 Union St/Museum site could accommodate the required facilities. Early design concept shared with stakeholders and governance board. Wider stakeholder engagement scheduled for late March delayed.	Rebekah Sutcliffe	1/5/2020
DP366	Review of prevention and early intervention to inform recommissioning of Early Help	Liz Lyons	Cllr S Fielding	8/4/2020	31/3/2020	30/6/2020	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	1/5/2020

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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	8/4/2020	31/3/2020	30/6/2020	Northern Roots is progressing well, activation of the Northern Roots charitable company is underway, consultation with residents, partners and stakeholders is ongoing, the process to develop a planning application and business model and plan is underway. Pilot projects commenced in early 2020 but have had to be paused due to Covid-19.	Rebekah Sutcliffe	1/5/2020
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	8/4/2020	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.	Rebekah Sutcliffe	1/5/2020

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### Corporate Objective 3 : Cooperative services with people and social value at their heart

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	30/4/2020	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 the development of a business case for phase 2 being developed. This work has been impacted by the response to COVID-19. The enablement teams are a key part of the response.	Mark Warren	30/4/2020
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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	30/4/2020	31/3/2020	30/6/2020	Phase 2 of integration is continuing to evolve and develop. The service has been very focused on the transfer of PCFT to SRFT. This transfer took place on 1st July 2019. Workshops have taken place with staff to review roles and responsibilities. This work will continue to be implemented. We are progressing to review governance structures including meetings.	Mark Warren	30/4/2020
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
DA111	Development of an Oldham Cares Strategic Commissioning Function (SCF) with the CCG to enable transition to a single commissioning function	Helen Ramsden	Cllr Z Chauhan	30/4/2020	31/12/2019	30/9/2020	Oldham has published its refreshed Locality Plan, within which the SCF is referenced. There is a strategic working group on the development of the SCF which Mike Barker leads on. However, due to health and social care's efforts currently being focused on COVID-19 response the operation of these groups has been put on hold.	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
DA117	Implement a redesigned, integrated safeguarding model	Helen Ramsden	Cllr Z Chauhan	30/4/2020	31/3/2020	30/6/2020	Staff have now been appointed and are due to commence their roles in April. There is one outstanding post, Head of Safeguarding. Applications received for this post, and interview date was set, however this was postponed due to Covid-19 outbreak. The interview has been rescheduled, and will take place in June. Interim Head of Safeguarding has been appointed	Mark Warren	30/4/2020
DC201	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	30/6/2020	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	30/4/2020
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	8/4/2020	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	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
DS103	Through our Welfare Rights Service, support people adversely affected by Welfare Reform.	Anne Ryans	Cllr A Jabbar	5/4/2020	31/3/2020	30/6/2020	The team continues to proactively support those who who contact the team for assistance and have developed out reach arrangements with cluster teams. At the end of Q3 the target for the achievement of additional financial support for customers (£1m for a full year) had been exceeded showing excellent performance by the team	Mike Barker	27/4/2020
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	5/4/2020	31/3/2020	30/6/2020	Work continues to support these strategies with an update of the CPIS approved at Cabinet on 16 Dec. 2019 together with 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	27/4/2020
DS233	Procurement will carry out a due diligence exercise establishing by category of spend business types within Oldham	Steve Boyd	Cllr A Jabbar	13/4/2020	31/3/2020	30/6/2020	We are now in the process of scheduling targeted engagement with local suppliers in specific cohorts.	Mike Barker	27/4/2020
DS240	Review council report templates to include the impact on children and young people on every report	Elizabeth Drogan	Cllr S Fielding	21/4/2020	31/3/2020	30/6/2020	Template currently being finalised.	Paul Entwistle	
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 is on track and being monitored/reviewed at monthly IT Strategic Investment Board meetings.	Helen Lockwood	30/4/2020

Accountable Lead

Martyn Bramwell

Follow-up Action

The Improving Attendance Project has been placed on hold as a result of COVID-19. Work to date has assisted in framing the next phase of activities to further progress improvement work to the council's approach to managing attendance.

An action plan has been developed to outline the next steps for the project. This includes assessing root causes, delving into demographics to identify proactive health promotion and support, undertaking qualitative checks with absentees to understand what interventions may have facilitated an earlier return, understanding the impact of early intervention, the effectiveness of wellness action plans, better usage or replacement of EAP services, maximisation of impact associated with physiotherapy services, developing management capability in absence and performance management, consideration of introducing nurse led services, exploring a potential move away from national conditions of pay for sickness, maximising ITrent as an enabler to improved absence management.

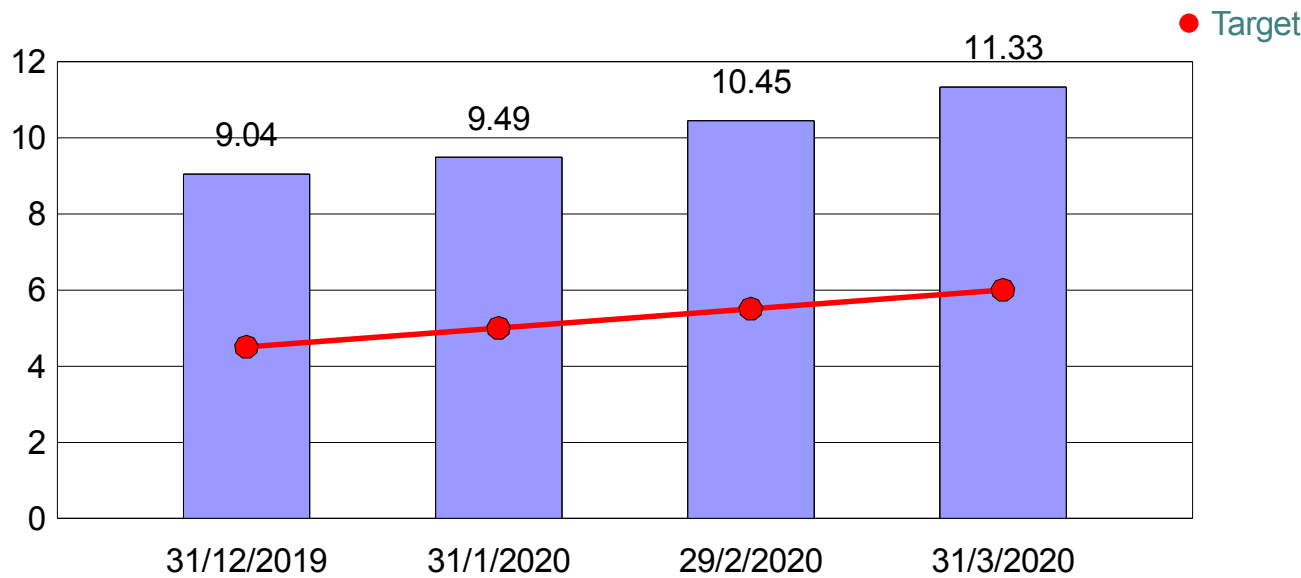
All actions have been collated into a plan, leads assigned and indicative timescales for completion pending the return to normal council duty and service provisions.

Director Assurance

Julia Veall

Whilst the absence management project has paused we will be able to make good progress once services resume to a more stable position. In the meantime we have set up systems to manage absence created by COVID-19 which is supporting movement of staff (volunteers) to key service areas.

Current and Previous Performance



Page 68

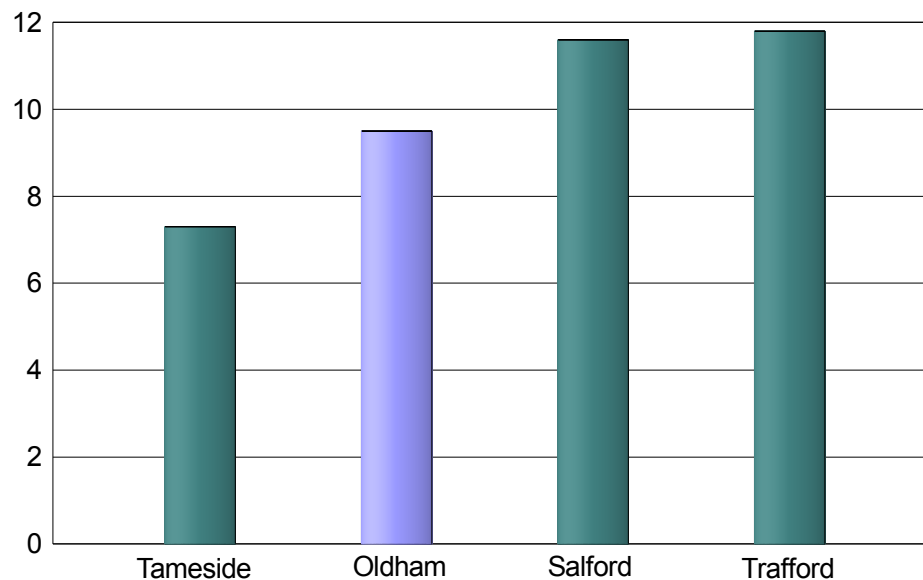
Benchmarking Period

Financial year  
01-Apr-2018  
to  
31-Mar-2019

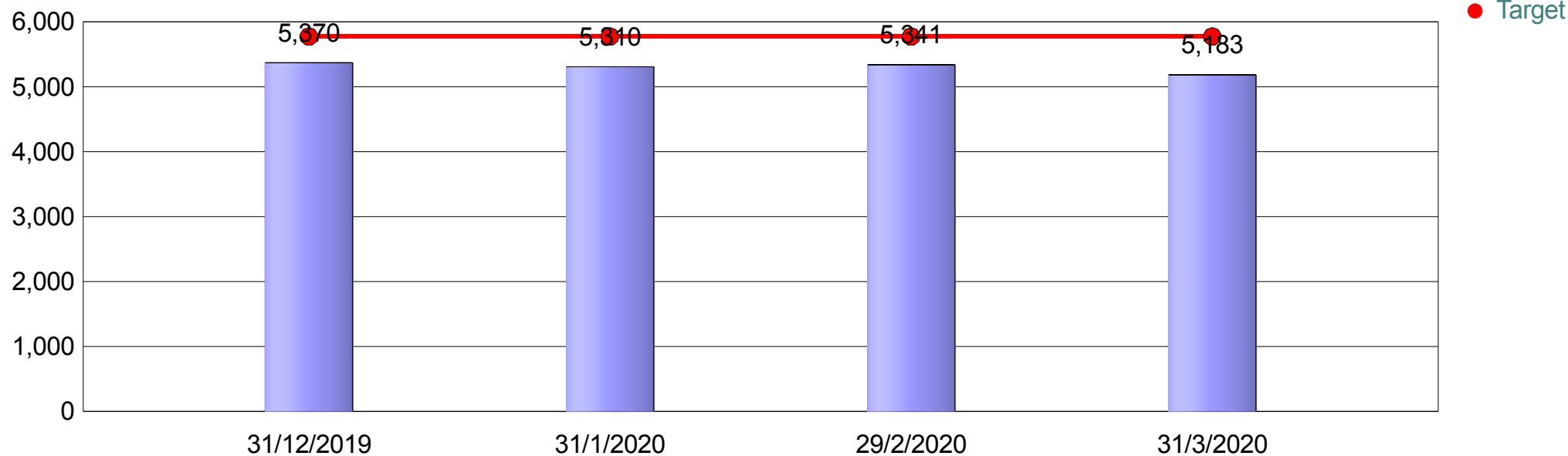
Updated Annual Averages

- Geographical neighbours 8.4
- English authorities 14.1
- GMCA 10.0
- CIPFA nearest neighbours 9.9

Benchmarking Definition : Sickness absence FTE days per employee



Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Subnum Hariff-Khan

Accountable Lead Follow Up Action

In line with national trend, library visitor figures have declined in Oldham. We have seen an increase in access to digital services and supporting those that are housebound or in residential care home to access services from home or in their community settings. March 2020 visitor figures have also been hugely impacted by the Covid-19 and all libraries were closed from Monday 23rd March.

Director Assurance

Katrina Stephens

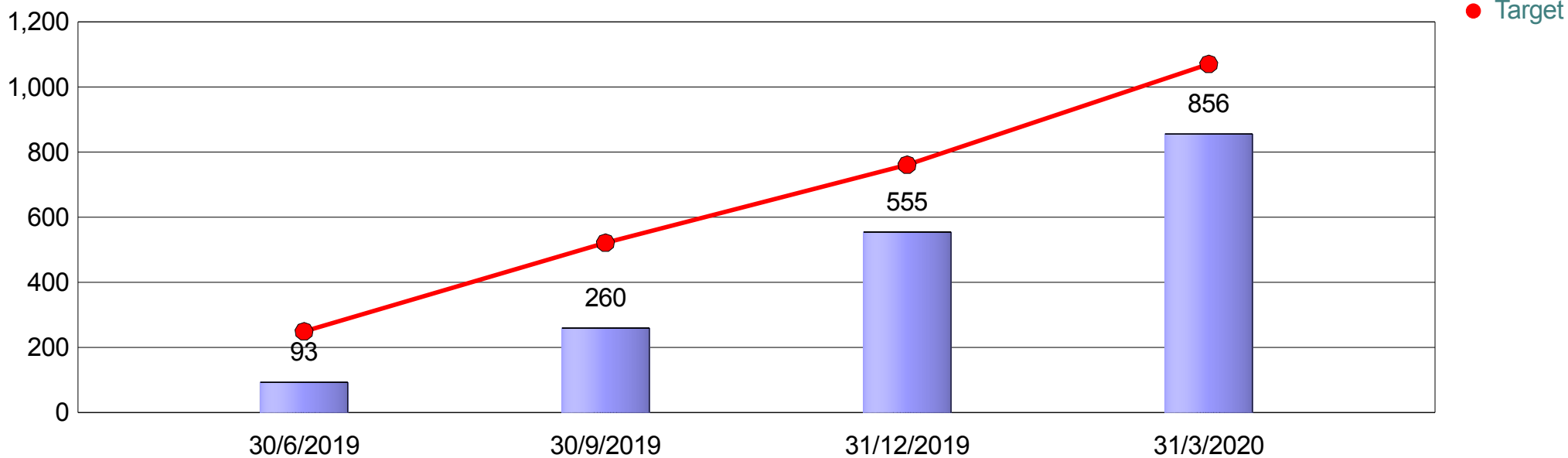
Figures for the final quarter have been affected by Covid-19 and the associated closure of libraries. Access to digital resources has been increasing over the course of the year, and has increased particularly significantly since the closure of services due to Covid-19.

Target Date

no date available

No Benchmarking Available

Current and Previous Performance



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Follow Up Action and Assurance Details

Accountable Lead

Neil Crabtree

Accountable Lead Follow Up Action

Due to Covid-19 on 20th March 2020 the Food Standards Agency instructed all Local Authorities to stop carrying out food inspections to reduce unnecessary footfall in food businesses and ensure resources were redirected to deal with Covid-19. The FSA have reviewed and further instruction issued to suspend all inspections until the 17th July 2020 at the earliest.

Director Assurance

Carol Brown

The figure recognises the impact of current Covid-19 restrictions.

Target Date

no date available

No Benchmarking Available



Accountable Lead

Craig Dale

Follow-up Action

Due to Covid-19 we have moved to a temporary weekly refuse collection only, this is to ensure that we maintain a collection of the most essential waste produced. This is on the back of reduced staffing numbers and the need to protect those staff in work. This will affect our recycling rate significantly.

Target Date

no date available

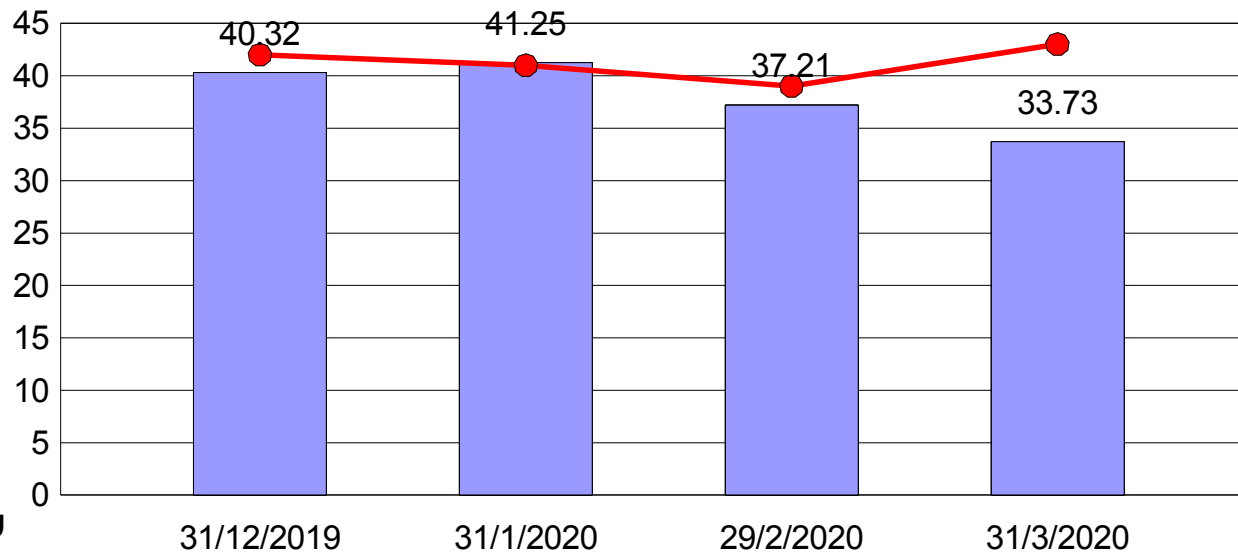
Director Assurance

Carol Brown

The temporary measures put in place will inevitably impact on the out turn figure. This will be reflected in the annual position. The reinstatement of recycling collections is programmed from the 27th April 2020.

**Current and Previous Performance**

● Target

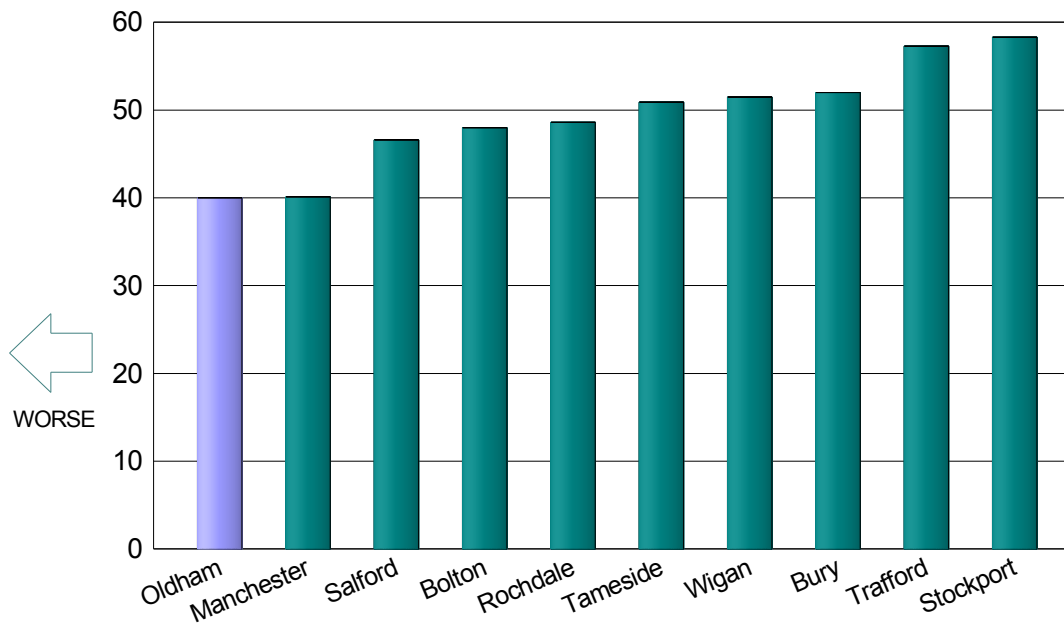


Page 7  
Benchmarking Period  
Financial year

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

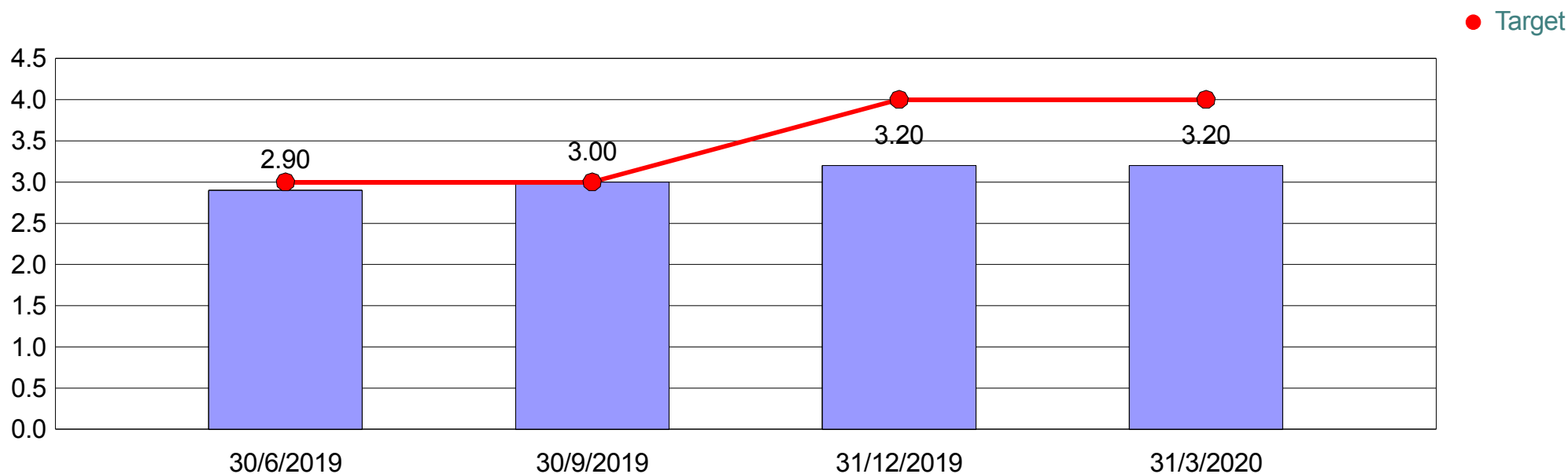
Benchmarking Definition : Percentage of household waste sent for reuse, recycling and composting (annual) (%)



← WORSE

→ BETTER

Current and Previous Performance



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Follow Up Action and Assurance Details

Accountable Lead

Jayne Ratcliffe

Target Date

31 Jul 2020

No Benchmarking Available

Accountable Lead Follow Up Action

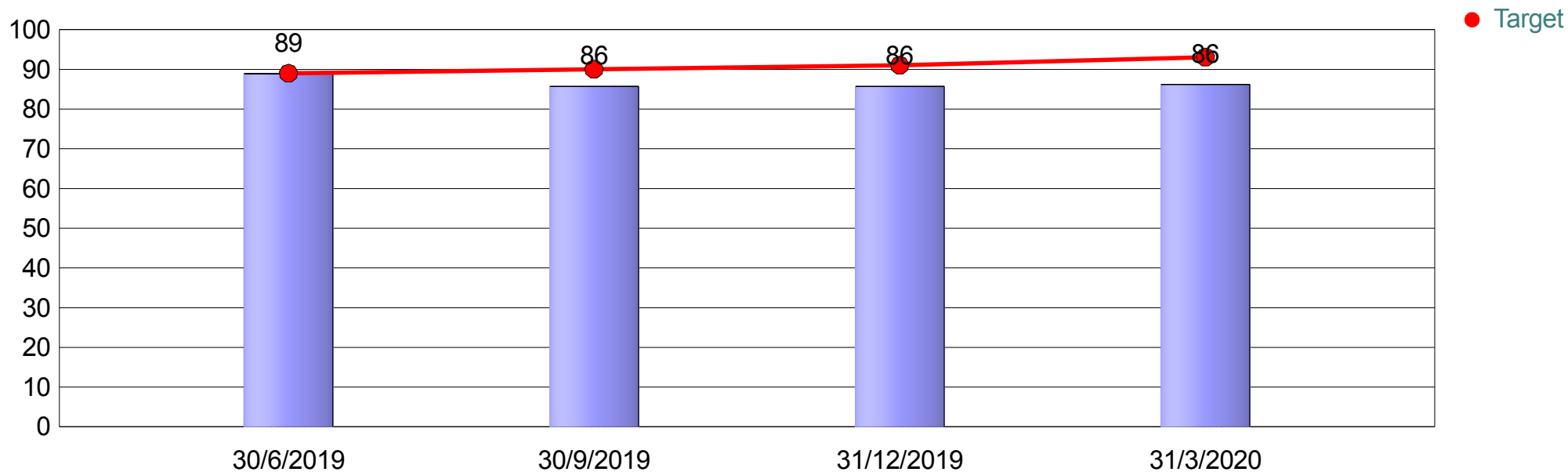
Immediately prior to Covid escalation, a paper was due to be finalised for JLT which linked an update on the work of the Oldham Learning Disability & Autism Employment workstreams, 'Routes to Employment'; the intentions around workforce training and development around neurodiversity; and the NICE (Neuro-diverse Inclusivity Caring Employer) Kytemark corporate intention for recruitment in the Council. As a workstream, we have been working with partners across Oldham and GM to focus on increasing the employment opportunities for adults with learning disabilities and/ or autism. This includes supported employment schemes, internships, apprenticeships and placements, as well as vocational training and shadowing. The various support services have been mapped in the locality and the working group includes representatives from each service. A Supported Employment Scheme via Pure Innovations was due to start in Oldham in April, but has been put on hold during covid lockdown. This is a 3 year scheme funded by GM and ESF monies.

Director Assurance

Mark Warren

Some successful work and progress has already been achieved on this workstream however unfortunately owing to Covid escalation this has now been delayed.

Current and Previous Performance



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Follow Up Action and Assurance Details

Accountable Lead

Helen Ramsden

Target Date

31 Jul 2020

No Benchmarking Available

Accountable Lead Follow Up Action

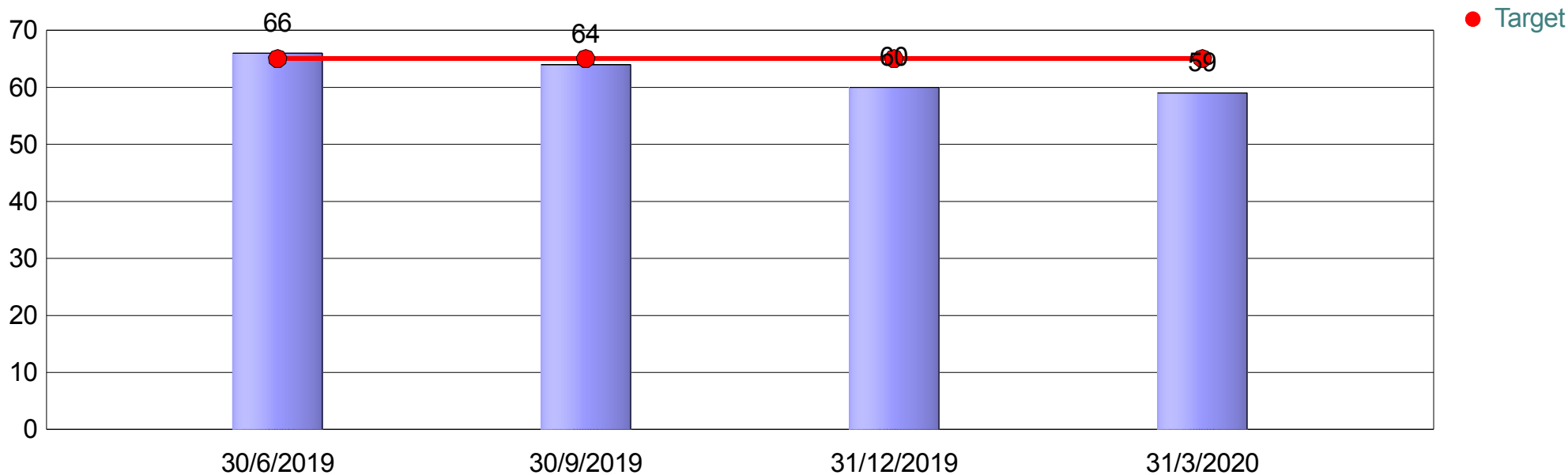
Due to significant restrictions in activity from mid March onwards, as a result of covid-19, including the cessation of CQC inspections for ratings purposes, we have been unable to affect any change on the CQC rating of providers. Where improvement plans were already in place, these are, as far as is possible, being monitored and updated virtually, but any improvements in provider performance will not have any impact on the CQC rating of the service until the regulators resume their inspection activity. At this point, that timescale is not known. We are continuing to undertake safeguarding and quality monitoring activity, with much of this occurring virtually where possible, and addressing any concerns arising as a result.

Director Assurance

Mark Warren

At present, due to COVID -19, we are unable to affect any change on the CQC rating of providers. Safeguarding and quality monitoring work continues to provide assurance and any concerns raised are addressed and monitored.

Current and Previous Performance



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Follow Up Action and Assurance Details

Accountable Lead

Bruce Penhale

Target Date

30 Jun 2020

No Benchmarking Available

Accountable Lead Follow Up Action

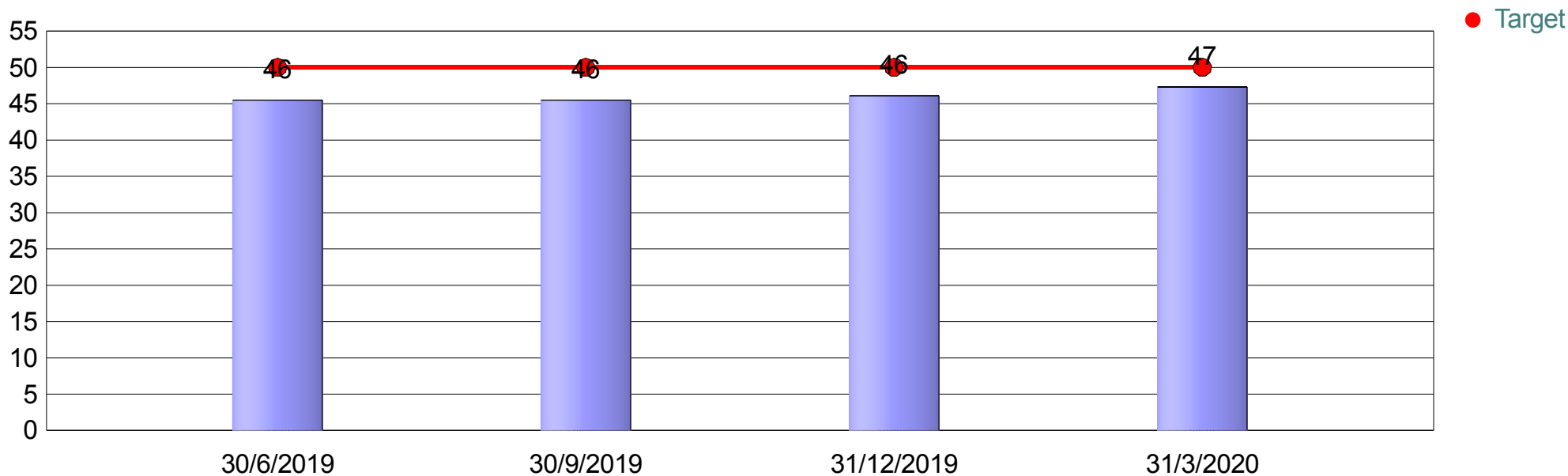
Current position: This is a complex measure which incorporates information about Early Help Assessment scores for all members of the family. Although still below target, in month data shows an improvement in performance over February (63.6%) and March (62%).  
 Action: Detailed analysis has been undertaken to understand the drivers of the decline in performance. It is clear that this is particularly associated with an increase in the percentage of cases where someone has failed to give up smoking, or where worklessness remains a problem. A more detailed write up of this and an improvement plan are in preparation. But it is also clear that the current measure is not fit for purpose in measuring the impact of Early Help support on children's lives, and part of the plan is to develop an indicator which more effectively achieves this.

Director Assurance

Elaine Devaney

The indicator has been skewed during Covid due to the impact on employment and smoking outcomes. Upon evaluating the other factors and interventions received from assessment to case closure, feedback from families shows a positive picture of the impact and progress on children and family's lives.

Current and Previous Performance



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Follow Up Action and Assurance Details

Accountable Lead

Rebecca Fletcher

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

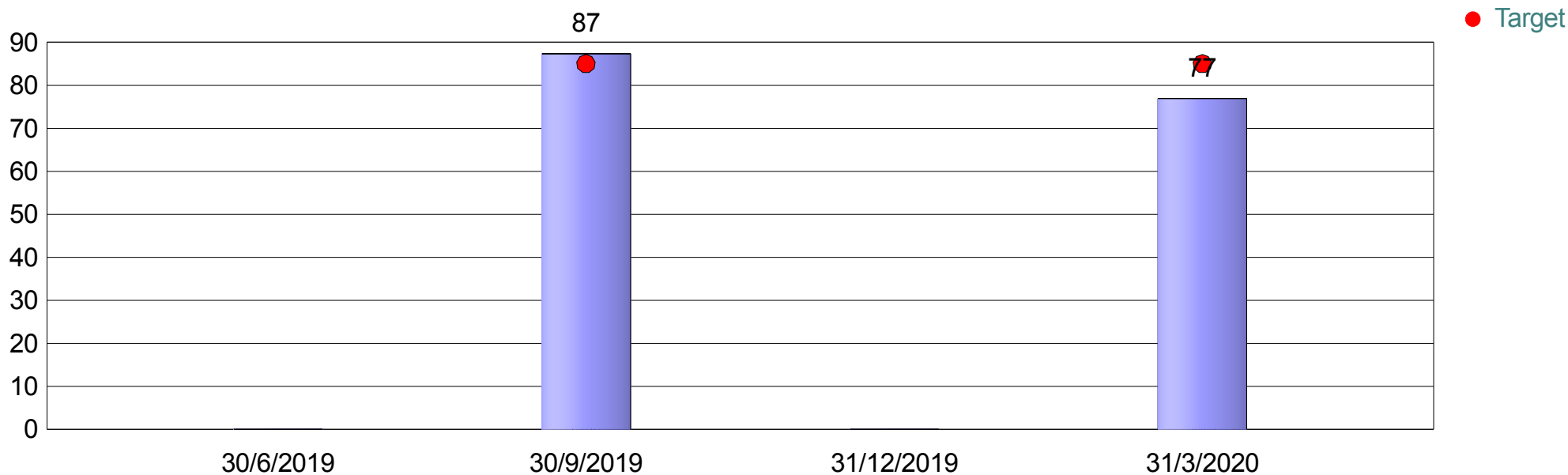
We missed the end of year target by 2.7 percentage points. In order to improve access to smoking cessation in the coming year, we are implementing NRT via a pharmacy scheme and have moved our smoking in pregnancy service into the midwifery service. This will ensure that our smoking cessation offer will focus on other vulnerable groups. We were out to tender a new health improvement service (including smoking cessation) but this is currently on hold due to COVID-19. This specification includes a focus on smoking and an increased budget.

Director Assurance

Katrina Stephens

Work to improve uptake & access with stop smoking service (part of Early Help) continues. A process of redesign & retendering had commenced prior to lockdown. Ambition for redesigned service is to improve access to stop smoking supp & increase quit rates, particularly in groups with the highest rates

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Paula Healey

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

The annualised uptake rate for the two-year old entitlement is 75.6%. This represents a slight increase on the previous year (73%) but is significantly below the 85% level reached in 2017/18. It is reflective of a national decline. It should be noted that baseline against which two-year old uptake is measured is provided by the DfE, based on lists of potentially eligible parents drawn from the DWP and Universal Credit claims. However, the DfE has been unable to supply complete data since November last year. Therefore, there is a significant margin for error in the uptake rates reported.

Uptake has remained largely consistent but has not recovered to the previous level for several reasons:

- The impact of the 30 hours free childcare policy on places for two-year olds continues to be reported by many LA's as a factor in falling 2 year-old uptake,
- Capacity within the Right Start commission has continued to be at a premium and has forced new ways of working. For example an appointment system has been introduced for parents in need of support with the eligibility-checking process, rather than an open drop-in approach.
- On-going issues with data sharing between the Council and the Bridgewater Healthcare Trust System1, which means that 'live' engagement data to enable close monitoring of uptake and consequent targeting of resources is limited.

Director Assurance

Matt Bulmer

Whilst the target of 85% has not been met, it should be noted that baseline against which two-year old uptake is measured is provided by the DfE, based on lists of potentially eligible parents drawn from the DWP and Universal Credit claims. The DfE has been unable to supply complete data since November last year. Therefore, there is a significant margin for error in the uptake rates reported.

There will be no national data this year due to Covid-19. The DfE have temporarily stopped providing data on eligible children. A recovery plan is being developed for September 2020.

Accountable Lead

Gemma Gerrish

Follow-up Action

Current position: The re-referral rate had shown signs of improved performance at 17-19% in month in Jan and Feb, which is within the expected target. However, March performance showed an increase in re-referral rate to 23.9% which is considered as a result of overall reduction in contacts (number of referrals 65% of those received Jan and Feb) and impact of early requests for support during COVID-19 being incorrectly directed to the MASH.

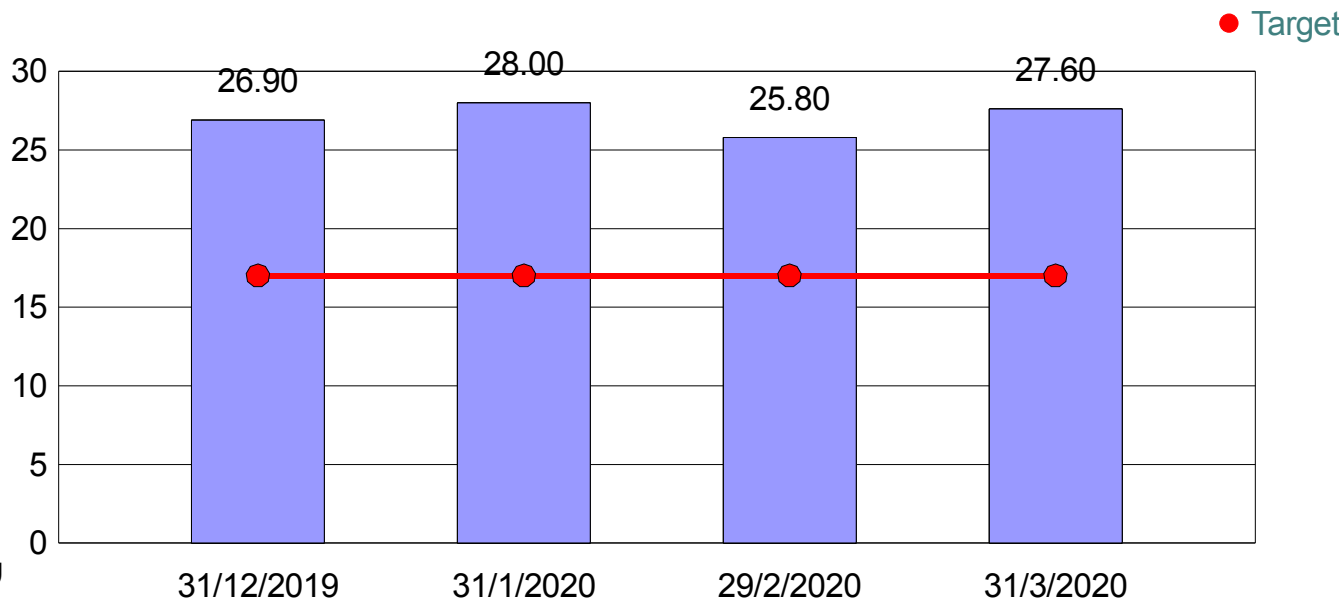
Action: All Children's Social Care (CSC) Assessments that result in No Further Action are reviewed by their Head of Service and there is joint challenge around any referral query. We are actively reviewing partner's conversion rate to identify trends indicating need for training or support. As a result of action taken to improve our processes, there is better integration between Early Help, MASH and Children's Social Care Teams. Any case that has been referred back to CSC, is evaluated by the Head of Service. Assessment quality is also a key factor – high quality assessment and intervention leads to less likely requirement for return to CSC as a re-referral and two key elements for improvement in progress are: monthly Social Work Practice and Trend Forums alongside the launch of new Practice Standards. Daily Risk Meeting in MASH has also established multi-agency review to ensure improved holistic consideration of threshold response.

Director Assurance

Elaine Devaney

Performance tools have been developed and launched to effectively analyse child level data. Training has been rolled out to support staff usage of the new tools. More Early Help referrals due to Covid has impacted the referrals into MASH which has also affected the percentage of repeat referrals.

Current and Previous Performance



Page 7  
Benchmarking Period  
Financial year

01 Apr 18  
to  
31 Mar 19  
Updated  
Annually

Averages

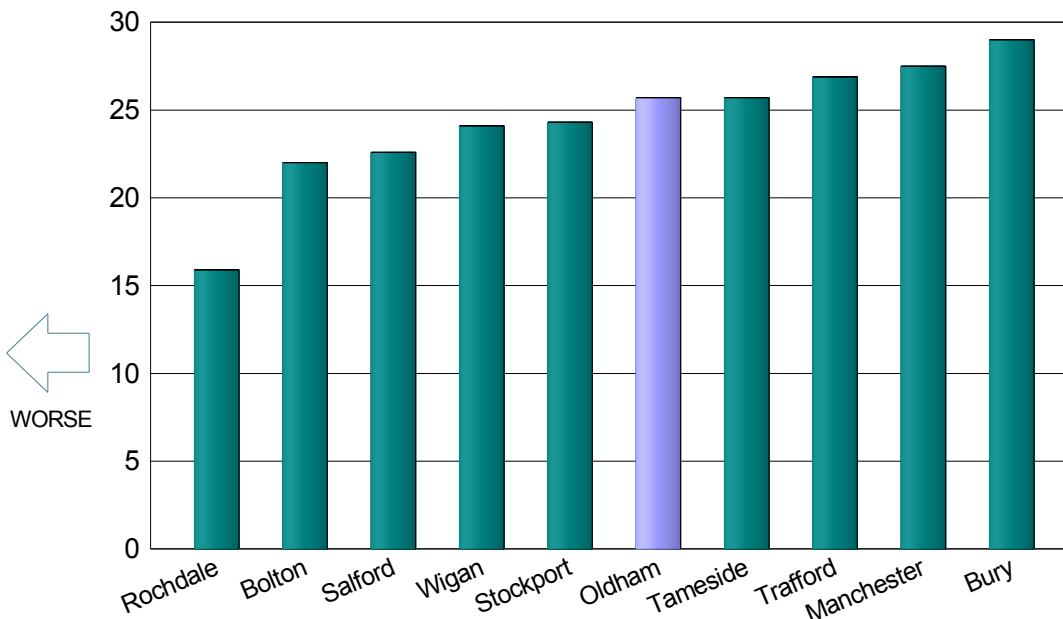
Geographical neighbours 22.7

English authorities 20.7

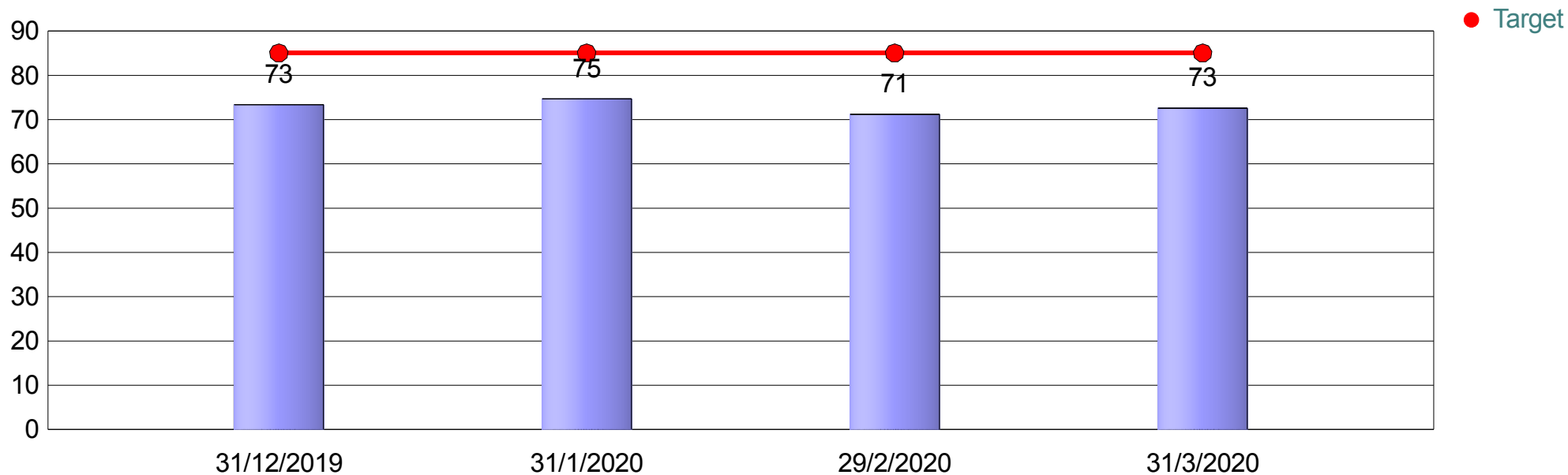
GMCA 24.4

CIPFA nearest neighbours 22.1

Benchmarking Referrals to children's social care within 12 months of earlier referral  
Definition : (%) (%)



Current and Previous Performance



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Follow Up Action and Assurance Details

Accountable Lead

Gemma Gerrish

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

Current position: There remains challenge as in month timeliness of assessments is slightly below the expected target at 82.4%. This is above statistical neighbours at 80.7% but below the England average of 83.1%. There is improved performance from the previous two months which needs to be sustained to improve the corporate target.  
 Action: The service has received significant investment to fill outstanding vacancies across Children's Social Care and the staffing position has improved overall. This has led to a reduction in caseloads to improve social work capacity. To improve current performance, team managers are scrutinising and challenging both individual and team performance on a daily basis through improved performance reporting. Where there is a concern that timescales may not be met, the Head of Service is putting in place action plans with timescales for completion to ensure that families are receiving timely assessment and interventions. New Practice Standards are being launched with increased expectation on assessments to offer time for management oversight to ensure improved quality and timeliness. It is notable that this measure is closely linked with the re-referral measure – a careful balance between timeliness and quality is needed as data trends indicate a risk of re-referral where timeliness of assessment improves without appropriate scrutiny and challenge.

Director Assurance

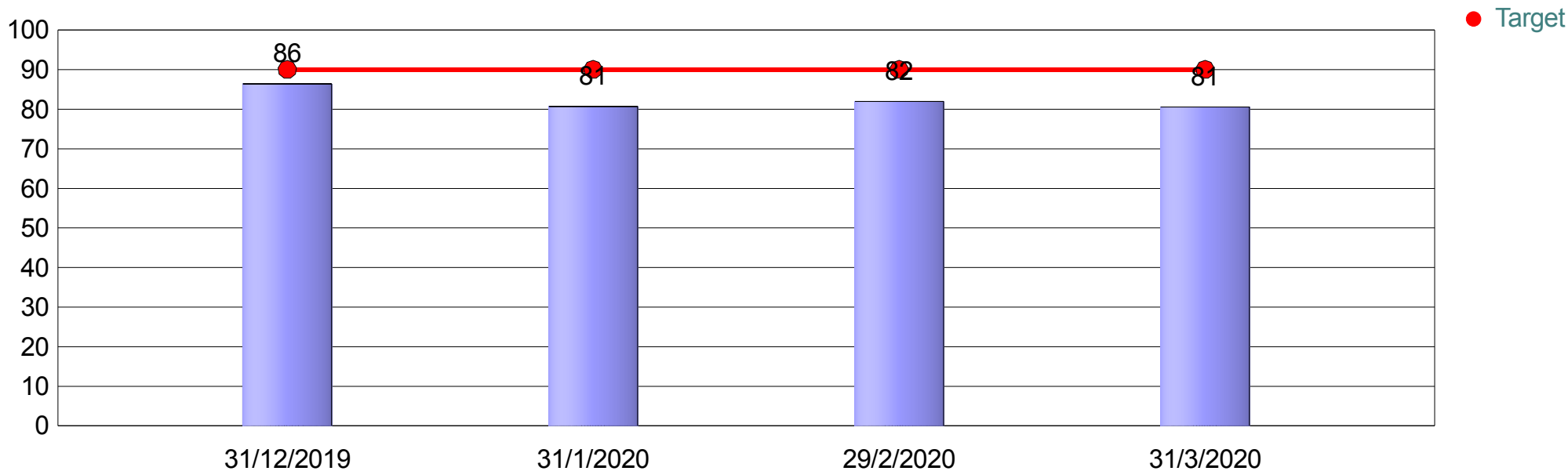
Elaine Devaney

The service is in the process of recruiting permanent staff to support the quality and timeliness of assessments. Practice standards have been reviewed and the implementation process will be rolled out over the next month.



M683 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 (rolling 12 months)

Current and Previous Performance



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Follow Up Action and Assurance Details

Accountable Lead

Francine Salem

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

The timeliness of ICPCs within 15 working days is 80% which is below the target of 90%. Our performance remains above Statistical Neighbours and England for the last 11 months. A factor impacting our ability to reach our target was an operational direction to allow up to 8 days before a notification was sent to the Safeguarding Team to request a conference. This practice had adversely impacted on timeliness.

Actions: In January 2020 this process changed with the expectation that notifications should be sent on the day of the strategy discussion at which the S47 was initiated (as per Working Together 2018 Guidance). This has led to a 36% improvement from January. The practice of Child Protection chairs providing “consultation” has also been removed from the process in order to remove any barriers to timeliness. However, robust discussions and challenge continue to take place regarding the appropriateness of proceeding to an ICPC. The newly developed S47 performance report is supporting the Safeguarding Team to proactively monitor and track any S47s that are ongoing/open that have not been the subject of a notification.

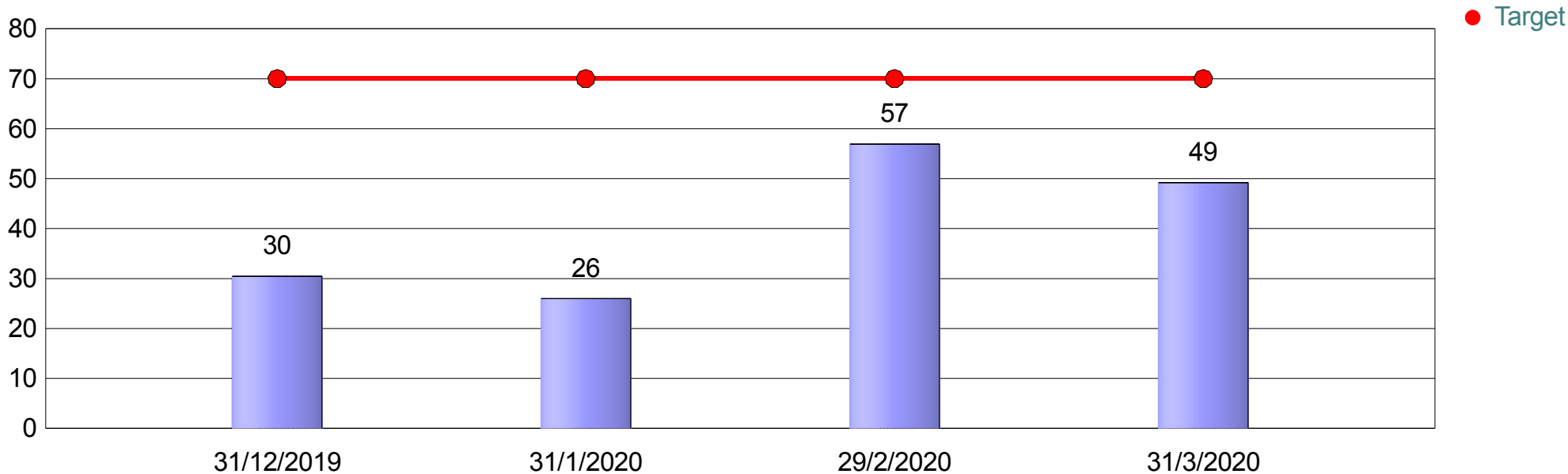
Further action: changes are planned within the Mosaic system during spring 2020 which will change the S47 workflow to include a “request” for conference following management oversight to include the list of potential invitees to conference to speed up the process

Director Assurance

Elaine Devaney

The ICPC process has been reviewed to improve the timeliness and quality of S47s. In the initial weeks of Covid there was an impact on the process that affected the figure this month. This has been resolved with additional daily scrutiny and improvement to the process that supports ICPC timescales.

Current and Previous Performance



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Follow Up Action and Assurance Details

Accountable Lead

Paula Green

Target Date

31 Mar 2020

No Benchmarking Available

Accountable Lead Follow Up Action

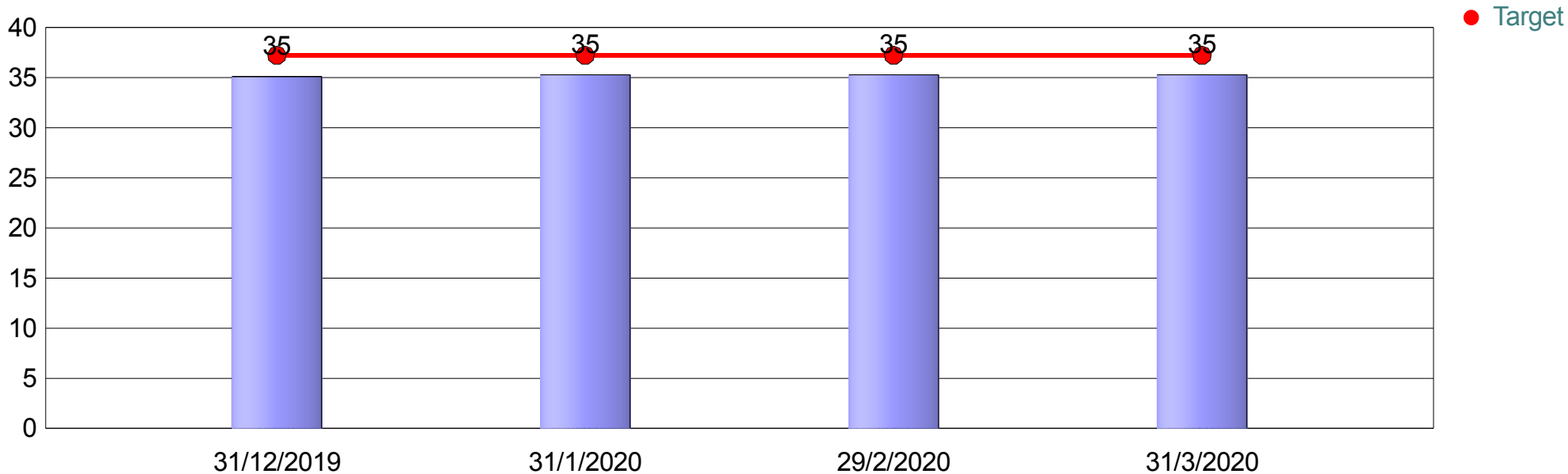
The cumulative % for timeliness on annual review paperwork has decreased due to Covid-19. They have been informed that ARs still need to take place and a virtual process has been devised by the LA to ensure this happens.

Director Assurance

Tony Shepherd

The team have now established a robust virtual model which involved all partners and we anticipate an improvement in the percentage moving in to the summer months, not withstanding Covid-19.

Current and Previous Performance



Page 81

Follow Up Action and Assurance Details

Accountable Lead

Adrian Calvert

Target Date

31 Mar 2020

No Benchmarking Available

Accountable Lead Follow Up Action

The outcomes were not as high as we would have hoped and we have continued to work with the schools, academies and the regional schools commissioner in a coordinated approach to support the schools and academies. There will be no national reporting of KS4 outcomes this academic year due to the Covid-19 pandemic.

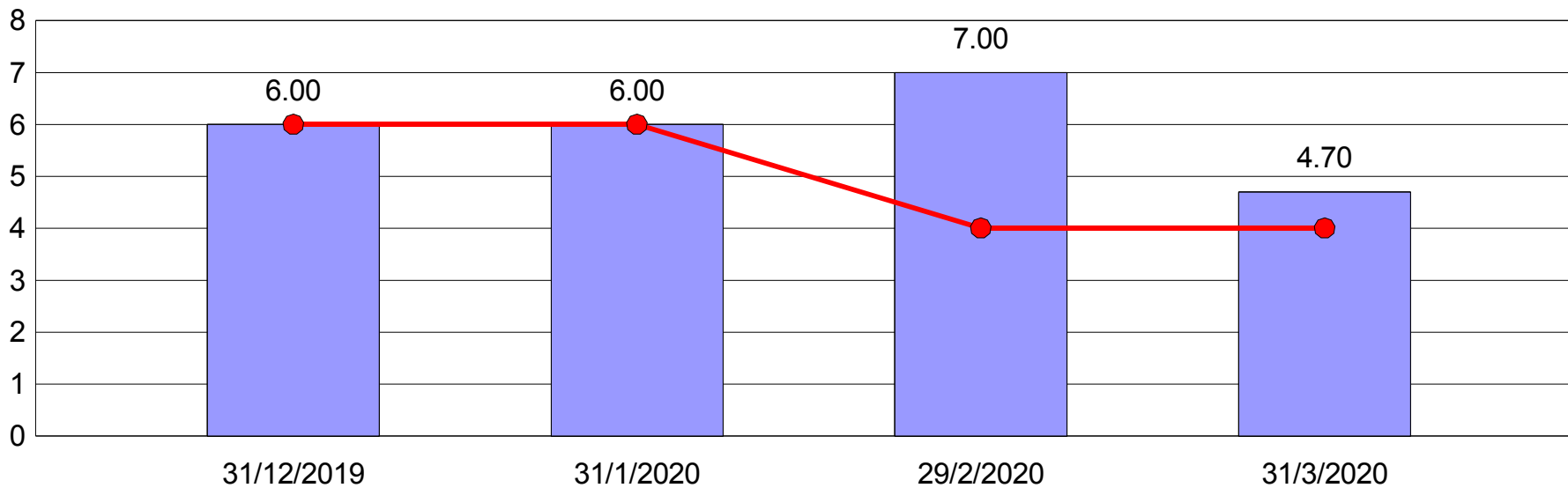
Director Assurance

Matt Bulmer

Although predicted data was suggesting there would be improvement across both English and Maths in September 2020. There will be no national data this academic year due to Covid-19.

Current and Previous Performance

● Target



Page 82

Follow Up Action and Assurance Details

Accountable Lead

Carol Brown

Target Date

31 Mar 2020

No Benchmarking Available

Accountable Lead Follow Up Action

The target of 4 was set as a stretch target and does not reflect this years capital programme as set to improve secondary routes and this indicator focuses on the improvement of primary routes.

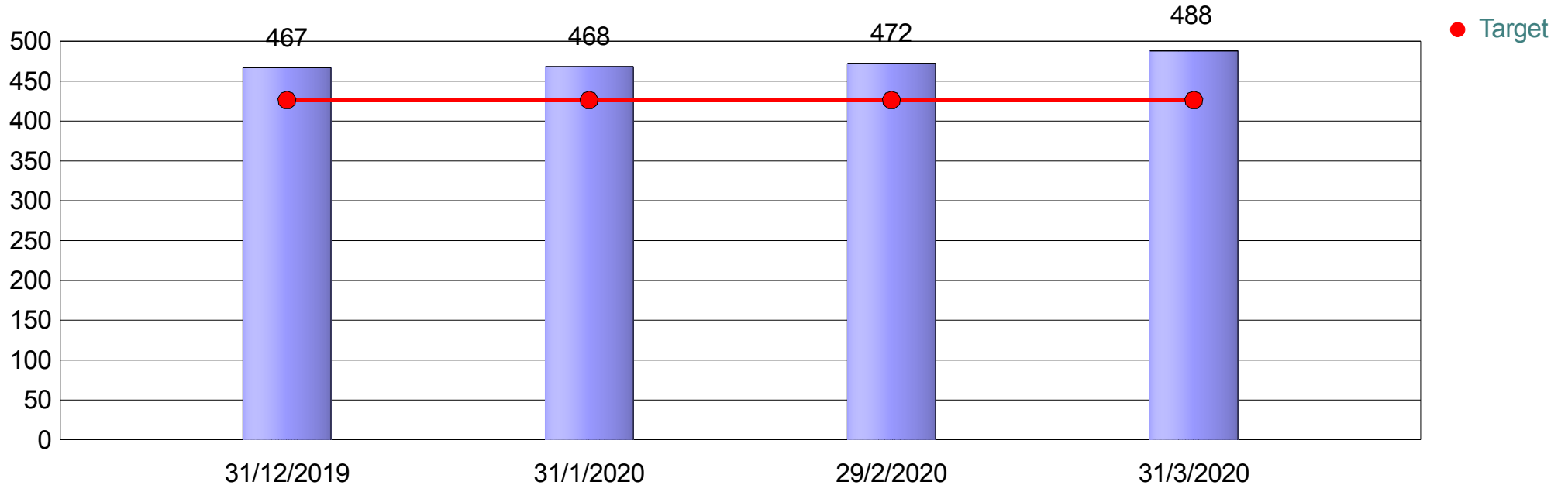
The final out turn however does demonstrate an improvement on the previous year which reflects the extended thin surfacing programme.

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 is above our target and Statistical Neighbours (486 days). Children ceasing being Looked After through Adoption in the last 6 months equates to 9 children; 3 children are above A1 timescales, with 2 children significantly exceeding time expectations due to complex issues relating to poor historical practice. This has an impact on our recording of timeliness as smaller numbers are considered within this 3 year rolling period, and the significant delay on a small number of historical cases will continue to impact for a period.

Actions: We have made progress over the last 3 months in seeking greater focus on early permanence with robust management oversight on timeliness of the pre-proceedings and care proceedings process, which will have a positive impact as this embeds and reduces our A1 timeliness to within target. All our current pre-proceedings work is now tracked on a minimum 4 weekly basis and only one family pre-proceedings plan is currently exceeding the recommended 6 month period due to seeking to ensure robust assessment. Our pre-proceedings work looks to ensure front loading of all assessments to enable focussed intervention or to ensure timely conclusion of any required care proceedings. A monthly panel chaired by the Assistant Director has commenced to ensure effective and regular oversight of our Early Permanence.

Director Assurance

Elaine Devaney

Permanence planning oversight has been reviewed and is monitored monthly. We are seeing progress in the timeliness of children entering care being placed with adoptive families. We have also improved the timeliness of public law outline concluding court cases within 26 weeks.

# 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	12	0
D	0	4	5	0
E	0	0	0	0
	IV	III	II	I

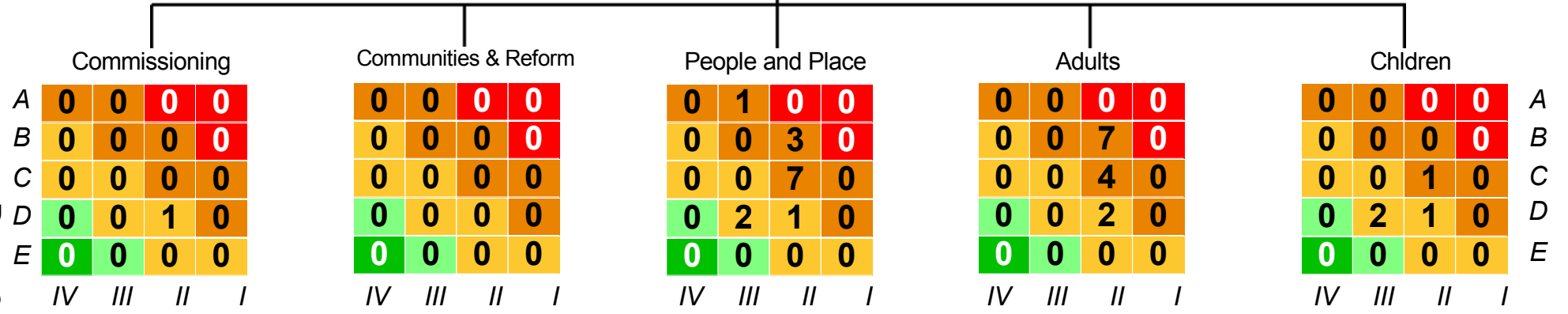
Likelihood

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

Impact

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

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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>
Page 85	None requested this month.

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**Oldham**  
Council

## **Report to Overview and Scrutiny Performance and Value For Money Select Committee**

### **Financial Outturn for 2019/20**

**Portfolio Holder:** Councillor Abdul Jabbar MBE – Deputy Leader and Cabinet Member - Finance and Low Carbon

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

**Report Author:** Lee Walsh – Finance Manager (Capital and Treasury)  
**Ext.** 6608

**25 June 2020**

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#### **Reason for Decision**

To present to the Overview and Scrutiny Performance and Value for Money Select Committee, the financial outturn position included in the draft Statement of Accounts for 2019/20.

#### **Executive Summary**

The report presents the Council's financial outturn position for the financial year 2019/20 as included in the draft Statement of Accounts.

The Statement of Accounts were submitted for audit on 31 May 2020 and were published on the Council's website on 1 June 2020. The audit is progressing well. The Audit Committee will scrutinise the accounts at its meeting of 23 June 2020.

The report summarises the outturn position and presents the primary financial statements and highlights:

- The overall revenue outturn position for 2019/20 was a surplus of £0.270m. This is an increase on the favourable variance of £0.065m projected at month 9 that was reported to Cabinet on 23 March 2020.
- The year-end variances that are attributable to each Portfolio.
- Schools balances at 31 March 2020 were £5.487m but are offset by the deficit on the Dedicated Schools Grant (DSG) of £4.916m leaving a net balance of £0.571m held within Other Earmarked Reserves.
- The final Housing Revenue Account (HRA) balance was £21.796m.
- The balance on the Collection Fund was a surplus of £3.295m.

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- The small reduction in revenue account Earmarked Reserves of £1.263m to a level of £79.360m, a decrease in other Earmarked Reserves of £4.431m to a level of £8.504m and an increase in the General Fund balance of £0.270m to £15.110m, reflective of the revenue outturn position.
  - Expenditure on the Council's Capital Programme for 2019/20 was £54.383m which is an increase on the month 9 forecast expenditure of £52.497m. The increase in expenditure required funding allocated to future years to be re-profiled to fully finance the Capital Programme in 2019/20.
  - Capital Receipts in year totalled £9.914m, all of which were used to finance the Capital Programme in year.
  - The significant items in each of the primary financial statements, the Comprehensive Income and Expenditure Statement, the Movement in Reserves Statement, the Balance Sheet and the Cash Flow Statement.
  - The preparation of Group Accounts incorporating the Council's two wholly owned companies – the Unity Partnership Ltd. and MioCare Community Interest Company.
  - The performance of the Finance Team in closing the accounts.

## **Recommendations**

The Overview and Scrutiny Performance and Value for Money Select Committee considers the Council's final outturn for 2019/20.

### Background

- 1.1 The Council is required to prepare a Statement of Accounts for each financial year. The accounts must be prepared in accordance with statutory timelines and accounting practices. Since 2010/11 those accounting practices have been based on International Financial Reporting Standards (IFRS) which attempt to facilitate the production of accounts in a standardised and consistent format across the public and private sectors giving greater transparency for stakeholders.
- 1.2 These accounting practices are set out in the Chartered Institute of Public Finance and Accountancy (CIPFA) 2019/20 Code of Practice on Local Authority Accounting in the UK and any additional CIPFA guidance such as the year end Final Accounts Bulletins. Members of the Overview and Scrutiny Performance and Value for Money Select Committee can be assured that the accounts were prepared so that all the requirements of the Code have been complied with.
- 1.3 For 2019/20 the requirements and timeline for the approval of a Local Authority's Statement of Accounts as set out in the Accounts and Audit Regulations 2015 have been revised. It was recognised by the Government that the COVID-19 pandemic would have an impact on the ability of Councils to comply with the statutory deadlines. Therefore, after consultation with key stakeholders, the Ministry of Housing, Communities and Local Government (MHCLG) introduced the Accounts and Audit (Coronavirus) (Amendment) Regulations 2020 which have amended the Accounts and Audit Regulations 2015. The regulations implementing these measures were laid on 7 April and are came into force on 30 April 2020.
- 1.4 The impact on deadlines and timescales is as follows:
  - the publication date for final, audited, accounts has moved from 31 July for Category 1 Authorities and 30 September for Category 2 Authorities to 30 November 2020 for all Local Authority bodies (Oldham Council is a Category 1 body).
  - To give Local Authorities more flexibility, the requirement for the public inspection period to include the first 10 working days of June (for Category 1 Authorities) and July (for Category 2 Authorities) has been removed. Instead Local Authorities must commence the public inspection period on or before the first working day of September 2020.
- 1.5 This means that draft accounts must be approved by 31 August 2020 at the latest or may be approved earlier, wherever possible.
- 1.6 For this year 2019/20, Authorities must publish the dates of their public inspection period, providing a public notice on their websites when the public inspection period would usually commence, explaining why they are departing from normal practice for 2020. The Council published such a notice.
- 1.7 The legislation requires that following the conclusion of a 30 day period of public inspection the Council must submit the Statement of Accounts for consideration and approval to Committee or by Members meeting as a whole. For Oldham, the body designated to receive the accounts is the Audit Committee.

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1.8 The presentation of a report summarising the key financial information contained in the Statement of Accounts allows the Select Committee the opportunity to follow up on the issues raised at meetings earlier in the financial year when the 2019/20 monitoring reports were subject to scrutiny.

## 2 **Current Position**

2.1 The Council submitted its draft financial statements to the External Auditors, Mazars LLP, on 31 May 2020 which was a little later than expected due to the impact of the pandemic. However, it must be noted that this was within the original statutory deadline of 31 May 2020. The public inspection period began on 1 June and will conclude on 10 July 2020. The audit of the accounts is making good progress with all queries being promptly addressed. In order to facilitate the audit process, the Council made working papers available to the auditors prior to the handover of the Statement of Accounts.

2.2 In accordance with the Council's governance arrangements, the draft Statement of Accounts is presented to the Audit Committee to give its members the opportunity to review the accounts and ask relevant questions, so they are better informed before being asked to formally approve the audited Accounts at an Audit Committee meeting in July. The Audit Committee will review the Accounts at its meeting on 23 June 2020.

2.3 As detailed in paragraph 1.2, the Council prepares its Statement of Accounts in line with the CIPFA Code of Practice. For 2019/20 there have been no major changes to the original Code. However, due to COVID-19 and the additional pressure Local Authorities are facing in these unprecedented times, on 20 March 2020, the Financial Reporting Advisory Board (FRAB), announced the deferral of International Financial Reporting Standard 16 (IFRS 16) implementation to 2021/22.

2.4 Other significant events, changes and transactions in 2019/20 include:

- The Council's Comprehensive Income and Expenditure Statement (CIES) has been presented in line with the Council's revised reporting structure. Amounts for 2018/19 have been restated to provide comparator information. The CIES is discussed at section 8.3.
- For the third year the Council has departed from the Code in its treatment of the depreciation charge on Housing Revenue Account (HRA) dwellings. It is a management judgement that the departure from the guidance is required in order for the Statement of Accounts to achieve a true and fair view. The key issues in relation to the HRA are set out in sections 4.6 and 4.7.

2.5 As previously stated, the period for the exercise of public rights has been amended due to the impact of the COVID-19 pandemic. However, the Council commenced its inspection period on 1 June 2020, and it will conclude on 10 July 2020. During this period the Accounts and other related information are available for public inspection. The notice of inspection is accessible on the Council's website as well as the draft Statement of Accounts.

## 3 **General Fund Revenue Outturn**

3.1 The Council's 2019/20 revenue outturn position has been presented in the Portfolio structure that was presented when the Select Committee considered 2019/20 financial monitoring reports. A comparison of the revenue budget and outturn is set out in Table 1 below.

**Table 1 – 2019/20 Revenue Outturn Compared to Revised Budget**

Portfolio	Budget £000	Actual £000	Variance £000
People and Place	89,810	91,641	1,831
Community Health & Adult Social Care	66,451	68,663	2,212
Children's Services	89,721	91,116	1,395
Communities and Reform	36,996	36,412	(584)
Commissioning	4,199	4,058	(141)
Chief Executive	3,705	3,368	(337)
Capital, Treasury and Technical Accounting	(41,971)	(46,617)	(4,646)
Corporate and Democratic Core	6,960	6,960	-
Parish Precepts	296	296	-
<b>Total net expenditure</b>	<b>256,167</b>	<b>255,897</b>	<b>(270)</b>
<b>Total Funding</b>	<b>(256,167)</b>	<b>(256,167)</b>	<b>-</b>
<b>Current net underspend</b>	<b>-</b>	<b>(270)</b>	<b>(270)</b>

3.2 The Council achieved a surplus of £0.270m at the end of the financial year which is a £0.205m increase on the favourable variance of projected at month 9 and reported to Cabinet on 23 March 2020. The increase in surplus is in part due to the favourable variance for Capital, Treasury and Technical Accounting offsetting the adverse variances elsewhere with the Council, in particular, Community Health & Adult Social Care and Children's Services. The £0.270m has increased the Council's General Fund Balance as discussed at section 4.12. Further details on the variances by Portfolio are provided below.

### People and Place

3.3 The People and Place Portfolio encompasses the Economic Development, Enterprise and Skills, Environmental Services and Commercial Services Divisions.

3.4 The overall objective of the People and Place Portfolio is to grow the economy of Oldham and support the Council's commitment to neighbourhood working by:

- delivering services that maintain and improve the public realm;
- creating the right environment for growth; and
- focusing on key place making regeneration projects which will act as a catalyst for wider economic activity and investment which will create jobs.

3.5 The year-end position for the People and Place Portfolio was a deficit of £1.831m, against a revised budget of £89.810m. The adverse variance was mostly within the Economic Development service and primarily relates to two areas which were highlighted all year as problem areas:

- the Catering and Cleaning Service as a result of pressures arising from the introduction of the Oldham Living Wage and current charging levels.
- the Corporate Landlord/Investment Estate relating to the increased cost of utilities, additional cleaning charges and an under-achievement of income targets relating to the investment estate.

3.6 The final outturn of £1.831m was an improvement of £0.326m compared to the projected deficit of £2.157m at month 9. As anticipated, reserves in the sum of £0.750m were applied to fully fund the non-achievement of a budget reduction within

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Commercial Services (this was addressed on a permanent basis in the 2020/21 approved budget), offset by increased overspends totalling £0.426m across a range of services.

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

- 3.7 The Community Health and Adult Social Care Portfolio operates around six broad strands:
- Community health and social care;
  - Clusters;
  - Older people and safeguarding;
  - Learning disability and mental health;
  - Community business services; and
  - Commissioning.
- 3.8 The Adult Social Care Service (ASC) carries out statutory functions on behalf of the Council within a changing environment. The Portfolio therefore provides social care support to adults and carers across Oldham with the key aim of integrating and aligning work with health partners to achieve greater efficiency in service delivery and better outcomes for the resident or patient, in relation to both the commissioning and the provision of services.
- 3.9 The financial position of the Community Health and Adult Social Care Portfolio was challenging all year. The final outturn was a deficit of £2.212m. The adverse outturn position relates to significant overspends across all types of community care, linked to both increased demand for services and the complexity of care required by clients. The overspends were offset by unforeseen or better than anticipated grant settlements including the final Better Care Fund allocation and improved income collection through increased client contributions and recoveries.
- 3.10 The outturn (£2.212m) represents an adverse movement of £1.165m compared to the forecast pressure of £1.047m reported at month 9. This increase was predominantly as a result of a significant amount of back dated charges for Community Care and Direct Payments together with reduced income recovery for Continuing Health Care from the NHS.

### **Children's Services**

- 3.11 The Children's Services Portfolio comprises the Education, Skills and Early Years Directorate, Children's Social Care and Preventative Services.
- 3.12 The Education, Skills and Early Years Directorate ensures that the Council meets its statutory duties in respect of education for 0 to 19 year olds and for High Needs pupils aged 0 to 25 plus the Lifelong Learning Service and Get Oldham Working. These services enable Oldham residents to gain the necessary education and skills to be able to access employment opportunities both within the Borough but also across the wider Greater Manchester conurbation and beyond.
- 3.13 Children's Social Care provides the Council's statutory social work function for the care and protection of children in need and children and young people at risk of significant harm. Preventative Services has strategic responsibility for services including the Early Help service, the Multi Agency Safeguarding Hub (MASH) and Targeted Youth provision.
- 3.14 The Portfolio as a whole, recorded an adverse variance of £1.395m against a revised budget of £89.721m. This was higher than the forecast at month 9. The majority of the adverse variance (£1.259m) was within Education, Skills and Early Years; the main drivers being the cost of home to school transport, the cost of special educational needs



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and disabilities (SEND) provision and staffing (including out of borough placements) and income shortfalls in relation to education psychology services. These areas were projected to overspend in the monitoring reports presented throughout the year. Actions to address the financial challenges proved unsuccessful. The budget for 2020/21 allocated additional funds to address the increasing pressures of the home to School Transport Service (£0.750m) and SEND (£0.300m).

- 3.15 Children's Social Care reported an underspend of £0.079m. On-going pressures in relation to placements were offset by staffing underspends due to delays in recruiting to a new operating model. Preventative services recorded an overspend of £0.215m.

### **Communities and Reform**

- 3.16 The Communities and Reform Portfolio covers a range of services including Public Health, Heritage, Libraries and Arts, Community Safety and Community Development, Districts, Sport, Youth and Leisure as well as corporate functions such as Human Resources and Organisational Development, Policy, Strategy, Communications, Performance and Transformation including Public Service Reform. The Portfolio also leads on key programmes such as Thriving Communities and Northern Roots.

- 3.17 The Portfolio achieved a favourable variance of £0.584m against the revised budget of £36.996m primarily as a result of vacant posts within the People Services, Youth, Leisure and Communities and Strategy and Performance services. This was an increase of £0.400m on the month 9 forecast surplus of £0.184m.

### **Commissioning**

- 3.18 The Commissioning Portfolio consists of the Finance Service and the Procurement Service. The revenue outturn was an underspend of £0.141m, an improvement of £0.261m compared to the forecast adverse variance of £0.120m estimated at month 9.

- 3.19 The favourable outturn variance was due to a combination of staff vacancies in Finance, Audit and Procurement partially offset by the use of external contractors in Procurement together with additional income from Service Level Agreements for Information Governance services to schools and associated companies, along with increased insurance claims repudiation. The latter two items account for the movement from the month 9 adverse forecast to a favourable outturn.

### **Chief Executive**

- 3.20 This Portfolio includes the budgets for the Council's Chief Executive, Executive and Senior Management Team and Legal Services. It also encompasses payments to external providers of corporate services; the Coroners service and services provided by the Greater Manchester Combined Authority (GMCA) on behalf of the 10 Districts of Greater Manchester.

- 3.21 The favourable outturn position of £0.337m is £0.088m better than the £0.249m forecast at month 9. The underspend is the result of lower than anticipated contributions for functions undertaken on a regional basis by the GMCA and vacant posts within Legal Services and the Executive Office.

### **Capital, Treasury and Technical Accounting**

- 3.22 The Capital, Treasury and Technical Accounting Portfolio includes the revenue budgets associated with the Council's Treasury Management activities including interest payable on loans and interest receivable on investments.

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3.23 The Portfolio also includes revenue budgets relating to the technical accounting entries required by the Chartered Institute of Public Finance and Accountancy (CIPFA) and International Financial Reporting Standards such as the removal of depreciation and impairment charges from the Council's service budgets to ensure there is no impact on Council Tax and the replacement of this with a Minimum Revenue Provision, ensuring resources are set aside to repay the Council's debt.

3.24 The outturn for Capital, Treasury and Technical Accounting was a favourable £4.646m. This followed the pattern established at the start of the financial year. The surplus, in the main, relates to a reduction in costs associated with financing the capital programme due to planned expenditure being reprofiled during the year. There was also additional dividend income from external investments and the receipt of un-ringfenced grants which had not been anticipated. The increase of £0.624m from the £4.022m forecast at month 9 was in part due to an additional saving associated with the upfront pension payment to the Greater Manchester Pension Fund (GMPF) for the employer contributions payable to the Local Government Pension Scheme (LGPS).

### **Corporate and Democratic Core**

3.25 Corporate and Democratic Core incorporates revenue budgets concerned with the executive management of the Council and Elected Member related activities including policy making, representing local interests and democratic representation. As anticipated, the expenditure associated with this Portfolio area was in line with budget.

### **Parish Precepts**

3.26 Payments of Parish Precepts and top up grant funding to Parish Councils were in line with the 2019/20 budget resulting in a nil variance.

## **4 Other Revenue Outturn Issues**

### **Schools Balances**

4.1 The total school balances for 2019/20 were £5.487m (the cumulative balances from 66 schools) which was a decrease of £1.438m compared to the 2018/19 total of £6.925m. Due to a deficit of £4.916m within the Dedicated Schools Grant (DSG) budget, it was necessary to net down the level of school balances to £0.571m.

4.2 The Council and Schools Forum have been working together to agree how to bring the DSG deficit back into balance through changes to operational practice. Members will recall that during 2019/20 the Council had been required to submit a Recovery Plan to the Department of Education (DfE) to set out plans to reduce the deficit position. The DfE has subsequently revised the requirement for the submission of a Recovery Plan, however the deficit on the DSG is being kept under review and the Council will liaise with the DfE and comply with any revised reporting requirements. The DSG deficit is an issue of concern and is included in the Annual Governance Statement which is considered alongside the Accounts.

4.3 The Oldham scheme for financing schools allows 'excess balances' that represent more than a certain percentage of a school's budget for the following year to be carried forward. The percentages for Secondary schools are 5% and for Primary and Special Schools is 8%.

4.4 Schools may only request excess balances to be carried forward when there is an appropriate plan in place to utilise the funds. At the end of 2019/20 there were 12 schools (primary and secondary) with excess balances.



- 4.5 During 2019/20, two schools converted to academy status and one new special school opened bringing the total number of Academies in Oldham to 39 from a total of 105 schools.

### Housing Revenue Account (HRA)

- 4.6 By the end of 2019/20 the HRA had generated an in-year surplus of £3.323m. After adjustment, this resulted in resources of £0.491m being available to increase the level of balances. This compared favourably with the in-year deficit of £1.889m which was approved at Budget Council. Balances have therefore increased to £21.795m which shows a healthy level of resources to support future spending initiatives.
- 4.7 Other variances within the HRA do not have a net effect on the balances as they are all reversed within the account and are considered “below the line”. These include items such as depreciation and impairment on capital assets.

### Collection Fund

- 4.8 The collection fund position shown below includes a total of £2.550m which has been distributed in year to preceptors (£2.269m allocated to Oldham Council). The remaining surplus balance of £3.295m will be available for distribution to the Council and the other preceptors in the following proportions Oldham Council (£3.239m), GMCA Mayoral Police and Crime Commissioner (£0.019m) and the GM Mayor for General Services (£0.037m). The preceptors are able to use surpluses to support future year’s budget requirements (the Council used £1.400m for 2020/21).

	Council Tax £000	Business Rates £000	Total £000
Balance brought forward	(2,883)	(1,264)	(4,147)
Prior year surplus released in year	2,550	-	2,550
(Surplus)/Deficit for the year	149	(1,847)	(1,698)
<b>Balance carried forward</b>	<b>(184)</b>	<b>(3,111)</b>	<b>(3,295)</b>

### Reserves and Balances

- 4.9 The level of General Fund reserves at £87.865m contributes to the financial health of the organisation. The Revenue Account Earmarked Reserves balance has slightly reduced from £80.623m to £79.360m whilst other Earmarked Reserves have decreased by £4.431m to £8.504m. These include movements in the Schools Reserve (including the deficit on the DSG) and the Revenue Grant Reserve (neither of which are available for general use).
- 4.10 The net position is an overall decrease in reserves from £93.559m to £87.865m. The most significant movement in reserves was as a result of the increase in the deficit on the DSG.
- 4.11 Many of the Earmarked Reserves have been set aside to provide financing for future expenditure plans.
- 4.12 The Statement of Accounts shows that balances at the end of 2019/20 were £15.110m. This is an increase of £0.270m compared to 2018/19 reflecting the overall revenue underspending. The level of balances provides increased financial resilience for the Council and enables balances to be held at a value sufficient to support 2020/21 budget setting in line with the calculated risk assessment presented to Budget Council in February 2020.

## 5 Capital Expenditure and Capital Receipts

- 5.1 The Council incurs expenditure on capital projects in accordance with the Local Authorities (Capital Finance and Accounting) Regulations 2003 definition of capital expenditure. Essentially this defines capital expenditure as spend on assets that have a life of more than one year.
- 5.2 The Council spent £54.383m on its Capital Programme in 2019/20 compared to the forecast spending of £52.497m projected at Month 9 (a variance of £1.886m). The Capital Programme was financed through the use of Government Grants and Capital Receipts. The capital expenditure incurred during the year is shown in the table below by Portfolio area. The marginal increase in actual spend when compared to budget required funding allocated to future years to be re-profiled to fully finance the capital programme in 2019/20.

**Table 2 – Capital Programme Outturn Compared to the Forecast Outturn**

Portfolio	2019/20 Forecast £000	2019/20 Actuals £000	Variance £000
People and Place	27,269	27,317	48
Community Health & Adult Social Care	2,058	2,407	349
Children's Services	16,154	17,548	1,394
Communities and Reform	110	107	(3)
Corporate Services	4,871	4,870	(1)
Housing Revenue Account	2,035	2,134	99
<b>Total Expenditure</b>	<b>52,497</b>	<b>54,383</b>	<b>1,886</b>

- 5.3 The table below shows the detail of the movement in capital receipts in 2019/20. In year receipts totalling £9.914m were received. The most significant disposals of non-current assets for the year were from the sale of the former Breeze Hill Secondary School (£4.586m), and the Byron Street Infant and Nursery School (£0.605m). As part of the year end process the Council has taken a prudent approach to financing the Capital Programme by utilising the capital receipts balance instead of financing through Prudential Borrowing.

**Table 3 – Capital Receipts Summary Position 2019/20**

	2019/20 £000
<b>Balance as at 1 April 2019</b>	<b>(0,000)</b>
VAT Shelter	(216)
Right to Buy (RTB)	(1,638)
Disposal of non-current assets	(7,777)
Other	(283)
<b>Total receipts available for Capital Financing</b>	<b>(9,914)</b>
Financing requirement in 2019/20	9,914
<b>Balance as at 31 March 2020</b>	<b>-</b>

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## 6. Summary Outturn Position

- 6.1 The Council has performed well during 2019/20 in financial terms. The Council has continued to support the residents and businesses of Oldham and has continued to develop the Borough. The revenue underspend of £0.270m at outturn is above the level projected at month 9, and as previously advised this will be credited to the General Fund Balance to support the Council in future years.
- 6.2 The Capital outturn has been managed to minimise the level of re-profiling required at year end. The Council has been prudent in financing the Capital Programme in year by utilising capital receipts and Government grants and contributions, removing the need to finance any scheme by prudential borrowing. In accordance with Treasury Management practice, in August 2019 the Council externally borrowed £20.000m (see 7.1 below). This new borrowing has been incorporated into the on-going financing cost of the Capital Programme.
- 6.3 Although the impact of COVID-19 on the 2019/20 financial year was limited, the pandemic sets the scene for 2020/21 and future financial years and will place an additional strain on resources during 2020/21 and on an already challenging 2021/22 budget setting process.
- 6.4 The effect of the pandemic on both the local and national economy cannot yet be determined with any accuracy however it is evident that it will have a significant impact on the Council's resources especially in terms of lost income from fees, charges and commercial investment. The level of reserves and balances and the overall financial resilience of the Council has never been more important. However, the Council has well-established and rigorous risk management processes, together with robust financial management and reporting, which will ensure that the Council is well placed to deal these emerging issues in 2020/21 and future years.

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## 7 Treasury Management

### Borrowing

7.1 During August 2019, the Council undertook external borrowing of £20.000m. The borrowing was undertaken when market rates reached the Council's internal trigger points. This ensured borrowing was undertaken at the optimum point to minimise future costs. This new borrowing has been incorporated into the on-going financing cost of the Capital Programme. Therefore, as at the 31 March 2020, the Council had total long and short term borrowings of £170.080m, this includes Public Works Loan Board (PWLB), Lender Option Borrow Options (LOBO) and other market debt.

### Investments

7.2 The Council managed all of its short-term investments (surplus cash investments) in house with the institutions listed in the Council's approved lending list. At the end of the financial year the Council had £103.120m of investments.

7.3 The Council's investment strategy was to maintain sufficient cash reserves to give it necessary liquidity, whilst trying to attain a benchmark average rate of return compared to the London Interbank Bid Rate (LIBID) on the relevant time deposit, multiplied by 5%, whilst ensuring funds were invested in institutions which were the most secure. The table below shows the returns by the relevant time period:

**Table 4 – Actual Performance Against Benchmark**

	Benchmark LIBID Return %	Actual Return %
7 Day	0.56%	0.73%
1 Month	0.59%	0.89%
3 Month	0.67%	1.01%
6 Month	0.74%	0.89%
12 months	0.84%	0.97%
<b>Average Return</b>		<b>0.90%</b>
<b>Target Rate</b>		<b>0.68%</b>

7.4 As can be seen, the Council's overall performance on its cash investments exceeded its LIBID benchmark in all periods.

## 8 Overview of Core Statements

8.1 The four core Statements to the Accounts are the:

- i) Comprehensive Income and Expenditure Statement (CIES)
- ii) Movement in Reserves Statement (MiRS)
- iii) Balance Sheet
- iv) Cash Flow Statement

8.2 A series of notes to the Accounts provide supporting information to explain many of the entries in the Core Statements.

8.3 A commentary of the key issues arising in each Statement is set out as follows:

## Comprehensive Income and Expenditure Statement (CIES)

8.4 The CIES is required under IFRS. It shows the accounting cost of providing services rather than the amount to be funded from taxation or rents. This means that it includes accounting transactions such as depreciation and revaluation gains/losses.

Comprehensive Income and Expenditure Statement	Note	2019/20		
		Gross Expenditure £000	Gross Income £000	Net Expenditure £000
Chief Executive		5,800	(1,981)	3,819
Commissioning		7,099	(3,966)	3,133
People and Place		79,315	(25,640)	53,675
Children's Services		272,250	(184,777)	87,473
Community Services & Adult Social Care Reform		104,877	(35,850)	69,027
Capital, Treasury and Technical Accounting		45,714	(8,827)	36,887
Corporate and Democratic Core		65,008	(57,790)	7,218
Central Services		6,960	-	6,960
Housing Revenue Account		-	-	-
<b>Cost of Services</b>		15,130	(28,869)	(13,739)
<b>Cost of Services</b>		<b>602,153</b>	<b>(347,700)</b>	<b>254,453</b>
Other Operating Expenditure:				
- Parish Council precepts		278		
- Payments to the Government housing capital receipts pool		-		
- Levies		33,988		
(Gains)/losses on the disposal of non-current assets		(936)		
<b>Total Other Operating Expenditure</b>				<b>33,330</b>
Financing and Investment Income and Expenditure (a)	3			45,345
Taxation and Non-Specific Grant Income (b)	4			(260,186)
<b>Deficit on Provision of Services (c)</b>				<b>72,942</b>
Other Comprehensive Income and Expenditure				
Revaluation gains on non-current assets	16a			(39,392)
Impairment losses on non-current assets	16a			64
Surplus on revaluation of available for sale financial assets				22,287
Remeasurement of net defined benefit liability	30			(110,616)
<b>Total Other Comprehensive Income and Expenditure (d)</b>				<b>(127,657)</b>
<b>Total Comprehensive Income and Expenditure</b>				<b>(54,715)</b>

Key points to note from the CIES are:

### (a) Financing and Investment Income and Expenditure

8.4 Financing and Investment Income and Expenditure of £45.345m contains transactions relating to interest payable and receivable, dividend income and losses on transfer of schools to Academy Status.

### (b) Taxation and Non Specific Grant Income

8.5 The sum of £260.186m contains Council Tax, Business Rates and grants received from Central Government to finance revenue expenditure throughout the year. This income is not attributable to a specific service.

### (c) Deficit on the Provision of Services

- 8.6 The Deficit on the Provision of Services of £72.942m represents the Council's accounting deficit position for the year as required under IFRS which allows comparison to be made with other organisations in both the public and private sectors. This deficit includes charges for accounting entries such as depreciation, impairment and pension adjustments which are reversed under statute as they should not impact on the Council's General Fund position and the Council Tax Payer when calculating the Council Tax requirement. These reversals are shown in the MiRS.
- 8.7 As previously highlighted, the Council's outturn position for the year is a £0.270m underspend, which has been credited to the Council's General Fund Balance as shown in the Movement in Reserves Statement.

### (d) Other Comprehensive Income and Expenditure

- 8.8 There are a number of elements to Other Comprehensive Income and Expenditure, the sum of which totals a surplus £127.657m mainly due to the remeasurement of the net defined benefit liability movement of £110.616m as mentioned in 8.10 below.
- 8.9 The Council's non-current assets are revalued on a rolling 5 year programme. Any movement on the value of these are assets which is not chargeable to the cost of service is instead reflected in other comprehensive income and expenditure and the revaluation reserve.
- 8.10 In addition, the remeasurement of the 'net defined benefit liability' represents the Pension Actuary's movement of the Council's pension liability as at the 31 March 2020. This remeasurement is based on a number of financial assumptions made by the Actuary based on market conditions at the 31 March 2020 in order to calculate the movement on the liability in the year. This adjustment is required by the accounting standards covering pensions.

### Movement in Reserves Statement (MiRS)

- 8.11 The MiRS reverses the accounting transactions included within the Deficit on the Provision of Services shown above in the CIES. Once these transactions have been reversed the amount which is statutorily chargeable to taxpayers or rents is arrived at. A summary reconciliation showing the movement between the CIES position and the statutory position is shown below. The General Fund and HRA balances will be adjusted by the net Surplus or Deficit shown above. The subsequent balance will then be available to support expenditure in 2020/21.
- 8.12 A reconciliation of the financial outturn position to both the CIES and MiRS is provided in Note 1 Expenditure and Funding Analysis in the Statement of Accounts and is summarised below.

	General Fund £000	HRA £000	Total £000
(Surplus)/Deficit on the Provision of Services	76,191	(3,249)	72,942
Total Technical Accounting Adjustments	(70,767)	2,758	(68,009)
Transfer to Earmarked General Fund Reserves	(5,694)	-	(5,694)
<b>Net Surplus</b>	<b>(270)</b>	<b>(491)</b>	<b>(761)</b>

## Balance Sheet

8.13 The Balance Sheet below shows the Council's net assets have increased by £54.715m in 2019/20 from £94.967m to £149.682m. It includes references to explanatory Notes in the Statement of Accounts.

31 March 2019 £000		Note	31 March 2020 £000
727,663	Property Plant and Equipment	17	734,215
19,939	Heritage Assets	18	19,770
17,945	Investment Property	19	20,077
3,784	Intangible Assets		4,060
71,253	Long Term Investments	21	50,095
21,507	Long Term Debtors	22	22,508
<b>862,091</b>	<b>Long Term Assets</b>		<b>850,725</b>
32,235	Short Term Investments	21	40,775
675	Inventories		621
47,577	Short Term Debtors	22	43,225
33,229	Cash and Cash Equivalents	23	59,898
5,604	Assets Held For Sale (less than one year)		310
<b>119,320</b>	<b>Current Assets</b>		<b>144,829</b>
(1,666)	Short Term Borrowing	21	(1,716)
(52,492)	Short Term Creditors	24	(68,456)
(13,335)	Short Term Provisions	25	(12,567)
	Short Term Liabilities		
(9,751)	- Private Finance Initiatives	21,28	(10,216)
(219)	- Finance Leases		(314)
(1,054)	- Transferred Debt		(1,108)
<b>(78,517)</b>	<b>Current Liabilities</b>		<b>(94,377)</b>
(15,916)	Long Term Provisions	25	(15,800)
(148,373)	Long Term Borrowing	21	(168,364)
	Other Long Term Liabilities		
(406,919)	- Pension Liabilities	30	(342,250)
(232,747)	- Private Finance Initiatives	21,28	(222,531)
(507)	- Finance Leases		(474)
(2,332)	- Transferred Debt		(1,224)
(17)	- Deferred Credits		(17)
(1,116)	Capital Grants Receipts In Advance		(835)
<b>(807,927)</b>	<b>Long Term Liabilities</b>		<b>(751,495)</b>
<b>94,967</b>	<b>Net Assets</b>		<b>149,682</b>
(173,342)	<b>Usable Reserves</b>	<b>MiRS MiRS,</b>	(146,515)
78,375	<b>Unusable Reserves</b>	<b>16</b>	(3,167)
<b>(94,967)</b>	<b>Total Reserves</b>		<b>(149,682)</b>

8.14 The increase in net assets is mainly attributable to the following movements:

- A decrease in the Pension Liability of £64.669m the majority of which relates to a change in the assumptions used by the Council's actuaries (Hymans-Robertson) as part of the Council's actuarial valuation, as described at 8.10. The assumptions are determined by the actuary and represent market conditions at the reporting date.



- An increase in the value of Property, Plant and Equipment (PPE) of £8.791m mainly due to revaluation gains in the Council's portfolio and additions of intangible assets in year.
- Long Term Investments have decreased by £21.158m in year. This primarily relates to the decrease of £22.500m in the value of the shares in Manchester Airport Holding Ltd.
- The increase in Long Term Debtors primarily relates to the interest on a loan to Manchester Airport Group.
- An increase in the value of Short-Term investments held at year end of £8.540m. This variance between years relates to timing differences on the maturity of investments which span fewer than 12 months.

## Cash Flow Statement

- 8.15 Cash and cash equivalents have increased by £26.669m, due to borrowing completed during the year in line with the Council's Treasury Management Strategy, additional Government grants received in March 2020 to tackle the COVID-19 crisis together with the upfront payment for Grant in Lieu of Business Rates for 2020/2021 that was also received in March 2020.

	Notes	2018/19 £000	2019/20 £000
Net deficit on the provision of services		(44,317)	(72,942)
Adjustment to surplus or deficit on the provision of services for non-cash movements	31	100,505	130,091
Adjust for items included in the net surplus or deficit on the provision of services that are investing and financing activities	31	(6,734)	(29,948)
<b>Net cash flows from operating activities</b>		<b>49,454</b>	<b>27,201</b>
Net Cash flows from Investing Activities	32	(49,239)	(9,835)
Net Cash flows from Financing Activities	33	(9,436)	9,303
<b>Net increase or (decrease) in cash and cash equivalents</b>		<b>(9,221)</b>	<b>26,669</b>
Cash and cash equivalents at the beginning of the reporting period		42,450	33,229
<b>Cash and cash equivalents at the end of the reporting period</b>		<b>33,229</b>	<b>59,898</b>

## 9 Group Accounts

- 9.1 The Council carries out a complex range of activities, often in conjunction with external organisations. Where those organisations are in partnership with or under the ultimate control of the Council a judgement is made by management as to whether they are within the Council's group boundary. This judgement is made in line with the provisions set out in the Code and relevant accounting standards.
- 9.2 The CIPFA Code of Practice requires that where an Authority has material financial interests and a significant level of control over one or more entities, it should prepare group accounts.
- 9.3 The assessment of materiality also influences the Council's decision to produce Group Accounts. Each year the Council assesses the entities it exerts control or significant influence over to identify which fall into the group boundary. If the value of transactions for the group as a whole is material, Group Accounts are produced. The aim is that the



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statements therefore give an overall picture of all of the Council's financial activities and the resources employed in carrying out those activities.

9.4 The Council has assessed its group boundary for 2019/20 and has identified two subsidiaries that are considered to be material and have therefore been consolidated into its group accounts. They are the two wholly owned companies, the MioCare Group Community Interest Company (CIC) and the Unity Partnership Limited.

9.5 As subsidiary entities, Miocare Group CIC and the Unity Partnership Limited have been consolidated on a line by line basis with all intra-group transactions and balances removed. The Group Accounts therefore consist of a CIES, MiRS, Balance Sheet and Cash Flow Statement and explanatory notes.

## **10 The Performance of the Finance Service**

10.1 The preparation of the accounts represents just one outcome of the range of achievements of the Finance Team during 2019/20 as it continues to enhance and develop its performance. The work of the Finance Team underpins the work of the Council as well as ensuring compliance with statutory requirements, budget management and excellent financial practice.

10.2 The early closure of accounts has been a significant driver of efficiency allowing work to be undertaken more effectively. This means members of the Finance Team are able to work on other tasks and projects once the accelerated accounts closedown process is complete.

10.3 The national lockdown and the range of new challenges facing the Council and the Finance Team has limited the ability of the Team to progress the work on final accounts to the anticipated timetable. However, it must be noted that by submitting the draft Statement of Accounts to the External Auditor on 31 May 2020, it was still within the original statutory deadline for Local Authority accounts and well ahead of the revised timeline.

10.4 It is important to note that the delivery of the accounts to this timescale has been achieved by the hard work, commitment and dedication of the Finance Team who can all be proud of their contributions. This year-end has been even more challenging due to the current working environment with most colleagues working from home. However, as in previous years, this has been a real team effort.

## **11 Options/Alternatives**

11.1 The Overview and Scrutiny, Performance and Value for Money Select Committee members can either choose to note the outturn position for 2019/20 as included with the draft Statement of Accounts or not to do so. There are no other alternatives.

## **12 Preferred Option**

12.1 The preferred option is that the Overview and Scrutiny Performance and Value for Money Select Committee members note the outturn position for 2019/20 as included within the draft Statement of Accounts.

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## **13 Consultation**

- 13.1 Consultation has taken place with the Council's External Auditors, Mazars LLP, in addition members of the public have the opportunity to inspect the Council's Statement of Accounts and supporting documents during the 30-day public inspection period which will conclude on 10 July 2020.
- 13.2 A high-level summary of the provisional outturn position and an update on the preparation of the Council's draft Statement of Accounts for the financial year 2019/20 was presented to the Audit Committee meeting of 4 June 2020.
- 13.3 On 23 June 2020, the Audit Committee will consider the draft Statement of Accounts. This will provide Members of the Audit Committee with the opportunity to review and challenge the Council's year-end financial position.

## **14 Financial Implications**

- 14.1 Dealt with in the body of the report.

## **15 Legal Services Comments**

- 15.1 There are no Legal implications.

## **16 Co-operative Agenda**

- 16.1 Improving the quality and timeliness of the financial information available to citizens of Oldham supports the cooperative ethos of the Council.

## **17 Human Resources Comments**

- 17.1 There are no Human Resource implications.

## **18 Risk Assessments**

- 18.1 There are no risk implications as a result of this report.

## **19 IT Implications**

- 19.1 There are no IT implications as a result of this report

## **20 Property Implications**

- 20.1 There are no Property implications.

## **21 Procurement Implications**

- 21.1 There are no Procurement implications.

## **22 Environmental and Health and Safety Implications**

- 22.1 There are no Environmental and Health & Safety implications as a result of this report.

## **23 Equality, Community Cohesion and Crime implications**

- 23.1 There are no Equality, community cohesion and crime implications.

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**24 Equality Impact Assessment Completed?**

24.1 Not Applicable

**25 Key Decision**

25.1 No

**26 Key Decision Reference**

26.1 Not Applicable.

**27 Background Papers**

27.2 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: Background Papers are contained in the report to the Audit Committee of 23 June 2020, the 2019/20 Draft Statement of Accounts.

<http://decisionrecording.oldham.gov.uk/documents/s116513/4.%20Final%20Accounts%20outturn%20Audit%20Committee%2023%206%2020.pdf>

<http://decisionrecording.oldham.gov.uk/documents/s116514/4a.%20Appendix%201%20Draft%20statement%20of%20accounts%202019-20.pdf>

Officer Name Lee Walsh  
Contact No: 0161 770 6608

**28 Appendices**

28.1 None

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Date: 25 June 2022

## PVFM

### **Subject:**

Creating a Better Place - Programme Review Principles

### **For Discussion**

### **Report of:**

Emma Barton, Director of Economy

### **Portfolio holder:**

Cllr Sean Fielding

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## **Presentation format for discussion with PVFM Members**

### **Executive Summary -**

'Creating a Better Place' strategic framework was approved by Cabinet in January 2020 (paper attached), before the Covid-19 pandemic arrived in the UK.

Creating a Better Place focuses on building more homes for our residents, creating new jobs through town centre regeneration, and ensuring Oldham is a great place to visit with lots of family friendly and accessible places to go.

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.

This has resulted in a serious funding impact on the Council's financial plans, and therefore we are seeking comments and endorsement on the proposed review principles to consider whether:

- the programme is able to respond to support the post-CV19 recovery plans,
- the use of public capital funds is still justified, and
- the original savings proposals are at risk or could be accelerated / enhanced in any way to reduce the demands and pressures being considered on service baseline budget allocations.

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Report to CABINET

## Creating a Better Place

### Portfolio Holder(s):

**Councillor Fielding, Leader of the Council and Portfolio Holder for Economy and Enterprise**

**Councillor Jabbar MBE, Deputy Leader and Cabinet Member for Finance and Corporate Services**

**Councillor Shah, Deputy Leader and Cabinet Member for Social Justice and Communities**

**Councillor Roberts, Cabinet Member for Housing**

**Councillor Mushtaq, Cabinet Member for Education and Skills**

**Councillor Chauhan, Cabinet Member for Health and Social Care**

**Councillor Rehman, Cabinet Member for Neighbourhood Services**

**Councillor Chadderton, Cabinet Member for Children Services**

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### Senior Responsible Officer:

Helen Lockwood, Deputy Chief Executive People and Place

### Report Author:

Emma Barton, Director of Economy

**27 January 2020**

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### Reason for Decision

Cabinet approval is sought for the revised vision and strategic framework for the borough 'Creating a Better Place'.

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## Executive Summary

'**Creating a Better Place**' incorporates significant programmes of work that have been progressed over the past eighteen months in order to set out a comprehensive vision and strategic framework for the borough. These include the:

- Updated vision for Oldham Town Centre;
- Housing Strategy 2019; and
- Updated Medium Term Property Strategy.

**Creating a Better Place** focuses on building more homes for our residents, creating new jobs through town centre regeneration, and ensuring Oldham is a great place to visit with lots of family friendly and accessible places to go.

This approach has the potential to deliver 2,000 new homes in the town centre designed for a range of different budgets and needs, 1,000 new jobs and 100 new opportunities for apprenticeships, and is in alignment with Council priorities to be the Greenest Borough.

Oldham Council is ambitious and bold, and it is on the cusp of an exciting programme of significant change, which is essential to achieve its wider objectives including health, education and improved transport connectivity and public realm. Corporate land and property assets are critical to this agenda and therefore the previously approved Medium-Term Property Strategy (MTPS) has been refreshed to ensure it meets the scale of the change required.

At a strategic level, the work completed across the last eighteen months has confirmed that the property portfolio can be a catalyst for building new homes, creating job opportunities, re-skilling residents through new apprenticeship opportunities, and re-engaging communities and partners through property / estate co-location and collaboration. This strategic work also supports the Council's ambitions for inclusive growth, thriving communities and co-operative services.

Delivery of the ambitious programmes of work within '**Creating a Better Place**' requires efficient and effective systems and processes in place. Significant work has already taken place during 2019 to ensure the right resources are in place for robust, fit for purpose governance and effective delivery. Changes to the Council's Land and Property protocols are also proposed to further strengthen this.

## Recommendations

Cabinet Members are asked to approve:

- '**Creating a Better Place**' as the comprehensive vision and strategic framework for the borough.
- the proposed approach to accelerate delivery of new homes, new jobs, enhanced training, places to visit and ensure Oldham is a place for investment.
- the ambition to deliver '**Creating a Better Place**' in ways that contribute to a reduction in carbon in support of the Green New Deal.



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## Creating a Better Place

### 1.0 Background:

- 1.1 The very best towns and cities around the world have one thing in common – they are both people and quality focused. Quality of place is paramount to thriving communities and we want Oldham to be a place where people feel they belong, an exciting place where people can live, work and spend time. Quality design and attention to the public realm will be critical to this success.
- 1.2 This report seeks approval for a new set of exciting plans for property led change, including town centre regeneration with a new ‘homes’ focus as set out in the recently approved Town Centre Vision, closer working with the Clinical Commission Group and One Public Estate, drive and direction from the new Housing Strategy, and a desire to review and expand property investments to help secure revenue funding.
- 1.3 New core areas of focus have been identified for property services, which incorporate key priority themes: Housing, Investments, Regeneration (especially the Town Centre) and the Corporate Estate. These themes are explored in more detail later in this report.
- 1.4 Delivery of the ambitious programmes of work within ‘*Creating a Better Place*’ requires efficient and effective systems and processes in place. Significant work has already taken place during 2019 to ensure the right resources are in place for robust, fit for purpose governance and effective delivery. Changes to the Council’s Land and Property protocols are proposed here in order to further strengthen this.

### 2.0 Proposed Approach

- 2.1 More widely, local authorities across the UK are increasingly expected to deliver economic growth and major regeneration projects whilst coping with financial challenges. Work continues across Oldham to fully realise the ambitions of an inclusive economy and thriving communities.
- 2.2 This report incorporates a number of strategic pieces of work that have taken place over the last eighteen months, (namely the revised Town Centre Vision, the Housing Strategy, and a review of the Medium Term Property Strategy (MTPS), (corporate estate - public land and property), to collectively provide an approach for the Council to support inclusive growth, thriving communities and the co-operative agenda ... **‘Creating a Better Place’...**
  - ...by building quality homes
  - ... by providing opportunities to learn & gain new skills
  - ... by providing opportunities to grow local businesses and create jobs
  - ... by ensuring Oldham is the greenest borough
  - ... by embedding sustainability, energy efficiency & low (zero) carbon
  - ... by improving life-chances and the health / well-being of our residents and local communities
- 2.3 Our vision for Oldham includes new core areas of focus, which cover: **Housing, Investments, Regeneration (especially the Town Centre) and the Corporate Estate**. An example of this approach is the refreshed Town Centre Vision, which was approved in July

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2019, and demonstrates the need for new homes balanced with jobs, safe and inviting public realm, accessible transport and a family friendly night-time economy. (Vision appended to this report for ease of reference).

## **2.4 Housing**

Our aim is to provide a diverse housing offer that meets the needs of different sections of the population at different times in their lives. Our proposals go beyond numbers alone with a focus on the significant contribution a quality housing offer makes to quality of life. For example, helping an older person to meet their need for a smaller more manageable home which, with the right adaptations, can protect and enhance independence.

Oldham's Housing Strategy was approved at full council in July 2019. The Strategy highlights the priorities and needs for the borough and is supported by a robust delivery plan that sits behind it to enable its objectives to be achieved.

The new Housing Strategy was developed in line with Oldham Plan, the Greater Manchester Spatial Framework and the Greater Manchester housing strategy. The strategy included a new Local Needs Housing Assessment to provide evidence- based insights into how the housing economy currently works, forecasts future needs and identifies gaps.

There are many projects identified in the delivery plan that accompanies the Housing Strategy - funding for the development and delivery of these projects and activities will be required to meet these strategic priorities. Various projects are detailed in Part B papers appended to this report.

## **2.5 Regeneration**

We have set out a new vision for Oldham town centre which recognizes that the purpose of town centres is changing at scale and pace linked to the convenience of shopping online at home and the popularity of out of town retail parks. This contributes to a cycle of disappearing shops, reduced visitor numbers and a potential rise in anti-social behavior.

Our vision for Oldham town centre is aligned with national regional and local priorities by ensuring that it has a focus for everyone has a place to live, work, visit and enjoy.

Our approach will see us strengthen the town centre as a cultural designation while bringing new homes, jobs and business opportunities. Already we have delivered a range of projects which include:

- The redevelopment of the Old Town Hall to create a new leisure and food/drink offer
- Improved connectivity with three Metrolink stops in the town centre
- Redevelopment of Oldham Leisure Centre
- Redevelopment of Parliament Square

We are currently helping to deliver the transformation of the former Oldham Library into a state-of-the-art £13m arts and heritage centre which will offer galleries, a modern archive facility and a performance space. Construction work is due to start shortly.

We are also looking to actively encourage more walking and cycling to the town centre by improving access routes and connectivity through a series of public realm improvements linked to the Local Growth Deal.

There are a number of further priority areas which will be developed in 2020 , to continue to meet our ambitions for town centre living, employment creation, skills development, the green environment, green energy, accessible public realm, family friendly activities, enticing night-time economy and enhanced safety / security are progressed to instigate the catalytic transformation of the town centre with the ambition for housing at its core. Various projects are detailed in Part B papers appended to this report.

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## 2.6 Investment

Oldham is one of 101 towns identified for support of up to £25m to develop a Town Deal via the £3.6bn Towns Fund. According to the prospectus published by the Ministry of Housing, Communities and Local Government (MHCLG) in November 2019, the objective of the Towns Fund is to increase economic growth with a focus on regeneration, improved transport, better broadband connectivity, and skills and culture.

The aim is to drive long-term transformative change within local economies, meaning that capital projects must form the core of proposals submitted by local authorities for Towns Fund grant funding. Oldham Council is required to submit a 'readiness checklist' by 19th December 2019 to help MHCLG gauge how quickly Oldham is able to prepare for a Town Deal and, importantly, understand local plans for the funding. The Council must also establish a Town Deal Board, ideally chaired by a representative of the local business community, by 31st January 2020. The Town Deal Board will be the vehicle through which the vision and strategy for Oldham is defined; it will produce a Town Investment Plan setting out an understanding of the area's assets, opportunities and challenges, and inform the Town Deal, including the amount of investment secured through the Towns Fund.

The MHCLG also launched the competitive Future High Streets Fund (FHSF) in December 2018 to support plans to make England's high streets and town centres fit for purpose. Oldham Council submitted an Expression of Interest for FHSF funding and, thereafter, a business case for a 'shovel-ready' intervention in Oldham town centre: the transformation of the Egyptian Room in the Old Town Hall into a contemporary food hall.

Separate to the Town Deal, the Council to bringing forward plans to develop one of the largest urban farms and eco centres in the UK as part of the Northern Roots project which runs from Alexandra Park to Daisy Nook country park. This will include the potential redevelopment of Alexandra Park depot to be replaced by an environmental centre.

## 2.7 Corporate Estate

The remit of this thematic area is to holistically review land and property assets whether Council owned or within the ownership of One Public Estate partners, to ensure the Council:

- delivers against ambitions for energy efficiency;
- delivers against ambitions for public buildings to be carbon neutral by 2025;
- ensures scrutiny of its own accommodation to ensure value for money and best utilisation for staff and services;
- considers the views of Ward Members / Portfolio holders are considered as part of any proposal to declare an asset within the Council's Land & Property Portfolio as being surplus to the Council's operational requirements.

The Corporate Property Board (CPB) is a new governance forum to support the strategic alignment and scrutiny of all property decisions / service activity going forward. The Board will comprise Directors of Finance, Legal and Economy, Deputy Chief Executive and Portfolio Holders for Finance and Corporate Services and the Leader of the Council. A quorum of at least 3 members of the Board will be required to conduct business, including finance, economy and Member representation.

## 2.8 Benefits:

**Social** - This approach has the potential to deliver 2,000 new homes in the town centre, 1,000 new jobs and in addition 100 new opportunities for apprenticeships.

**Financial** - set out in section 3 below in this report.

**Environmental** - This approach supports the Council's new Green Deal and would enable the public sector to lead by example with aspirations to be zero carbon by 2025 and for new homes and businesses to be energy efficient, and carbon neutral by 2030.

### 3.0 Funding for development and delivery

- 3.1 **Creating a Better Place** galvanises the approach and direction for property services over the next 5 years, and more importantly, provides an insight for enhanced revenue savings and property investment.
- 3.2 The work from the last eighteen months has provided new assumptions to allow a new savings plan to be explored for the property portfolio, and a potential enhanced savings target of £10.961m (£10.461m from 2020/21 onwards as set out below).

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	
<b>Revenue Savings</b>	£0.5m	£0.261m	£1.634m	£2.391m	£6.175m	<b>£10.961m</b>

- 3.3 The work undertaken has included further assessment of proposed savings and a revised savings profile is being/has been developed. It is important to note that the revised savings estimates contained in this report are indicative at this stage. If the proposed approach contained in this report is approved, more detailed project specific information, feasibility and business case details will be presented as required.
- 3.4 As there are many interdependencies between the various themes and work programmes, decisions will need to be made holistically, in alignment with the Council's Medium Term Financial Strategy and Capital Programme.
- 3.5 The table below presents the scale of the capital investment required in order to deliver the Creating a Better Place programme. In overall terms, investment will total £306m split between capital projects of £102m and investment projects of £204m.

Priority Projects:	Capital Projects £m	Investment Projects £m (revenue return)
Regeneration: New Homes	70	87
Regeneration: Town Centre	32	71
Regeneration: Boroughwide Opportunities	-	46
<b>TOTAL CAPITAL INVESTMENT</b>	<b>102</b>	<b>204</b>
	<b>£306 m</b>	

### 4.0 Consultation

- 4.1 Extensive consultation has taken place over the last 36 months through the development of the Greater Manchester Spatial Framework. More in-depth consultation and engagement has taken place on the Town Centre Vision (refresh), the Housing Strategy, and more recently the Locality Asset Review (linked with the One Public Estate work), these latter documents are now formally adopted.
- 4.2 Consultation and engagement work has taken place with stakeholders, partners, Council teams and services, elected members, public sector organisations and different voices from

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our local communities to help clearly define regeneration ambitions, and to ensure that a vision was in place that was alignment with national, regional and local strategic priorities.

The residential opportunities identified have been shaped by local people and stakeholders through engagement and consultation, especially with regards to ensuring the Council explores brownfield land in the first instance, to release the pressures on Green Belt land to meet our housing need.

- 4.3 Consultation has included face to face meetings, drop-in events, postal survey (to 15,000 residents of the borough), workshops, engagement meetings, briefing sessions, and stakeholder events.
- 4.4 Portfolio Holders have been consulted on the findings, and both staff and elected members have been engaged throughout this process to allow ideas and suggestions to be fed into the review work from the start.
- 4.5 Project consultation will take place at the applicable time in conjunction with standard practice for project development.

## **5.0 Financial Implications**

- 5.1 All financial information is contained within the part b reports appended to this report.  
(Sam Smith)

## **6.0 Legal Services Comments**

- 6.1 All legal information is contained within the part b reports appended to this report.  
(Rebecca Boyle)

## **7.0 Co-operative Agenda**

- 7.1 This new vision, direction and approach provides numerous opportunities to support the development of a Co-operative Borough both through how decisions are taken and the engagement of key partners, service providers and communities in this; and the creation of new opportunities for development that includes more co-operative businesses.
- 7.2 Decisions on which assets should be retained, managed and disposed of should be mindful of the need to maintain the infrastructure required to ensure partners and residents can still access the services they need, and that place-based integration of services is supported.  
(Jonathan Downes)

## **8.0 Human Resources Comments**

- 8.1 None identified at this time. (Adele Savage)

## **9.0 Risk Assessments**

- 9.1 All risk information is contained within the part b reports appended to this report.  
(Mark Stenston)

## **10.0 IT Implications**

- 10.1 None identified at this time. (Chris Petrie)

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## **11.0 Property Implications**

- 11.1 All property information is contained within the part b reports appended to this report.  
(Jason McEwen)

## **12.0 Procurement Implications**

- 12.1 All procurement information is contained within the part b reports appended to this report.  
(Dan Cheetham)

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

- 13.1 In July 2019, the Council committed to becoming carbon neutral as an organisation by 2025 and to leading the borough to carbon neutrality by 2030. This approach is an essential transformational element in achieving these environmental targets and wider economic regeneration objectives such as building the green economy.  
(Andrew Hunt)

## **14.0 Equality, community cohesion and crime implications**

- 14.1 None identified at this time.

## **15.0 Equality Impact Assessment Completed?**

- 15.1 Not required at this time. This will be picked up with programme development.

## **16.0 Key Decision**

- 16.1 Yes

## **17.0 Key Decision Reference**

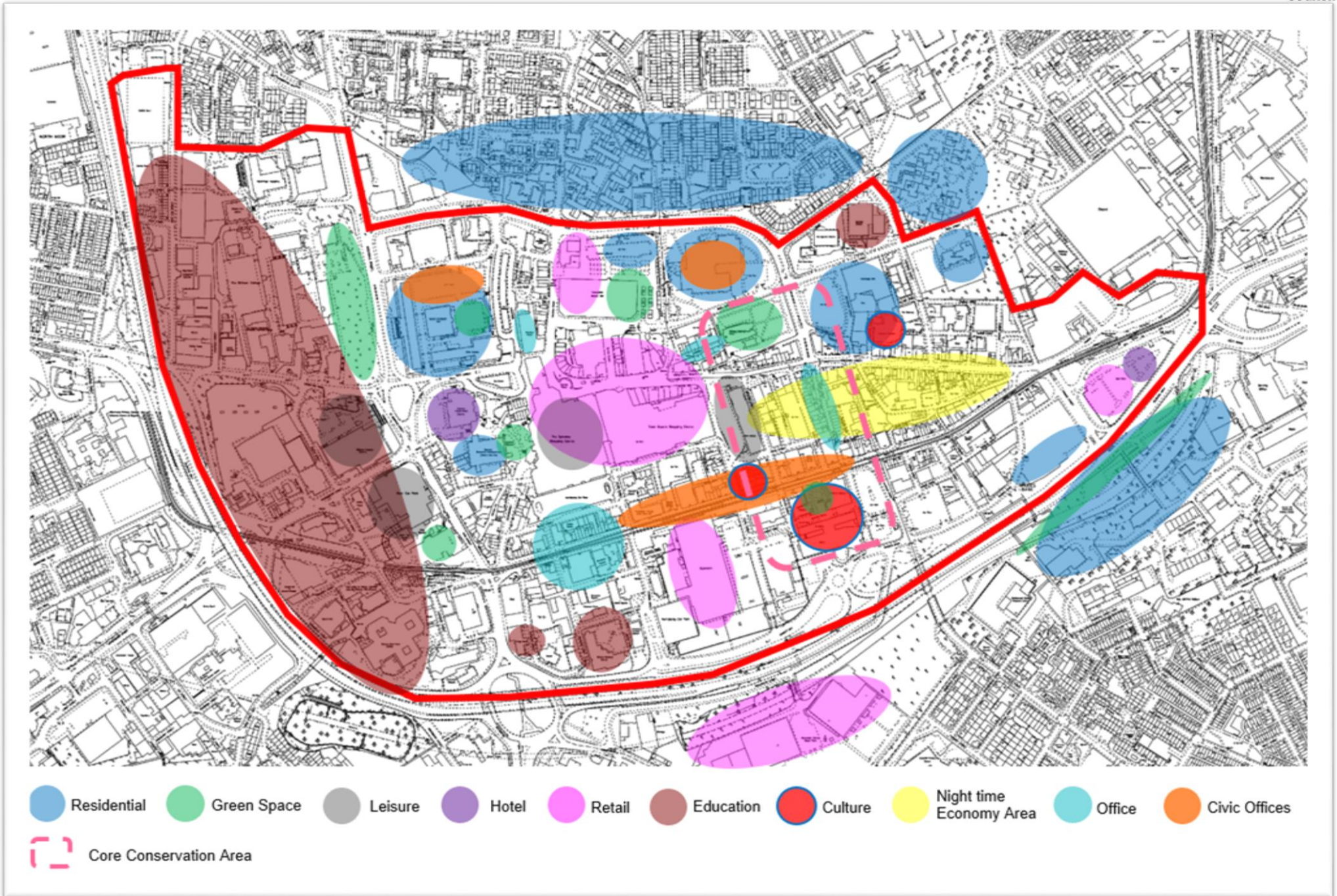
- 17.1 ECEN-18-19

## **APPENDICES**

### A: Town Centre Vision

- (1) Medium Term Property Strategy
- (2) Land and Property Protocols
- (3) Housing
- (4) Housing Opportunity
- (5) Town Centre Vision (phase 1)
- (6) Town Centre Vision (phase 2)
- (7) Town Centre Vision (phase 3)





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# Creating a Better Place

PRINCIPLES FOR REVIEWING THE PROGRAMME

PVFM June 2020

## **Principles for Consideration:**

### **1 - Does the project positively contribute towards:**

- ...building quality homes
- ... providing opportunities to learn & gain new skills
- ... providing opportunities to grow local businesses and create jobs
- ... ensuring Oldham is the greenest borough
- ... embedding sustainability, energy efficiency & low (zero) carbon
- ... improving life-chances and the health and well-being of our staff,  
residents and local communities

## Principles for Consideration:

### **2 - Does the project positively contribute towards:**

- Delivery of over **2,000** homes in town centre
- Delivery of homes in borough
- Delivery additional **1,000** jobs
- Creation of **100** apprenticeships
- Improved life chances and health / wellbeing

## Principles for Consideration:

### 3 - Does the project positively contribute towards REVENUE SAVINGS:

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	
<b>Suggested Revision</b>	£0.5m	£0.261m	£1.634m	£2.391m	£6.175m	<b>£10.961m</b>

- Directly due to investment scheme bringing in external funds
- Directly due to investment scheme brings a positive return ?
- Indirectly due to reduction in future maintenance / corporate estate liabilities / whole life costs ?

## Principles for Consideration:

### **4 - Does the project have a business case which guarantees ability to cover prudential borrowing costs:**

- Reflects latest CIPFA investment guidance
- Change to regulations therefore Council cannot “invest” in schemes specifically to generate a return (yield / surplus)
- Cost of prudential borrowing for a project will ADD to the existing savings profile for the Council – can this be justified ?

## Principles for Consideration:

### **5 - Does the project provide future cost avoidance – such as backlog maintenance / reduced whole life costs?**

- Does the project add to existing building maintenance or is it self sufficient ?
- Does the project protect staff H&S / wellbeing and can justify the investment ?
- Does the project provide guarantee for reduction in council subsidy ?
- Can the investment in the project offset the requirement backlog maintenance ?

## Principles for Consideration:

### **6 - Does the project support post- Covid economic recovery ?**

- Basic needs for Health and Wellbeing
  - Homes, Poverty, Safety/Security
- Jobs, employment and training
  - GMLIS priorities
  - Social enterprise / Creative / Digital / Professionals
- Town Centre priority
- Green New Deal
  - Energy, zero carbon, air quality, open green spaces
- Visitor & Tourism / Culture & Leisure

## Creating a Better Place ... Review Principles:

**Ambition has not changed, programme will support post-covid recovery – BUT financial challenges have significantly increased for both capital and revenue**

- 1) Does the project positively contribute towards the Creating a Better Place objectives ?
- 2) Does the project positively contribute towards performance targets for homes, jobs and apprenticeships ?
- 3) Does the project positively contribute towards REVENUE savings targets (£10.9m – is this still achievable / can it be accelerated and / or enhanced)?
- 4) Does the project have a business case which guarantees ability to cover prudential borrowing (*can budgets accommodate borrowing costs on top of savings targets*) ?
- 5) Does the project provide future cost avoidance – such as backlog maintenance / reduced whole life costs ?
- 6) Does the project support post-Covid economic recovery ?



## **PVFM Members are asked to ...**

**1) Consider and comment on whether it is appropriate to undertake a review of the regeneration capital programme – creating a better place**

**2) Consider and comment on the review principles**

**3) Provide advice on whether anything else needs consideration as part of the review**

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## **Report to PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE**

# **Overview and Scrutiny Annual Report for 2019/20**

### **Portfolio Holder:**

Councillor Colin McLaren, Chair of the Overview and Scrutiny Board

Councillor Riaz Ahmad, Chair of the Performance and Value For Money Select Committee

Councillor Eddie Moores, Chair of the Health Scrutiny Committee

**Report Author:** Lori Hughes, Constitutional Services Officer  
**Ext. 4716**

**25 June 2020**

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### **Purpose of the Report**

For the Performance and Value for Money Select Committee to review the Overview and Scrutiny Annual Report for the 2019/2020 Municipal Year.

### **Executive Summary**

The report outlines the purpose of Overview and Scrutiny, the roles and responsibilities of the Overview and Scrutiny Board, Performance and Value for Money Select Committee and Health Scrutiny Committee. The report is a summary of the work undertaken by Overview and Scrutiny during the 2019/20 Municipal Year.

### **Recommendations**

For the Performance and Value for Money Select Committee to commend the Overview and Scrutiny Annual Report to Full Council.

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## Report to Council

# Overview and Scrutiny Annual Report 2019/2020

### Report of:

Cllr Colin McLaren, Chair of Overview & Scrutiny

Cllr Riaz Ahmad, Chair of Performance and Value for Money Select Committee

Cllr Eddie Moores, Chair of Health Scrutiny

### Officer Contact:

**Report Authors:** Lori Hughes, Constitutional Services Officer and Mark Hardman, Constitutional Services Officer

Ext. 5151

**(Date TBC)**

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### Reason for Decision

To provide Council with an overview of the contribution made by Overview and Scrutiny during the 2019/2020 Municipal Year as required in line with the Council's Constitution.

### Executive Summary

The report outlines the purpose of overview and scrutiny, the roles and responsibilities of the Overview and Scrutiny Board, Performance and Value for Money Select Committee and the Health Scrutiny Committee, a summary of the work undertaken by overview and scrutiny during 2019/20 and an outline of how individuals can get involved in overview and scrutiny in Oldham.

### Recommendations

Council is asked to note the contribution of Overview and Scrutiny during the 2019/20 Municipal Year.

## 1. What is Overview and Scrutiny?

1.1 All local authorities operating an executive form of governance must by law have an Overview and Scrutiny function. The function was introduced in the first instance by the Local Government Act 2000 and has been subject to legislative change and development over the years. The current principal legislative sources for overview and scrutiny functions and responsibilities are:

- Local Government Act 2000 (as amended) – powers for the overview and scrutiny function to:
  - Review or scrutinise decisions made, or other action taken, related to the discharge of any functions which are the responsibility of the Council's Executive.
  - Report or make recommendations to Council or the executive in respect of the discharge of any functions which are the responsibility of the executive.
  - Review or scrutinise decision made, other action taken, related to the discharge of any functions which are not the responsibility of the executive.
  - Report or make recommendations to Council or the executive in respect of the discharge of any function which is not the responsibility of the executive.
  - Report or make recommendations to Council or the executive on matters which affect the Council's area or residents of that area.
- Police and Justice Act 2006 – powers for the overview and scrutiny function to:
  - review or scrutinise decisions made, or other action taken, in connection with the discharge by those bodies responsible for crime and disorder strategies in the Borough of their crime and disorder functions;
  - to report or make recommendations to the Council with respect to the discharge of those crime and disorder functions.
- National Health Service Act 2006 (as amended) (and with specific reference to The Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013) – the Council has powers, delegated to the Health Scrutiny Committee, to:
  - review or scrutinise any matter relating to the planning, provision and operation of the health service in the Borough area, including health related services of the local authority;
  - respond to a statutory consultation from an NHS body or a health service provider and, if considered appropriate and necessary, to report to the Secretary of State.

1.2 Overview and Scrutiny Committees therefore have the statutory powers to scrutinise those decisions that the Council's Executive is planning to take, those decisions it has taken but not yet implemented, and to review the effect of those decisions that have already been implemented. Overview and Scrutiny can also play a valuable role in developing policy. Recommendations following scrutiny considerations can enable improvements to be made to policies and how they are implemented.

1.3 Overview and Scrutiny bodies are made up of Elected Members (Councillors) who are not members of the Executive (or 'Cabinet') but who instead hold those Executive decision makers to account. The Overview and Scrutiny process is not political – it is driven by the interests of the residents of Oldham.

1.4 Overview and Scrutiny bodies cannot make decisions, but instead examine policies, decisions and areas of work in order to make recommendations to the Cabinet. It

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acts as a “critical friend” to the Council and its partners around the decision-making process and uses informed debate and evidence to make its recommendations.

1.5 Scrutiny works to drive forward improvements to the Council’s policies, procedures and delivery.

1.6 There are three components of good scrutiny and good governance which are necessary in order for democracy at a local level to be participative - these are Accountability, Transparency and Involvement.

## 2 Policy Development

2.1 The key focus of overview and scrutiny work is to influence and develop policy. Overview and Scrutiny can do this through the following ways:

- Decision-Making Scrutiny - Holding the Executive to account is a key part of the Overview and Scrutiny role. This is done through receiving reports at Committee, Call-in and questioning of Cabinet Members at scrutiny meetings.
- Pre-Decision Input - Input on draft policies and strategies before they have been agreed by Cabinet or Council helps to ensure they are more robust and that a check and balance process is in place. It also provides an opportunity for cross party consensus to be developed on issues such as the Corporate Plan, Education Strategy and Council Tax Reduction Scheme. Overview and Scrutiny can act as a consultee in respect of such policies and potential new legislation.
- Monitor and Track Implementation of Recommendations - Ensuring that the views and contributions of Overview and Scrutiny have been considered when work is undertaken to improve services – an essential part of the scrutiny process.

2.2 Full Council may refer matters to Overview and Scrutiny for examination of the viability of implementing proposals contained in submitted Motions and the appropriate Committee will report back to the Council on their findings.

## 3 Roles and Responsibilities

### 3.1 Overview and Scrutiny Board

#### 3.1.1 Membership

- Councillor McLaren (Chair)
- Councillor Price (Vice Chair)
- Councillor Jacques
- Councillor Surjan
- Councillor Taylor
- Councillor Toor
- Councillor Harkness
- Councillor Curley
- Councillor Hulme (Substitute)
- Councillor Alyas (Substitute)
- Councillor Akhtar (Substitute)
- Councillor Cosgrove (Substitute)
- Councillor Ibrahim (Substitute)
- Councillor Hamblett (Substitute)

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3.1.2 The Overview and Scrutiny Board leads the development of the Overview and Scrutiny process in Oldham. The Board chooses issues and topics to look at during the year, be it reviewing a proposed policy in advance of decision or considering the impact of a key decision made by the Council.

3.1.3 The Board is also responsible for:

- Publicly holding the Executive to account for delivering the Council's priorities and for the decisions they make.
- Examining any matters of wider public interest (not just Council services) which affect the wellbeing of the Borough and its people.
- Having a statutory role scrutinising substantial developments and Crime and Disorder issues.

3.1.4 During the last year, the Chair also continued to meet with the senior managers in each of the Council's Directorates. At these meetings, the Chair and Officers considered issues where Overview and Scrutiny could potentially add value to the development of Council services, policies and the decision-making process.

### **3.2 Performance and Value for Money Select Committee**

3.2.1 Membership

- Councillor Ahmad (Chair)
- Councillor Stretton (Vice-Chair)
- Councillor Haque
- Councillor Hulme
- Councillor Larkin
- Councillor Phythian
- Councillor Williamson
- Councillor Byrne
- Councillor Alyas (Substitute)
- Councillor Salamat (Substitute)
- Councillor Surjan (Substitute)
- Councillor Ibrahim (Substitute)
- Councillor Brownridge (Substitute)
- Councillor Al-Hamdani (Substitute)

3.2.2 The Performance and Value for Money Select Committee considers how the Council and its partners are performing and whether value for money is being provided for the people of Oldham. It also monitors the implementation of recommendations which Overview and Scrutiny has had accepted by the Council's Cabinet.

3.2.3 One of the most important aspects of the Select Committee's role is to examine the Council's budget proposals each year. This involves considering both the administration's budget and any alternative budget proposals put forward by the opposition. The Select Committee also monitors the revenue and capital expenditure throughout the municipal year.

3.2.4 The Select Committee also examines the Council's corporate performance report on a quarterly basis and considers the performance and value for money of the Council's work undertaken with partners.

### **3.3 Health Scrutiny Committee**

3.3.1 Membership:



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- Councillor Moores (Chair)
  - Councillor McLaren (Vice Chair)
  - Councillor Alyas
  - Councillor Davis
  - Councillor Ibrahim
  - Councillor Toor
  - Councillor Hamblett
  - Councillor Byrne
  - Councillor Iqbal (Substitute)
  - Councillor Larkin (Substitute)
  - Councillor Malik (Substitute)
  - Councillor Haque (Substitute)
  - Councillor Salamat (Substitute)
  - Councillor H. Gloster (Substitute)

3.3.2 The Committee was established as a full Committee from May 2019 to discharge the responsibilities of the Council for health scrutiny functions, to receive and respond to referrals from Healthwatch Oldham, and to scrutinise the work of the Health and Wellbeing Board, including development of the Joint Strategic Needs Assessment and the Health and Wellbeing Strategy.

3.3.3 The Committee reviews and scrutinises matters relating to the planning, provision and operation of the health service and makes reports and recommendations on any such matters that the Committee has reviewed and scrutinised.

#### 3.4 **Work Programmes**

Each Overview and Scrutiny Committee maintains a work programme for the Municipal Year and the Committee Chairs meet to review them on a regular basis. This allows for co-ordination of the work programmes, ensuring the best use of resources and avoiding duplication. The work programmes allow for flexibility within the wider overview and scrutiny function to accommodate any urgent and/or short-term issues that may arise.

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## **Where Overview and Scrutiny has contributed in 2019/20**

### **4.1 Overview and Scrutiny Board**

#### **4.1.1 Key Plans and Strategies**

- a) Clean Air Update – The Board gave consideration to a report which advised on the key features on Greater Manchester’s (GM) feasibility study and the Clean Air Plan Outline Business Case for the reduction of nitrogen dioxide exceedances in Oldham and across Greater Manchester for submission to the Government’s Joint Clean Air Unit. Alongside the objectives of the Clean Air Plan was a co-ordinated GM approach to develop a common set of minimum licensing standards for taxis and private hire vehicles. The measures included a proposed Clean Taxi Fund. Members expressed concern as to how the fund would be supported without additional government support. Two issues were raised related to idling zones and the impact of the proposals on buses. Questions were asked related to engine idling in car ranks outside schools.

A second report was received later in the Municipal Year which provided an update on progress that had been made following the Government’s response to GM’s Outline Business Case to tackling nitrogen dioxide exceedances and statutory consultation. The Council had been developing the study collectively with the other nine GM authorities and GM Combined Authority (GMCA) coordinated by Transport for Greater Manchester (TfGM) in line with Government direction and guidance. Members sought and received clarification on EU standards, consultation format, fines for clean air zones, breaches of air quality and the timeline.

- b) Alexandra Park Eco-Centre and Northern Roots – The Board were advised of developments in respect of the projects which had been developed out of the co-operative borough ambition and developments in community growing, horticultural skills and training, renewable energy and the local food economy through a series of linked initiatives. The new Eco-Centre facility built upon and provided a place for a wider range of activities which included education, enterprises and community engagement. Northern Roots was a proposal to develop the UK’s largest urban farm and eco-park. Members sought and received clarification that retention and improvement of sports pitches remained part of the vision. A suggestion was made for an animal petting farm or similar venture. It was also suggested by members that the establishment of mini-hubs in communities might be considered as a spin-off activity. It was proposed that Board members make a site visit. This took place on 15 June 2019.

The Board received a further update in the Municipal Year regarding technical options. Members sought and received clarification on accessibility and public transport links, the Biomass unit, rainwater harvesting from the lake, revenue and green waste capacity. Members also sought and received clarification on communications and advertising of the project and how success would be measured.

- c) Thriving Communities and Placed Based Integration – The Board were provided updates through the Municipal Year. Members were informed of key projects and updates, support in the care pathway to prevent high levels of need and a positive trend in reduction of the attendance at A&E. Members commented on the good work and results in the reduction of GP visits.

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Members were made aware of the Fast Track Grants. A further report on Place Based Integration was received by the Board and members were informed about the twin track approach to people, place and prevention. It was envisaged that services from health and social care, Children's, Housing, Policing, Districts and Environment would be in scope for place-based integration. Members recommended further discussion between members, district teams and placed based teams to share information.

- d) Oldham Work and Skills Strategy – The Board were provided with an update on the progress related to the key components of the Work and Skills Strategy. The Strategy sought to improve population skills outcomes which supported Oldham's strategic goals. The strategy was organised around four strategic goals supported by a new outcomes framework for work and skills. The strategy would complement the new regeneration framework by focussing particularly on 'social regeneration' objectives and a developed shared ownership across all partners and providers. The Board queried the increase in no-education qualification, what was being done about long-term unemployment and work in terms of apprenticeships. Members also queried the low take up on the advanced learning strategy, performance data and the Area Based Review. Members questioned employment for young people, the Working Well Early Help and investment.
- e) Business and Investment Review – The Board looked at how the Council could optimise business engagement and provided a competitive business support offer. Members commented on the work with start-ups and queried European funding and the effect of Brexit. Members also asked about work undertaken with the third sector and work with the Oldham Enterprise Trust and noted that Oldham's survival rate had increased.
- f) GM2040 Delivery Plan Update and Transport Capital Projects – The Board were provided an overview of the three-year transport capital programme approved as part of the Council's wider Capital Strategy and Capital Programme 2019/20 – 2023/24. Securing additional external funding was a priority. The programme was fluid as it was dependent upon bids to be successful. Members were informed that the GM2040 Delivery Plan was being refreshed in response to changes in the transport opportunities and challenges which faced GM, such as the declaration by GMCA of a Climate Emergency, the development of the GM Spatial Framework and the GM Mayor's priorities. Funding for the strategy was outlined in the report with particular focus on capital investment. Members sought and received clarification on 'Streets for All', Highway Maintenance Challenge Fund, Future High Streets Fund, Bus Reform, New Bike Hire Scheme and charging points to meet the carbon neutral challenge.
- g) Advertising A-Boards and Sign Policy Review – The Board were provided within an update on the policy.
- h) Green New Deal Strategy – The Board received a summary of work being undertaken on the Oldham Green New Deal Strategy which included targets for the Council and Borough to be carbon neutral by 2025 and 2030 respectively. The strategy and delivery plan set out how carbon neutrality targets would be met as well as initiatives aimed at maximising the economic benefit. The Board were also provided information on energy supply and housing policies linked to the strategy. Members queried the deliverability and informed that it was important to manage expectations. Members noted the

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breadth of the pledges and for them to be incorporated into future Board Work Programmes.

The Board also received an update on the General Oldham Community Energy Programme which included the Interreg Europe COALESCCE project. Members were reminded of the establishment of Oldham Community Power. The Council had won the national Community Energy Local Authority Award in 2018. Members sought and received clarification on the effect of Brexit on the partnership, the savings, the officer for small community groups and how elected members could assist.

#### 4.1.2 Internal and External Consultations

- a) Selective Licensing – The Board gave consideration of an update on the scheme. An independent review of the scheme had been undertaken which examined the impact in the current schemes. Members reviewed the report, noted the cost of the service, requirements for consultation, route for scheme approval and case studies presented. The Board supported the continuation of the Selected Licensing Scheme.
- b) Care Leavers Housing Commitment – The Board were provided the proposals to ensure that Oldham care leavers who became homeless received the support of full rehousing duties up to the age of 25 years. The proposal had been raised following the review of the Council’s Corporate Parenting Strategy. The Children and Social Work Act 2017 had introduced a new duty on local authorities to provide Personal Adviser Support to all care leavers up to the age of 25 years. The Greater Manchester Care Leavers Trust also worked to develop a ‘core offer’ across GM. Members queried and received information on assistance for those who were unable to live on their own or lacked a support network. Members also received information related to the financial implications of the provision. The Board endorsed the proposals.

#### 4.1.3 Services Monitored

- a) Children’s Social Care ‘Getting to Good’ Implementation Plan – The Board continued to receive updates in respect of improvements to Oldham’s Children’s Services. A Structural Investment Plan and Transformation Programme to be delivered throughout 2019/20 had been developed along with a new operating model and additional investment to support the transformation journey. The Board were apprised of governance arrangements, particularly relating to Task and Finish Groups established for major projects. The Board revisited the provision of safeguarding training for elected members and it was confirmed that the nature and content would be different from previous years as a result of the new arrangements. The Board were advised of a sustainable staffing structure. The Board were advised of work with the Children in Care Council. Members asked questions related to performance related to children in need and early intervention, out of borough placements and projects associated with the improvement journey.

A further update was received which provided an update on progress against the plans, demand, caseload and workforce.

- b) Libraries Update – The Board were provided an update on the service and highlighted outreach work for non-users and disengaged readers. The service was committed to being open and accessible to all residents and users. The

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impact of the removal of fines would be monitored and early indicators showed there had been an increase in library membership. Some provision could be accessed without a card and trail-blazing activities included reaching out to the homeless, development of 'Libraries of Sanctuary' in addition to those tackling loneliness and social isolation. Members sought and received information related to buildings being fit-for-purpose, technology, plans for an 'At-Home' Service, welcoming refugees, engagement of older groups and encouragement to local writers and artists.

- c) Heritage, Libraries and Arts Offer to Schools – The Board were provided an overview of the services provided which included collaborative approaches and new initiatives which included Story Walks and Poverty Proofing Schools Project. Members asked about the challenges related to transport for the events and the funding strategy which had links to the Heritage Schools Programme and the Princes Trust.
- d) Local Government Ombudsman and Review of Complaints System – The Board were informed of the Council's performance related to enquiries received from the Local Government Ombudsman (LGO). Since 2014, the LGO also publicly reported on Local Authority complaints performance. During 2018/19 the Council had 80 cases reviewed by the LGO of which only 17.5% were investigated and 12.5% upheld. The low number of cases reviewed by the LGO, and ultimately investigated, suggested that the Council was willing to take responsibility when things went wrong and work with residents to resolve the issue appropriately. The Council was undertaking a root and branch review of the service. Members sought and received clarification on the nature of complaints.
- e) Special Educational Needs and Disabilities (SEND) – The Board gave consideration to the development and key highlights of Oldham's new SEND Strategy. Consultation and engagement sessions had been held as well as a series of stakeholder events. The ambition and outcomes of the strategy had shaped and directed the Development Plan. The Board were informed of the considered approach undertaken following the Ofsted/CQC inspection and consultation process. Members raised issues related to exclusions, links with the voluntary and community sector, home-educated students and safeguarding issues. The Board endorsed the strategy.

Performance Report – Further updates were received related to the SEND improvement journey during the municipal year. The board noted progress made against the expectations as set out in the Written Statement of Action which had contained five key priority areas and recommendations. A revised SEND action plan and strategy was due to be launched in September 2019.

- f) Oldham Care Commissioning Arrangements – An update was received on the arrangements for health and social care services as well as an overview of the future direction of travel. Work had been ongoing related to learning disability, mental health, care home and care at home commissioning, dementia, continuing health care, safeguarding policy and policy work identified in a Section 75 agreement between the Council and the Clinical Commissioning Group (CCG). The Board queried staff in 'hubs' and were informed services were developing in a more co-ordinated manner with an absolute commitment to improvement. The Board were apprised of funding as budgets were dependent upon government announcements of grants, etc. The Board also gave consideration to staff turnover, changes in population profiles and different recording and operating systems used within the sector.

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- g) Adults Safeguarding Board Annual Report – The Board gave consideration to a report of the Independent Chair which provided information from April 2018 to March 2019. The Board was a partnership of organisations whose role was to strategically lead adult safeguarding within Oldham. The Annual Report evaluated the effectiveness in achieving aims and identified future plans. Two important issues were outlined which involved substantive reviews of the quality of deployment of staff and the continuing business demand to be met. Members sought and received clarification on work in progress and the impact of the lack of Deprivation of Liberty safeguards signatories.
  - h) Children’s Safeguarding – Members were presented with the proposed new arrangements for Oldham Children’s Safeguarding. The Children and Social Work Act 2017 required the local authority, police and local CCG to implement new arrangements by 29 September 2019. Proposed arrangements comprised a Safeguarding Children Strategic Partnership, Children’s Safeguarding Executive Group and sub-groups to undertake detailed work on implementation of the business plan. New arrangements would provide challenge, scrutiny and commitment to continuous improvement among partners and agencies.
  - i) Virtual School Annual Report and Term Update – The Board gave consideration to the scope of work undertaken by the Virtual School which had developed significantly under new leadership and reported outcomes for children who were looked after compared favourably with national averages. The themes had emerged in the Ofsted report of the inspection of the Local Authority’s Children’s Services (ILACS) which had included the Virtual School in January 2019. Members sought and received clarification on absences, exclusions, training and the priorities for 2019/20.
  - j) SEND Inspection Revisit – The Board were provided an update on the outcome of the SEND revisit. Members were provided an update on progress made on the original written statement of action. Members sought and were provided clarification on managed moves, improvements in Education, Health and Care (EHC) Plans, increased exclusions at Key Stage 4, minimising disruption, speech and language therapy, support for parent and children with new languages and bringing children who were permanently excluded back into the school system.
  - k) The Board were also provided an update on the Oldham Opportunity Area Funding.

#### 4.1.4 Motions Referred to Overview and Scrutiny Board

The following motions were referred to Overview and Scrutiny for investigation:

- a) ‘Improving Public Safety in Oldham’s Night Time Economy’ – a motion was referred to the Board on 12 December 2018. An update was received on the work which had already been undertaken and the Board would seek further information during the 2019/20 Municipal Year. Members were informed that the ‘Ask for Angela’ Scheme was already in operation with localised material being developed. The Street Angels has also been established in the Town centre. Work was to be undertaken by Licensing Officers with private hire operators and the licensed trade. With regard to the potential ‘safe havens’ potential significant safeguarding issues had been identified. A suggested scheme that taxi companies carry identifiable students and bill them later via



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college or university authorities had been investigated and was considered to be beyond the powers of the local authority to implement.

- b) 'Tackling Dog Fouling and Nuisance' – a motion was referred to Board on 20<sup>th</sup> March 2019. An update was provided to the Board which included opportunities provided by potential stakeholders such as behaviour change campaigns and educational material. The Board were asked and provided a representative from the Board to work with officers to explore the material and initiatives promoted by charities.
- c) 'Tackling Speeding' – a motion was referred to Board on 20<sup>th</sup> March 2019 which sought to identify locations not currently equipped with a speed camera, availability of funding for mobile speed cameras, establish Community Speed Watch schemes and explore the merits of establishing bus gates. A workshop was convened on 24 September 2019 with options to be investigated by Highways and reported back.
- d) Youth Council Motion: Knife Crime – a motion was brought to the Board by the Youth Council which asked for an overview of the current youth offer across Oldham to ensure a broad range of high-quality activities available to all young people. The Youth Council were invited to attend a meeting of the Board to discuss the motion. The Board were informed of activities of the Youth Council which included the 'Make Your Mark' vote, youth offer available and mapping of activities undertaken.
- e) Making A Commitment to the UN Sustainable Development Goals (referred jointly to Overview and Scrutiny Board and Health Scrutiny Committee) – it was requested that the relevant bodies identify work that was already being done by the Council and its partners, what more can be done and report back to Council. A report was submitted to Overview and Scrutiny Board and Health Scrutiny and it was agreed to be commended to Council.
- f) Clean Air Outside Schools – the key points of the motions were considered in the GM Approach to Air Quality to which the Council was signed up to. An update would be brought back to Board.
- g) A Sensible Approach to Firework Displays – The Overview and Scrutiny Board gave consideration to the motion as referred to the Board on 8<sup>th</sup> January 2020. The recommendation was agreed that officers from Public Protection would work in partnership with GM Fire and Rescue Services and the Council's Community Safety Team to develop an action plan which would be reported back to Overview and Scrutiny.

#### 4.1.5 Task and Finish Groups:

- a) Community Assets – The Board Members along with other members and officers undertook a Task and Finish Group on extending the Cooperative Approach to the use of Council Assets Policy.
- b) Poverty Working Group – The Board Members agreed to look at helping to update the Council's Poverty Strategy (from 2010), taking into account the four main points suggested by the Joseph Rowntree Trust, UK Poverty Report 2019/20, information from the LGA, what the Council was doing and how the Council can work with partners in the clusters.

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## 4.2 Performance and Value For Money Select Committee

### 4.2.1 Finance Scrutiny

- a) Scrutiny of Budget Proposals – The Council's overall budget proposals for 2020/21 were considered by the Select Committee. The Administration's proposals were presented to the Committee during January 2020 and the Opposition's proposals were presented in February 2020. This included the Medium-Term Finance Strategy 2020/21 to 2024/25, Housing Revenue Account Estimates for 2020/21 to 2024/25 and proposed outturn for 2019/20, Capital Strategy and Capital Programme 2020/21 to 2024/25, Treasury Management Statement 2020/2021, Council Tax Reduction Scheme 2020/21 and the Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments.

Scrutiny of the Liberal Democrat Budget Amendment Proposals 2020/21 – The Select Committee examined the saving, investment and proposals in detail. The Select Committee suggested areas to be investigated further by Cabinet and the Select Committee.

- b) Local Government Financial Resilience – The Select Committee were provided information related to the financial sustainability of Local Authorities and highlighted the Chartered Institute of Public Finance and Accountancy's efforts to ensure attention on financial sustainability through the development of a financial resilience index. The Select Committee were informed that members and officers worked together to ensure current financial and demand pressures were managed in line with the Council's governance arrangements. The Select Committee were informed that despite significant financial challenges, Oldham Council's financial position remained strong as demonstrated within an increase in both balances and earmarked reserves. Members sought and received clarification on control of social care budgets, the situation in Northamptonshire and Brexit.
- c) Review of Financial Performance: Revenue Monitor and Capital Investment Programme 2019/20 – The Select Committee were provided quarterly updates on the forecast revenue position and the revised capital programme. An overview of variances was provided. Members noted pressures related to the Dedicated Schools Grant (DSG) and informed that a recovery plan had been submitted to the Department for Education. On Quarter 1, members reflected on the deficit, the budget reduction in recent years and the pressure from Brexit.

The Select Committee received the Quarter 2 update which stated action would be taken for the remainder of the financial year to address variances and take mitigating actions. No significant issues were reported related to the Housing Revenue Account. The Dedicated Schools Grant (DSG) continued to be a financial challenge. The Select Committee noted that regular budget updates were provided to respective management teams. The Select Committee also received the Month 8 revenue budget position as well as an update on the revised capital programme. The Select Committee were advised of continued action taken to address variances.

- d) Finance Performance of the MioCare Group – The Select Committee were provided with the annual updates on the financial performance of the group during the financial year 2019, an overview of business developments and an outline of the issues for the budget for 2020.



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- e) Children's Services – Financial Performance – an overview of the financial performance of Children's Social Care and measures being taken to balance the budget in 2019/20 and future years was provided. A dramatic increase in cost had been noted but this was not unique to Oldham. The overspend in 2018/19 occurred in Children in Care, Children's Safeguarding and Fieldwork & Family Support. The Children's Social Care budget had increased by £4,611k in 2019/20 to respond to spending pressures and to support the implementation of the Children's Services Operating Model and Structural Resource Plan. The largest factor in the reduction of the budget was the implementation of the Operating Model.

A further update was received which detailed the allocation and use of resources which supported spending pressures, areas of overspend, underspend and targeted management actions. Progress on the implementation of the Improvement plan and progress against key indicators were noted. Members also noted that a Financial Recovery Group had been established with an associated action plan. Members sought clarification on issues around the Regional Adoption Agency, the number of referrals and out of borough placements. Members asked that the financial position be kept under review.

- f) Street Cleansing Service: Clean Street Initiative – the Select Committee were provided information on the provision that the additional investment to the Street Cleansing Services Clean Street Initiative had made. The approach was designed around clear messaging and information followed by intervention and enforcement. A proposal had been developed and resources identified which supported the approach. Additional staff had been recruited and complemented the existing workforce which allowed a more flexible and proactive approach covering 7 days a week. An independent audit had credited Oldham with a 'Passing Grade'. The Government had requested detailed on the Council's approach as they examined examples of good practice. There had also been an increase in the number of formal legal enforcement actions.
- g) Levy Allocation Methodology Agreement (LAMA) - The Select Committee were provided an update on the LAMA which was a proposed six-year agreement between nine District Authorities that were subject to Combined Authority waste disposal arrangements. The Select Committee gave consideration to the proposed apportionment of costs, cost implications for delivering more or less and issues related to recycling. The Select Committee commended the report to Cabinet as the new agreement.

#### 4.2.2 Performance Scrutiny

- a) Quarterly Council Performance Report and Challenge – Reports were presented to the Committee in terms of how the Council was performing against its key local and statutory priorities. Members highlighted issues to be addressed in the Committee's Work Programme.
- b) Delivery of Additional School Places – The Select Committee were provided an update on the current position regarding school places and school admissions for September 2019 which included current context and position, Education Provision Strategy and Current Expansion Projects and Admissions – Parental Preference Performance. The number of children seeking places had risen. Members noted information related to where places were available and the effect of the sudden closure of Collective Spirit. Members were

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informed that a revised strategy of place planning would be put into place including prediction and modelling for places needed for SEND pupils and other in need of alternative provision. There was considerable activity to enhance provision of places at good and outstanding schools. Members were informed of figures related to school preference and the plans to improve parental choice. Members sought and received clarification on the number of pupils not being offered a place at their first preference secondary school, admissions criteria of faith schools, market and the continued expansion in the primary sector.

- c) Waste Management Position Statement Including Recycling – The Select Committee gave consideration to a position statement. There were three basic indicators, all of which were linked to be used to judge Waste Management Service (WMS) performance which were: Operational Performance, Disposal Performance and Environmental Performance. WMS had made significant operational efficiency savings by changing to a 2-weekly and then a 3-weekly collection system. Changes to the collection systems had also produced significant cost saving in the disposal budget as residents managed waste more efficiently and had the household recycling rate had improved from 28.88% to 44.65% over four years to 2018/19. Efficiency savings had been made with collection rounds at full capacity and the fleet included the cleanest and most full efficient vehicles available. Continued improvement in the trade waste service was considered vital as budget remained under continued pressure.
- d) Medium Term Property Strategy – The Select Committee were provided with an update in respect of the Council's Medium-Term Property Strategy (MTPS) which outlined the plans, actions and approach that was being undertaken to meet the objectives as set out in the strategy. The corporate estate was classed into six categories: Service Delivery – Direct; Service Delivery-Indirect; Regeneration; Co-operative Property; Surplus / Vacant; and Income Generation. The Select Committee was advised of further work on efficiency targets linked to alignment of Council and CCG structures.
- e) Improving Attendance and Health and Wellbeing – an update was provided on the position related to improving attendance activity for the financial year 2018/19, sickness absence per directorate, levels of compliance and top reasons for absence. The outturn had shown an average of 9.611 working days lost per employee, the target was 6 working days. The compared with other GM local authorities of 10.35 days and the Nationwide local authority average of 9.8 days. The principal reasons for time lost were mental health (including stress) and musculo-skeletal. The Committee was advised of support available and staff were advised to seek support through work and participate in preventative activities. Members were advised of managerial compliance with return to work interviews. Members queried the use of disciplinary action and were advised that action would be taken if sickness was proven not to be genuine or if clear patterns emerged. The Fit for Oldham Programme delivered a variety of activity across several locations and responded to how health and wellbeing could be enhanced. This included 'Supporting Mental Wellbeing in the Workplace' and the offer of regular Health checks for employees. A suggestion was made related to the promotion of breast checks to support the early identification of breast cancer. Members noted that the Council performance well against other authorities but requested future reports contained previous years statistics for comparison.

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- f) Position Statement on Education Standards 2019 – The Select Committee gave consideration to the statement on education standards in Oldham in 2019 as indicated by outcomes across key stages and in Ofsted inspections. Members commented on sustainability of performance and improvements, support for higher ability students, ‘A’ level performance and vocational qualifications.
  - g) Housing Strategy – The Select Committee reviewed the 2019 Delivery Plan that had been developed in order to meet the objectives of the strategy. There were four themes within the Housing Strategy and a delivery plan broke these down into a series of actions as well as short, medium and long-term goals. Initiatives outlined in the strategy were highlighted. The very ambitious programme was noted to address the identified problems in the housing market and the capacity of the service was recognised.
  - h) Regeneration - the Select Committee were provided an update on the progress of a number of projects.

### 4.3 Health Scrutiny Committee

4.3.1 The Health Scrutiny Committee has met four times since June 2019 with an additional two development sessions and workshops, receiving a number of reports from across the Health and Care Sector in Oldham.

4.3.2 The focus of the Committee was on the impact of plans for the devolution of health and social care responsibilities to GM. Additionally, the implementation of the Healthier Together reforms of the provision of acute services across GM which will impact on the service offer available at the Royal Oldham Hospital and across North-East of Greater Manchester, for Oldham residents.

4.3.3 The Committee addressed the following areas:

- a) Urgent Primary Care – The Committee were provided with an update on the implementation of the new model of Urgent Primary Care in Oldham. The proposed model included the establishment of an A&E primary care stream and sharing of medical records between health and social care professionals. Patient safety was important when services were changed and would not be implemented unless the change provided a better experience for patients.

The Select Committee were also provided an update on work which had commenced to develop a Primary Care Strategy which would identify priorities to address the known challenges in primary care. A new model was required to provide assurance on the sustainability of the primary care offer. Oldham CCG aimed to enable general practice to play a stronger role at the heart of more integrated out of hospital services.

- b) New Safeguarding Arrangements – The Committee were provided with an overview of the new arrangements for Oldham’s Children Safeguarding and an update on the safeguarding training. The arrangements were revised under the Children and Social Work Act 2017. Training sessions were developed and planned for September 2019.
- c) Children and Young People’s Mental Health and Emotional Wellbeing – The Committee were provided with an overview of the current offer with the annual refresh of the CAMHS Local Transformational Plan which focused on changes and impacts that additional investment had brought about and developed in

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accordance with local needs and priorities. The Oldham Whole School Approach had proved to be successful with schools engaged and producing better partnership working. Members queried any focus on for young parents and under-5's and informed that this was ongoing.

- d) Integrating Community Health and Adult Social Care Services – the Committee were provided an update on service integration. The emphasis on Phase 2 was focused on design and implementation of an integrated community service. Other key areas of development were highlighted including community enablement, embedding integration, Adults Targeted Model, streamlining governance and decision-making and operational reform of services. The budget availability was also acknowledged and that service redesign was about managing resources effectively and identifying different ways of working.
- e) Thriving Communities – The Committee received an update on the programme and, in particular, around the initial phase of the Social Prescribing Innovation Partnership. The Oldham Model was outlined whereby the Council and its partners were committed to a cooperative future and the Oldham Plan which set out the Oldham Model for delivering tangible and sustained change. The Social Prescribing Network was highlighted which bridged the gap between medical care and the community. Members were provided information related to the Innovation Partnership, Fast Grants and the Social Action Fund. Members sought and received clarification on the primary care referral route, the role of the voluntary sector and health and wellbeing outcomes.
- f) Choice and Equity Policy – The Committee received outline consultation that would gather views of patients. The NHS Continuing Healthcare (CHC) referred to packages of continuing care arranged and funded solely by the NHS. The report set out how the CCG would implement CHC in accordance with the National Framework. The Committee were informed how the policy would be implemented. Members sought and received information as to how resources would be used, how current patients would be affected, budget implications and adequacy of providers.
- g) North West Ambulance Service – information was provided related to the current performance, position and initiatives of the service. Performance information related to level of activity, hospital conveyances, treatment and new initiatives and projects. Members sought information related to the use of private ambulances and performance indicators around reducing turnaround time.
- h) NHS Health Checks Programme – The Committee received a report which provided an update on the programme that was a national health risk assessment programme looking to help prevent vascular disease, including heart disease, stroke, diabetes and kidney disease. On completion of an assessment, feedback and advice on achieving and maintaining healthy behaviours was given. The Committee were provided performance information and outcomes. A key focus going forward would be in improving the outcomes of the programme. Members sought clarification on data presented, responding to referrals, hidden health conditions, the number of pharmacies included in the programme, and follow up assessments.
- i) Mayor's Healthy Living Campaign – the Committee received updates on the campaign and what activities had been undertaken throughout the year.

#### 4.3.4 Motions referred to Health Scrutiny Committee

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Motions which had been referred to Health Scrutiny Committee:

- a) Making a Commitment to UN Sustainable Development Goal's – also referred to O&S Board – this was the same as that provided to Overview and Scrutiny Board; and
- b) Ban on Fast Food and Energy Drinks Advertising.

## **5. Overview and Scrutiny and Procedural Arrangements**

5.1 The Chair of the Overview and Scrutiny Board, or the Overview and Scrutiny Chairs more generally, have certain procedural responsibilities within the Council's Constitution. These are:

- General Exception – where 28 days' notice of the intention to take a Key Decision is not or cannot be given, 'General Exception' procedures apply. These include a requirement to obtain agreement in writing from the Chair of the Overview and Scrutiny Board (or nominee) that the matter about which the decision is to be made is urgent and cannot be deferred;
- Special Urgency – where General Exception procedures cannot apply and a decision is needed urgently, 'Special Urgency' procedures apply. These include a requirement to obtain agreement from the Chair of the Overview and Scrutiny Board (or nominee) that the matter about which the decision is to be made is urgent and cannot be deferred;
- Decisions contrary to the Budget and Policy Framework - should such a decision be required urgently, and it is not practical to convene a quorate meeting of the full Council, the decision may be taken if the Chair of a relevant Overview and Scrutiny Committee agrees that the decision is a matter of urgency.
- Executive business in private – where 28 days' notice of the intention to take an executive decision at a meeting in private is not or cannot be given, the matter can be considered in private should the Chair of the Overview and Scrutiny Board agree that the matter is urgent and cannot reasonably be deferred.

5.2 In 2019/20 there were seven instances of General Exception, ten instances of Special Urgency, no instances requiring agreement to the consideration of matters outside the Budget and Policy Framework, and two instances of agreement to the consideration of business in private.

## **6. Council Support for Overview and Scrutiny**

6.1 The Overview and Scrutiny structure is supported by all Officers of the Council. The Overview and Scrutiny function should expect all Council Officers to provide the same level of support as those Officers provide to the executive, regulatory and other functions within the Council's decision-making arrangements.

6.2 The Overview and Scrutiny function received the following specific support during 2019/20:

- Statutory Scrutiny Officer – the Council is required by the Local Government Act 2000 (as amended) to designate a statutory Scrutiny Officer with the functions of:
  - (a) promoting the role of the Council's overview and scrutiny committees,
  - (b) providing support to the Council's overview and scrutiny committees and the members of those committees,
  - (c) providing support and guidance to all Members and Officers of the Council in relation to the functions of the Council's overview and scrutiny committees.



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The Statutory Scrutiny Officer from March 2019 was Dami Awobajo, Head of Business Intelligence, who left this post in November 2019. A replacement designated Scrutiny Officer had not been identified within the 2019/2020 Municipal Year.

- Committee Lead Officers – the Council had identified ‘Lead Officers’ for each Committee in 2019/20 as follows:
  - (a) Overview and Scrutiny Board - the Lead Officer was Dami Awobajo, Head of Business Intelligence who left this post in November 2019. The lead role was thereafter assumed by Constitutional Services.
  - (b) Overview and Scrutiny Performance and Value for Money Select Committee – the Lead Officer for 2019/20 was Mark Stenson, Head of Corporate Governance.
  - (c) Health Scrutiny Committee – the Lead Officer was Andrea Entwistle, Principal Policy Officer who left this post in September 2019. The lead role was thereafter allocated to Constitutional Services on an interim basis.
- Constitutional Services undertake general governance activities in support of the overview and scrutiny function. Beyond ensuring that the Overview and Scrutiny Board and Committee meetings are convened and held in accordance with relevant legislative and procedural requirements, Constitutional Services undertake further activities including maintenance of the Committee Work Programmes, ensuring and chasing up actions, and co-ordinating scrutiny activities held outside of the formal Committee meetings.

6.3 The scrutiny function also benefits from the active support given by the Council’s partners across the statutory and voluntary sectors who prepare reports for consideration and attend Committee meetings to assist Committee members in their scrutiny considerations.

## **7. A New Structure for Overview and Scrutiny**

7.1 As part of the Council’s Constitution refresh exercise undertaken during the 2019/2020 Municipal Year, the Chairs were involved in discussions around options for the future of the Council’s overview and scrutiny function, including a possible new Committee structure. A proposed structure which would see the following Committees established was submitted to the Council in March 2020:

- Policy Overview Committee – to consider policy, annual budget setting, big corporate issues and programmes and high-level partnership issues;
- Performance and Value for Money Overview and Scrutiny Committee - to consider implementation and to review both budget and operational performance of Council and partners’ services; and
- Health Scrutiny Committee – to undertake the statutory health scrutiny role, to scrutinise integrated health and social care arrangements and to have oversight of the work of the health and Wellbeing Board,

7.2 Following cancellation of the March 2020 Council meeting, the Chairs await confirmation of a new date for the consideration by Council of the proposed arrangements, though acknowledge that the timing of implementation will need to be set against other corporate priorities at this time.

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- 7.3 These other priorities include the COVID-19 pandemic and the vital responses being made by the Council and its partners. The Chairs consider that overview and scrutiny has an important role to play in this process and can provide an invaluable contribution that scrutiny can bring to this process.

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## 8. **Ways to get involved with O&S?**

8.1 Overview and Scrutiny Board, Performance and Value for Money Select Committee and Health Scrutiny have rolling work programmes. These can be found as part of the meeting's agendas.

8.2 If you are interested in attending a meeting of any of the Scrutiny Committees, meeting dates can be found on the website at: <https://committees.oldham.gov.uk/ieListMeetings.aspx?Committeed=366>

8.3 Contact and speak to your local Councillor about issues you feel have an impact on your local community in Oldham. Overview and Scrutiny will consider issues raised by Councillors.

8.4 You can contact Constitutional Services on 0161 770 5151 or email to [constitutional.services@oldham.gov.uk](mailto:constitutional.services@oldham.gov.uk) to ask Overview and Scrutiny to consider an issue which has an impact on Oldham and local people. This could be a problem, Council service or an issue which you think the Council should take in lead in improving.

## 9. **Legal Services Comments**

9.1 n/a

## 10. **Co-operative Agenda**

10.1 The Annual report contains examples of work aligned to the Council's co-operative approach in relation to issues that have an impact of local communities.

## 11. **Environmental and Health & Safety Implications**

11.1 None

## 12. **Equality, Community Cohesion and Crime Implications**

12.1 None

## 13. **Equality Impact Assessment Completed?**

13.1 No

## 14. **Key Decision**

14.1 No

## 15. **Key Decision Reference**

15.1 N/A

## 16. **Background Papers**

16.1 None

## 17. **Appendices**

17.1 None





## **Report to PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE**

# **Performance and Value for Money Select Committee Work Programme**

### **Portfolio Holder:**

Councillor Riaz Ahmad, Chair of the Performance and Value for Money Select Committee

**Report Author:** Lori Hughes, Constitutional Services Officer  
**Ext.** 4716

**25<sup>th</sup> June 2020**

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### **Purpose of the Report**

For the Performance and Value for Money Select Committee to review the Select Committee's Work Programme.

### **Executive Summary**

The Work Programme is designed to outline the areas the Select Committee will be provided an overview during the 2020/21 Municipal Year as well as issues to be scrutinised. The work programme covers the issues to be discussed at each meeting, issues and actions arising from the meeting and outstanding issues.

Due to the Covid-19 pandemic, several reports that were on the work programme for early in the municipal year have had to be delayed. These will be monitored by the Head of Corporate Governance and Constitutional Services and be placed on the work programme following discussion with the Chair as they become available.

### **Recommendations**

The Performance and Value for Money Select Committee is asked to note and comment on the Select Committee's Work Programme.



**PVFM SELECT COMMITTEE WORK PROGRAMME 2020-2021 AND PERFORMANCE MONITORING PLAN**

**PART A – MEETING PROGRAMME**

<b>MEETING DATE &amp; VENUE</b>	<b>AGENDA ITEM</b>	<b>SUMMARY OF ISSUE</b>	<b>CABINET PORTFOLIO (link to Corporate Outcome)</b>	<b>RESOLUTION / RECOMMENDATION</b>	<b>Comments</b>
<b>Thursday, 25 June 2020 6.00 p.m.</b>  <b>Deadline for reports: 15 June 2020</b>	Budget Monitoring Report	Financial Monitoring	Finance and Green (Thriving Communities)		
Page 153	Quarter 4 Performance Report	Performance Update	Economy & Skills (Co-operative Services)		
	Overview and Scrutiny Annual Report for 2019/20	Review of Work Undertaken	All		
	Creating a Better Place	Review Principles	Economy & Skills (Thriving Communities)		
<b>Thursday, 27 August 2020 6.00 p.m.</b>  <b>Deadline for reports: 17 Aug 2020</b>	MioCare	Annual Update on Financial Performance	Health and Social Care (Cooperative Services)		
	Oldham Community Leisure	Annual Performance	Health and Social Care (Thriving Communities)		

	Delivery of Additional School Places and Admissions	To include medium and long-term planning	Education		
	Financial Resilience of Local Authorities		Finance & Green		
	Peer Review		Economy & Skills		
	Unity Partnership	Performance Report	Finance and Green		
	SEND	Performance Plan and progress against the Written Statement of Action (WSOA)	Children and Young People (Co-operative Services)		
<b>Thursday, 1 October 2020, 6.00 p.m.</b> Deadline for reports: 21 September 2020	Ofsted – Children’s Services	Update on Financial Performance and update on Improvement Plan	Children and Young People (Thriving Communities)		Update requested by the Select Committee in October 2019
	Council Tax and NNDR Collection Rates	Performance	Finance & Green		
	Repeat Referrals in Children’s Social Care	Performance Issue	Children and Young People		
	Free Early Education Entitlements for 2, 3 and 4 Year Olds	Overview of Key Trends and Developments	Children and Young People		
	Regional Adoption Agency	Review of Performance and Finance	Children and Young People		
<b>Thursday, 12 November 2020 6.00 p.m.</b>	Administration Budget Proposals		Finance and Green (Cooperative Services)		

<b>Deadline for Reports: 2 Nov 2020</b>					
	Local Government Ombudsman	Annual Review of Performance	Finance & Green		
	Highways Capital Programme		Neighbourhoods & Culture		
	Creating a Better Place	Delivery	Economy & Skills		
<b>Tuesday, 24 November 2020 6.00 p.m.</b>	Opposition Budget Proposals		Finance and Green (Cooperative Services)		
<b>Deadline for Reports: 13 November 2020</b>					
<b>Thursday, 17 December 2020 6.00 p.m.</b>	Housing Strategy	Update report on delivery of the strategy and Brownfield Sites	Housing (Thriving Communities)		Requested by PVFM January 2020
<b>Deadline for Reports: 7 December 2020</b>					
	Medium Term Property Strategy	Update on the strategy including actions and approach to meet objectives	Economy and Skills (Cooperative Services)		Requested by PVFM January 2020
	Planning	<ul style="list-style-type: none"> <li>Major applications response times</li> </ul>	Housing		

		<ul style="list-style-type: none"> <li>Minor application response rates</li> </ul>			
<b>Tuesday, 19 January 2021</b> <b>6.00 p.m.</b>  <b>Deadline for Reports: 8 January 2021</b>	Administration Budget Proposals		Finance and Green (Cooperative Services)		
<b>PA</b> <b>2020</b> <b>Tuesday, 2 February 2021</b> <b>6.00 p.m.</b> <b>Deadline for Reports: 25 January 2021</b>	Opposition Budget Proposals		Finance and Green (Cooperative Services)		
	Quarter 2 Performance Report		Economy & Skills (Co-operative Services)		
	Medium Term Property Strategy	Progress on implementation			Requested at PVFM Jan 2020
<b>Tuesday, 11 March 2021</b> <b>6.00 p.m.</b>  <b>Deadline for Reports: 2 March 2021</b>	Quarter 3 Performance Report		Economy & Skills (Co-operative Services)		

	Secondary School Performance	Oversight of performance and to include Sixth Form College results	Education		

## PART B – ONE OFF MEETINGS AND WORKSHOPS

Date	Title	Summary of issue	Directorate	Timescales	Notes	Outcome

## PART C – OUTSTANDING ISSUES – DATES TO BE DETERMINED

When Discussed	Title	Summary of issue	Directorate	Timescales	Notes	Outcome
20/09/157	20 Years Since Community Tensions	Lessons Learnt	People & Place			
	Academisation and Free Schools		Children's Services		(After September 2019)	
	Planning	<ul style="list-style-type: none"> <li>Major applications response times</li> <li>Minor application response rates</li> <li>Charges over the last three years</li> </ul>	People & Place			
	Work and Skills Strategy 2016-20	Progress report on the three core components of the Work and Skills Strategy 2016-20 (i.e. Skills for Employment, Get Oldham Working	People & Place			

		Phase 2 and Careers Advancement Service)				
	Housing	<ul style="list-style-type: none"> <li>• Provision against demand</li> <li>• Affordable Housing</li> <li>• Land retention</li> <li>• Performance of External Providers</li> </ul>	People & Place			
	Heritage Centre (OHAC)		People and Place			
	Not in Education, Employment or Training Position (NEET)	Progress Report	Education			
Page 158	Free Early Education Entitlements for 2, 3 and 4 Year Olds	Overview of Key Trends and Developments	Children and Young People			
	2019 Peer Review		All			
	Special Educational Needs and Disability Service	Progress report on performance	Education & Culture (Thriving Communities)			
	Primary School Performance	Oversight of Performance	Education			
	Regional Adoption Agency	Oversight of Performance	Children and Young People			
	Improving Attendance and Health and Wellbeing	Progress Report on Sickness Absence and Fit for Oldham Programme (and to include previous year's figures)	Hr and Corporate Reform (Thriving Communities)			

#### PART D – ACTIONS FROM PREVIOUS MEETINGS

Date of Meeting	Title of Report	Directorate	Action(s)	Date Completed and Outcome





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## **Report to PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE**

### **Key Decision Document**

**Portfolio Holder: Various**

**Report Author:** Lori Hughes, Constitutional Services Officer  
**Ext.** 4716

**25<sup>th</sup> June 2020**

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#### **Purpose of the Report**

For the Performance and Value For Money Select Committee to review and note the latest published Key Decision Document.

#### **Executive Summary**

Overview and Scrutiny bodies have access to the Key Decision Document and timetable for decisions and intentions for consultation. Where the overview and scrutiny function has not scrutinised an item on the Key Decision Document, but that item has implications for policy/service development, then the overview and scrutiny body will have full opportunity to be able to submit any comments to the relevant Cabinet Member/Chief Officer during the course of the consultation process in relation to any key decision.

#### **Recommendations**

The Performance and Value for Money Select Committee is asked to note the Key Decision Document and to provide any comments.

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**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JULY 2020**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
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**Economy and Enterprise Cabinet Portfolio**

RCR-10-14	Western Gateway Town Centre Land and Property Acquisitions	Director of Economy	July 2020	Cabinet
Description: To acquire strategic land and properties across the Western Gateway of the Town Centre Document(s) to be considered in public or private: Private for financial and commercial reasons				
ECEN-12-163	Oldham Heritage and Arts Centre Enabling Works	Director of Economy	June 2020	Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding)
Description: The implementation of enabling works in relation to the development of a new heritage and arts centre and a new theatre. Document(s) to be considered in public or private: Part A Cabinet report (Oldham Cultural Quarter), 24th April 2017.				
ECEN-02-19	Tommyfield Market Options	Director of Economy	July 2020	Cabinet
Description: To approve recommendations relating to the future of Tommyfield Market. Document(s) to be considered in public or private: Report is to be considered in private due to commercial sensitivity and detail of financial/business affairs.				

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JULY 2020**

<b>Key Decision Reference</b>	<b>Subject Area For Decision</b>	<b>Led By</b>	<b>Decision Date</b>	<b>Decision Taker</b>
ECEN-23-19	Alexandra Park Depot	Deputy Chief Executive – Helen Lockwood	June 2020	Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding)
Description: Consultant fees Document(s) to be considered in public or private: Cabinet Paper 28th January 2018 Public				
ECEN-20-19	Land to the North of the Lancaster Club, Broadway, Failsworth (1935 land) [Failsworth West]	Deputy Chief Executive – Helen Lockwood	June 2020	Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding)
Description: Document(s) to be considered in public or private:				
ECEN-02-20	Hollinwood Junction and Housing Delivery Options	Deputy Chief Executive – Helen Lockwood	August 2020	Cabinet
Description: Hollinwood Junction and Housing Delivery Options Document(s) to be considered in public or private: Report to be considered in private due to commercial confidentiality				

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JULY 2020**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
ECEN-04-20	Award of the main OMA contract	Director of Economy	June 2020	Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding)
<p>Description: Award of main contract to refurbish the former library on Union St (now known as OMA) into a new heritage and arts centre. Work to include landscape works to land adjacent to the former library, and refurbishment of parts of Gallery Oldham</p> <p>Document(s) to be considered in public or private: Delegated report</p>				
ECEN-05-20	Alexandra Park Depot	Director of Economy	June 2020	Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding)
<p>Description: Construction of new depot and eco centre</p> <p>Document(s) to be considered in public or private: Delegated report (private)</p> <p>Report will contain financially sensitive information</p>				

## KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JULY 2020

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
ECEN-06-20	Council Response to Covid-19	Chief Executive/Accountable Officer NHS Oldham CCG	June 2020	Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding)
Description: Document(s) to be considered in public or private: Documents to be considered it private as it relates to the Council's business and financial affairs and those of partners and agencies				
ECEN-08-20 New!	Hollinwood Junction - Strategic Partnership Agreement	Deputy Chief Executive – Helen Lockwood	July 2020	Cabinet
Description: Hollinwood Junction - Strategic Partnership Agreement Document(s) to be considered in public or private: Private report to Cabinet because it contains information relating to the financial or business affairs of any particular person.				

## Education and Skills Cabinet Portfolio

EDS-08-19	Secondary Education Provision - Expansion of North Chadderton School	Managing Director, Children and Young People - Gerard Jones	June 2020	Cabinet Member - Education and Skills (Cllr Shaid Mushtaq)
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## KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JULY 2020

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: The report is seeking approval to award a contract for the expansion of North Chadderton School, following the completion of a tender procurement exercise.                      Document(s) to be considered in public or private: Private</p>				

### Children's Services Cabinet Portfolio

Page 167	CHS-02-20	Request for an extension to the Right Start service contract	Managing Director, Children and Young People - Gerard Jones, Strategic Director Communities and Reform – Rebekah Sutcliffe	June 2020	Cabinet
	<p>Description: Cabinet are asked to approve a one-year extension of the contract from 31 March 2021 up until 31 March 2022 at the current the annual contract value.                      Document(s) to be considered in public or private: Private by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 and it is not in the public interest to disclose the information because of the commercially sensitive nature of the information enclosed in the report</p>				

### Health and Social Care Cabinet Portfolio

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JULY 2020**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
HSC-02-20	Request to extend the contract for the provision of Oldham and Rochdale collaborative substance misuse treatment and recovery service	Strategic Director Communities and Reform – Rebekah Sutcliffe	June 2020	Cabinet
<p>Description: Request to Cabinet to extend the current contract for the provision of an integrated substance misuse service for a period of two years commencing 1 April 2021 until 31 March 2023.</p> <p>Document(s) to be considered in public or private: Private by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 and is not in the public interest to disclose the information because of the commercially sensitive nature of the information enclosed in the report</p>				
HSC-03-20	Request for an extension to the Integrated Sexual Health Services contract	Strategic Director Communities and Reform – Rebekah Sutcliffe	June 2020	Cabinet
<p>Description:</p> <p>Cabinet are requested to approve the decision to extend the current contract for the Integrated Sexual Health Service until 31 March 2022 in collaboration with Bury and Rochdale and delegate authority to Rochdale Council and STAR procurement to enact a 12 month contract extension on behalf of Oldham Council.</p> <p>Document(s) to be considered in public or private: Private by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 and it is not in the public interest to disclose the information because of the commercially sensitive nature of the information enclosed in the report</p>				

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JULY 2020**

<b>Key Decision Reference</b>	<b>Subject Area For Decision</b>	<b>Led By</b>	<b>Decision Date</b>	<b>Decision Taker</b>
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**Housing Cabinet Portfolio**

HSG-03-20	Statement of Community Involvement	Deputy Chief Executive – Helen Lockwood	June 2020	Cabinet
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Description:  
Document(s) to be considered in public or private: Statement of Community Involvement

HSG-04-20	Chadderton Neighbourhood Area and Forum Designations	Deputy Chief Executive – Helen Lockwood	June 2020	Cabinet Member - Housing (Cllr Hannah Roberts)
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Description: To designate The Chadderton Partnership as a Neighbourhood Forum and designate Chadderton as a Neighbourhood Area in line with the requirements set out in the Neighbourhood Planning (General) Regulations (2012).  
Document(s) to be considered in public or private:

**Neighbourhood Services Cabinet Portfolio**

NEI-09-19	GM Clean Air Plan - Approval to commence statutory consultation on key measures	Deputy Chief Executive – Helen Lockwood	July 2020	Cabinet
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Description: Approval to commence statutory consultation on key measures  
Document(s) to be considered in public or private: Public report

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JULY 2020**

<b>Key Decision Reference</b>	<b>Subject Area For Decision</b>	<b>Led By</b>	<b>Decision Date</b>	<b>Decision Taker</b>
NEI-01-20	Award of Contract for Highways work - New Saddleworth School	Deputy Chief Executive – Helen Lockwood	July 2020	Cabinet
<p>Description: Approval to award the contract for the highways works associated with the new Saddleworth School in Diggle                      Document(s) to be considered in public or private: Private -                      NOT FOR PUBLICATION by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 and it is not in the public interest to disclose the information because it relates to the financial or business affairs of the Council.</p>				
NEI-03-20	Highways Improvement Programme 2019/20 - 2021/22	Deputy Chief Executive – Helen Lockwood	March 2021	Cabinet Member - Neighbourhoods Services (Councillor Ateeque Ur-Rehman)
<p>Description: Cabinet approved the £12m Highways Improvement Programme for delivery over the financial years 2019/20 to 2021/22 in March 2019.</p> <p>As part of the Programme there will be several schemes/groups of schemes with values exceeding £250,000 hence the need for an item on the key decision document. This item relates to any decisions made on tenders exceeding £250,000 in the 2020/21 financial year to ensure prompt delivery of the programme.                      Document(s) to be considered in public or private: N/A</p>				

**Social Justice and Communities Cabinet Portfolio - None**

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JULY 2020**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
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**Finance and Corporate Services Cabinet Portfolio**

FCS-05-20	Wrigley Head Solar Farm	Strategic Director Communities and Reform – Rebekah Sutcliffe	July 2020	Cabinet
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Description: Request for capital funding to develop a solar farm at Wrigley Head, Failsworth. Subject to receipt of ERDF funding via the 'Unlocking Clean Energy in Greater Manchester' Consortium  
 Document(s) to be considered in public or private: Public

**Commissioning Partnership Board**

CPB-05-20	Adult Health and Social Care Fees for 2020/21	Managing Director Community Health & Social Care Services (DASS) – Mark Warren	June 2020	Commissioning Partnership Board
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**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JULY 2020**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: To make recommendations in relation to fees for the following commissioned services for 2020/21, following consultation with the health and adult social care provider market:</p> <ul style="list-style-type: none"> <li>• Residential and Nursing Care</li> <li>• Care at Home</li> <li>• Extra Care Housing</li> <li>• Supported Living Services</li> <li>• Personal Assistants</li> </ul> <p>Document(s) to be considered in public or private: Decision to be made in private as it relates to the financial business affairs of the Council, its partners and service providers</p>				
CPB-06-20	Section 75 Agreement	Chief Executive/Accountable Officer NHS Oldham CCG	June 2020	Commissioning Partnership Board
<p>Description: To provide notification of decisions to be taken by the Commissioning Partnership Board</p> <p>Document(s) to be considered in public or private: Reports to be considered in private due to commercial sensitivity and details related to financial and business affairs of the Council, its partners and service providers</p>				
CPB-08-20	Proposed Use of the Transformation Fund 2020 2021	Chief Executive/Accountable Officer NHS Oldham CCG	June 2020	Commissioning Partnership Board
<p>Description: The use of the Greater Manchester and Social Care Partnerships Transformation Fund 2020/2021.</p> <p>Document(s) to be considered in public or private: Report to be in private as it relates to the financial and business affairs of the Council and its partners</p>				

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JULY 2020**

<b>Key Decision Reference</b>	<b>Subject Area For Decision</b>	<b>Led By</b>	<b>Decision Date</b>	<b>Decision Taker</b>
CPB-07-20	Mental Health Investment Plan	Strategic Director of Commissioning / Chief Operating Officer - Mike Barker	June 2020	Commissioning Partnership Board
Description: The outline Mental Health Investment Plan for 2020/2021 and delivery of NHS long term plan requirements. Document(s) to be considered in public or private: Report will be considered in private as it relates to the financial and business interests of the Council and its partners.				
CPB-10-20	S.75 2019/2020 Outturn Report	Director of Finance – Anne Ryans	July 2020	Commissioning Partnership Board
Description: The report will provide an update on the financial position. Document(s) to be considered in public or private: Documents will be considered in public.				
CPB-11-20	S.75 Budget Monitoring Report Month 6	Director of Finance – Anne Ryans	November 2020	Commissioning Partnership Board
Description: The report will provide an update on the financial position. Document(s) to be considered in public or private: The documents will be considered in public.				
CPB-12-20	S.75 Budget Monitoring Report Month 8	Director of Finance – Anne Ryans	February 2021	Commissioning Partnership Board
Description: The report will provided an update on the financial position. Document(s) to be considered in public or private: The documents will be considered in public.				
CPB-13-20	S.75 Budget Monitoring Report Month 9	Director of Finance – Anne Ryans	March 2021	Commissioning Partnership Board

## KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JULY 2020

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: The report will provide an update on the financial position. Document(s) to be considered in public or private: The documents will be considered in public.				

### Key:

**New!** - indicates an item that has been added this month

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### Notes:

1. The procedure for requesting details of documents listed to be submitted to decision takers for consideration is to contact the Contact Officer contained within the Key Decision Sheet for that item. The contact address for documents is Oldham Council, Civic Centre, West Street, Oldham, OL1 1UH. Other documents relevant to those matters may be submitted to the decision maker.
2. Where on a Key Decision Sheet the Decision Taker is Cabinet, the list of its Members are as follows: Councillors Sean Fielding, Arooj Shah, Abdul Jabbar MBE, Amanda Chadderton, Shaid Mushtaq, Zahid Chauhan, Ateeque Ur-Rehman, and Hannah Roberts.
3. Full Key Decision details (including documents to be submitted to the decision maker for consideration, specific contact officer details and notification on if a report is likely to be considered in private) can be found via the online published plan at:  
<http://committees.oldham.gov.uk/mgListPlans.aspx?RPId=144&RD=0>