

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

Date Thursday 11 March 2021

Time 6.00 pm

Venue Virtual meeting
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
 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, 8 March 2021.
 4. FILMING - This meeting will be recorded for live and/or subsequent broadcast on the Council's website. The whole of the meeting will be recorded, except where there are confidential or exempt items and the footage will be on our website. This activity promotes democratic engagement in accordance with section 100A(9) of the Local Government Act 1972.

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

MEMBERSHIP OF THE OVERVIEW AND SCRUTINY PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE
Councillors Ahmad (Chair), Phythian (Vice-Chair), 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 Public Question Time

To receive Questions from the Public, in accordance with the Council's Constitution.
- 5 Minutes of previous meetings (Pages 1 - 42)

The Minutes of the meetings of the Performance and Value for Money Select Committee held on 17th December 2020, 28th January and 9th February 2021 are attached for approval.
- 6 Quarter 3 Performance Report (Pages 43 - 84)
- 7 Local Government Ombudsman Annual Review of Performance (Pages 85 - 90)
- 8 Secondary School and Sixth Form Performance (Pages 91 - 98)
- 9 Participation of Young People aged 16-18 in Education, Employment or Training (EET) (Pages 99 - 108)
- 10 Free Early Education Entitlements for 2, 3 and 4 Year-olds: Overview of key trends and developments (Pages 109 - 124)
- 11 Key Decision Document (Pages 125 - 136)
- 12 Overview and Scrutiny Performance and Value for Money Select Committee Work Programme (Pages 137 - 150)
- 13 Exclusion of Press and Public

That, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they contain exempt information under paragraphs 2 and 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.
- 14 Regional Adoption Agency Review of Performance and Finance (Pages 151 - 184)
- 15 MioCare Group - Annual Update on Financial Performance (Pages 185 - 194)



Present: Councillor Phythian (Vice-Chair, in the Chair)
Councillors Stretton, Salamat, Byrne, Harkness and Shuttleworth

Also in Attendance:

Anne Ryans	Director of Finance
Mark Stenson	Head of Corporate Governance
Andy Cooper	Senior Finance Manager
Elaine Devaney	Director of Children's Social Care
Gerard Jones	Managing Director Children and Young People
Sharon Moore	Interim Children's Improvement Consultant
Eddie Moores	Cabinet Member - Children and Young People
Hannah Roberts	Cabinet Member - Housing
Simon Rowberry	Interim Head of Planning
Gemma Gerrish	Assistant Director - Social Work Service
Sian Walter-Browne	Principal Constitutional Services Officer
Kaidy McCann	Constitutional Services

1 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Ahmad.

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 Performance and Value for Money Select Committee meeting held on 12th November 2020 be approved as a correct record.

6 **MINUTES OF THE GMCA CORPORATE ISSUES AND REFORM OVERVIEW AND SCRUTINY COMMITTEE**

RESOLVED that the minutes of the GMCA Corporate Issues and Reform Overview and Scrutiny meetings held on 6th October 2020 and 10th November 2020 be noted.

7 **MINUTES OF THE GMCA HOUSING, PLANNING AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE**



RESOLVED that the minutes of the GMCA Housing, Planning and Environment Overview and Scrutiny meeting held on 8th October 2020 be noted.

8

MINUTES OF THE GMCA ECONOMY, BUSINESS GROWTH AND SKILLS OVERVIEW AND SCRUTINY COMMITTEE

RESOLVED that the minutes GMCA Economy, Business Growth and Skills Overview and Scrutiny Committee meetings held on 9th October 2020 and 13th November 2020 be noted.

9

PLANNING PERFORMANCE: DEVELOPMENT MANAGEMENT OCTOBER 2019 - SEPTEMBER 2020

The Select Committee gave consideration to a report which provided an update on performance for the Planning Service in processing major and non-major/other applications against national and local performance targets over the 12 month period from 1st October 2019 to 30th September 2020.

The report also provided an overview of improvement being deployed to the Planning Service systems, processes and customer engagement which supported formal planning performance measures. The team had benefitted from new officers, new training programmes, and the introduction of new digital systems to help streamline the planning processes, the introduction of a self-service portal for enhanced customer awareness on applications and which helped embed efficiencies and innovation into better ways of working. The team had been lead by an Interim Head of Services whilst recruitment for a permanent postholder was undertaken. The Select Committee were also advised of challenges during the period and the additional pressure placed on staff.

Despite the transformation plans, challenges and workload, the Council's Planning performance had been maintained with regard to formal performance submissions needed to the Department for Communities and Local Government on a quarterly basis.

The Select Committee were also advised of staff adapting well to provide service from home under Covid-19 restrictions and the facilitation of meetings via Microsoft Teams. Additional duties continued through risk assessed CV19 safe site visits. Government legislation had permitted Planning Committee meetings which supported timely decisions. There had been an increase in electronic correspondence during lockdown/Tier period.

The Select Committee were informed of the introduction of a new planning application / new software platform which went live in October 2020. There had been a number of technical issues. However, significant benefits would result from the project.

The Council's Planning Performance was reported to the DCLG on a quarterly basis. The Total number of applications received was outlined in the report and performance against targets was

outlined in the report and showed that over the 12-month period, both national and local performance targets had been each quarter for major applications and 'other' planning applications.

When the challenges of CV19 declined and the new planning digital system was fully active, the Planning team were keen to work on further service delivery improvements. Members were also informed of Customer Service Standards, with automated responses set up to ensure immediate acknowledgement of the emails.

Members asked for and received clarification on the following:

- Impact on Communication due to Covid-19 – the service provided was not as high as compared to office working, however the service was being as flexible as possible. Having the dedicated officer post for Elected Member queries was working well in reducing the communication difficulties.
- Had the issues with the planning portal's disappearing documents been resolved and how improvements could be done in Enforcement. – Enforcement now carried out via drive by site visits. Each application is taken on a case by case basis with deadlines extended as and when needed, the new system should stop the issue.
- Hiccups with the new system – yes, primarily with remote working and troubleshooting difficulties. Previously there were 60 outstanding issues that has now been reduced to 10. It was hoped that the outstanding issues would be cleared in January 2021 and would provide an overall improved service.

RESOLVED that the performance of the Planning Service be noted especially with regard to performance levels pre/post Covid-19 restrictions being introduced and additional measures being introduced within the team to provide continued improvement.

10

FINANCE UPDATE - REVENUE MONITOR AND CAPITAL INVESTMENT PROGRAMME 2020/21 (MONTH 6 - SEPTEMBER 2020)

The Select Committee were provided an update on the Council's 2020/21 forecast revenue budget position and the financial position of the capital programme as at 30 September 2020 (Month 6) together with the Revised Capital Programme 2020/25. The report had been included on the Cabinet Agenda on 30 November 2020.

The report enabled the Select Committee to continue its review of the financial position of the Council. As well as the Forecast Revenue Position at Month 6, the report also presented the current forecast position for the Dedicated Schools Grant (DSG), Housing Revenue Account (HRA) and Collection Fund.

The COVID-19 related expenditure gap was shown as £4.250m and was a considerable reduction of £10.061m compared to the COVID-19 pressure of £14.311m reported at Month 5. The

reduction was largely as a result of additional funding of £8.928m received from the Government and now included the confirmed compensation for the lost income related to sales, fees and charges of £1.282m which was paid to the Authority on 27 November 2020. The basis of the COVID-19 costs is the Round 6 (September) return that was submitted to the Ministry of Housing, Communities and Local Government (MHCLG) on 6 October 2020, at which point the financial challenge was estimated to be £12.388m. This estimated financial position submitted to the MHCLG was prepared without the inclusion of any additional funding incorporated in the monitoring report. This was simply a timing issue.

Members were reminded that monthly returns were submitted to the MHCLG to assist the Government in assessing the financial pressures being faced by Local Government arising from the COVID-19 pandemic. The Round 7 Return was subsequently submitted on 6 November 2020. The report also provided an update on both ringfenced and un-ringfenced, mainstream and COVID specific grant funding.

Members asked for and received clarification on the following:

- Was the recent lockdown included and was it expected to decline – monitoring was being undertaken on a monthly basis and the position did initially get worse with the new lockdown but the position is constantly changing. This will be outlined in future reports. The significant issue would be the COVID legacy funding going forward. Government Grant Funding would be used to support for 2020/21 but the impact for 2021/22 is unclear.
- Were checks being made on business grant applications – a number of checks are undertaken (in line with Government guidance) before the payment of business grants to ensure that any instances of fraud are minimised. There had been a significant increase in the number of applications due to the current situation and the availability of new rounds of grant.
- Were the reserves used for specific initiatives – A range of reserves have been used in year to support specific initiatives that are deemed corporate priorities. The most significant reserve used relates to a Central Government grant to support the response to COVID-19. This was paid in advance in the previous financial year and carried forward, thus increasing the value of the use of reserves in year.
- Multiple payments to businesses in the same property - The grant payable is based on whether a business is registered for business rates and the rateable value of the business. Therefore, if businesses are registered and pay Business Rates separately then multiple businesses in the same property could apply for separate grants.

RESOLVED that:

1. The Finance Update – Revenue Monitor and Capital Investment Programme 2020/21 at Month 6 be noted.



2. A further updated be provided at the next meeting of the Select Committee.

11

UPDATE ON GENERAL MATTERS

The Select Committee were reminded of a report considered in December 2018 which summarised Local Authority financial failures and challenges. The report was presented to the Select Committee to assist in its scrutiny role. Following a recent similar financial failure in another local authority which resulted in the issuing of a public interest report by the External Auditor and subsequently two S114 notices by the Chief Finance Officer, the report highlighted matters which were of relevance to the Select Committee as they linked to the scrutiny role. The matters would also be brought to the attention of the Audit Committee.

The Select Committee were informed that External Auditors of another local authority had issued a public interest report which highlighted the following issues. It was felt appropriate to bring these matters to the attention of the Select Committee. These were:

- The local authority had experienced decreasing financial resilience for a few financial years without appropriate oversight or challenge from Members.
- The local authority in question had a low level of reserves for a number of financial years.
- There were significant overspends in Children and Adults Services within no appropriate challenge to these overspends.
- When the 2020/21 budget and previous years budgets were sent, there was insufficient challenge to inherent risks such as the likelihood of efficiency savings being achieved. This included savings envisaged from a programme of transformation.
- The requirement for improved oversight of the deficit of the Dedicated Schools Grant.
- The local authority had borrowed over £500m in the last three financial years to invest to generate an income stream and to invest in local authority companies. The scrutiny in both these areas had been poor and the aims of this investment were unlikely to be achieved.
- Members could have been more challenging of officers in several operational areas.

The report provided the Select Committee with the opportunity to consider how it could satisfy itself that similar challenges could be avoided and have regard to the response of the Authority in question which was now strengthening its own Scrutiny and Audit arrangements.

RESOLVED that:

1. The Update on General Matters be noted.
2. The Select Committee Work Programme be reviewed to incorporate increased scrutiny around financial resilience.

12 **KEY DECISION DOCUMENT**

The Select Committee gave consideration to the latest published Key Decision Document.

RESOLVED that the Key Decision Document be noted.

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

The Select Committee gave consideration to the latest PVFM Select Committee Work Programme.

RESOLVED that the PVFM Select Committee Work Programme be noted.

14 **DATE AND TIME OF NEXT MEETING**

RESOLVED that the date and time of the next PVFM Select Committee to be held on Thursday, 28 January 2021 at 6.00 p.m. be noted.

15 **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.

16 **REPEAT REFERRALS IN CHILDREN'S SOCIAL CARE**

Consideration was given to a report which provided an update on repeat referrals in Children's Social Care.

RESOLVED that the recommendations as contained within the sensitive report be noted.

17 **CHILDREN'S SERVICES - UPDATE ON FINANCIAL PERFORMANCE AND IMPROVEMENT PLAN**

Consideration was given to a report which provided an update on the Financial Performance and Improvement Plan for Children's Services.

RESOLVED that the recommendations as contained within the sensitive report be noted.

The meeting started at 6.00 pm and ended at 7.18 pm

OVERVIEW AND SCRUTINY PERFORMANCE AND VALUE FOR MONEY

SELECT COMMITTEE

28/01/2021 at 6.00 pm



Oldham
Council

Present: Councillor Ahmad (Chair)
Councillors Phythian (Vice-Chair), Stretton, Salamat, Byrne, Haque, Harkness
and Shuttleworth

Also in Attendance:

Sean Fielding	Leader of the Council and Cabinet Member for Economy and Skills
Abdul Jabbar MBE	Cabinet Member for Finance and Corporate Green
Barbara Brownridge	Cabinet Member for Neighbourhoods and Culture
Amanda Chadderton	Cabinet Member for HR and Corporate Reform
Zahid Chauhan OBE	Cabinet Member for Health and Social Care
Eddie Moores	Cabinet Member for Children and Young People
Shaid Mushtaq	Cabinet Member for Education
Hannah Roberts	Cabinet Member for Housing
Helen Lockwood	Deputy Chief Executive
Rebekah Sutcliffe	Strategic Director Communities and Reform
Mike Barker	Strategic Director of Commissioning/Chief Operating Officer
Mark Warren	Managing Director Community Health and Adult Social Care
Gerard Jones	Managing Director Children and Young People
Anne Ryans	Director of Finance
Emma Barton	Director of Economy
Carol Brown	Director of Environmental Services
Paul Entwistle	Director of Legal Services
Julia Veall	Director of Workforce and Organisational Design
Dominic Whelan	Chief Operating Officer, Unity Partnership
Mark Stenson	Head of Corporate Governance
Jon Bloor	Head of Enterprise and Skills
Sian Walter-Browne	Principal Constitutional Services Officer

1 **APOLOGIES FOR ABSENCE**

There were no apologies for absence.

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 **REVENUE MONITOR AND CAPITAL INVESTMENT PROGRAMME 2020/2021 MONTH 8**

The Select Committee gave consideration to a report of the Director of Finance which provided them with an update on the Council's 2020/21 forecast revenue budget position and the financial position of the capital programme as at 30 November

2020 (Month 8), together with the revised capital programme 2020/25.



Oldham
Council

The Cabinet Member for Finance and Corporate Green and the Director of Finance presented the report and addressed the enquiries of the Select Committee.

In relation to the Revenue position, Members were informed that the current forecast outturn position for 2020/21 was a projected deficit variance of £8.330m after allowing for approved and pending transfers to and from reserves.

The position also included additional costs and pressures that had been identified by the Authority in this financial year as a direct result of the Governments ongoing arrangements to mitigate the spread of COVID-19 which commenced on 23 March 2020. The additional pressures included forecasts of both income shortfalls and additional expenditure that had impacted on the Authority's budgets as a result of the pandemic

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

Members were informed that the overall corporate position was partly being offset by the application of the £24.902m unringfenced Government COVID related grant funding from the Ministry for Housing, Communities and Local Government (MHCLG), of which £7.641m was received in 2019/20 and held in a specific Earmarked Reserve to underpin the 2020/21 budget. There had been actual, in-year, receipts of £16.337m of COVID Emergency Funding, including £1.282m for the first claim for loss of income in relation to sales, fees and charges under the income compensation scheme (SFC). In addition, provision was made for the second SFC claim, calculated as £0.924m for the period August to November, which had been submitted to the MHCLG but not yet formally agreed for payment. In Appendix 1 to the report, the full Government grant was presented as a single sum so that it highlighted the level of variation across all Council budgets, given that there was still insufficient resource to fully offset the adverse variance. However, the summary report presented the position after applying the Government grant across Portfolio areas.

An update detailing the major issues driving the projections was contained within Annex 1, Section 3.

Section 4 of the report advised the Select Committee of the grants that the Council had received. There had been a number of developments particularly in relation to support for businesses and to provide additional support for the Council. Further grant funding and external contributions were expected, as a result,

both the overall financial position and the application of Government grant would change during the remainder of the financial year.

As this financial monitoring report reflected the financial position at Month 8, it could be regarded as an indicator of the potential year end position, however, management action had been initiated across all service areas to review and challenge planned expenditure and to maximise income. There was an expectation of increased grant funding and external contributions which, based on current projections should address the £8.330m adverse variance and bring the Council to a balanced position by the year end.

Members noted the worsening position in relation to the course of the pandemic, potentially made more challenging firstly by the Authority, along with rest of Greater Manchester being placed under Tier 4 Stay at Home restrictions from 31 December 2020 and then the full national lockdown effective from 5 January 2021. Financial pressures on the Council could increase even further and therefore, much therefore depended on the future direction of the pandemic, Government action and the response required from the Council.

Information on the latest position of the Dedicated Schools Grant (DSG), Housing Revenue Account (HRA) and Collection Fund was also outlined in the report. There were currently no significant issues of concern in relation to the HRA, however the Collection Fund was forecasting an in-year, deficit of £7.110m directly as a result of COVID-19. This would have a budgetary impact in 2021/22. The DSG continued to be an area which was facing a financial challenge with a revised, projected deficit of £4.559m at the end of the current financial year. Action was being taken with the aim of reducing the cumulative deficit and bringing the DSG towards a balanced position. The projection was that the DSG would be balanced by 2023/24.

In relation to the Capital position, the report outlined the most up to date capital spending position for 2020/21 to 2024/25 for approved schemes. The revised capital programme budget for 2020/21 was £81.013m at the close of Month 8, a net decrease of £66.619m from the original budget of £147.632m. Actual expenditure to 30 November 2020 was £50.566m (62.42% of the forecast outturn).

Members noted it was probable that the forecast position would continue to change before the year end with additional re-profiling into future years.

Members sought and received clarification on the table in paragraph 2.3, which indicated a significant funding gap. They were informed that the Council had received £24M grant support that was not ring-fenced and £17M of ring-fenced grant. Further funding was expected in relation to fees and charges. The figures set out were best estimates and the forecast was subject to change.

The Select Committee **RESOLVED** that the following be noted:

1. Forecast revenue outturn for 2020/21 at month 8 being a £8.330m adverse variance having regard to the action being taken to manage expenditure
2. The forecast positions for the Dedicated Schools Grant, Housing Revenue Account and Collection Fund.
3. Use of reserves as detailed in Appendix 1 to Annex 1
4. The revised capital programme for 2020/21 to 2024/25 at Month 8 as presented in Annex 2.

6

COUNCIL TAX REDUCTION SCHEME 2021/22

Consideration was given to a report of the Director of Finance which set out the proposed Council Tax Reduction Scheme for 2021/22.

The Cabinet Member for Finance and Corporate Green, and the Director of Finance presented the report.

Members were informed that there was a requirement to have a Council Tax Reduction (CTR) scheme to support residents who qualified for assistance in paying Council Tax. The Local Government Finance Act 2012 placed a requirement that each year a billing authority must consider whether to revise its Council Tax Reduction scheme or to replace it with another scheme. Any change to the 2021/22 scheme must be agreed by full Council in line with budget setting and no later than 10 March 2021. For Oldham, this required the Council to agree a revised 2021/22 scheme at the 4 March 2021 Council meeting. Any proposed change must be subject to prior consultation with the major preceptors, such as the Greater Manchester Combined Authority, and the public.

Since 2015/16, the CTR scheme had limited CTR to a maximum of 85% of Council Tax for a Band A property and removed the second adult rebate for those of working age. Following a public consultation exercise in Autumn 2018, the scheme was then amended from April 2019 to introduce a range of changes to the scheme largely aimed at those CTR claimants who received Universal Credit (UC). These included the application of some earnings disregards and treatment of information received from the Department for Work and Pensions (DWP) about UC as a claim for CTR. There were no changes to the CTR scheme for 2020/21.

The number of CTR claimants of working age had increased during the COVID-19 pandemic and this impacted on the level of Council Tax that could be collected by reducing the Council Tax Tax Base. Local Council Tax Support Grant funding of £3.183m had been allocated for Oldham to offset the impact of increased caseloads on the tax base and this would be allocated to support financial position of the Council for 2021/22.

The economic impact of the pandemic in 2020/21 for those CTR claimants of working age had been partly offset by Government support in the form of the **Page 10** Fund grant, which offered an

additional reduction in Council Tax bills of up to £150. The Council also used the Hardship Fund grant to ensure CTR claimants were not detrimentally affected by the change in Housing Benefit earning disregard regulations introduced under the Social Security (Coronavirus) (Further Measures) Regulations 2020 (SI 2020/371). This Hardship Fund protection would not be in place in 2021/22.

However, there was continued uncertainty about future impacts of the pandemic for residents and the local economy which would impact on the Council's ability to accurately model any proposed changes to the 2021/22 CTR scheme.

Members noted that the Council Tax was accounted for in the Collection Fund and had an impact on the General Fund budget of the Council one year in arrears. The Collection Fund challenges created by the pandemic had been acknowledged by the Government and it had allowed Councils to manage the impact of Council Tax (and Business Rates) losses in the Collection Fund for 2020/21 over 3 financial years rather than one. It had also provided support in 2021/22 in the form of the Local Council Tax Support Grant as well as support for both irrecoverable Council Tax and Business Rates income losses through a Local Tax Income Guarantee for which a sum of £1.000m had been incorporated into the 2021/22 budget. These areas of Government financial support were important in considering the approach to the CTR scheme for 2021/22.

Having regard to all relevant information, Members were recommended to maintain the current Council Tax Reduction scheme in 2021/22, being mindful of the aim of ensuring continuity about entitlement to those residents on the lowest incomes.

The Council would continue to maintain a hardship provision for those residents in most need which was currently funded from the Council's existing revenue budget at a value of £0.144m. The Council would consider its financial position during 2021/22 to assess if further support could be given to those residents in most need and to alleviate the impact of loss of 2020/21 COVID Hardship awards.

Members asked for and received clarification on the following:-

- The gap between the grant and the Hardship Fund – the difference was explained and led to recommendation (b)
- The number of residents entitled to a reduction and the impact – the figures were constantly changing, so it was hard to assess the impact at this time. The impact will hit the 2022/2023 budget.
- Impact of the precepts for Fire Service, Police and Social Care – the GMCA takes a Council took a share of the loss that could not be collected in relation to the Fire Service and Police precept. The Social Care precept losses must be addressed by the Council.

RESOLVED that:

- a) The Council Tax Reduction scheme be unchanged in 2020/21.
- b) The financial position during 2021/22 be reviewed to assess whether resources could be found to support additional Exceptional Hardship Payments to support those residents in most need in 2021/22 and to alleviate the impact of the loss of COVID Hardship Fund grant awards.

7

REVENUE BUDGET 2021/22 AND MEDIUM TERM FINANCIAL STRATEGY 2021/22 TO 2025/26

Consideration was given to a report of the Director of Finance which provided the Select Committee with the forecast budget reduction requirement and the Administration's budget proposals for 2021/22 together with forecast budget reduction requirement estimates for the period 2022/23 to 2023/24 having regard to the Provisional Local Government Finance Settlement published on 17 December 2020.

The Cabinet Member for Finance and Corporate Green and the Director of Finance presented the report and addressed the enquiries of the Select Committee.

This report set out proposals for the Council's Revenue Budget for 2021/22 and Medium Term Financial Strategy for 2021/22 to 2023/24. The report advised Members of the key financial challenges and issues which would be faced by the Council over the forecast period and set out the Administration's revenue budget proposals for 2021/22 together with updated budget reduction requirement estimates for the period 2022/23 to 2023/24.

The report presented the purpose and scope of the Medium Term Financial Strategy and how it had a vital role to play in enabling the translation of the Council's ambition and priorities into action.

It also advised of the national policy landscape and economic context in which the Council was setting its revenue budget for 2021/22 and Medium Term Financial Strategy to 2023/24.

The report highlighted the local strategies and policies relevant to the Medium Term Financial Strategy and set out developments in Local Government Finance.

Policy announcements and implications arising from the Government's 2020 Spending Round published on 25 November 2020 and the Provisional Local Government Finance Settlement (LGFS) published on 17 December 2020 were highlighted.

Key items of funding confirmed in the 2021/22 Provisional LGFS were:

- Continuation of the expected Improved Better Care Fund Grant at a value of £40.558m;

- An increase to the Social Care Support Grant of £1.993m taking the total allocated to £8.947m. The £1.993m had been used to support the budget by offsetting assumed pressures in the children's and adults social care budgets;
- A new 2021/22 allocation for Lower Tier Services Support Grant (£0.407m). This new grant had been used to support the 2021/22 budget;
- A Local Tax Income Guarantee grant for 2020/21. A sum of £1.000m was anticipated and would be incorporated into the accounts for 2020/21. This would then be taken forward as a reserve to support the budget for 2021/22;
- The notification of a new Local Council Tax Support Grant at a sum of £3.183m. This had been used in full to support the 2021/22 budget;
- The allocation of unringfenced COVID grant of £7.737m. This had been used to finance COVID related pressures that had been anticipated of £3.741m. The balance offsets anticipated further pressures;
- The continuation of Sales, Fees and Charges grant compensation in 2021/22. The availability of this potential funding stream was part of the budget strategy to address COVID;
- The switching of unringfenced homelessness grant funding of £0.358m to a new ringfenced grant, the Homelessness Prevention Grant of £0.532m; and
- A reduction in the Business Rates Top Up grant of £0.399m, leading to a reduction of Grants in Lieu of Business Rates of £0.697m.

Members noted the Provisional LGFS confirmed referendum limits for a general purpose Council Tax increase and the Government would permit rises of up to 2% per annum for 2021/22 without the need to hold a referendum.

The Government had also confirmed the continued ability to charge an Adult Social Care Precept allowing a combined increase of up to 3% in Council Tax across 2021/22 and 2022/23 (ringfenced for use for Adult Social Care).

The Council Tax referendum limits for 2021/22 applicable to the Council therefore allowed an overall increase of 4.99% without requiring a referendum.

Members recalled that the Council Tax policy approved within the 2020/21 budget was that for 2021/22, the Council would revert to its previous policy. The Council would therefore increase Council Tax by 2% for the Adult Social Care Precept (ASCP) and 1.99% for general purposes; an overall increase of 3.99%. The referendum limits for 2021/22 as advised above would permit this approach. However, mindful of the financial position of the Authority but also the impact of a further increase in Council Tax on the citizens of Oldham, a revision to Council Tax policy was therefore proposed. Whilst the 2% increase in relation to the ASCP would be maintained, the Council Tax for general

purposes would increase by 0.99% rather than 1.99%. Subject to confirmation at the Council meeting on 4 March 2021, in overall terms the Oldham Council Tax would increase by 2.99%.



The Government proposed not to set Council Tax referendum principles for Mayoral Combined Authorities in 2021/22 but did intend to set referendum principles for Police and Crime Commissioners (including the GM Mayor) capped at a value of £15. As such, Mayoral intentions with regard to the Police and Crime Commissioner and Mayoral General precept were yet to be notified.

The report advised of the proposal to leave the Council Tax Reduction Scheme for 2021/22 unchanged from 2020/21. However, during 2020/21, working age Council Tax reduction recipients had benefitted from support of £150 from a Government Hardship fund. This scheme would not continue in 2021/22 and it was recommended that the Council reviewed its financial position during 2021/22 to determine if it was able to provide any additional hardship relief.

The report summarised the Month 8 2020/21 revenue budget forecast outturn position and highlighted a current adverse projected variance for 2020/21 of £8.330m (including COVID pressures). A reduction in this overspend position was anticipated as a result of further funding being provided by Central Government and contributions from partners alongside management actions. Members noted that any remaining overspending at the end of 2020/21 would need to be funded by the use of reserves.

Key budget adjustments and expenditure pressures underpinning the forecasts that provided the backdrop for the Council's Medium Term Financial Strategy including the mid-year adjustment to estimates from a budget reduction requirement of £23.251m to £29.940m (rounded to £30.000m) were detailed. The major elements of this adjustment were addressing budget reduction proposals for 2020/21 (some approved in the budget for 2019/20) that could not be achieved (£2.089m), reduced treasury management income of £6.600m and an assumption that Flexible Use of Capital receipts at a value of £2.000m would support the budget. Key expenditure adjustments following the mid-year review and key income pressures were set out. A Collection Fund deficit of £25.463m was noted that must be charged to the General Fund.

Members were informed that, based on the latest estimates, the budget reduction requirement for 2021/22 has decreased from the previously reported figure of £29.940m to £27.908m, increasing to £53.371m after the technical adjustment.

The report detailed the Administration's budget reduction proposals. There were a total of 43 proposals expected to deliver savings of £8.920m (of which one was a use of reserves), leaving recurrent budget reductions of £8.793m.

In 2021/22, if approved in full, these recurrent proposals further reduced the budget reduction requirement to £44.578m for 2021/22.

The report explained the approach to balancing the 2021/22 budget. Importantly, the budget strategy of using £29.000m of reserves to support the budget over a two year period (2021/22 and 2022/23) was outlined together with the use of the opportunities provided by the ability to use Capital Receipts to support spending on transformational projects up to a value of £2.000m in 2021/22.

A number of specific and corporate reserves would be used to address the balance and there was a reserve held at a value of £12.012m to support the 2022/23 budget if required.

Approval of the proposals set out in the report in full by Budget Council would deliver a balanced revenue budget for 2021/22.

Other key sections in the report:

- summarised the forecast reserves and balances position supporting the Council's financial resilience;
- set out the Administration's proposals in relation to Fees and Charges; and
- detailed the Council's Pay Policy Statement (as required by sections 38 to 43 of the Localism Act 2011).

The final section of the report set out the Councils MTFS covering the period 2021/22 to 2023/24, a shorter timeframe than was usual practice given the uncertainties created by COVID and the lack of clear direction of Government funding intentions for future years.

Members noted that, as the Government had only provided grant funding notifications for 2021/22, the MTFS estimates for 2022/23 to 2023/24 were based on a series of assumptions and therefore must be considered indicative only. This had generated significant uncertainty and hindered effective planning by the Council both financially and operationally, as future Government funding intentions were difficult to assess. This position, together with the transformational and organisational plans for change that the Council would implement to address the financial challenge, were outlined in Section 17 of the report.

Having addressed the £27.908m (adjusted for the technical Business Rates issue), the budget reduction requirement for subsequent years was forecast to be £32.185m for 2022/23 and £21.564m for 2023/24.

The MTFS highlighted the plan to deliver significant savings from 2022/23 onwards. Whilst it was anticipated that the Council would continue to rely on the use of reserves to support the revenue budget in 2022/23 at a value of £12.012m, additional budget reductions were expected to be achieved as part of the Council's transformation programme. The 2021/22 budget reductions had implications for future financial years, with

savings of £6.050m (2022/23) and £4.756m (2023/24) already assumed.

Having allowed for the use of reserves and already assumed budget reductions, the targets to be addressed were £14.123m for 2022/23 and £16.808m for 2023/24.



The Council's approach to balancing its budget was the transformation programme which would deliver savings over four programme areas:

- Place Based Working/Communities
- Children's Services
- Health and Care
- Economy

In addition, there were a range of Cross Cutting initiatives that had been identified that would complement the transformational programmes and support the achievement of the significant financial challenge. Indicative targets had been assigned although there had to be some flexibility given the uncertainty that underpinned financial planning for the future years.

Given the importance of delivering budget reductions and embedding the programme of transformational change, during 2021/22, there would be a regular review of the progress of existing change programmes against the delivery milestones and financial targets. It would also ensure that there was continuous emphasis on the delivery of change and the achievement of the budget reductions required in line with the three year strategy.

Members sought and received clarification on the following:

- At what point would the Council run out of reserves – the programme proposed would deliver a three-year balanced position. It was accepted that a lot would change and Members would be updated. This was a roust plan and balanced budget for now. It was noted that the increasing pressure for adult social care, for which there was no additional funding, could only be managed by reducing other services.
- How did residents pay for adult social care – if 1% was added to the Council Tax, it raised £957K, but there was no current provision for this precept to continue beyond the 2021/2022 financial year. The Council passported the precept to social care and this gave additional funding.
- Covid support for businesses – no support beyond 31st March 2021, but this was a flexible situation. The Council operated as the Government's agent in this and there was no impact on the budget. The Council had received some support for the loss of business rates. Whilst it was unknown if this would continue, the deficit relating to Council Tax and Business Rates could be carried across 3 financial years.

The Select Committee examined the budget reduction proposals.

The Cabinet Member for Health and Social Care and the Managing Director, Community Health and Social Care Services (DASS) were in attendance to introduce the following proposals:-

- CSA-BR1-423 Maximising independence through alternative models of care
- CSA-BR1-424 CHASC Workforce Reduction
- CSA-BR1-425 Out of Hours Call Centre Support for Community Health Services
- CSA-BR1-426 Carers Personal Budgets
- CSA-BR1-427 Brokerage
- CSA-BR1-429 Keyring
- CSA-BR1-430 Achieving Better Outcomes: Supported Living & Learning Disabilities
- CSA-BR1-431 Wellbeing Service
- CSA-BR1-433 Adult Social Care Sheltered Housing
- CSA-BR1-434 Adult Social Care Prevention and Early Intervention Service
- CSA-BR1-435 Residential Enablement Redesign (Medlock Court)
- CSA-BR1-436 To cease the funding of the Men in Sheds service

Members were informed that it was a difficult balance between supporting the vulnerable, performing statutory duties and cost. It was accepted these were difficult times and hard decisions had to be made. The savings were set in a national context of integrated provision and a need to redesign the way services were provided, whilst meeting statutory requirements.

Members asked for and received clarification on the following:-

- Were the savings deliverable – there could be no guarantee as circumstances were beyond the Council's control, however there was a commitment to ensure delivery. There was a need to change the conversation with Oldham residents. The Council had a legal duty to ensure its residents were safe. It may not be able to achieve all the savings and the needs of the residents came first.
- How could savings be delivered without having a huge impact on service users in assisted living – the Council was committed to ensuring service users were not disadvantaged. Outdated commissioning models prevented the achievement of potential and supported housing models especially needed to be revised. People placed out of the area needed to be brought back, support for children at transition needed to start earlier, the enablement offer needed to be improved. The Council had developed a great housing with care facility at Holly Bank, which could provide an emergency response facility in Oldham rather than having to pay for a facility elsewhere.

- Cessation of Grass Roots project – day services were going through a revolution in terms of learning from Covid. Digital platforms were being used effectively and many people now wanted a different type of day service. Going forward, the Council needs to look for cost-efficient and effective way to offer daytime occupation. Those currently using Grass Roots would have the opportunity to transfer to Chadderton Park if they wished. There would also be funding for those who wanted to connect with communities and undertake meaningful daytime occupation in different ways.
- Loss of personal budgets for carers may reduce number of people willing to be carers – there had been a huge increase in the number of carers accessing support. With 2200 carers being supported, the current model was not sustainable and the Council was looking at different approaches to bring sustainable support to carers. Some of these approaches would run alongside a personal budget and occasionally a payment may be increased to enable independence rather than paid-for care.

The Select Committee gave consideration to proposals REF-BR1-422 Sport Development and REF-BR1-428 School Swimming, on which there were no questions.

The Cabinet Member for HR and Corporate Reform, the Strategic Director Communities and Reform, and the Director of Workforce and Organisational Design were in attendance to introduce the following proposals on which the Select Committee had no questions:-

REF-BR1-416 Districts Realignment
REF-BR1-418 Reduction in Members Ward Budgets
REF-BR1-432 Review of Elected Member Reserves
REF-BR1-438 HR Staffing Review

The Cabinet Member for HR and Corporate Reform and the Managing Director of Children and Young People (DCS) were in attendance to introduce the proposal CHS-BR1-445 Early Help Remodelling. The savings would come forward in future years and this was remodelling the service around the five clusters, with a front door service integrated with Children's Services. The numbers were put forward with caution as the demand for Children's Services was very high and there may be a lot of issues to come out of Covid, especially hidden safeguarding issues. There were no questions.

The Cabinet Member for Neighbourhoods and Culture and the Director of Environmental Management were in attendance to introduce the following proposals on which Members had no questions:-

PPL-BR1-408 To re-align grounds maintenance to support core service functions and reduce the traded offer

PPL-BR1-407 Transfer of client officer to Unity
PPL-BR1-406 Review of Street Lighting Contract
PPL-BR1-409 Restructure of Neighbourhood Enforcement Team



Members asked for and received clarification of the following:-

- Details of the street lighting savings – there had been over-provision in the budget and the position was better than previously, so the saving was offered.

The Cabinet Member for Children and Young People, the Strategic Director Communities and Reform and the Assistant Director Youth, Leisure and Communities were in attendance to introduce the proposals:-

REF-BR1-415 Mahdlo Funding Reduction
REF-BR1-417 Youth Service Kerching

Members asked for and received clarification of the following:-

- Long-term commitment to funding for MAHDLO – commitment made in 2012 for 3 years.
- Previous reduction since 2012 – reductions had been put forward and not been taken before. Due to the major challenge this year, the saving was being taken now.
- Discussed with MAHDLO – officers had met with MAHDLO and discussed with them how support could be offered in the future.

The Cabinet Member for Children and Young People and the Managing Director of Children and Young People (DCS) were in attendance to introduce the following proposals:-

CHS-BR1-442 Early Help Staffing Efficiencies
CHS-BR1-443 External Placements Cost Avoidance
CHS-BR1-440 Quality and Effectiveness Support Team - Service Efficiency/Review
CHS-BR1-441 Special Educational Needs & Disability (SEND) Education Provision

Members asked for and received clarification of the following:-

- Accommodation for currently out of borough placements – the Council was looking to remodel the residential estate to place children appropriately locally. There were no guarantees the savings could be fully realised but it was believed substantial savings could be made.

The Leader of the Council and Cabinet Member for Economy and Skills, the Head of Lifelong Learning, Employment and Skills Service, the Director of Legal Services and the Director of Economy were in attendance to introduce the following proposals:-

CHS-BR1-437 Reduction in Traineeship Programme
CEX-BR1-410 Corporate Priorities - CEX

- CEX-BR1-420 Legal Staff Reductions & Reduction of post in Democratic Services
- CEX-BR1-447 Registrars Service Restructure
- PPL-BR1-403 Digital Mail
- PPL-BR1-401 Creating a Better Place - Projects & Assets
- PPL-BR1-402 Creating a Better Place - Service Review



Members were informed that the reduction in funding for the Traineeship Programme would be mitigated by additional funding to the Kickstart programme, which was successful in creating new jobs for young people. A number of staff in the Creating a Better Place team had come forward with proposals about being redeployed to use their expertise in other ways to support the efficiency programme.

Members asked for and received clarification of the following:-

- The confidence surrounding the achievement of £8.2M savings in relation to Creating a Better Place – Members noted that the details had been brought to the Select Committee previously. The Committee had helped establish the principles and the findings had been brought back in detail. Much of the saving would be achieved by making better use of assets, enabling brownfield land to be brought forward to be redeveloped to create jobs and opportunities.

The Cabinet Member for Housing and the Director of Economy were in attendance to introduce the following proposal on which there were no questions:-

PPL-BR1-404 Printing Reduction - Digital Platform Roll Out

The Cabinet Member for Finance and Green, the Deputy Chief Executive, the Chief Operating Officer Unity Partnership, the Strategic Director Commissioning/Chief Operating Officer and the Director of Finance were in attendance to introduce the following proposals:-

- PPL-BR1-439 Internal Efficiency Initiatives (Unity Partnership)
- PPL-BR1-421 Transformation of the Contact Centre
- COM-BR1-411 Procurement Staffing Reduction
- COM-BR1-412 Financial Services Redesign

Members were informed that, apart from the Transformation of the Contact Centre, these were back office functions. There was confidence that these could be delivered with no impact on frontline services. The proposal in relation to the Contact Centre was a radical move and assurance had been given about this proposal.

Members asked for and received clarification of the following:-

- In relation to the Contact Centre, how would equal levels of service and access be ensured - Access Oldham had been closed due to the pandemic and different ways of offering the service had been found. The proposed way

forward was to take the face-to-face element to the localities as part of place-based working. For the public, this would be an improvement in the service, as it could be accessed locally and could be offered as an appointment of phone call. The online provision would also be much smoother and relevant to public needs.

- Would updates be provided – the Committee would be updated in six months.

RESOLVED that the Select Committee accepted and commended to Cabinet:-

1. The policy landscape and economic context in which the Council was setting its revenue budget for 2021/22 and Medium Term Financial Strategy to 2023/24.
2. The impact of Oldham Council Policies and Strategies on the Council's budget setting process and the development of its Medium Term Financial Strategy.
3. The financial forecasts for 2021/22 to 2023/24 having regard to the Provisional Local Government Finance Settlement and associated funding announcements.
4. The key issues to be addressed in continuing to respond to the financial challenges facing the Council.
5. The proposal that the Council reviews its financial position during 2021/22 to determine if it is able to provide additional Council Tax hardship relief.
6. The reaffirmation of the Council's commitment to the modified Housing Benefits scheme, a discretionary local scheme which allows the Council to disregard the value of any War Disablement Pension or War Widows Pension over and above statutory disregard limits.
7. The recurrent 2021/22 Budget Reduction Proposals at a value of £8.793m.
8. Flexible Use of Capital Receipts at a value of £2.000m.
9. The proposed use of £42.578m of reserves to balance the 2021/22 budget including £0.127m for a one off budget reduction.
10. The proposed use of £12.012m of reserves to support the 2022/23 budget.
11. The approach to managing the budget during the COVID pandemic and the continuation of budget management measures introduced in 2020/21 as outlined in Paragraphs 12.6 to 12.11.
12. The proposed fees and charges schedule included at Appendix 7.
13. The draft pay policy statement included at Appendix 10.
14. A proposed 2021/22 Council Tax increase of 2.99% for Oldham Council services resulting in the charges set out at paragraph 15.3 and Table 29 of the report.
15. The proposal to draw on the Collection Fund for major preceptors of £115.669m for Borough Wide services and £98.552m for Council services.
16. The proposed net revenue expenditure budget for 2021/22 for the Council set at £253.944m.

17. Revised estimated budget reduction targets of £32.185m for 2022/23 and £21.564m for 2023/24 before any use of reserves and indicative budget proposals.



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HOUSING REVENUE ACCOUNT ESTIMATES FOR 2021/22 TO 2025/26 AND PROPOSED OUTTURN FOR 2020/21.

Consideration was given to a report of the Director of Finance which set out the latest Housing Revenue Account (HRA), the detailed budget estimates for 2021/22, the strategic estimates for the four years 2022/23 through to 2025/26 and outturn estimate for 2020/21. The report also set out the recommended dwelling, non-dwelling rents and service and concierge charges to be applied from April 2021.

The Cabinet Member for Housing presented the report.

The Select Committee noted the report set out the HRA proposed 2021/22 original budget and the forecast outturn for 2020/21 along with the provisional strategic budgets for 2022/23 through to 2025/26.

HRA activities were a key element of the Council's Housing Strategy (approved by Council on 10 July 2019) which aimed to provide a diverse Oldham housing offer that was attractive and met the needs of different sections of the population at different stages of their lives.

After taking all relevant issues into account, the projected financial position for 2020/21 was estimated to be a £1.384m positive variance when compared to the original budget forecast for 2020/21 approved at the Budget Council meeting, 26 February 2020. Most of this variance was attributable to the re-profiling of HRA funded capital schemes into later years due to revisions to planned spending profiles. The balance at the end of 2020/21 was projected at £19.614m.

The financial position for 2021/22 showed an estimated HRA closing balance of £17.463m which was sufficient to meet future operational commitments and the potential financial pressures identified in the risk assessment.

The 2021/22 position had been presented after allowing for an increase in dwelling rents of 1.5%, an increase in non-dwelling rents in line with individual contracts, the freezing of all service charges and the setting of Extra Care Housing concierge charges to fully recover costs.

Members noted that the Government had previously advised that PFI properties were exempt from Central Government's 1% Social Rent Reduction policy. This policy ended on 31 March 2020. Since this date, Central Government had reverted to its pre-2015 guidance for the period 2020-2025 for all properties, confirming all rents were calculated based on the Consumer Price Index (CPI) rate at September of the preceding year plus 1%. All Oldham's budget projections for the 2021/22 budget

would follow the rent setting guidance of CPI plus 1%, resulting in an increase of 1.5% (CPI was taken as at September 2020).



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The financial projections for the HRA over the period 2020/21 to 2025/26 showed an overall reduction in the level of balances from £19.614m at the end of 2020/21 to £3.906m at the end of 2025/26. HRA resources were to be used to support several major approved housing capital projects including development within the town centre and on numerous smaller sites around the borough. There was also a commitment to purchase currently empty properties owned by private sector landlords to increase the number of Council owned housing stock.

The HRA detailed budget for 2021/22 and strategic estimates for the four years 2022/23 to 2025/26 and the outturn estimate for 2020/21 were presented to the Select Committee for consideration and comment.

Members were informed that, as set out in paragraph 2.10, homes had been acquired at Primrose Bank. The Council had now taken possession of seven of the new homes at Primrose Bank, which had the benefit of additional energy-saving measures under the Red Wolf Programme and these had now been let. It was anticipated that the remaining eleven would be handed over by mid-February.

Members noted that paragraph 2.15 showed the projection for the HRA moving forward. Income for the HRA was interest and investment income, and also included the rents paid to the Council by tenants. It was projected that the balances would reduce in 2023/2024, to reflect the investments being made as part of the Creating a Better Place initiative to provide new homes through implementing the Housing Strategy. This would provide much-needed homes for residents.

RESOLVED that the following be accepted:

1. Forecast HRA outturn for 2020/21 (as per Appendix A)
2. Proposed HRA budget for 2021/22 (as per Appendix B)
3. Strategic estimates for 2021/22 to 2025/26 (as per Appendix D)
4. Proposed increase to dwelling rents for all properties by 1.5%.
5. Proposed increase to non-dwelling rents as per individual contracts.
6. Proposal that service charges were unchanged.
7. Proposal to set Extra Care Housing concierge charges to fully recover actual costs; and
8. That the report be commended to Cabinet.

9

CAPITAL PROGRAMME & CAPITAL STRATEGY FOR 2021/22 TO 2025/26

Consideration was given to a report of the Director of Finance which set out the Capital Strategy for 2021/22 to 2025/26 and thereby the proposed 2021/22 capital programme, including identified capital investment priorities, together with the

indicative capital programme for 2022/23 to 2025/26, having regard to the resources available over the life of the programme.



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The Director of Finance introduced the report.

The Council's Capital Strategy and capital programme were set over a five-year timeframe. The proposed Capital Strategy and programme for 2021/22 to 2025/26 took the essential elements of the 2020/25 and previous years' strategies and programmes and moved them forward in the context of the financial and political environment for 2021/22.

The Strategy included a longer-term vision, a forward look at those projects that were likely to run beyond the five-year strategy and programme period or be initiated subsequently. This covered a timeframe for the 10 years from 2026/27 to 2035/36.

The format of the Capital Strategy reflected the latest Prudential and Treasury Management Codes issued by the Chartered Institute of Public Finance and Accountancy (CIPFA). The strategy therefore presented:

- A high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- An overview of how the associated risk is managed
- The implications for future financial sustainability

The Capital Strategy was presented at Appendix 1. It was prepared in 15 sections and ensured that all Council Members were presented with the overall long-term capital investment policy objectives and resulting Capital Strategy requirements, governance procedures and risk appetite.

The Strategy incorporated the refreshed and updated elements of the Creating a Better Place Strategy, the Medium-Term Property Strategy and Housing Strategy. Following a review of the Capital Programme, as a result of the unprecedented economic circumstances due to the impact of the COVID-19 pandemic and the revised terms for PWLB borrowing, the principles established to complement the Capital Strategy as contained in the Commercial Property Investment Strategy and Fund and the Income Generation Strategy had been removed from the Capital Programme.

The Capital Strategy section (section 1) highlighted the impact of COVID-19 and the way this had shaped capital spending plans for 2021/22 and future years. During 2020/21, the COVID-19 pandemic had a major impact on the borough, its residents and the economy. The financial year 2021/22 would begin, at least, with a COVID-19 influence, however, it was expected, now that several vaccines were available, that normal activities would be resumed and the Council's capital spending plans which had inevitably been interrupted in 2020/21, could get back on track during 2021.

The pandemic had presented significant challenges for the feasibility, design and delivery of capital projects. As well as practical issues associated with maintaining safe working arrangements, supply chains and similar issues, it had been necessary to revisit significant elements of the strategy to ensure the priorities for capital investment remained appropriate in the context not only of the Council's challenging financial position but having regard to the potential longer-term impact of pandemic on the economy and the potential for behavioural changes in work and transport needs as well as retail and leisure pursuits.

In preparing the Capital Strategy for 2021/22, it was important to consider the publication by HM Treasury in March 2020 of a consultation document seeking views on proposed changes to the lending terms of the Public Works Loan Board (PWLB). The Government launched the consultation as it was concerned that PWLB resources were being used to fund commercial investments solely for income generation purposes and carried a significant degree of risk.

Alongside the 2020 Spending Review in November 2020, the Government largely confirmed the proposals set out in the original consultation meaning there would be stricter conditions associated with the approval of PWLB loans to Local Authorities. The PWLB would now no longer provide loans to a Local Authority if their Capital Strategies included any plans to buy investment assets primarily for income generation. These new terms applied to all loans arranged on or after 26 November 2020. This Capital Strategy had been prepared to ensure that the Council was able to access PWLB funds despite the significant change to the lending criteria.

The National Infrastructure Strategy (NIS) published alongside the Chancellor's 2020 Spending Review contained a range of Government capital spending announcements. The announcements contained little specific detail, and in some cases represented initiatives previously announced, however the NIS set out a considerable investment intention focussed on:

- Boosting growth and productivity across the whole of the UK;
- Driving recovery and rebuilding the economy;
- Levelling up between regional areas and strengthening the Union;
- Putting the UK on the path to meeting its net zero emissions target by 2050 by decarbonising the economy and adapting to climate change;
- Supporting private investment in infrastructure; and
- Accelerating and improving the delivery of infrastructure projects.

The Council would aim to access the maximum level of NIS resources to support projects in Oldham and the wider Greater Manchester region, working with the Greater Manchester Combined Authority (GMCA) and other GM Authorities as necessary.

Annex C of Appendix 1 set out the proposed capital expenditure and financing for the period covered by the Capital Strategy, 2021/22 to 2025/26.

The Strategy also advised that the Council was proposing to continue the use the flexibility provided by the Ministry of Housing, Communities and Local Government (MHCLG) to use capital receipts to fund the revenue cost of transformation. The 2021/22 revenue budget would rely on up to £2.000m of such funding from capital receipts. Annex D set out the required Flexible Use of Capital Receipts Strategy which advised of the summary of planned receipts, use and savings.

Capital Programme 2020/21 to 2024/25

The 2020/21 month 8 capital monitoring position included projections which were a key determinant of the 2021/22 programme. As many schemes spanned more than one year, the anticipated level of reprofiling between years set the underlying position.

The projected outturn spending position for 2020/21 was £81.013m. The People and Place Directorate which managed all of the major regeneration projects, constituted the main area of expenditure. Grants and Other Contributions (£20.150m) followed by Prudential Borrowing provided the main source of financing (£53.553m).

Actual expenditure to 30 November 2020 was £50.566m (62.24% of forecast outturn). This spending profile was in line with that in previous years, however the position would be kept under review and budgets would continue to be managed in accordance with forecasts.

Capital Programme 2021/22 to 2025/26

The Council had set out its capital programme for the period 2021/22 to 2025/26 based on the principles of the Capital Strategy. The Capital Programme and Capital Strategy had been influenced by the level of resources considered available. The level of prudential borrowing included reflected the financing available in the revenue budget, capital receipts aligned with forecasts and grant funding and other contributions were based on already notified allocations or best estimates at time of preparation. If additional resources became available, projects that met the Council's strategic capital objectives would be brought forward for approval.

Due to the impact of the COVID-19 pandemic on a number of schemes, over the summer months the capital programme for 2020/21 was significantly re-phased. On 24 August 2020, Cabinet approved a revised vision and strategic framework for 'Creating a Better Place' which had associated with it a significant level of investment. The revised vision placed more emphasis on economic recovery and accelerating the potential

for generating revenue budget savings. The report was the culmination of a fundamental review of the programme which commenced in April 2020 close to the start of the pandemic. Following the review and in anticipation of the PWLB consultation outcome the Creating a Better Place Strategy was reduced by approximately £90.000m.

As at the month 8 capital monitoring position, the anticipated expenditure over the five year life of the 2020/21 to 2024/25 strategy was £404.630m, taking 2020/21 aside (£81.013m) left £323.617m for the remainder of the approved 2021/22-2024/25 capital programme. Following the refresh of existing strategies including Creating a Better Place, and moving forward the planning period by one year, the Capital Strategy for 2021/22 to 2025/26 totalled £340.289m.

The capital programme included proposed expenditure for 2021/22 of £84.099m, with the largest area of expenditure being on regeneration, schools, transport and infrastructure projects within People and Place Directorate. Total expenditure increased to £94.765m in 2022/23, then decreased to £71.418m, £62.553m and £27.454m in 2023/24, 2024/25 and 2025/26 respectively.

Resources Available to Support the Capital Programme

The Government was continuing to provide significant levels of grant funding. The main sources of grant income were the Highway Maintenance Grant at £12.204m, along with Education-related Basic Need Capital grant provision of £10.677m over the life of the programme. There were also considerable resources allocated to the Council via the GMCA including the Mayors Cycling and Walking Challenge Fund (£11.273m in 2021/22).

The grant funding provided by Government could be split into two categories: un-ringfenced and ringfenced resources, as explained in Section 10 of the Capital Strategy. The majority of capital Government Grant funding was un-ringfenced. Resources classified as ringfenced had to be utilised to finance particular categories of expenditure and therefore were restricted in their use. The 2021/22 capital programme relied on £11.793m of unringfenced and £21.973m of ringfenced grants.

As in previous years, a major source of financing remained prudential borrowing. The amount required in 2021/22 (£42.871m) included borrowing attributed to schemes that had slipped from prior years as well as new borrowing associated with the regeneration programme. The timing of the borrowing was linked to the cash position of the Council and might therefore not mirror the spending/financing profile.

On-going Review of the Capital Programme

Members noted there would be a continued review of capital spending requirements as the Council had further regeneration ambitions, but affordability and deliverability would be a key

consideration in this regard. It was, however, possible that the capital position may change prior to the start of 2021/22 and during the year as:

- There may be further Government funding allocations announced prior to the start of 2021/22 including those related to the Towns Fund.
- The outcome of specific grant bids would be announced during 2021/22.
- It was also likely that there would be new initiatives announced later in the financial year.
- There may also be the opportunity to bid for additional funding.
- The Council may identify other funding sources, including capital receipts, to finance additional capital expenditure.

Therefore, the overall capital programme position would be kept under review and any new information regarding funding allocations would be presented to Members in future reports.

RESOLVED that the following be accepted and recommended to Cabinet:

1. The Capital Strategy for 2021/22 to 2025/26 at Appendix 1 of the report and summarised at section 2.1.
2. The capital programme for 2021/22 and indicative programmes for 2022/23 to 2025/26 at Annex C of Appendix 1 and summarised at sections 2.2 to 2.6 of the report.
3. The Flexible Use of Capital Receipts Strategy as presented at Annex D of Appendix 1.

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**TREASURY MANAGEMENT STRATEGY STATEMENT
2021/22**

Consideration was given to a report of the Director of Finance which presented the strategy for 2021/22 Treasury Management activities including the Minimum Revenue Provision Policy Statement, the Annual Investment Strategy and Prudential Indicators together with linkages to the Capital Strategy.

The Director of Finance introduced the report.

Members were informed that the Council was required through regulations supporting the Local Government Act 2003 to have regard to the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans were affordable, prudent and sustainable. It was also required to produce an annual Treasury Strategy for borrowing and to prepare an Annual Investment Strategy setting out the Council's policies for managing its investments and for giving priority to security and liquidity of those investments.

The Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management 2017 (the Code) required the receipt by full Council of a Treasury Management Strategy Statement.

The Strategy for 2021/22 covered two main areas.

Capital Issues

- The Capital expenditure plans and the associated Prudential Indicators
- The Minimum Revenue Provision (MRP) Policy Statement

Treasury Management Issues:

- The Current Treasury Position
- Treasury Indicators which limit the treasury risk and activities of the Council
- Prospects for Interest Rates
- The Borrowing Strategy
- The Policy on Borrowing in Advance of Need
- Debt Rescheduling
- The Investment Strategy
- The Creditworthiness Policy
- The Policy regarding the use of external service providers.

The report outlined the implications and key factors in relation to each of the above Capital and Treasury Management issues and made recommendations with regard to the Treasury Management Strategy for 2021/22.

The report included an economic background commentary which had been updated to reflect the latest position, especially in relation to the UK leaving the EU on 31 December 2020.

The proposed Treasury Management Strategy was presented to the Overview and Scrutiny Performance and Value for Money Select Committee to enable scrutiny of the report so that any comments could be incorporated into the report before it was considered by Cabinet on 23rd February 2021.

RESOLVED that the following be accepted and recommended to Cabinet:

1. Capital Expenditure Estimates as per paragraph 2.1.2;
2. MRP policy and method of calculation as per Appendix 1;
3. Capital Financing Requirement (CFR) Projections as per paragraph 2.2.4.
4. Projected treasury position as at 31 March 2021 as per paragraph 2.3.3.
5. Treasury Limits as per section 2.4.
6. Borrowing Strategy for 2021/22 as per section 2.6
7. Annual Investment Strategy as per section 2.10 including risk management and the creditworthiness policy at section 2.11.
8. Level of investment in specified and non-specified investments detailed at Appendix 5.

INVESTMENTS IN THE 2021/22 BUDGET SETTING PROCESS



Consideration was given to a report of the Director of Finance which recommended that the Overview and Scrutiny Performance and Value for Money Select Committee considered the level of balances necessary to support the 2021/22 budget underpinned by the agreed policy on Earmarked Reserves, setting a properly balanced revenue budget which included the financing of capital investments within the present investment proposals.

The Director of Finance introduced the report.

Members were informed that, in order to comply with Section 25 of the Local Government Act 2003; the Authority's Chief Financial Officer (the Director of Finance) was required to report on the robustness of the estimates made for the purposes of the revenue budget calculations and the adequacy of the proposed reserves. This information enabled a longer-term view of the overall financial resilience of the Council to be taken. It also reported on the Director of Finance's consideration of the affordability and prudence of capital investment proposals. The level of general balances to support the budget and an appropriate level of Earmarked Reserves maintained by the Council in accordance with the agreed Council Policy on Earmarked Reserves, were an integral part of its continued financial resilience supporting the stability of the Council.

There had been several reports issued on the subject of the financial resilience of Local Authorities alongside the publication by the Chartered Institute of Public Finance & Accountancy (CIPFA) of a Local Authority Financial Resilience Index and the implementation of a Financial Management Code. These issues were highlighted in Section 5 of the report but were largely prompted by the financial challenges at Northamptonshire County Council during 2018 followed by both Nottingham City Council (NCC) and the London Borough of Croydon Council (LBC) in 2020 and the raising of significant concerns about the financial stability of other Local Authorities.

Whilst the Council had prepared a detailed revenue budget within a three year Medium Term Financial Strategy (MTFS), a five year Capital Programme and continued the closure of accounts within an appropriate timeframe allowing early focus on the upcoming challenges and a robust financial transformation programme, there continued to be a reliance on the use of reserves to balance the revenue budget.

Since 2016/17, reserves of £32.945m had been used to underpin the Council's revenue budget alongside a number of one-off measures. In 2020/21, £10.008m of reserves and £5.150m of one-off measures were used to support the revenue budget. Included within the Medium Term Financial Strategy was the required use of reserves of £29.000m over the next two financial years. For 2021/22, it was proposed to use corporate

reserves of £16.988m and specific reserves of £0.127m together with £25.463m to offset the Collection Fund deficit arising from the awarding of business rates reliefs in 2020/21 (this is a technical accounting adjustment) combined with one-off measures totalling £2.000m. The remaining corporate Balancing Budget reserve of £12.012m would be used to support 2022/23. There was, therefore, a considerable reliance on the use of reserves to balance the budget in 2021/22 and also 2022/23. The continued use of reserves and one-off measures had the impact of deferring the changes that were required to balance the revenue budget by on-going sustainable means. The implementation of the next phase of the transformation programme in 2021/22 was expected to begin to address this challenge although this had been impacted by the global pandemic. The expected benefits of the transformation programme would be phased over several financial years and would be supported by the use of reserves over the short term.

As detailed within the Council's Audit Completion Report, presented alongside the Statement of Accounts, the External Auditors concluded that for 2019/20 the Council had made proper arrangements to deliver financial sustainability in the medium term. However, it was also pointed out that "The Council has significant levels of Earmarked Reserves as at 31 March 2020, but these are not sufficient to sustain the Council's financial position over the medium term". It was important to note that the public findings into both NCC and LBC indicated Councils were at risk of not being able to agree balanced budgets as their reserves were insufficient to mitigate either in year or 2021/22 estimated shortfalls in resources.

Financial resilience depended in part on the Council maintaining an adequate level of reserves which were set out in the report. In order to scrutinise the level of reserves held by the Council the policy on Earmarked Reserves was considered by the Audit Committee in July 2020 and it was proposed to action the same review again in 2021/22 after the closure of the accounts for 2020/21.

Whilst the Council was utilising a number of reserves to support the 2021/22 revenue budget and anticipated a use of reserves in 2022/23, Members were assured that Oldham Council currently remained financially resilient. Work was taking place to address the on-going financial pressures that the Council was facing. At the start of 2021/22 it continued to be well placed to meet the difficult financial challenges ahead. The strategy relied on the delivery of the transformation programme over the short to medium term, so the comments made by the external auditor to support the value for money conclusion for the financial year-end 2020/21 were fair. However, transformational change at pace was required. Public findings reported elsewhere had shown that some Authorities had not, in a small number of cases, been able to deliver the level of transformational savings required.

In conclusion, the Chief Finance Officer was able to advise Members of the robustness of the estimates and the affordability and prudence of capital estimates for 2021/22. Despite the use of reserves over recent years, the level of reserves remained adequate to support the 2021/22 financial position and demonstrated financial resilience. However, this was only the case provided that action was taken to ensure that the balances were set at the level of £15.641m for 2021/22 as calculated in the report and that all budget options, or in year alternatives, were delivered as planned and monitored.

RESOLVED that the following be accepted:

1. The proposed General Fund Balance currently calculated for 2021/22 at £15.641m.
2. The initial estimate of General Fund Balances to support the Medium Term Financial Strategy was as follows:
 - £17.349m for 2022/23 and
 - £18.602m for 2023/24.
3. The intended report to be presented to the Audit Committee on Earmarked Reserves to ensure this area was subject to appropriate scrutiny.
4. The actions necessary to secure a properly balanced budget as presented in paragraph 3.6.
5. The actions necessary to ensure the prudence of the capital investments as noted in Section 4.

The Select Committee asked that their thanks be recorded to the Director of Finance and all her team for all of their hard work and achievements in the last year.

The meeting started at 6.00 pm and ended at 8.10 pm

OVERVIEW AND SCRUTINY PERFORMANCE AND VALUE FOR MONEY
SELECT COMMITTEE
09/02/2021 at 6.00 pm



Present: Councillor Ahmad (Chair)
Councillors Stretton, Salamat, Byrne, Haque, Harkness and Shuttleworth

Also in Attendance:

Councillor Chris Gloster	Deputy Leader of the Liberal Democrat Group and Shadow Cabinet Member for Finance and Green
Anne Ryans	Director of Finance
Mark Stenson	Head of Corporate Governance
Julia Veall	Director of Workforce and Organisational Design
Matt Drogan	Head of Strategy and Performance
David Shaw	Assistant Director - SEND
Mark Hardman	Constitutional Services
Kaidy McCann	Constitutional Services

1 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Phythian.

2 **URGENT BUSINESS**

There were no items of urgent business received.

3 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

4 **PUBLIC QUESTION TIME**

There were no public questions received.

5 **LIBERAL DEMOCRATS BUDGET AMENDMENT PROPOSALS 2021/22**

The Select Committee considered a report of the Head of Corporate Governance which outlined the Liberal Democrats' suggested amendments to the Administration's budget proposals for 2020/21. The report identified additional savings proposals totalling £1.109m in 2021/22 and £0.279m in 2022/23 which could be considered individually or collectively. There were also initial investments proposed that would be funded from the savings proposals and suggested amendments to the Capital Programme.

The Deputy Leader of the Liberal Democrat Group and Shadow Cabinet Member for Finance and Green commended Officers for their assistance in compiling these budget proposals. As an overview, the aims of the Liberal Democrat proposals were in

addressing health, green issues, pavements, and the prosecution of anti-social behaviour and dog fouling, all issues that would feature most in Councillors' casework. Councillor Gloster then presented the proposals and addressed the enquiries of the Select Committee. The effect of Covid was acknowledged, and a hope expressed that light could now be seen at the end of the tunnel with a move to a 'new' normal. The Liberal Democrats did not underestimate the task and financial challenge facing the Council and that facing the Cabinet Member in presenting a budget, but it was believed that the submitted proposals were robust alternatives to enhance the life of residents across the Borough.

In respect of the Committee's considerations, it was determined that the budget reduction proposals be considered first as these would be required to fund any alternate investment proposals that the Committee might wish to recommend to the Cabinet.

Liberal Democrat Alternative Budget Reduction Proposals

OPP-BR1-201 - Additional Vacancy Management factor to achieve greater efficiency including limiting the present use of agency staff and consultants (£0.473m)

The proposal sought to assist in reducing the number of agency staff and consultants used across the Council further by applying an Additional Vacancy Management factor of 0.75% to all Council mainstream employee budgets.

In response to a query as to where the proposed figure had been drawn from, the Committee was advised that this figure had been considered achievable in discussions with the Head of Corporate Governance and Responsible Officers.

OPP-BR1-202 - Reduction in the amount of stationery purchased across the authority (£0.010m)

It was proposed that stationery be centralised in particular locations across the Borough to ensure better value for money through increased understanding of which items are required, volumes etc. It was also proposed this saving could temporarily increase due to the current home working, with a budget reduction of £0.010m for 2021/22, of which £0.005m could be built back into the budget for 2022/23 in the event staff returning to office working.

The location of centralised stores and who would be responsible for collecting stationery was queried. The Committee was advised that the advice from Officers was that this was achievable and as such, taken as correct.

OPP-BR1-203 - Reduce refreshments budget (£0.004m)

It was proposed to reduce the mainstream budget for refreshments by 10% for 2021/22, with a further 10% reduction in 2022/23, it being suggested that pre-Covid several meetings took place every day that incurred extra costs if refreshments were provided. The continuation of virtual meetings provided an opportunity for change.

It was acknowledged that things would change as a result of Covid but, in relation to this and other proposals, it was suggested that the use of some things might increase while others decreased, it being difficult to say.

OPP-BR1-204 – Council-wide review of income generation targets (£0.100m)

It was proposed that a full review of income targets across the Council be undertaken to identify other areas in addition to Section 38 and Section 278 inspections within the Highways service where income targets are overachieved. It was believed that this would reasonably generate around £0.200m but, given the far-reaching nature of the proposal, it was suggested that it be phased over two financial years with £0.100m identified for 2021/22 and a further £0.100m for 2022/23.

Comment was made that, from personal experience, the Council did not have a good history of setting income targets and it was suggested that a balanced budget reliant on income targets would be difficult to achieve.

OPP-BR1-205 - Reduce in mileage budgets to reflect change in work practices (£0.050m)

The proposal was to reduce mileage budgets due to the increased number of staff working from home and the increased use of Teams meetings reducing the need for use of a personal vehicle.

OPP-BR1-206 - Review of car allowances as previously promised to reduce the amount paid as a lump sum to staff doing zero or minimal mileage (£0.037m)

It was proposed that a review of the posts which attract essential car user status be undertaken with the intention of removing the lump sum payment from posts where users routinely record zero or very few miles. It was noted to the Committee that many staff who did use cars regularly did not hold such status. In presenting the proposal, it was further noted that proposal had been before the Committee several times previously, with the promised review failing to appear.

Members acknowledged the reported position with regard to the review of care allowances. The Director of Workforce and Organisational Design advised that a decision had been made to pause the review in March 2020 so as not to upset staff by negotiating a core term and condition while addressing the pandemic. The Committee was advised that this matter would be part of the consideration to reflect new ways of working.

OPP-BR1-207 – Reduction in the subsidisation of Trade Union facilities time (£0.035m)

It was proposed that the trade union subsidy provided by the Council be reduced following a consistent reduction in trade union membership as evidenced by decreasing numbers of staff opting to pay membership through payroll. The Liberal Democrats had reviewed subsidies provided to Trade Unions by

neighbouring Greater Manchester Councils and felt that the reduction proposed would bring Oldham Council's contributions more in line with other areas such as Tameside.



Members noted that the figure quoted for trade union membership relied on payroll data which did not account for those who paid by direct debit or other means, and that the Trade Unions worked with the employer, playing a positive role in, for example, helping get policies through. The Director of Workforce and Organisational Design confirmed that Council records did not show who is a member of a Trade Union; advised that the budget provided facilities time for three unions in a way that reflected their memberships and that the Trade Unions had been instrumental in the Covid response; and commented on the position across Greater Manchester generally. While acknowledging comment made regarding the measure used to determine trade union membership, Councillor Gloster noted the fall in numbers employed by the Council and the infrequency with which meetings of the Local Joint Consultative Committee had been held.

OPP-BR1-208 - Reduction in the General Training Budget (£0.150m)

It was proposed that a one-off reduction made in 2018/19 to the Council's general training budget be made permanent. There were now fewer staff, and more training should be delivered on-line and self-directed training encouraged.

The Chair commented that with new ways of working being developed, more training rather than less would be required.

OPP-BR1-209 - Reconsideration of Council priorities with regards to the Marketing and Communications Service (£0.250m)

The proposal considered there was further scope to reduce spend on this non-statutory service and proposed a redesign of the Communications and research team and the generation of £0.005m through the sale of advertising on the Council website.

The Chair queried whether this proposal would work, noting the many and sometimes varying messages that had needed to be circulated around Covid restrictions, injections etc, and suggested it could be counter-productive to change things at a time when communications were supportive of efforts.

OPP-BR1-210 – Reduction in the scale of the Capital Programme (no pro forma) (£0.133m in 2022/23)

It was proposed that those Capital Schemes funded through prudential borrowing which has a direct impact on revenue budgets should be reviewed, and only those considered a priority should go ahead, it being further considered that delaying just one of the 'Creating a Better Place' proposals by one year would result in a revenue saving of £0.133m in 2022/23. A Member noted that this proposal, as shown in the report, was not supported by a pro-forma.

In concluding the consideration of the Liberal Democrat Budget Reduction proposals, the Committee **RESOLVED** that none of the Budget Reduction proposals be recommended to the Cabinet for adoption.

The Chair noted that the Committee had not objected to the proposals and the Cabinet could be advised to bear these proposals in mind. The concerns about the review of mileage budgets were shared and the position with regard to this would be chased up.

Notwithstanding the decision not to support the budget reduction proposals, the Chair invited the Deputy Leader of the Liberal Democrat Group to introduce the investment proposals to -

- provide a revenue fund to assist the Oldham Clinical Commissioning Group (CCG) work up detailed business cases for the proposed new health centres in Shaw, Saddleworth and Chadderton (£0.750m);
- reverse the Administration's reduction in Parish Council Grant funding (£0.015m);
- create a dedicated fund to replace and maintain signage across the borough and other road safety measures (£0.100m);
- increase the investment in tackling environmental crime to combat issues such as fly tipping and dog fouling across the borough (£0.294m); and
- create a reserve fund to increase signage, education and implement light-touch policing around the introduction of 20 mile per hour zones for traffic ("20 is Plenty"), especially in front of Schools and other high-risk areas (£0.200m).

The Liberal Democrat budget proposals had also included the following alternative Capital Programme 2020/21 to 2024/25 measures –

- new health centres in Shaw, Saddleworth and Chadderton to tackle the increasing health deprivation within the borough - provision of £18.000m over the four financial years 2022/23-2025/26 with Shaw being identified as the priority, and that two additional healthcare centres in Saddleworth and Chadderton are developed to ensure consistency of health provision across the whole of Oldham;
- expedite the work around Green Energy and invest in solutions to address Climate change and to ensure carbon neutrality - additional capital of £6.500 million over the period 2021/22 to 2025/26; £0.500m in 2021/22 with £1.500m in each year thereafter up to 2025/26, be made available for this purpose, funding being made available for the priority areas of Create Greener Buildings and Greener Transport; and
- create a specific investment fund for the borough's footpaths and bring them up to standard - a specific investment fund of £2.500m for the period 2021/22 to 2025/26 be made available in the Capital

Programme, equating to £0.500m per financial year over this period.



The Chair thanked the Deputy Leader of the Liberal Democrat Group and Shadow Cabinet Member for Finance and Green for his work in preparing the papers for consideration by the Committee.

In concluding the consideration of the alternative proposals, it was noted that the Committee was not in a position to give its support to the alternate investment proposals given its prior decision regarding the savings proposals.

RESOLVED that the Liberal Democrat Alternative Liberal Democrat Investment Proposals and Capital Programme proposals be noted.

6

COUNCIL PERFORMANCE REPORT SEPTEMBER 2020

The Committee received a report presenting a review of Council performance as at September 2020.

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 and 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 23 measures had achieved their target, two were within tolerance, and six were currently outside tolerance. The performance measures were considered in more detail within Appendices 1 and 2 to the submitted report.

The above performance report meant that 74% of measures were now on target and 79% of actions completed. Action Plans for each performance measure and the risks associated with those actions were considered at Appendices 3 and 4 respectively to the submitted report. It was noted that a number of measures were currently suspended due to the impact on reporting as a result of Covid, and these measures were listed within the submitted report. There were no proposed changes to performance measures or actions contained within this performance report. The report also provided performance data related to the HR function and Council finances.

The Committee was advised that, following feedback from this Committee, the suspended performance measures had been reviewed and 13 were being re-introduced. These measures were to be included in the Quarter 3/December 2020 performance report that would be available at the next meeting of the Committee. The Committee was further advised with regard to matters arising that would be included in the Quarter 3 report.

Members noted improved performance on Council Tax processing times and queried whether this would be maintained. The Director of Finance noted the measure related to Council Tax reduction claims performance and advised that it was expected this would be managed as effectively as the peak of pandemic passed. Members further noted the decline in reported sickness absence considering this a credit to the workforce in a year that had been most challenging. A 'red' rating for highways was noted and comment made that the Committee had recently received a positive report on highways. The point was acknowledged, but distinction was drawn between the measure and the service generally, between the primary and secondary road networks etc.

RESOLVED that the report be noted.

7

UPDATE ON THE SPECIAL EDUCATIONAL NEEDS AND DISABILITY (SEND) INSPECTION RE-VISIT

The Select Committee received an update on the progress made to date addressing the two remaining recommendations from the Written Statement of Action (WSOA) that had formed the priorities identified in the Accelerated Progress Plan (APP) being monitored by the Department for Education (DfE).

The Committee was reminded that the APP was developed to ensure that significant improvement continued to be made in relation to area 3 (Education, Health & Care (EHC) process and quality of plans) and area 5 (Achievement of children and young people with SEND, including the high rates of fixed term exclusion and persistent absenteeism), the two remaining areas requiring improvement identified following the Special Educational Needs and Disability (SEND) reinspection in September 2019

As a result of Covid which had seen the closure of all schools in England during the first national lockdown and the cancellation of national performance tables and national examinations for all Key Stages, the actions identified in area 5 had been updated and agreed with the DfE to reflect the significant challenges presented by this situation. Work to improve the achievement, attendance and reduce exclusions for children and young people with SEND, as identified in area 5, had continued, and a Graduated Response Toolkit that would assist schools and other settings to put in place effective special educational provision through a graduated response had been developed and made available. The Assistant Director was able to advise on positive outcomes from a formal monitoring review meeting with the DfE held on 14th January 2021.

Despite the challenges provided by the Covid, actions related to area 3 had proceeded at pace. Quality standards continued to be reviewed and raised through rigorous audit processes and a quality assurance workshop with the DfE advisor and representation from across the local partnership to review the quality of EHC plans confirmed in its view.

Despite the third national lockdown starting in January 2021 with schools reducing their opening to vulnerable children and critical workers, attendance in Oldham schools had been above the national average for children with an EHC plan or supported by a social worker. A strong multi-agency approach to encouraging attendance and safeguarding Oldham children and young people has been introduced to discharge our statutory safeguarding duties alongside schools and other key partners.

Due to the disruption caused by Covid and the refocus towards greater system-wide improvement, the SEND strategy and development plan, including outcomes to be delivered by the end of 2021 updated and approved by the SEND Partnership Board to become operational in January 2021. The Committee received a paper showing the principles and priorities behind the SEND strategy and development plan.

Members welcomed the report and improvements, and expressed appreciation of the staff dealing with vulnerable children. The Assistant Director indicated that the improvement journey was not complete and undertook to report further to the Committee.

RESOLVED that

1. the SEND Local Partnership be commended for maintaining the significant ongoing improvements to quality and consistency of Education, Health and Care plans being delivered and quality assured through effective partnership work. In addition to the strong positive focus on attending schools and settings, despite the challenges presented by the Coronavirus situation;
2. update reports be submitted to the Committee in August 2021 on (i) the completion of the actions identified in area 3 and continuing progress made to improve attendance, reduce exclusions and raise achievement for children and young people with SEND; and (ii) on the SEND strategy and refinements made to deliver strong recovery for children and young people with SEND.

8

WORK PROGRAMME

The Committee gave consideration to the proposed Overview and Scrutiny Performance and Value for Money Select Committee Work Programme for 2020/21 which outlined those issues considered and which would be considered by the Committee during the municipal year.

RESOLVED that the Overview and Scrutiny Performance and Value for Money Select Committee Work Programme 2020/21 be noted.

9

DATE AND TIME OF NEXT MEETING

It was noted that the next meeting of the Performance and Value for Money Select Committee was scheduled to be held on Thursday, 11th March 2021 at 6.00 p.m.



The meeting started at 6.00 pm and ended at 7.25 pm

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Report to PVFM

Council Performance Report December 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: 11 March 2021

Reason for Decision

The purpose of this report is to allow:

- The review of Council Performance for December 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 2019) **237,110** 

Male 49.3% Female 50.7%

Aged 0-15 22.5% Aged 61.3% Aged 65+ 16.2%

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

ONS Mid-Year Estimate 2018/ Oldham Population Estimates 2020



INCOME & BENEFITS

Median Household Income **£21,752**

71.1% Employment Rate
12.2% Out of Work Benefits
9.4% Unemployment
5.7% ESA Benefits

CACI 2019/DWP 2019/Nomis 2020



HOUSING

64.9% Owner Occupied

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

LHNA 2019/DECC 2019/Council Tax 2019



HOUSEHOLD INFO

Number of Households **97,219**

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

OMBC Council Tax 2020/Census 2011



97% with at least 1 qualification at KS4

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

96.4% young people aged 16 to 18 are in EET
13.6 Adults with No Qualifications
52.6% (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

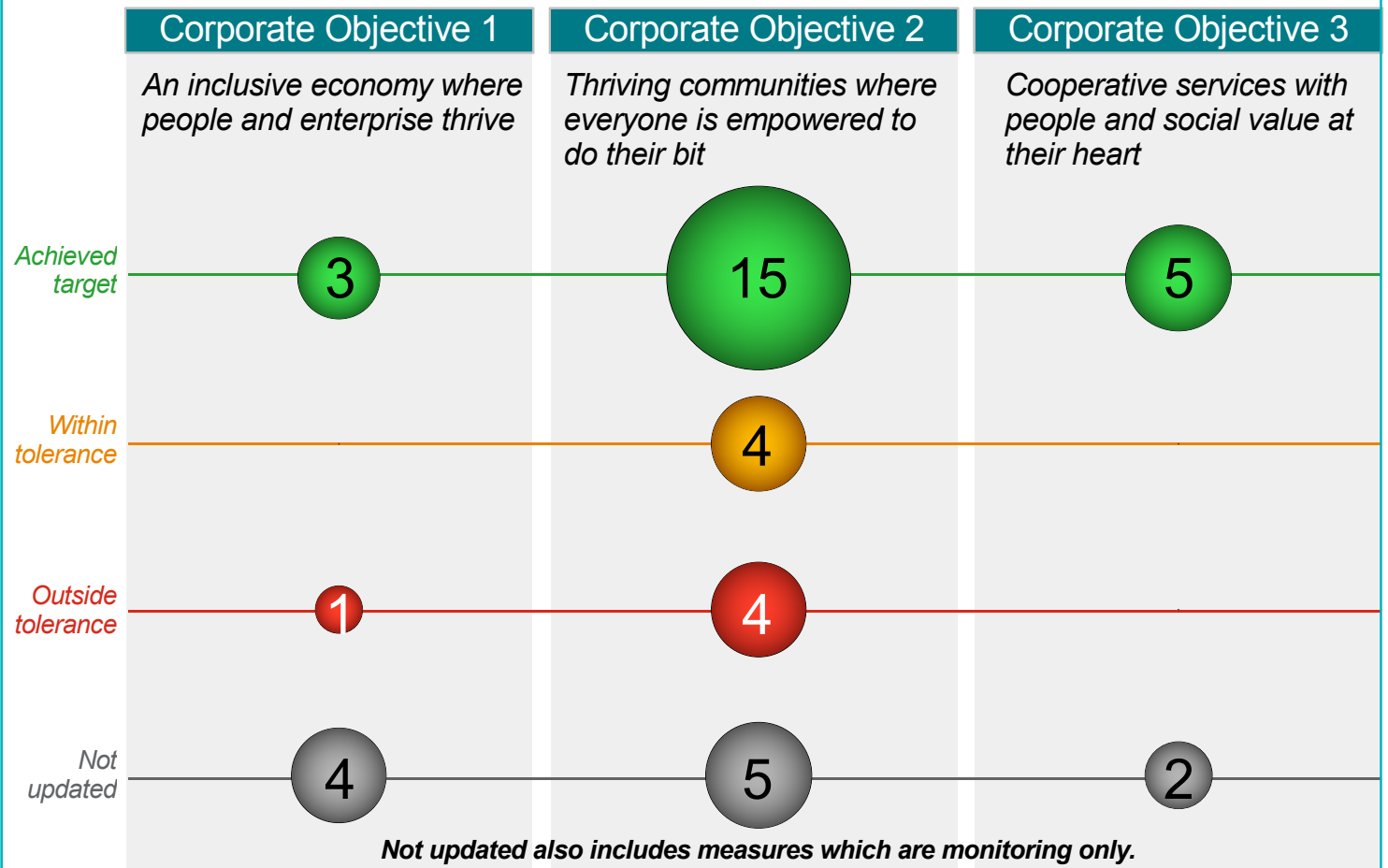
Satisfied with Local Area **71%** 

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

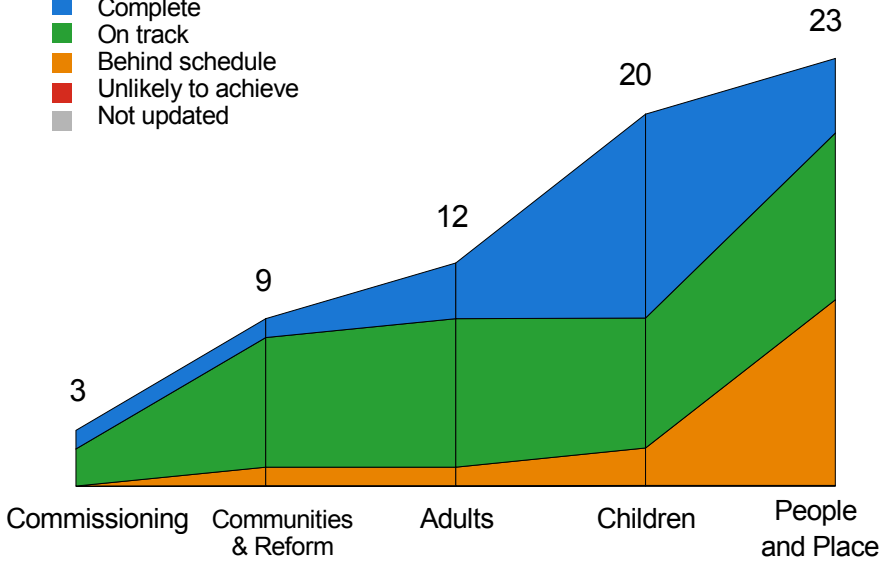
Details in Appendices I and II



Action Summary

Details in Appendix III

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



Comment

A review of achieve-ability against corporate performance measures was once again undertaken in Sept 2020 to better understand the ongoing impact of reporting against corporate performance measures following the outbreak of covid-19. The review resulted in 11 measures being temporarily suspended (appendix VI), 10 measures reported as monitoring only, and one measure with a target amended. Since the review in Sept 2020, further local and national restrictions have subsequently impacted on our ability to report against performance measures which are highlighted in the report accordingly.

Summary of Risks associated with Actions

Details in Appendix IV

	Quarter 1				Quarter 2				Quarter 3				
	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	A
B	0	0	10	0	0	1	9	0	0	1	10	0	B
C	0	0	15	0	0	0	14	0	0	0	14	0	C
D	1	3	4	0	1	0	5	0	1	0	5	0	D
E	0	0	0	0	0	0	0	0	0	0	0	0	E

Impact

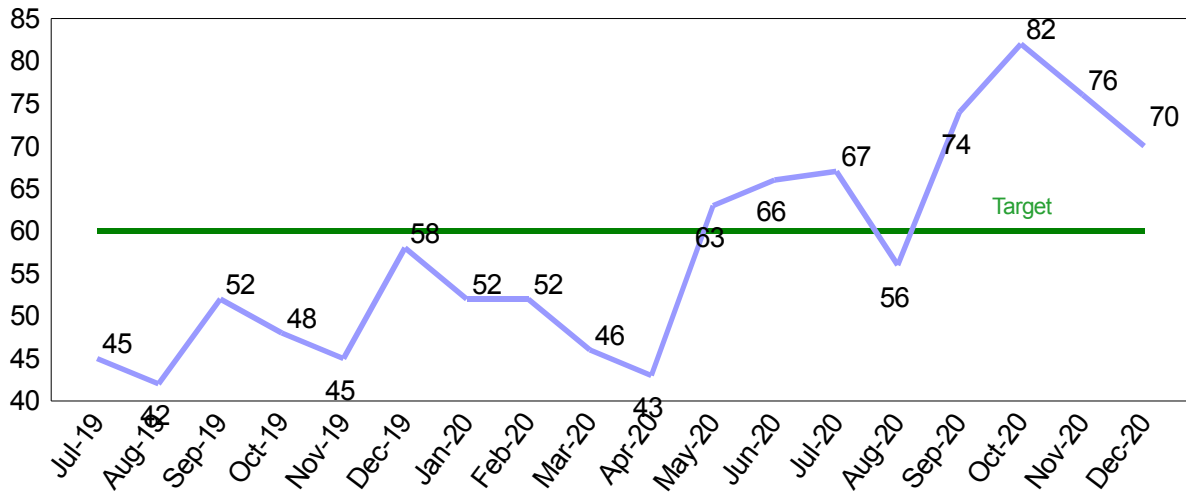
- I Catastrophic
- II Critical
- III Marginal
- IV Negligible

Likelihood

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

RAG-rated Performance Measure Trend (December 2020)

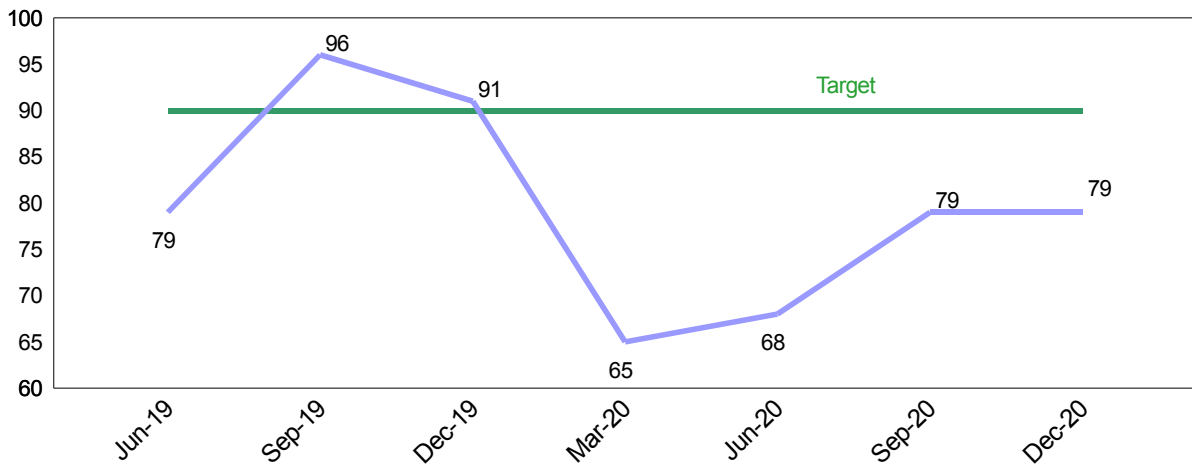
Performance Measures that achieved their target as a percentage of all reported Performance Measures. The aim is for 60% or more of the Performance Measures to have met their target.



	Prev. Quarter (Sep 20)	This Quarter (Dec 20)
No Update	0	1
> 5% off Target	6	5
Off Target	2	4
Achieved Target	23	23

Action Trend (December 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 (Sep 20)	This Quarter (Dec 20)
No Update	0	0
Unlikely to achieve	0	0
Behind schedule	14	14
On track	39	33
Complete	15	21

SICKNESS (year to date)



average days lost to sickness

same period previous year



current trend

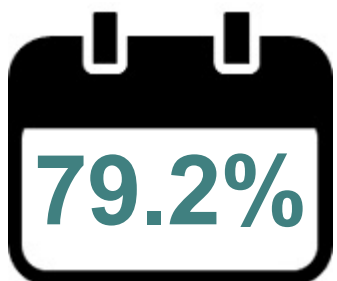


top 3 reasons

The top 3 reasons for sickness absence are Mental Health (2.32 days per FTE), Musculo-Skeletal (1.59 days per FTE) and Heart and Blood related (0.37)

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LONG TERM SICKNESS (year to date)



of days lost are due to long-term sickness

same period previous year

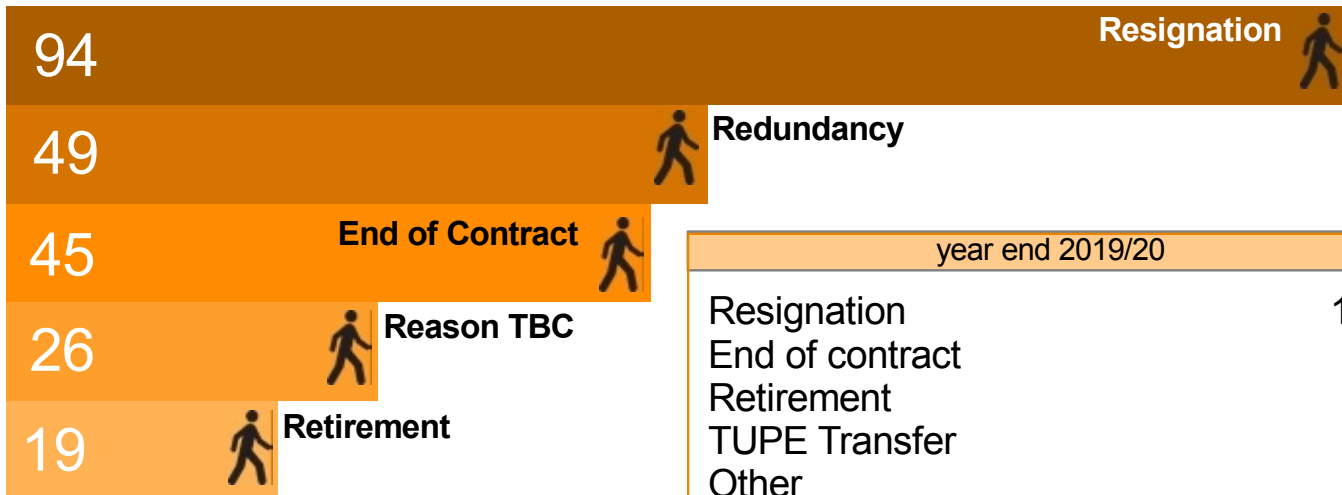


current trend



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

TOP 5 REASONS FOR LEAVING (year to date)



year end 2019/20

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

SICKNESS TOP 3 DIVISIONS (year to date)

1	Adult Social Care	8.92 days per FTE
2	Economy	7.50 days per FTE
3	Environmental Management	7.10 days per FTE

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

TURNOVER (year to date)

10.7%



Staff turnover

same period previous year

13.5%

current trend



TURNOVER (rolling 12 months)

100.0%

of people still in post after 12 months



same period previous year

81.8%

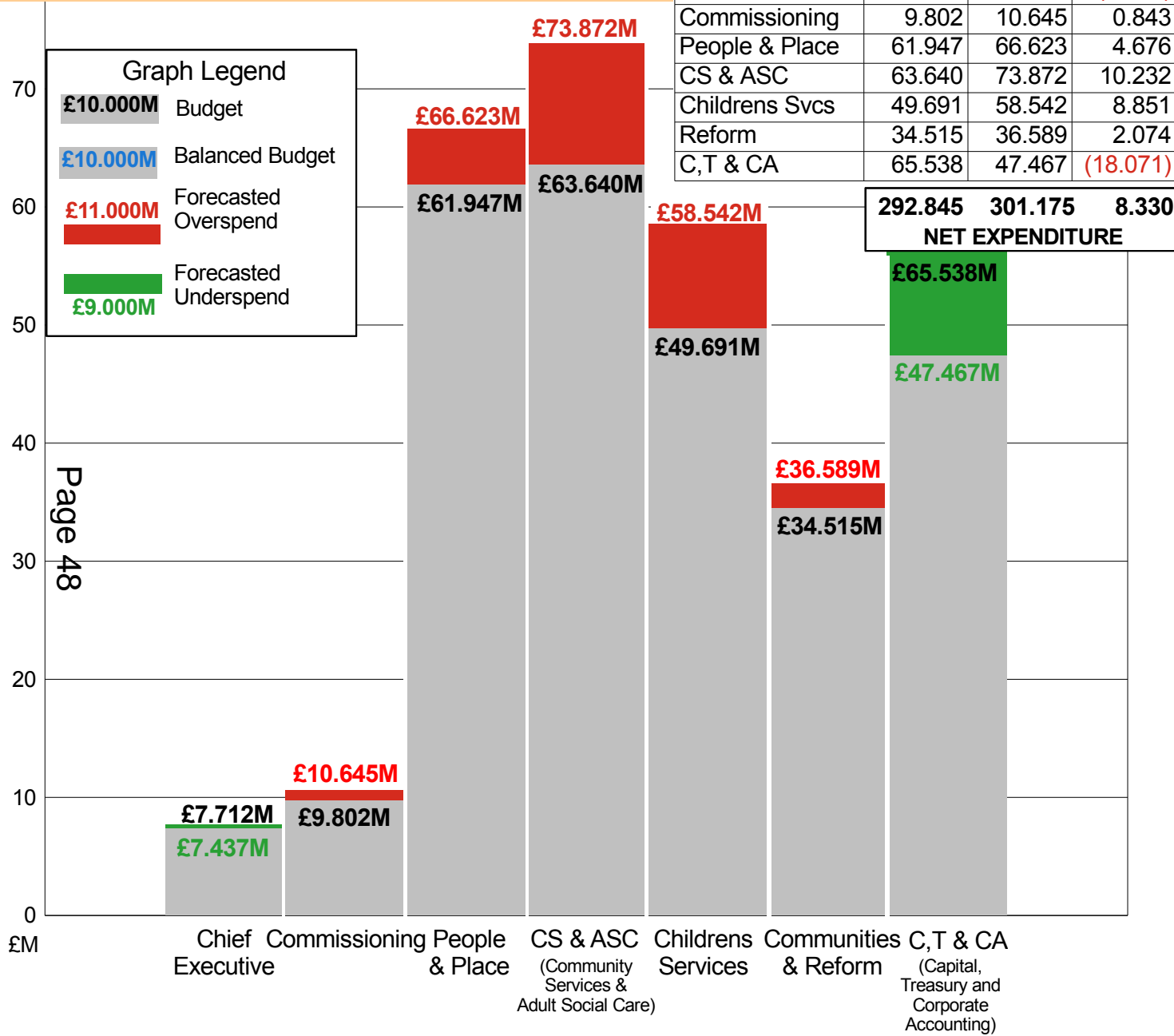
current trend



Budget Forecast

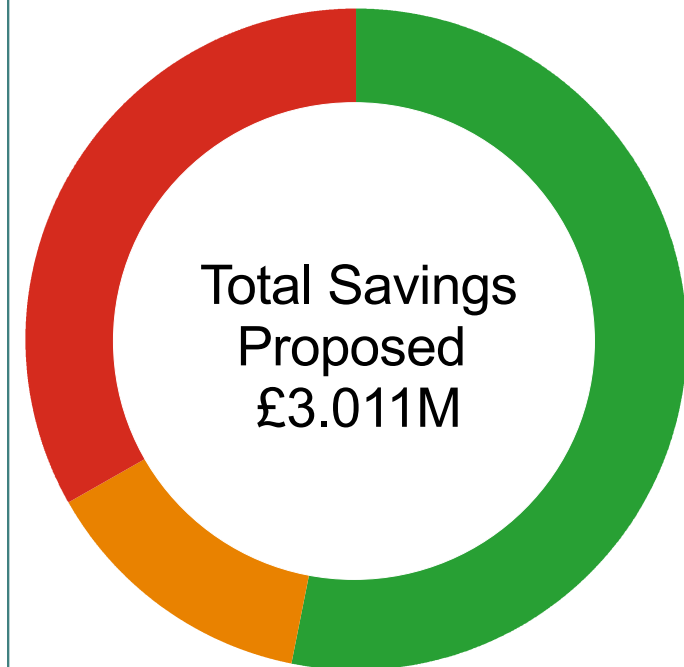
Month 8 2020/21

Portfolio	Budget £M	Forecast £M	Variance £M
Chief Exec	7.712	7.437	(0.275)
Commissioning	9.802	10.645	0.843
People & Place	61.947	66.623	4.676
CS & ASC	63.640	73.872	10.232
Childrens Svcs	49.691	58.542	8.851
Reform	34.515	36.589	2.074
C,T & CA	65.538	47.467	(18.071)



Approved 2020/21 Budget Reductions

Not achieved
£1.000M



Delivered
£1.600M

Appendices

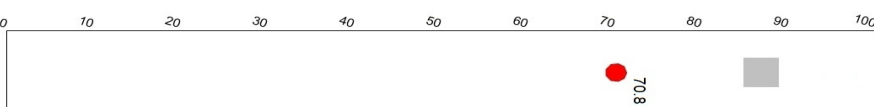
- I Corporate Measure detail
- II Corporate Plan Actions detail
- III Red Corporate Measure Follow-up Action(s)
- IV Risks associated with Actions
- V Amendments
- VI Suspended Corporate Measures

Appendix I - Corporate Measure Detail

Measure Name	Portfolio	Notes	GMCA Average	2019/20 Year End Outturn	Previous Period	Current Month Target	Current Month Actual	Current Month Actual and Status		
								tolerance (+/- 5% of target)	LEGEND	● on or better than target ● within tolerance ● worse than tolerance

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

M729(CP) Percentage of children receiving their 1-3 preference of school place for the September intake in Reception and Year 7	Cllr S Mushtaq	Annual		92.2%	(Prev Yr) ACTUAL 92.2% TARGET 92.0%	92.0%	93.0%	
M716(CP) Timeliness of quality EHC plans: Percentage completed within 20 weeks over 12 months	Cllr S Mushtaq	Monthly	65.4%	77.8%	(Prev Mth) ACTUAL 90.3% TARGET 70.0%	70.0%	90.9%	
M700(CP) Attendance rates in Oldham Primary and Secondary Schools	Cllr S Mushtaq	Annual		95.4%	(Prev Yr) ACTUAL 95.4% TARGET 95.2%			MONITORING ONLY - NO TARGETS SET
M683a(CP) Percentage of ICPCs that take place within 15 working days of a strategy discussion, or the strategy discussion at which section 47 enquiries were initiated if more than one has been held (in month)	Cllr E Moores	Monthly		N/A New Measure	(Prev Mth) ACTUAL 98.7% TARGET 80.0%	80.0%	95.8%	
M649(CP) Percentage take up of 2 year-old children benefitting from funded early education places	Cllr E Moores	Bi-Annual		76.9%				BI-ANNUAL - NO UPDATE THIS MONTH

Measure Name	Portfolio	Notes	GMCA Average	2019/20 Year End Outturn	Previous Period	Current Month Target	Current Month Actual	Current Month Actual and Status
M640(CP) Percent of 16 to 17 year olds who are not in education, employment or training (NEET)	Cllr S Mushtaq	Monthly	3.4%	3.4%	(Prev Mth) ACTUAL 3.1%		3.1%	MONITORING ONLY - NO TARGETS SET
M619a(CP) Percentage of Care Leavers aged 16-18 (post year 11) in Education, Employment or Training	Cllr E Moores	Monthly		N/A New Measure	(Prev Mth) ACTUAL 85.0% TARGET 60.0%	60.0%	82.0%	
M619b(CP) Percentage of Care Leavers aged 19-21 in Education, Employment or Training	Cllr E Moores	Monthly		N/A New Measure	(Prev Mth) ACTUAL 59% TARGET 60%	60%	60%	
M639(CP) Achieve the expected standard for the childhood immunisation programme as indicated by uptake of MMR at age 5	Cllr Z Chauhan	Quarterly		96.9%	(Prev Qtr) ACTUAL 96.9% TARGET 95.0%	95.0%	97.3%	
M655(CP) Percentage of children seen in the previous 12 months by an NHS dentist	Cllr Z Chauhan	Quarterly		63%	(Prev Qtr) ACTUAL 63% TARGET 60%	60%	58%	
M656(CP) Percentage of Health Visitor mandated reviews completed within timescale	Cllr Z Chauhan	Quarterly		88.6%	(Prev Qtr) ACTUAL 80.3% TARGET 88.0%	88.0%	70.8%	

Measure Name	Portfolio	Notes	GMCA Average	2019/20 Year End Outturn	Previous Period	Current Month Target	Current Month Actual	Current Month Actual and Status
M738(CP) Participation of 17 year olds in education or training (counted as Year 12 year group under CCIS)	Cllr S Mushtaq	Monthly		95.40%	(Prev Mth) ACTUAL 94.50% TARGET 94.00%	94.00%	94.40%	
M941(CP) Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days) per year	Cllr E Moores	Monthly		488 days	(Prev Mth) ACTUAL 462 days TARGET 426 days	426 days	465 days	

Measure Name	Portfolio	Notes	GMCA Average	2019/20 Year End Outturn	Previous Period	Current Month Target	Current Month Actual	Current Month Actual and Status
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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		47.3%	(Prev Qtr) ACTUAL 50.0% TARGET 50.0%	50.0%	50.3%	<p>A horizontal bar chart with a scale from 0 to 60. A grey bar represents the target at 50.0%. A green dot represents the actual value at 50.3%.</p>
M408(CP) Total new homes built	Cllr H Roberts	Quarterly	770	695		112	112	<p>A horizontal bar chart with a scale from 0 to 120. A grey bar represents the target at 112. A green dot represents the actual value at 112.</p>
M356(CP) Number of work related opportunities created by Get Oldham Working	Cllr S Fielding	Monthly		8,056	(Prev Mth) ACTUAL 8,815		8,858	MONITORING ONLY - NO TARGETS SET
M63(CP) Number of visitors to Gallery Oldham	Cllr B Brownridge	Quarterly					192	MONITORING ONLY - NO TARGETS SET
M67(CP) Total number of e-books, e-audio books and e-magazines loaned per month	Cllr B Brownridge	Monthly		N/A New Measure	(Prev Mth) ACTUAL 8,317 TARGET 5,600	5,600	8,041	<p>A horizontal bar chart with a scale from 0 to 9,000. A grey bar represents the target at 5,600. A green dot represents the actual value at 8,041.</p>
M69(CP) Number of library visits per 1000 population. To library service points - not including web visits	Cllr B Brownridge	Monthly		5,183	(Prev Mth) ACTUAL 2,941		2,631	MONITORING ONLY - NO TARGETS SET

Measure Name	Portfolio	Notes	GMCA Average	2019/20 Year End Outturn	Previous Period	Current Month Target	Current Month Actual	Current Month Actual and Status
M197(CP) Number of visits to OCL Leisure Centres per 1000 population	Cllr B Brownridge	Quarterly						DATA NOT AVAILABLE
M256(CP) Number of life long learning enrolments	Cllr S Fielding	Monthly		5,176	(Prev Mth) ACTUAL 1,429		1,582	MONITORING ONLY - NO TARGETS SET
M357a(CP) Number of Get Oldham Working related Job opportunities filled	Cllr S Fielding	Monthly		4,568	(Prev Mth) ACTUAL 4,867		4,900	MONITORING ONLY - NO TARGETS SET
M409(CP) Percentage of completed homes that are affordable	Cllr H Roberts	Quarterly	18.0%	25.3%		25.0%	32.1%	<p>A horizontal bar chart with a scale from 0 to 35. A grey bar represents the target at 25.0%. A green dot represents the actual value at 32.1%.</p>
M548(CP) Proportion of adults with learning disabilities in paid employment in England	Cllr Z Chauhan	Quarterly	5.6%	3.05%	(Prev Qtr) ACTUAL 3.2% TARGET 3.0%	4.0%	3.2%	<p>A horizontal bar chart with a scale from 0.0 to 4.5. A grey bar represents the target at 4.0%. A red dot represents the actual value at 3.2%.</p>
M715(CP) Annual EHCP (SEND) statutory reviews completed within legal time frame	Cllr S Mushtaq	Monthly		49.2%	(Prev Mth) ACTUAL 77.8% TARGET 65.0%	70.0%	80.7%	<p>A horizontal bar chart with a scale from 0 to 90. A grey bar represents the target at 70.0%. A green dot represents the actual value at 80.7%.</p>

Measure Name	Portfolio	Notes	GMCA Average	2019/20 Year End Outturn	Previous Period	Current Month Target	Current Month Actual	Current Month Actual and Status
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AGE WELL : Older people live fulfilling lives and form part of an engaged and resilient community

M543(CP) Number of individuals (65+) in a permanent residential or nursing placement – per 10,000 population 65+	Cllr Z Chauhan	Monthly		204	(Prev Mth) ACTUAL 175 TARGET 200	200	168	
M863(CP) Percent of eligible adults aged 65+ who have received the flu vaccine	Cllr Z Chauhan	Quarterly	75.4%	72.8%		75.0%	73.1%	

Measure Name	Portfolio	Notes	GMCA Average	2019/20 Year End Outturn	Previous Period	Current Month Target	Current Month Actual	Current Month Actual and Status
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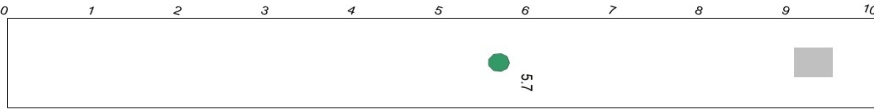
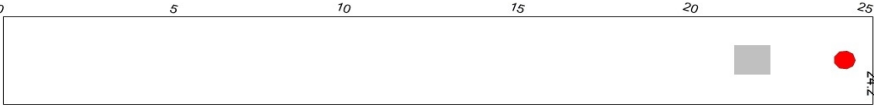
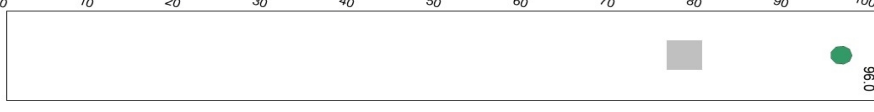
PLACE : An organisation that works cooperatively with residents and partners to deliver for Oldham

M915(CP) Customer satisfaction (Contact Centre)	Cllr A Jabbar	Monthly		96.11%	(Prev Mth) ACTUAL 96.80% TARGET 94.00%	94.00%	96.48%	
M631a(CP) Early Help - Proportion of cases where at least one individual shows an improvement in one or more assessed scores - excluding smoking & work and skills (in month)	Cllr A Chadderton	Monthly		N/A New Measure	(Prev Mth) ACTUAL 71.6% TARGET 65.0%	65.0%	77.1%	
M501(CP) Percentage of Household waste sent for Reuse, Recycling or Composting	Cllr B Brownridge	Monthly	49.33%	43.96%	(Prev Mth) ACTUAL 46.36%		42.21%	MONITORING ONLY - NO TARGETS SET
M275(CP) Percentage of minor planning applications determined in time	Cllr H Roberts	Quarterly		89.9%	(Prev Qtr) ACTUAL 94.0% TARGET 80.0%	80.0%	76.0%	
M126(CP) Percentage CO2 reduction on 1990 baseline	Cllr B Brownridge	Annual 3yr in arrears		45%	(Prev Yr) ACTUAL 45% TARGET 41.6%	43.2%	44%	
M274(CP) Percentage of major planning applications determined in time	Cllr H Roberts	Quarterly		90.9%	(Prev Qtr) ACTUAL 82.0% TARGET 80.0%	80.0%	100.0%	

Measure Name	Portfolio	Notes	GMCA Average	2019/20 Year End Outturn	Previous Period	Current Month Target	Current Month Actual	Current Month Actual and Status
M333(CP) Percentage Council spend in Oldham	Cllr A Jabbar	Monthly		57.00%	(Prev Mth) ACTUAL 50.80% TARGET 55.00%	55.00%	54.50%	
M493(CP) Streets and grounds inspection issues	Cllr B Brownridge	Monthly		14%	(Prev Mth) ACTUAL 16% TARGET 21%	21%	15%	
M890(CP) Highways: Classified Network Surface Condition (Percentage of principal roads requiring maintenance)	Cllr B Brownridge	Annual		4.7%	(Prev Yr) ACTUAL 6.0% TARGET 6.0%	4.0%	4.7%	

Measure Name	Portfolio	Notes	GMCA Average	2019/20 Year End Outturn	Previous Period	Current Month Target	Current Month Actual	Current Month Actual and Status
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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 Chadderton	Monthly	10.0 days	11.3 days	(Prev Mth) ACTUAL 4.8 days TARGET 7.8 days	9.0 days	5.7 days	
M664a(CP) Percentage of referrals which are repeat referrals to Children's Social Care (in month)	Cllr E Moores	Monthly		N/A New Measure	(Prev Mth) ACTUAL 27.3% TARGET 21.0%	21.0%	24.2%	
M340(CP) Percent of Internal Audit Opinions resulting in Weak, Inadequate, Limited Assurance	Cllr A Jabbar	Quarterly		11%	(Prev Qtr) ACTUAL 14% TARGET 15%	15%	10%	
M365(CP) Percentage of Council annual apprentice levy distributed to employers and apprenticeship training agencies within Oldham	Cllr A Chadderton	Quarterly		43.7%	(Prev Qtr) ACTUAL 12.9% TARGET 3.0%	7.0%	16.2%	
M682a(CP) Children's Social Care – Percentage of completed assessments to timescale (in month)	Cllr E Moores	Monthly		N/A New Measure	(Prev Mth) ACTUAL 85.8% TARGET 80.0%	80.0%	96.0%	
S357(CP) Percentage of council tax in year collected of the total owed (cumulative)	Cllr A Jabbar	Monthly	95.03%	94.05%	(Prev Mth) ACTUAL 71.43%		80.21%	MONITORING ONLY - NO TARGETS SET

Measure Name	Portfolio	Notes	GMCA Average	2019/20 Year End Outturn	Previous Period	Current Month Target	Current Month Actual	Current Month Actual and Status
S368(CP) Percentage of national non domestic rates (NNDR) collected in year as a % of the total owed	Cllr A Jabbar	Monthly	96.73%	96.18%	(Prev Mth) ACTUAL 66.64%		74.86%	MONITORING ONLY - NO TARGETS SET
S370(CP) Average time taken to process Council Tax Reduction (new claims and change events)	Cllr A Jabbar	Monthly		N/A New Measure	(Prev Mth) ACTUAL 9 days TARGET 15 days	15 days	11 days	<p>A horizontal bar chart with an x-axis labeled from 0 to 16 in increments of 2. A green dot is positioned at 11, and a grey square is positioned at 15. The y-axis is labeled 'Days'.</p>

Appendix II - Corporate Plan Actions Detail

Ref	Actions		Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
	Complete	Behind Schedule								
Corporate Objective 1 : An inclusive economy where people and enterprise thrive										
DA113	Engagement with GMHSP(Health and Social Care Partnership) for the tender for Supported Employment Service and enable local improvement of employment of people with Learning Disabilities, Autism and Mental Health	Charlotte Walker	Cllr Z Chauhan	11/1/2021	31/3/2020	31/7/2023	The scheme started in August 2020 and runs for a period of three years.	Mark Warren	19/1/2021	
DC100	Support Oldham Education Partnership Board in prioritising all the recommendations of Education & Skills Commission	Tony Shepherd	Cllr S Mushtaq	1/10/2020	31/3/2020	31/8/2020	All of the work of the Oldham Education Partnership (OEP), Local Authority and Opportunity Area was 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 OEP has now ended at the end of the four years and the work is continued through Oldham Learning.	Gerard Jones	20/10/2020	
DC101	Focus on raising standards in reading writing, maths and phonics to level up educational outcomes at the end of all key stages	Tony Shepherd	Cllr S Mushtaq	1/10/2020	31/3/2020	30/9/2020	A range of projects have been in place working with the Local Authority, Oldham Education Partnership and Oldham Opportunity Area. Outcomes for summer 2019 were positive. Given the current Covid-19 situation we will not receive data for 2020. Work in this area has now moved to Oldham Learning.	Gerard Jones	14/1/2021	

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	7/1/2021	31/3/2020	1/4/2024	A comprehensive programme of investment in additional school places continues at pace and further plans are being formulated to enhance the offer to parents and meet our statutory obligations to provide sufficient school places and offer parents a choice of good school places.	Gerard Jones	14/1/2021
DC111	Ensure all children are school ready when they are due to start school	Paula Healey	Cllr E Moores	8/1/2021	31/3/2020	30/9/2020	EYFS reforms for academic year 20/21 will prevent comparison with historical GLD data. Baseline data collected from schools for 20/21 will be used to evidence improved child development and school readiness. EYs strategy launched and Y1 priorities agreed:0-2s, Covid recovery, workforce, place & assets; consultation and engagement. Working groups being set up	Gerard Jones	14/1/2021
DC155	Get Oldham Working to engage with 6,000 residents and fill 5,000 new employment-related opportunities by 2020	Jon Bloor	Cllr S Fielding	14/4/2020	31/3/2020	31/3/2020	Since April 2016 the GOW phase 2 programme has filled 5,034 work related opportunities (against a target of 4,061). This consisted of 3,642 jobs, 117 traineeships, 606 apprenticeships & 669 Work experience placements. The programme has therefore achieved the target set 9 months early. It has been enhanced by £2.5m external funding.	Gerard Jones	30/4/2020
DC156	Encourage 'In work' progression to help at least 400 residents gain new skills so they can gain promotions up the career ladder (Career Advancement Service)	Jon Bloor	Cllr S Fielding	28/4/2020	31/3/2020	30/6/2020	Work is currently ongoing to review this programme. It has achieved significant uplift in salary levels for programme attendees. Funding ended March 2020 - work is ongoing to secure external funds.	Gerard Jones	30/4/2020
DC157	Fight for a Fair Employment borough, and lead the way as a GM Good Employment Charter member	Jon Bloor	Cllr S Fielding	28/4/2020	31/3/2020	30/6/2020	The Council is working towards signing the GM Good Employer Charter. It is also supporting this initiative with promotion via Growth Company and the Council Business Growth and Investment team.	Gerard Jones	30/4/2020

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	Tony Shepherd	Cllr S Mushtaq	7/7/2020	31/3/2020	30/6/2020	Engagement through PCF, POINT and updates to the Local Offer. Co-production with partners has, and will continue to take place into the future as part of the SEND Strategy.	Gerard Jones	22/7/2020
DC193	Improve support for schools recruiting governors, particularly from underrepresented communities	Andy Collinge	Cllr S Mushtaq	7/1/2021	31/3/2020	1/4/2021	We continue to look at innovative ways to widen uptake of Governor vacancies across all communities in Oldham.	Gerard Jones	14/1/2021
DC194	Council investment will have ensured by 2022 that all new school places created for Oldham children and young people are in good or outstanding schools.	Tony Shepherd	Cllr S Mushtaq	6/1/2021	31/3/2022	30/9/2022	Crompton House extension opened Sept 2020; Leesbrook new build opened Nov 2020; North Chadderton extension on track; Bluecoat 2 new build on track for Sept 2022.	Gerard Jones	14/1/2021
DC195	Oldham to match the national level of school readiness by 2021 through supporting best practice in early family learning support programmes	Paula Healey	Cllr S Mushtaq	9/10/2020	31/3/2021	31/7/2021	Given the current COVID-19 situation no EYFSP data will be available nationally or locally for 2020. Work continues to ensure children are school ready through a range of support programmes and will be monitored through the new EYs partnership. Future updates around school readiness will continue to be provided in DC111.	Gerard Jones	20/10/2020

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
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.	Natalie Williams	Cllr S Mushtaq	8/1/2021	31/3/2021	31/3/2021	We cannot measure this & compare to national, the whole school approach work undertaken by the MW team with school leads has had significant impact of increasing confidence of staff & pupils around MH at a universal level. Interventions have increased to prevent the escalation to targeted services. MHST is being mobilised to support low level intervention.	Gerard Jones	14/1/2021
DC197	Promote the Children's Champions scheme so that every child looked after has a champion to support them	Elaine Devaney	Cllr E Moores	11/1/2021	31/3/2020	31/3/2021	We have maintained the number of Children in Care and Care Leavers with a Children's Champion throughout the Covid-19 pandemic. At the recent Ofsted focused visit, the Children in Care Council shared with the inspector that they really value the support from Children Champions, and this is a development that they are proud of.	Gerard Jones	14/1/2021
DC198	Explore the options to provide free prescriptions to all children looked after and care leavers under 25	Elaine Devaney	Cllr E Moores	14/4/2020	31/3/2020	31/3/2020	The free prescriptions process is set-up. Health partners have agreed to fund all free prescriptions. One young person received their free prescriptions after testing the application process and the system is now live.	Gerard Jones	30/4/2020
DE117	Improve security at bus stations, metrolink stops and car parks	Carol Brown	Cllr B Brownridge	4/1/2021	31/3/2020	31/3/2020	Appropriate interventions to be requested through TfGM as the responsible authority.	Helen Lockwood	12/1/2021

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
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	5/1/2021	31/3/2020	30/9/2020	Lees scheme now finished and all outstanding schemes finished. Still one outstanding scheme in Failsworth to be completed before the end of the financial year. Royton scheme still open but not actively promoted, due to Covid-19	Helen Lockwood	12/1/2021
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	5/1/2021	31/3/2021	31/3/2021	Following the decision for Stockport to withdraw at full Council in early December 2020 work has halted on the GMSF. GMCA and the remaining nine districts are considering what this means for continuing with a Joint Plan and for our individual Local Plans. This indicator will need to be reworded to reflect revised title / approach when agreed.	Helen Lockwood	12/1/2021
DE148	Maintain our 24-hour road repair promise for priority routes and invest in our secondary routes and highways	Gordon Anderson	Cllr B Brownridge	7/1/2021	31/3/2020	31/3/2021	The 2nd year of the 3 year £12m Highways Investment Programme is on target.	Helen Lockwood	12/1/2021
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	5/1/2021	31/3/2020	30/9/2020	Completed	Helen Lockwood	12/1/2021

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	7/10/2020	31/3/2021	31/3/2021		Helen Lockwood	20/10/2020
DE172	Develop and deliver the transformation of Oldham Mumps (Princes Gate) area	Emma Barton	Cllr S Fielding	5/1/2021	31/3/2021	31/3/2021	Lidl-discussions continue in light of Travelodge administration. The Old Bank– disposal complete following refusal of Asset of Community Value application. Site C housing site – change of priority linked to future town centre heating project identified for this location.	Helen Lockwood	12/1/2021
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	5/1/2021	31/3/2020	30/6/2020	Purchase of Spindles Town Square provides for relocation opportunity for market and new opportunities within the vacant units / space. Relocation of market allows for the provision of major new open space through the creation of a linear park and more town centre homes. Recent submission of Towns Fund bid for funding – news anticipated in March 2021.	Helen Lockwood	12/1/2021
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	5/1/2021	31/3/2020	30/6/2020	The Town Centre Team has continued to support existing night-time economy businesses, mainly in relation to being Covid Safe and accessing grants.	Helen Lockwood	12/1/2021
DE187	Double the number of co-operative enterprises active in the borough	Emma Barton	Cllr S Fielding	5/1/2021	31/3/2020	30/6/2020	Work is on-going to support the Oldham In Place Partnership LAP application. We are currently working with the team leading it to find them a town centre location that will act as a one-stop-shop for social enterprise support.	Helen Lockwood	12/1/2021

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
DE190	Identify sites for public water fountains to support our green agenda	Gail Aspinall	Cllr B Brownridge	5/1/2021	31/3/2020	30/6/2020	GMCA put on hold for the long term	Helen Lockwood	12/1/2021
DE191	Extend our free weekend car parking pledge (up to 3 hours) with unlimited free parking on weekdays after 3pm.	Emma Barton	Cllr B Brownridge	5/1/2021	31/3/2020	30/6/2020	Completed	Helen Lockwood	12/1/2021
DP213	Establish joint working with planning to support health promoting environments within the context of the GM spatial framework for new homes, town centre planning and transport infrastructure planning	Katrina Stephens	Cllr Z Chauhan	6/1/2021	31/3/2020	30/6/2020	Work in response to Council motion on health impact assessments is progressing. A process to provide public health input into Licensing decisions has been scoped, and is on track. Work paused due to Covid-19.	Rebekah Sutcliffe	11/1/2021
DP414	Create a programme of events and activities to tackle social isolation and increase access to culture	Katrina Stephens	Cllr Z Chauhan	6/1/2021	31/3/2020	30/6/2020	Audio-Described & BSL tours and activities at Gallery Oldham on-going. The Unexpected activity programme engaging older people with history collections. Libraries of Sanctuary programme on-going. Reading Friends which targeted older social isolated people now includes younger LGBT groups. Autism & dementia friendly activities. Work paused due to Covid-19.	Rebekah Sutcliffe	11/1/2021
DP415	Develop the Local Cultural Education Partnerships	Katrina Stephens	Cllr B Brownridge	6/1/2021	31/3/2020	30/6/2020	Funding has been secured to appoint a co-ordinator. Core group has broken in to task teams to progress key activities. Continuing to explore match funding options to release Curious Minds development funds to progress objectives. Work paused due to Covid-19.	Rebekah Sutcliffe	11/1/2021

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
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	Charlotte Walker	Cllr Z Chauhan	11/1/2021	31/3/2020	31/12/2020	All 10 GM Learning Disabilities priorities are embedded in the Local LD strategy. This is ongoing work and forms part of the workplan and the local Learning Disabilities strategy in Oldham. We are in the process of collating and cross referencing GM LD Delivery Board post Covid expectations to align locally.	Mark Warren	19/1/2021
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	19/1/2021	31/12/2019	31/3/2021	This continues as an ongoing piece of work that requires ongoing monitoring on legislation and statutory guidance impacting on the work of community health and social care. This is particularly relevant in regard to the response to Covid-19 due to the volume of guidance involved and the need to react quickly to regular changes. This will continue.	Mark Warren	19/1/2021
DA117	New legislative frameworks relating to MCA(Mental Capacity Act)/LPS(Liberty Protection Safeguarding) are embedded confidently in practice and leads to an increase in CoP DoLs in community settings	Hayley Eccles	Cllr Z Chauhan	12/1/2021	31/3/2021	31/3/2021	We have completed MCA training across all of ASC workforce in 2020. Continued updates and training is provided in relation to any national updates. LPS Planning for implementation is on track and refresher training in BIA assessors is ongoing, end date Jan 2021. BIA authoriser training is completed. Planning for LPS implementation is underway & on track.	Mark Warren	19/1/2021

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
DA121	Monitor the effectiveness of the new RAS approach and further develop our personalised approach to our customer's health and social care journey.	Kirsty Littlewood	Cllr Z Chauhan	30/4/2020	31/3/2020	30/6/2020	Reporting arrangements now in place to monitor outputs from the RAS and sub groups established to lead on reviewing the data, to ensure the system is effective.	Mark Warren	15/7/2020
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	19/1/2021	31/3/2020	31/3/2021	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. Implementation of the GM Transformation Programme has been impacted by C-19. We continue to promote the Home First approach through the work being carried out in response to C-19.	Mark Warren	19/1/2021
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	11/1/2021	31/3/2020	31/3/2021	Priorities continue to be developed and remain at multiple stages of implementation. This forms a key part of the C-19 recovery planning and CHASC business plan. This includes the formalisation of the interim alliance model and CHASC approach. CHASC is now at stage three of the development of this approach.	Mark Warren	19/1/2021
DC167	Deliver on the corporate parenting strategy to significantly improve the life chances of every child in Oldham's care.	Elaine Devaney	Cllr E Moores	11/1/2021	31/3/2022	31/3/2022	The Ofsted inspection found "some care leavers have been furloughed or made redundant due to Covid but there is appropriate council support such as employability schemes, free bus passes and help to access further education." Children in Care Council talked positively of support they received in the pandemic and contact with important people in their lives.	Gerard Jones	14/1/2021

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
DC171	Collaborate with the Early Intervention and Prevention Review in the development of Oldham Family Connect to ensure that recommendations are implemented in line with our ambition for Children in Oldham	Elaine Devaney	Cllr A Chadderton	14/4/2020	31/3/2020	31/3/2020	The review findings are being used to inform the development of the Oldham Family connect model. A group has been convened to steer the development of the tender for the contracted lower level services and connectivity with Oldham Family Connect.	Gerard Jones	30/4/2020
DC190	Support schools to set up breakfast clubs in every ward, and continue projects to tackle holiday hunger	Amanda Richardson	Cllr S Mushtaq	8/1/2021	31/3/2020	31/3/2021	Schools and settings closed on 23 March 2020 owing to Covid-19. Alternative model for FSM feeding is in place locally and nationally. The government has announced a package of support for pupils in receipt of FSM during summer holidays and schools are engaged with the implementation of this. A report will go to Portfolio in due course re: breakfast clubs.	Gerard Jones	14/1/2021
DC199	Review our fostering and adoption service to create more, stable places for children looked after, including through an incentive scheme for residents to become foster carers	Elaine Devaney	Cllr E Moores	11/1/2021	31/3/2020	31/3/2021	59% of Children in Care are placed with Oldham Fostering Service. 66% of children placed out of borough are with our own foster carers, placed with parents or in pre-adoptive placements which remains strong. Within the Oldham Regional Adoption Agency children are matched in suitable placements that are stable and well supported by us.	Gerard Jones	14/1/2021

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments (Covid-19 impact highlighted in pale red)	Action Owner	Director Approve Date
DC200	Continue to work to ensure that all our Children Looked After are placed in the borough	Elaine Devaney	Cllr E Moores	11/1/2021	31/3/2021	31/3/2021	83% of Children Looked After are placed within Oldham residential and fostering provision where safe to do so. Regular reviews of out of borough placements remains a priority for the service. To improve placement stability we are reviewing our residential offer and developing our Sufficiency Strategy to meet future needs so children can stay close to Oldham.	Gerard Jones	14/1/2021
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	5/1/2021	31/3/2022	31/3/2022	Disposal of land at Alt to First Choice Homes for 39 homes to start in Feb 21 completed. Bids submitted to BFL tranche 2 for 1280 homes across 7 sites (5 in council ownership). Planning App for Fitton Hill due to be submitted.	Helen Lockwood	12/1/2021
DE128	Commit to preserving and enhancing the quality of our environment. Prosecuting fly tippers and people who drop litter	Carol Brown	Cllr B Brownridge	4/1/2021	31/3/2020	31/3/2021	Enforcement work reacting to service requests continues and area cleaning is directed to cover hotspots.	Helen Lockwood	12/1/2021
DE132	Review, adopt and implement a new Oldham Housing Strategy 2019	Emma Barton	Cllr H Roberts	5/1/2021	31/3/2022	31/3/2022	The Strategic Housing Partnership is formalising the new homelessness pledges which will be monitored, and quality assured via the homelessness strategy. Primrose Bank scheduled for completion by Feb 21. HRA sites brief completed and due to be issued. Resonance Social Investment offer and briefing being developed.	Helen Lockwood	12/1/2021
DE140	Local Plan Review (Issues and Options)	Emma Barton	Cllr H Roberts	5/1/2021	31/3/2021	31/3/2021	Consultation on Issues and Options has been put on hold whilst we consider the implications of progressing a 'nine district' Joint Plan and what this means for the Local Plan review.	Helen Lockwood	12/1/2021

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
DE144	Develop a joint programme of works to improve Air Quality across the Borough and Greater Manchester area	Carol Brown	Cllr B Brownridge	4/1/2021	31/3/2020	31/3/2021	Delays from Government in the response to the submitted Outline business case. Consultation delayed and work affected by the Covid-19 outbreak.	Helen Lockwood	12/1/2021
DE169	Improving Private Rented Sector standards	Emma Barton	Cllr H Roberts	5/1/2021	31/3/2022	31/3/2022	Following successful tender, contractors on site refurbishing first empty property, completing mid-Jan 2021. A second property in the pipeline and engagement with private empty homeowners to undertake property improvements. The Council's leasing and Bond Scheme are making a difference by incentivising landlords to improve housing conditions in the PRS.	Helen Lockwood	12/1/2021
DE188	Establish the Oldham Code, setting our expectations for the quality of new homes	Emma Barton	Cllr S Fielding	5/1/2021	31/3/2020	30/6/2020	Consultation on Issues and Options has been put on hold whilst we consider the implications of progressing a 'nine district' Joint Plan and what this means for the Local Plan review.	Helen Lockwood	12/1/2021
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	20/10/2020
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 B Brownridge	4/1/2021	31/3/2020	31/3/2021	Work to support cleaner air around schools and the appropriate use of legislation is currently underway.	Helen Lockwood	12/1/2021

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
DP293	Lead the strategic development of place based integration and reform across the borough and implement planning for the GM reform white paper.	Vicky Sugars	Cllr S Fielding	6/1/2021	31/3/2020	30/9/2020	Implementation Plan developed for next 12 months. New Communities Board to be established. Political engagement commenced	Rebekah Sutcliffe	11/1/2021
DP359	Work with Senior Officers and Elected Members to develop a narrative for both the place and the organisation that reflects our ambitions, our priorities and our values.	Shelley Kipling	Cllr S Fielding	13/1/2021	31/3/2020	31/3/2021	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 presentation is due at SMT for consideration on 14th January, which sets out a timescale for completion of a Covid Recovery Plan, within which the narrative will be contained.	Rebekah Sutcliffe	13/1/2021
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	6/1/2021	31/3/2020	30/6/2020	Towns Fund Application submitted and includes new performance facility. Consultant being engaged to support development of business model. Cultural Strategy Partnership Board established and development of strategy on-going.	Rebekah Sutcliffe	11/1/2021
DP366	Review of prevention and early intervention to inform recommissioning of Early Help	Liz Lyons	Cllr A Chadderton	6/1/2021	31/3/2020	31/12/2020	Preferred providers appointed and mobilisation complete, services now live under new contract agreements.	Rebekah Sutcliffe	11/1/2021

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
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	7/1/2021	31/3/2020	30/9/2020	NR is on track. The NR charitable company is operational & applied for charitable registration. Consultation with residents, partners & stakeholders is ongoing as possible under Covid 19 conditions. The funding application to Towns Fund submitted in Dec 20. The team are working with Procurement to appoint the Design Team to develop & submit planning app for site	Rebekah Sutcliffe	11/1/2021
DP416	Encourage wider use of our excellent leisure facilities, and better food choices through Healthy Oldham promotions targeting those who benefit the most	Katrina Stephens	Cllr Z Chauhan	6/1/2021	31/3/2020	30/6/2020	Promoting physical activity opportunities and healthier food choices are key themes in the developing healthy weight and physical activity strategy, including local adoption of the 'That Counts' campaign. Work is underway through the LDP to develop and promote a wider leisure and physical activity offer for the borough. Work paused due to Covid-19.	Rebekah Sutcliffe	11/1/2021

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

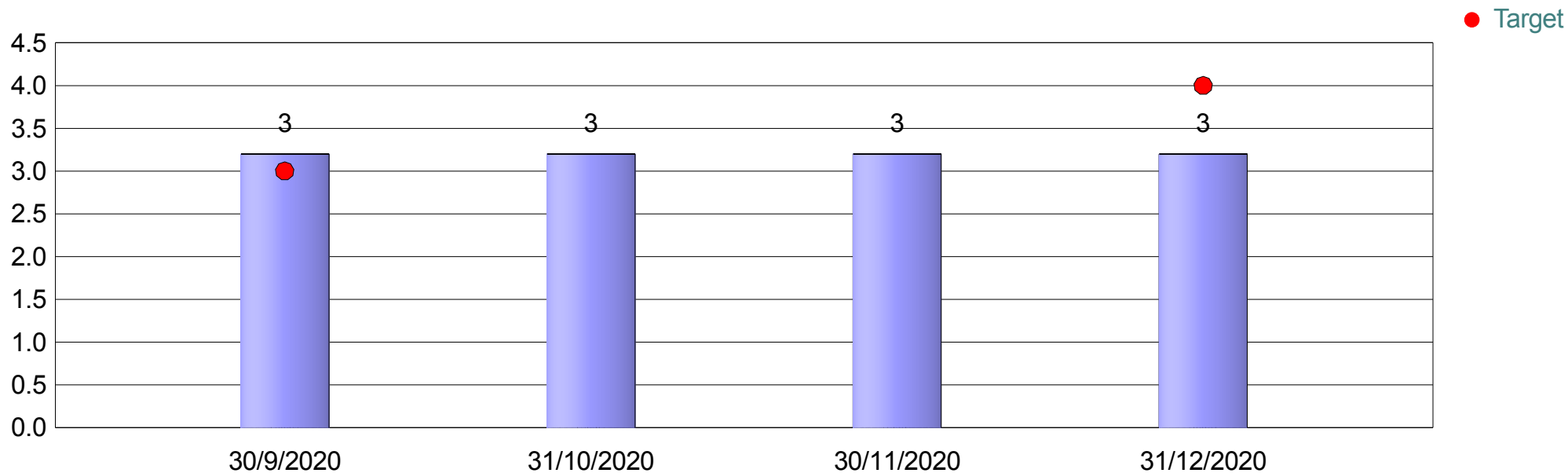
DA105	Lead the work being undertaken with partner organisations to implement a new approach to the delivery of community enablement	David Garner	Cllr Z Chauhan	19/1/2021	31/3/2021	31/3/2021	The Community Enablement Programme is ongoing. The enablement teams are a key part of the response to C-19 and plans are in place to ensure that the provision of community enablement meets the longer term requirements of Oldham residents as well as being able to respond on an ongoing basis to the C-19 pandemic.	Mark Warren	19/1/2021
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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
DA108	Implementation of the phase 2 cluster and specialised service integration programme to realise true integrated service delivery (links to several business planning actions)	Katie Lockey	Cllr Z Chauhan	13/1/2021	31/3/2020	31/3/2021	Due to Covid-19 we have experienced delays, whilst prioritising hospital discharge alongside current workloads. We await outcome of population health work to align the new structures to meet demands across health & social care clusters, taking into account acuity to ensure we have the right staff in the right place with the right skills.	Mark Warren	19/1/2021
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	Mike Barker	Cllr Z Chauhan	11/1/2021	31/12/2019	1/3/2021	We are progressing to a end of March 2021 deadline. Work to decant the CCG from Ellen House into the Civic Centre will be complete by the end of August, the shared IT platform to support and enable integrated working is on track. Staffing structures are now being developed alongside new governance structure.	Mark Warren	19/1/2021

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	Hayley Eccles	Cllr Z Chauhan	12/1/2021	31/3/2020	1/7/2021	Safeguarding integration is on track. Integration is completed and is continuing to be progressed in the multi agency risk huddles. Learning reviews are utilising a full integration model. Mental health project of safeguarding is ongoing & is being lead by John Moran with support from strategic safeguarding. Oldham is leading on complex safeguarding from GM	Mark Warren	19/1/2021
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	12/1/2021	31/3/2020	31/3/2021	Requests for EHCP needs assessments & the process of assessment continue despite C-19. EHCP recovery plan is underway through SEND annual review team. Due to Covid response the SEND strategy has been revised with year one outcomes identified. The strategy will be further developed in early 2021 to include 3 and 5 year outcomes.	Gerard Jones	14/1/2021
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	5/1/2021	31/3/2022	31/3/2022	No change to Q1, or Q2 update. In addition to a disposals programme, an accommodation review and working differently strategies being developed.	Helen Lockwood	12/1/2021
DS103	Through our Welfare Rights Service, support people adversely affected by Welfare Reform.	Anne Ryans	Cllr A Jabbar	1/1/2021	31/3/2020	31/3/2021	The team continues to proactively support those who who contact the team for assistance and have developed outreach arrangements with cluster teams. The team is working to achieve additional financial support for customers (target of £1m for a full year). Good progress continues to be made	Mike Barker	11/1/2021

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
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	1/1/2021	31/3/2020	31/3/2021	Work continues to support these strategies but due to coronavirus and the need to make financial savings there has been a major review of the Creating a Better Place strategy - approved by cabinet on 24 Aug.2020. Finance officers attend all meetings, working groups and Member briefings to progress the town centre vision	Mike Barker	11/1/2021
DS232	Procurement will carry out a due diligence exercise establishing by category of spend business types within Oldham	Steve Boyd	Cllr A Jabbar	8/7/2020	31/3/2020	30/6/2020	Procurement have now completed the task of identifying local businesses by category type, and have now started the process of targeted engagement with Oldham Suppliers within the various cohorts.	Mike Barker	15/7/2020
DS240	Review council report templates to include the impact on children and young people on every report	Elizabeth Drogan	Cllr S Fielding	1/10/2020	31/3/2020	30/9/2020	Templates have been completed.	Paul Entwistle	4/8/2020
DS242	Deliver IT Strategic Roadmap within agreed timeframes in project plan.	Chris Petrie	Cllr A Jabbar	8/1/2021	31/3/2021	31/3/2021	The IT strategic roadmap has been reprofiled and approved by the Strategic Investment Board (SIB). Individual projects are reported and tracked through the SIB during its monthly meetings.	Helen Lockwood	12/1/2021

Current and Previous Performance



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Follow Up Action and Assurance Details

Accountable Lead

Charlotte Walker

Target Date

15 Mar 2021

No Benchmarking Available

Accountable Lead Follow Up Action

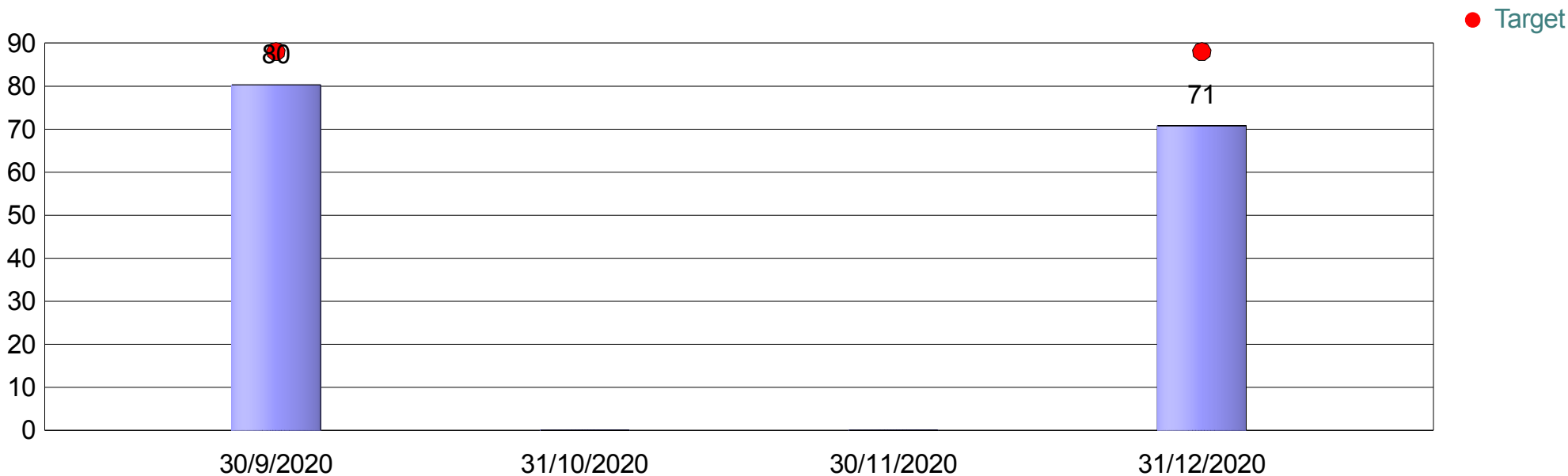
The supported employment scheme has been operational since August 2020 and we are starting to see job outcomes for those adults referred to the scheme. This is currently not reflected in the performance data/MOSAIC owing to the timing & nature of the placements not being in paid employment, though they may lead to it eventually. COVID 19 has also impacted on the availability of employment options in general, but especially those with additional needs who require support. There has been an increase in opportunities for work placements, apprenticeships and internships, but again, these are not paid options at this point. The Head of Service is also working with POINT & other partners to support adults with LD and Autism/ neurodiverse needs to access employment within the Council itself, the Northern Care Alliance and CCG. This includes reasonable adjustments for recruitment and support to maintain employment. This is an ongoing action within the Employment Workstream of the Oldham Learning Disability and Autism strategies.

Director Assurance

Mark Warren

The supported employment scheme is ongoing, with a clear strategy aligned to the GM Learning Disability strategy. This piece of work is currently lead by the HOS for Learning Disabilities. There have been challenges due to the pandemic, therefore it is not being progressed at the pace originally anticipated.

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

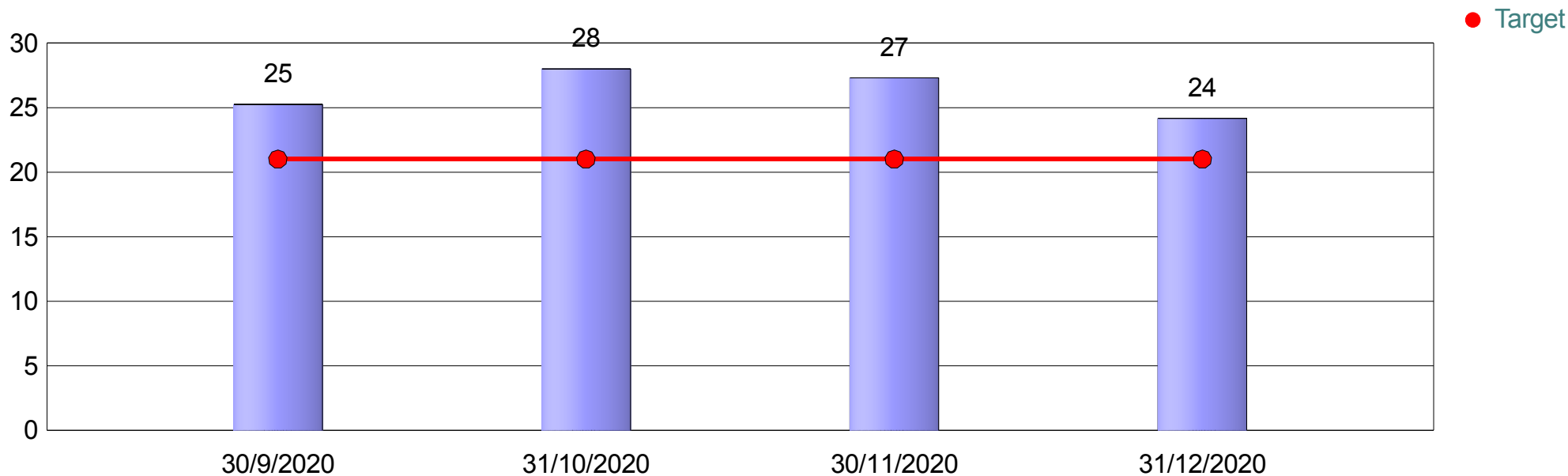
Health Visiting mandated visits were subject to NHS guidance on face to face visits due to COVID in Q2. Following the recognition of this impact, we have been working with the service to ensure that all children identified as universal plus, or partnership plus receive their mandated visits face to face. In addition, the service has been prioritising new birth visits to ensure that early needs are identified. We hold fortnightly meetings with the service to support them in this, and service leads attend the weekly Children's Partnership meeting.

Director Assurance

Katrina Stephens

The delivery of face to face visits has been impacted by COVID-19, including changes to government guidance on delivery requirements and the service supporting the whole system response to COVID-19. The Council is working closely with the service provider and other partnership to ensure that all families have access to support and face to face visits are maintained for new birth visits and for the most vulnerable families.

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Gemma Gerrish

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

Analysis:

- Notable increase in re-referrals over past three months in line with NW region.
- The December rate has reduced by 3% from November.
- The highest proportion of referrals are from individuals, anonymous and schools.
- The trend from schools matches the impact of lockdown and school returns.
- Reasons for re-referral – domestic violence, socially unacceptable behaviour, child level criminal activity (including alcohol misuse).

Actions to improve performance:

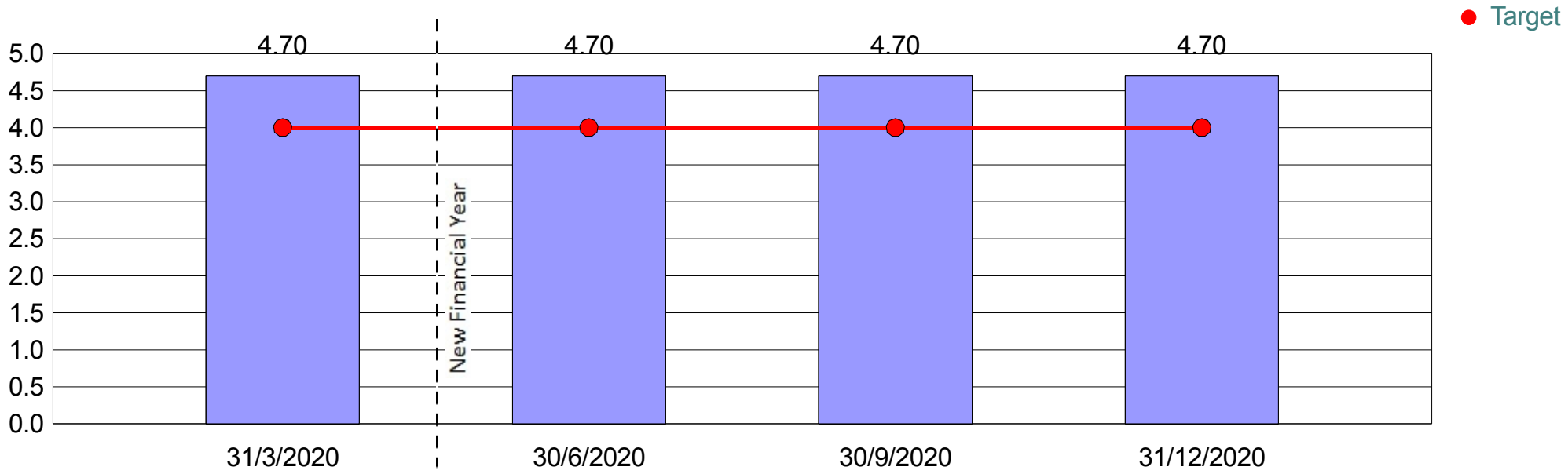
- Review re-referrals from assessment ending No Further Action to inform learning/missed opportunity for step down.
- Develop single assessment form to improve focus on child, lived experience and analysis.
- Review Child in Need offer including evidenced based interventions and timescales.
- Review short breaks pathway in Mosaic.
- Review step up/down procedures.
- Integration of Early Help into Mosaic.
- Consistent use of thresholds through launch of a refreshed Continuum of Need.
- Targeted quality assurance on re-referrals planned for Jan/Feb 2021.
- Review contacts and referrals from public source (e.g. self/family/friend) to understand any missed opportunity for partner led support.

Director Assurance

Elaine Devaney

The service is supporting the priority improvement actions that have been agreed within the service. The monitoring and assurance governance processes are in place to scrutinise progress through the Performance Clinic and Children's Assurance Board. The focus will be for the learning to be integrated into practice to reduce the re-referral rate.

Current and Previous Performance



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Follow Up Action and Assurance Details

Accountable Lead

Carol Brown

Target Date

31 Mar 2021

No Benchmarking Available

Accountable Lead Follow Up Action

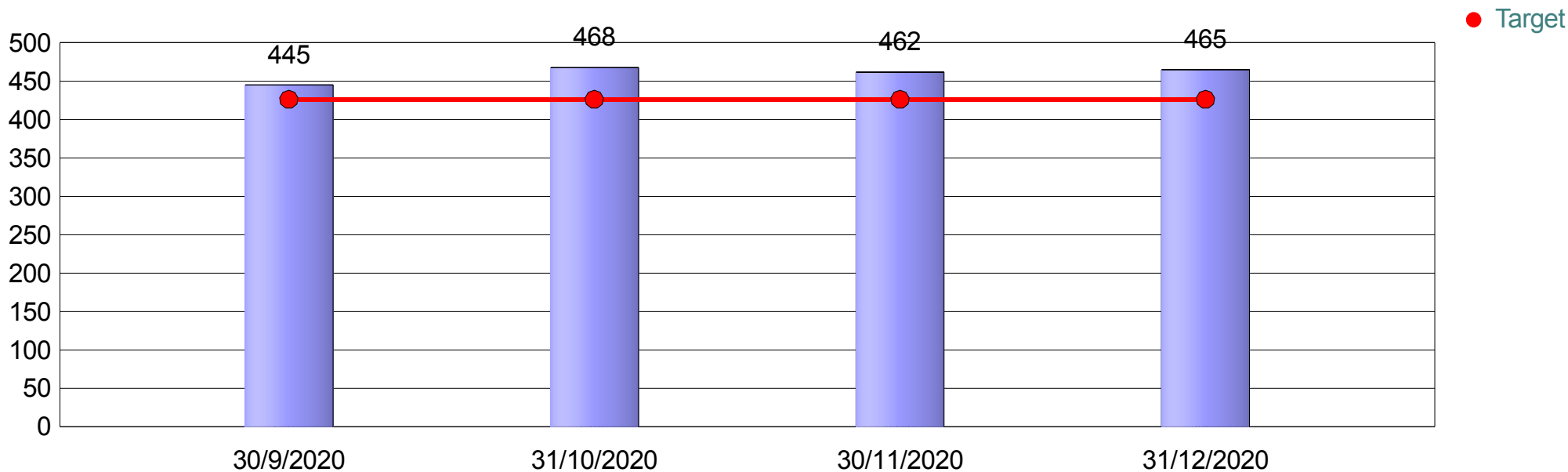
This is an annual indicator. There is a need to expand the measures used to track highways investment and improvement to include secondary routes and this will be worked through over the review period.

Director Assurance

Carol Brown

See Accountable Lead Follow Up Action comments

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Sara Scholey

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

Analysis:

- The permanence approach has focused on pushing plans for Adoption for children who have been looked after for a significant period.
- There are five cases where children have an SHOBPA decision for a care plan of adoption but care proceedings have been delayed.

Actions to improve performance:

- Progress adoption orders for children that have been waiting the longest.
- Track matching and placing of children with a plan of adoption.
- Drive permanence from legal planning to increase the number of early permanence placements for babies and young children supported by training from the Regional Adoption Agency.
- Care plan reviews diarised 3-6 monthly to establish if the adoption care plan remains relevant, achievable with clear actions identified.
- More robust sibling assessments to support permanence care planning to prevent drift and delay.

Director Assurance

Elaine Devaney

The service is committed to finding the right match for children, there have been no adoption breakdowns as a result. The service has developed a performance framework to ensure the permanence planning process is strengthened and the service evaluates frequently the progress against the data activity and qualitative audit work.

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	1	10	0
C	0	0	14	0
D	1	0	5	0
E	0	0	0	0
	IV	III	II	I

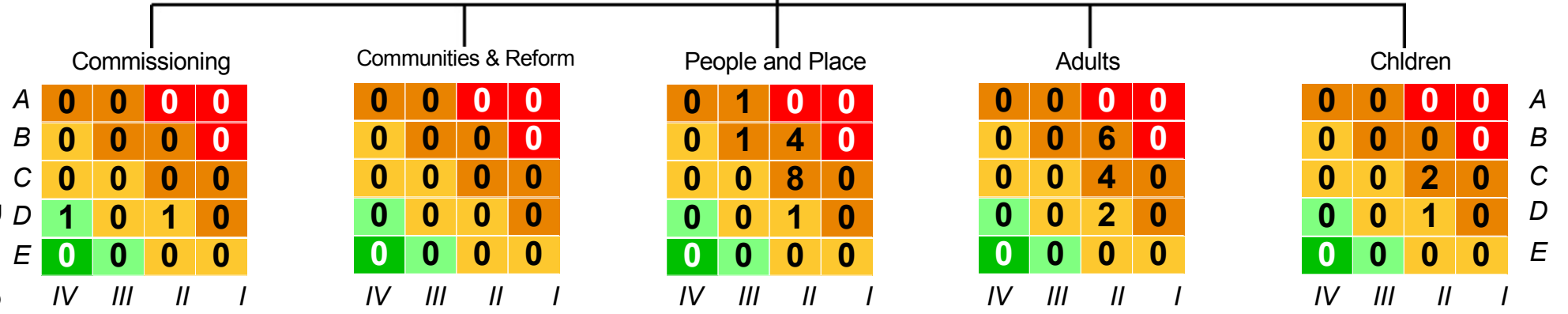
Likelihood

- 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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Action		Ref	Risk Description	Likelihood	Impact	Mitigation	Date Risk Reviewed
Action Description	Action Update						
No Red risks to display							

Appendix V - Amendments

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

Performance Measure amendment(s)

Measure Name	Amendment
	None requested this month.

Action amendment(s)

Action Name	Amendment
Page 83	None requested this month.

Appendix VI - Suspended Corporate Measures

Suspended Measures - owing to the impact of Covid-19

M393(CP)	Number of businesses supported after being successfully included in a referral package / programme.
M494(CP)	Number of food hygiene inspections
M565(CP)	Delayed days (per 100,000 of the population) aged 18+ attributable to social care in England
M566(CP)	Percentage of care home beds rated as `Good` or `Outstanding` (NW ADASS CQC Data reports)
M567(CP)	Percentage of community based providers rated as 'Good' or Outstanding
M648(CP)	% of children who have reached a Good Level of Development (GLD) at the end of the Early Years Foundation Stage.
M657(CP)	Percentage of children who pass the Year 1 Phonics screening test.
M659(CP)	Percent of NHS Health Checks offered which were taken up in the Quarter
M722(CP)	Percentage of pupils in good/outstanding Oldham schools
M730(CP)	Percentage of pupils achieving the national standard in reading, writing and mathematics at the end of Key Stage 2
M804(CP)	Percentage of young people who achieve level 5+ in both English and mathematics at KS4



Report to Overview and Scrutiny, Performance and Value for Money Select Committee

Local Government Ombudsman Annual Review of Complaints 2019/20

Portfolio Holder:

Councillor Abdul Jabbar MBE, Deputy Leader and Cabinet Member for Finance and Green

Officer Contact: Anne Ryans, Director of Finance

Report Author: Caroline Lee, Head of Revenues and Benefits

11 March 2021

Purpose of the Report

To update the Overview and Scrutiny, Performance and Value for Money Select Committee about Council performance in relation to enquiries received from the Local Government and Social Care Ombudsman.

Recommendations

It is recommended that members of the committee consider the report and comment as appropriate.

Local Government Ombudsman Annual Review of Complaints 2019/20

1 Background

1.1 The Council deals with complaints about the services it provides according to the requirements of three different sets of legislation:

- The Local Government Act 1974 for Corporate complaints
- The Children Act 1989 for Children's Social Care complaints
- The Local Authority Social Services and NHS Complaints Regulations 2009 for Adult Social Care complaints.

1.2 These complaints procedures have the Local Government and Social Care Ombudsman (LGSCO) as the last stage in the process. The Ombudsman's role is to enquire into cases where the Council and the complainant still do not agree after the Local Authority's complaints procedure has been exhausted and the complainant still wants the case to be reviewed.

2 National Perspective

2.1 The LGSCO has published the Annual Review of Complaints for 2019/20. The 2019/20 review highlighted that across all agencies within the jurisdiction of the LGSCO, 17,019 cases were reviewed, of which 5,723 were resolved at initial investigation stage; 4,215 required a detailed investigation of which 2,586 were ultimately upheld.

2.2 Nationally, the report showed that in 2019/20, the LGSCO upholds the highest proportion of complaints about education and children's services (72%). In addition, over a third of the public interest reports published by the LGSCO related to education and children's services.

2.3 The LGSCO welcomed the constructive way in which most Local Authorities work with them to remedy injustices and to take steps to improve services for residents.

2.4 Due to the COVID-19 pandemic, the LGSCO ceased casework to allow authorities and care providers space to deliver crucial frontline services. Although casework has now resumed, and the LGSCO will continue to uphold their principles and thresholds for decision making, there is recognition of the practical and logistical challenges faced by authorities in dealing with the crisis.

2.5 In addition to the Annual Review of Complaints, the LGSCO writes to each Local Authority's Chief Executive every year to set out the Council's annual performance on complaints. This can be a useful starting point for Members to scrutinise performance. The LGSCO has also recently launched an interactive map setting out each Council's performance. This can be found on the LGSCO website at <https://www.lgo.org.uk/your-councils-performance>

2.6 The LGSCO is clear that the number of complaints taken in isolation is not necessarily an indicator of a Local Authority's performance. The volume of complaints should be considered alongside the upheld rate (i.e. how often fault is found when a complaint is investigated). It is also important to acknowledge the Council's willingness to accept fault and put things right when things go wrong.

3 Regional Perspective

3.1 Table 1 compares the review rate of the Council to that of the other Greater Manchester (GM) Authorities in 2018/19 and 2019/20.

Table 1 – GM Authorities 2018/19 and 2019/20. Total Complaints reviewed by the LGSCO

Authority	Total Complaints Reviewed by the LGSCO 2019/20	Total Complaints Reviewed by the LGSCO 2018/19
Rochdale	49	50
Bolton	56	75
Stockport	64	67
Tameside	65	83
Oldham	71	80
Bury	72	65
Salford	78	84
Wigan	82	56
Trafford	93	79
Manchester	160	174

3.2 The number of cases reviewed by the LGSCO does not reflect the number of cases actually investigated by the LGSCO which is far smaller. Table 2 sets out the comparative picture for GM Local Authorities. It can be complex to compare comparative performance. For example, high rates of upheld complaints would suggest poor performance but if the numbers investigated are low, this would suggest better performance. Equally, a low percentage of cases investigated when compared with those reviewed by the LGSCO would suggest good performance. In 2019/20, the Council had 71 cases reviewed by the LGSCO of which only 18.3% were investigated and 9.9% upheld. However, the Council's overall aim would be to reduce the percentage of cases that are upheld by the LGSCO and to learn and improve services as a result of those upheld decisions.

Table 2 – Upheld cases by GM Authorities 2019/20

Authority	No of cases investigated 2019/20	No of cases not upheld	No of cases upheld	Upheld Rate %
Wigan	14	10	4	29
Bury	15	9	6	40
Bolton	7	4	3	43
Tameside	15	8	7	47
Rochdale	15	8	7	47
Oldham	13	6	7	54
Stockport	17	7	10	59
Manchester	29	12	17	59
Trafford	27	8	19	70
Salford	17	5	12	71

4 Local Perspective

- 4.1 The Council works hard to resolve complaints at an early stage in the complaints process to avoid the need for residents to pursue issues further. The low number of cases reviewed by the LGSCO and ultimately investigated suggests that the Council is willing to take responsibility when things go wrong and work with residents to resolve the issue appropriately.
- 4.2 In 29% of upheld cases the LGSCO found that the Council had provided a satisfactory remedy before the complaint reached the Ombudsman. This compares to an average of 11% in similar authorities.
- 4.3 Table 3 sets out the Council's caseload and the cases reviewed by and investigated by the LGSCO which demonstrates the low number of cases investigated when compared with the overall complaints' caseload

Table 3: The Number of LGSCO Enquiries and Oldham Council complaints 2019/20.

Oldham Council Complaints	2019/20 Caseload	Reviewed by LGSCO	Investigated by LGSCO
Number	1,102	71	13
Percentage	100%	6.4%	1.2%

- 4.4 In addition to the annual review of complaints, the LGSCO writes to each Local Authority's Chief Executive each year to set out the Council's annual performance on complaints. As advised above, this information can be a useful starting point for Members to scrutinise the performance of the Council and issues affecting local people. A snapshot of the overall position for this Council is set out at Table 4. Of the 7 upheld cases, the LGSCO also recognise that the Council had already determined fault and offered a suitable remedy in 2 cases that were investigated (these cases are still recorded as upheld by the LGSCO). The percentage of cases upheld has reduced from 71% in 2018/19 to 54% in 2019/20. The LGSCO advises that the Council's upheld rate of 54% compares to an average of 67% in similar authorities nationally

Table 4 – LGSCO decisions made for Oldham Council

Invalid or incomplete	Advice given	Referred back for local resolution	Closed after initial enquiries	Not upheld	Upheld	Total	Uphold rate (%)	Average uphold rate (%) of similar authorities
3	1	29	25	6	7	71	54	67

5 How we are improving the service

- 5.1 The Council is currently undertaking a review of the Complaints Service and a proposed restructuring of the team is currently being consulted upon. This review will include a review of all policies and procedures, improving timescales for resolution and placing a stronger emphasis on service development and improvement following complaints.

5.2 The Council commissioned LGSCO best practice training to cover Adult Social Care, Children’s Social Care and Corporate Complaints and this training was delivered in 2019/20. The training supported those officers involved in LGSCO investigations to improve the quality of those investigations. The team also engages with the regional Complaints Officer group where good practice is shared.

5.3 Customer feedback is also important to the Council. In addition to handling complaints, the Council also listens to compliments and comments and these support the service improvement journey and recognise when things are going well. In 2019/20, 174 compliments were recorded, 179 comments and 47 concerns.

6 Further information

6.1 The LGSCO has moved away from a focus on complaints volumes and pays more attention to the lessons that can be learned from complaints and the wider improvements that can be achieved for residents and this is now more widely publicised.

6.2 The LGSCO is keen that scrutiny Members play an active role in holding their Local Authority to account on complaints and have created a wide range of information to support scrutiny Members to carry out the scrutiny function for complaints handling. This can be found at www.LGSCO.org.uk/scrutiny.

7 Conclusion

7.1 As members can see, the Council’s overall performance is comparatively good. The service is proactive in addressing issues of concern and has an improvement plan in place as set out in Section 5. Members will be kept informed about progress both in terms of service improvement and LGSCO performance.

8 Recommendation

8.1 It is recommended that the Overview and Scrutiny, Performance and Value for Money Select Committee consider the report and comment as appropriate.

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Report to OVERVIEW AND SCRUTINY PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE

Secondary school and sixth form performance

Portfolio Holder:

Cllr Shaid Mushtaq, Cabinet Member for Education & Early Years

Officer Contact: Richard Lynch, Director of Education, Skills & Early Years

Report Author: Tony Shepherd, Head of Learning

12 March 2020

Purpose of the Report

The purpose of this report is to provide Elected Members with a review of secondary school and sixth form performance.

Executive Summary

In 2020 the pandemic caused the closure of schools and cancellation of examinations. Students were awarded their centre assessment grade or calculated grade, whichever was higher. This increased grades and meant that results for 2020 could not be directly compared to other years. In addition, performance data is not available at the school level, making 2020 analysis very limited. This paper provides a performance overview by summarising 2020 published data and reflecting on trends in 2017-2019 published data.

In 2020, GCSE and A' level outcomes for Oldham pupils were below national averages and the gaps between Oldham and national averages were wider than previously.

The trends from 2017 to 2019 show a widening gap between GCSE and A' level outcomes in Oldham and those nationally.

Recommendations

To note the report and actions planned to address areas of under-performance.

Secondary school and sixth form performance

1 Background

- 1.1 This paper provides an update to the Overview and Scrutiny Board on secondary school and sixth form performance in Oldham.
- 1.2 Performance of pupils in exams are generally norm-referenced, so a similar proportion of grades are awarded each year. For Oldham measures to improve, pupil attainment must improve relative to those from other boroughs.
- 1.3 Performance of pupils in the secondary school sector is assessed at KS4 through GCSE examinations. Pupil outcomes are summarised into two key measures of attainment 8 (A8) and progress 8 (P8) at school, borough and national level. There is a strong correlation between A8 and P8, leading some observers to question their inter-dependence.
- 1.4 P8 is a measure of the progress children make between the end of primary school and the end of secondary school. It's designed to encourage good quality teaching across a broad curriculum.

P8 and A8 are based on pupils' performance in eight qualifications. These are English and maths, up to three subjects from the Ebacc list, and students' three highest scores from a range of other qualifications, including GCSEs and approved non-GCSEs. English and maths are given double weighting to reflect their importance.

The P8 score is calculated by comparing each student's A8 score to those nationally of other students who had the same KS2 SATs results. This is designed to measure how much progress each student has made from Year 6 to Year 11.

A school's P8 score is usually between -1 and +1. A score of +1 means that pupils in that school achieve one grade higher in each qualification than other similar pupils nationally. A score of -1 means they achieve one grade lower.

- 1.5 GCSE grades 6 and 7 are generally required for students to have a solid base for A' level study. Weaker grades at GCSE are likely impact on attainment of top A' level grades.
- 1.6 Performance of pupils in the sixth form sector is assessed at KS5 predominantly through A' level examinations. Pupil outcomes are summarised into the key measures of Average Points Score (APS) and three grades in the range A-A* (3 AA*) at borough and national level.
- 1.7 Schools and colleges in England were closed in March 2020 as a result of the COVID-19 pandemic and did not fully re-open until September 2020. After some equivocation on the method for awarding results, Ofqual announced on August 17th that students would be awarded their centre assessment grade or calculated grade, whichever was higher. This increased higher grades and meant that results for 2020 could not be directly compared to other years:

“The Government worked with Ofqual to construct the fairest possible model for standardisation to ensure that, as far as possible, standards would be maintained over time. When it became clear that the process of allocating grades resulted in more inconsistency and unfairness than could reasonably be resolved through an appeals process, the Government and Ofqual jointly agreed to award grades based on centre assessment grades instead. This does mean we will see increases in higher grades meaning results this year will not be directly comparable to other years, but it was deemed to be the fairest approach to avoid some students receiving grades that did not reflect their prior performance.” <https://dfemedia.blog.gov.uk/2020/08/19/gcse-results-day-your-questions-answered/>

- 1.8 Limited performance data for 2020 is now available at borough and national level, but not at school level. The most relevant that are available are A8 for KS4 and APS for KS5.
- 1.9 The most recent full set of published data is from 2019. Reviewing this in relation to the two preceding years of 2018 and 2017 illuminates the trends in performance of pupils in Oldham and its schools and colleges.
- 1.10 There are 10 academies and 4 maintained schools in the secondary sector in Oldham:

School	Maintainer/Sponsor
Blessed John Henry Newman Roman Catholic College	Oldham LA
Co-op Academy Failsworth (Maintained until 2017)	Co-op
E-Act Royton & Crompton Academy (Maintained until 2018)	E-Act
Kingsland Pupil Referral Unit	Oldham LA
North Chadderton School	Oak
Oasis Academy Oldham	Oasis
Oasis Academy Leesbrook	Oasis
Saddleworth School	Oldham LA
The Blue Coat CofE School	Cranmer
The Crompton House Church of England Academy	Crompton House
The Hathershaw College	Pinnacle
The Oldham Academy North	E-Act
The Radclyffe School	Oldham LA
Waterhead Academy	South Pennine

- 1.11 There are 5 institutions providing sixth form or college education in Oldham:

School	Maintainer/Sponsor
Oldham College	Oldham College
Oldham Sixth Form College	Pinnacle
North Chadderton School	Oak
The Blue Coat CofE School	Cranmer
The Crompton House Church of England Academy	Crompton House

2 2020 Position

2.1 Secondary School Outcomes – A8

Oldham	44.8
National	50.2
Gap	-5.4

In 2020, Oldham pupils on average achieved more than half a grade lower than their peers who were performing at the national average. P8 was not available.

2.2 Sixth Form Outcomes - APS per Entry

Oldham	32.79
England	38.42
Gap	-5.63

In 2020, Oldham pupils on average achieved lower than their peers who were performing at the national average.

3 2017-2019 Trends

3.1 Secondary School Outcomes – A8 & P8

A8				
		2017	2018	2019
Oldham		43.6	42.7	42.1
National		46.4	44.5	46.8
Gap Oldham – National		-2.8	-1.8	-4.7
P8				
		2017	2018	2019
Oldham		-0.2	-0.3	-0.39
National		-0.03	-0.02	-0.03
Gap Oldham – National		-0.17	-0.28	-0.36

3.2 The gap between the Oldham and national averages widened for both A8 and P8.

3.3 Sixth Form Outcomes – APS per entry and 3AA*

APS per Entry	2017	2018	2019
Oldham	29.62	30.13	29.54
England	32.39	33.33	34.01
Gap Oldham – National	-2.77	-3.2	-4.47
3 AA*	2017	2018	2019
Oldham	7.6	7.6	6.5
England	13.4	12.9	13
Gap Oldham – National	-5.8	-5.3	-6.5

3.4 The gap between the Oldham and national averages widened for both APS and 3 AA*.

4 Sector-led school improvement

4.1 Oldham Learning was established in September 2020 to deliver the Government advocated sector led school improvement model in the borough.

4.2 Oldham Learning will combine the work previously carried out by the Oldham Education Partnership, the Priority 2 area of Oldham OA and some of the school improvement functions from Oldham Council.

4.3 The majority of Opportunity Area funding for this priority area and a significant portion of the Council school improvement resource has been transferred to Oldham Learning.

4.5 Local Authority Statutory Functions relating to school improvement, NQTs and curriculum were partially delegated to Oldham Learning.

4.6 Oldham Learning is being managed by interim CEO, Patsy Kane, until a permanent replacement is recruited.

4.7 The Oldham Learning Mission is:

“Our core purpose is for all children and young people in Oldham, including the most vulnerable, to be knowledgeable, kind, confident and articulate – achieving good outcomes that include, but go well beyond, standardised assessment data including closing the additional inequalities that Covid-19 has led to.

To enable this core purpose, we will support:

- *schools to work collectively to meet their needs and to offer mutually supportive school to school support;*
- *every school and college to offer a high-quality curriculum, that meets the needs of all including the most vulnerable and those with SEND;*
- *every staff member to be encouraged to become an expert professional;*

-
- *schools to have a cohesive, self-aware and empowering professional culture including credible peer support that leads to focused action and measurable impact;*
 - *an Oldham learning system that helps us achieve our collective aims: through providing evidence and challenge on our collective strengths and areas for improvement that enables us to align our work with high quality wider services.”*

4.8 The Oldham Learning Board set Year 1 priorities as:

1. Teacher recruitment, retention and development
2. System Leadership
3. Curriculum Leadership
4. English/Literacy & Mathematics
5. Digital learning

The Board stated that delivering on these priorities will enable settings, schools, academies and colleges to produce the best possible outcomes for children in Oldham.

4.9 On February 12th, 2020 Blue Coat CofE School was confirmed as the host for the Teaching School Hub for Oldham/Tameside. This will be a fundamental part of the sector led model because the teaching school hub programme will create centres of excellence for teacher training and development, focused on some of the best schools and multi-academy trusts in the country.

Teaching school hubs will provide high-quality professional development to teachers at all stages of their careers.

They will be expected to play a significant role in delivering:

- school-based initial teacher training (ITT)
- the early career framework when it is available nationally from September 2021
- the new specialist national professional qualifications (NPQ)
- leadership NPQs
- appropriate body services for early career teachers - schools that are not currently appropriate bodies will need to register as an appropriate body after becoming teaching school hubs
- Teaching school hubs will also promote and deliver other high-quality evidence-based professional development to school leaders and teachers.

4.10 Blue Coat Teaching School has piloted the Early Career Framework in 2020. The challenge of supporting NQTs and RQTs who have missed valuable classroom experience during COVID has been significant.

5. Key Issues for PVFM to Discuss

-
- 5.1 Children and Young People in Oldham should have an education which enables them to achieve as well as those from any other parts of England. To realise this vision our students must firstly attain in line with their peers in statistical neighbour boroughs and then with national averages. This has started to happen at EY, KS1 and KS2, but at KS4 this appears to be difficult to shift and the position is unclear at KS5.
 - 5.2 Oldham Learning is our approach to creating a sustainable, sector-led school improvement system. This involves a wide range of stakeholders including schools and colleges, academies and multi-academy trusts. In order to facilitate this and to prevent the potential for fragmentation across a disparate education provider landscape, Oldham Learning will need to develop a clear and coherent strategy for improving education outcomes across the Borough. This will be developed through the Summer term 2021, ready for implementation from September 2021.
 - 5.3 University of Manchester have been commissioned to consult with sector and system stakeholders to establish a robust outcomes framework by end of June 2020. This will inform the strategy direction and production. The commission will run workshops and sessions with groups of stakeholders.

6 **Key Questions for PVFM to Consider**

- 6.1 PVFM to note and consider secondary school and sixth form performance.
- 6.2 PVFM to note and consider the sector-led school improvement activity.
- 6.3 PVFM are asked to contribute views to the consultation on a robust outcomes framework.

7 **Links to Corporate Outcomes**

- 7.1 KS4 educational outcomes are targets within the Corporate Plan:

#ourbit: Working with partners to create quality work prospects - and ensuring all residents can access new skills and opportunities and be work-ready
#yourbit: Making the most of the education and skills offer and aiming to better yourself
#result: An ambitious and socially mobile borough

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Report to PVFM

Participation of Young People aged 16-18 in Education, Employment or Training (EET)

Portfolio Holder:

Cllr Shaid Mushtaq

Officer Contact: Richard Lynch, Director of Education, Early Years and Skills

Report Author: Donna Lewis, Head of Inclusion and Post 16

15 February 2021

Purpose of the Report

This report will update the Committee on current Participation and NEET rates together with a summary on activity during Covid and that planned in the future to ensure that we are shaping and influencing opportunities where possible for our 16-18 year olds.

Recommendations

Committee to note the current landscape and experiences of 16-18 year olds which is impacting on their Participation in education, employment or training.

Participation of Young People aged 16-18 in Education, Employment or Training (EET)

1 Background

The LA continues to fulfil its duties around encouraging, enabling and assisting young people (yp) to participate in education or training and tracking those aged 16 and 17 through the commission of the targeted support offer delivered by Positive Steps, this includes some dedicated resource for our SEND and Children Looked After (CLA) cohort.

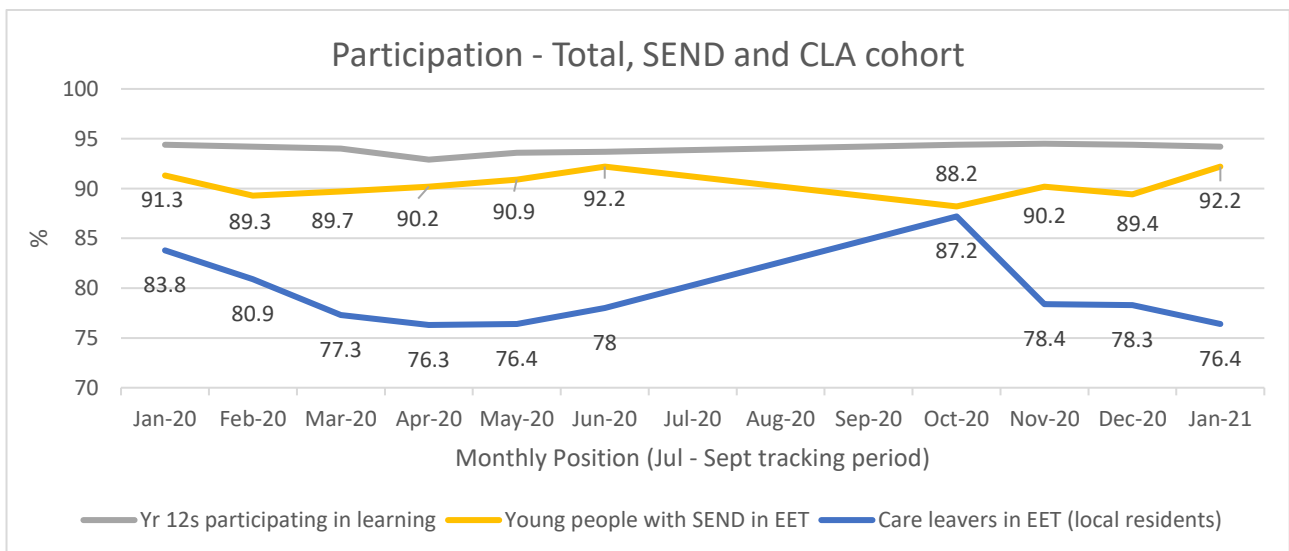
The effects of Covid on our yp are well reported with concerns about the effects on their education including uncertainty about exams and qualifications, the quality of education and a move to home-schooling. In addition, concerns about wellbeing, in particular loneliness, dissatisfaction with life, stress, anxiety, boredom and concerns about the future are all affecting their levels of engagement and motivation¹.

Our approach across partners in Oldham is to ensure that yp can access the advice and support they require; that we have opportunities available, albeit in a restricted format in some cases and to engage with our yp to hear their voices and respond as best we can.

This report will update the Committee on current Participation and NEET rates together with a summary on activity during Covid and planned in the future to ensure that we are shaping and influencing where possible for our 16-18 year olds.

2 Current Position

Currently 94.2% year 12s are participating in some form of EET, this rate has been consistently steady in the past 12 months, despite the additional challenges brought by Covid-19. The graph below shows the variations for the SEND and CLA cohort who ordinarily have dedicated careers advisor resource available to them. During Covid, this has been re-purposed to provide a greater focus on wellbeing and engagement through regular check-in contact – supporting where necessary to ensure that Participation can continue.

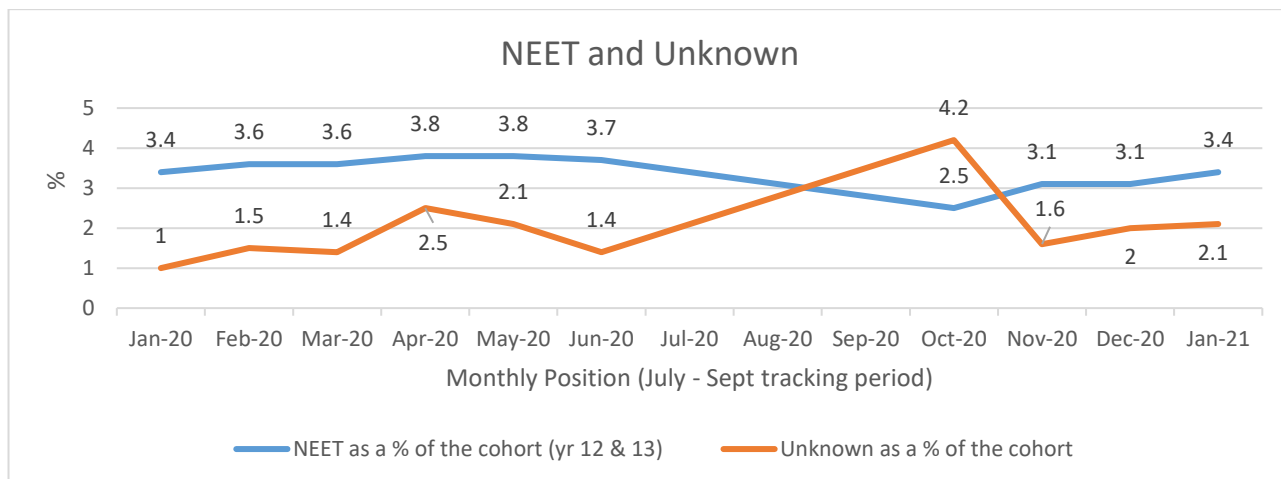


¹

<https://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/ageing/articles/coronavirusandthesocialimpactsonyoungpeopleingreatbritain/3aprilto10may2020#impacts-on-well-being>

It is not unusual for us to see Participation drop following the autumn term and this appears to be as a result of our local CLA cohort who have left local colleges during this period (please note that numbers are small for this group). The advisor working specifically with this NEET cohort is working closely with individuals to re-engage them in EET or local engagement programmes and we expect some positive engagements during January will be reflected in the Feb data.

The NEET rate currently sits at 3.4% and has been steady over the past 12 months, with January 2021 position in line with Jan 2020. We receive monthly starter leaver information from providers to ensure that an advisor can contact yp and re-engage, ultimately reducing the amount of time potentially spent NEET. There are currently 209 yp recorded as NEET with 157 actively seeking EET opportunities – some wish to wait until lockdown is over before they consider moving on. There are also some who are now helping out with the childcare/home education of younger siblings, and therefore cannot put themselves first.



The offer available from post 16 settings is generally a blended learning model, a different way of working which is positive for some but not for others. Positive Steps careers advisors are continuing to engage with young people and report a number of reasons for withdrawal, including:

- Course doesn't suit, plans to return to a different course in September
- Not enjoying the online learning and college life not being as expected due to Covid
- Preference to try and get an apprenticeship as an alternative
- Physical and mental health issues (see appendices for examples/case studies)

The unknown figure has also risen slightly, again, on account of leaver lists where we have tried several and varied attempts at contact but have had to make the young person unknown as we cannot ascertain a certain destination. Follow up of these young people continues, although they are categorised as unknown.

3. Activity to Support Participation – Covid and Beyond

During first lockdown, a number of workstrands were put in place by the Education Directorate to support children and young people across 0-25 yrs; one of these focused on Transition and set out a number of goals, which, together with our partners we responded to:

Goal 1: Young people arrive at their expected setting in September (Reported lack of engagement, motivation, anxiety and nervousness of yr 11s).

- Response: Yr 11 survey capturing their views/concerns about moving into post 16 This led to the development of a good practice guide developed with providers setting out expectations and offer to alleviate yp concerns (see annex A).

Goal 2: Young people ready to engage in learning on arrival at their setting (Potential increase in behavioural episodes as a result of the circumstances).

- Response: Free Trauma training was rolled out across Oldham across 0-25 years to ensure that providers were aware and equipped to understand and respond to behaviours which may present.

Goal 3: Young people are able to study at the expected level/course due to a period of non-traditional learning. (Impact of lost learning on confidence / unhappy with calculated grades and subsequent proposed course offer).

- Response: Discussions with local providers to ensure that yp were not unfairly disadvantaged due to grade scenario, potential lack of enthusiasm or commitment as a result of being disengaged. Our year 12 Moving On data showed that 95.6% of year 11s moved on to EET, a small reduction of 0.5% from 2019s rate (96.1%).

Goal 4: Young people are in a good place with their mental health, are able to settle and socially engage with other students. (Deterioration of mental health, social isolation)

- Response: A programme of emotional health wellbeing support was put in place and widely promoted to ensure that yp and parents had access to resources to support.

Engagement programmes are essential for yp, never more so than now. We do have some available in Oldham however content is restricted at present due to Covid with most only delivering online, which is becoming less appealing to some yp. We currently have 7 organisations offering provision in Oldham that will support young people to engage and obtain skills for education, employment or training:

- The Growth Company - ESF Skills Support for Growth ongoing
- Groundwork – Re-connect programme ongoing
- Princes Trust – variety of online courses, updated monthly
- Mahdlo – Get a Job programme 6 week rolling programme
- Keyring – AdVenture programme (LD & Autism) 11 week programme, started in late January.
- Pescar – Digital Artwork Course (14+) 15 – 20 February only
- Rio Ferdinand Foundation (RFF) – focus on sport, photography, art as an engagement tool
- Potential Barclays 100 programme to be delivered by Positive Steps (subject to approved funding).

During lockdown we brought together potential providers of engagement type activity to ensure they were aware of the needs of Oldham yp and adults, ahead of a funding opportunity with Princes Trust. This included officers from Aftercare, Virtual School and Get Oldham Working together with Positive Steps so was relevant for those up to age 30 also. The RFF were successful in this round and those who had applied but not successful were signposted to Action Together who support the VC sector around bid writing – we hope in the longer term that this will encourage more local organisations to apply where funding is available.

In July 2020, we successfully secured some funding from GMCA to deliver a project which is focused on removing barriers to apprenticeships for those who are under-represented (BAME, SEND, CLA). This project is delivered in partnership with Positive Steps and Northern Care Alliance (NCA) and will provide 10 yp with an apprenticeship with NCA, together with 30 other yp having access to the employability opportunities and support, increasing their experience. Despite Covid challenges, this project is going brilliantly with 3 yp accessing work placements at Royal Oldham Hospital and an apprenticeship vacancy imminent.

During Apprenticeship Week 2021, Positive Steps hosted ten Microsoft Teams workshops with training providers across Greater Manchester, to directly introduce NEET young people, college students and Year 11 pupils to apprenticeship offers across various sectors. A monthly bulletin for NEET young people outlining the range of current opportunities open to them is available and they

intend to build on their growing digital offer through the Barclays 100 bid which allows us to distribute tablets to NEET young people in need of them, and offer a menu of ongoing Teams workshops to develop their careers skills and improve wellbeing.

We will continue to build on our activity to support Participation, in particular for our yr 11s who face uncertainty over the coming months. A few key areas include:

- Revised year 11 survey – with a greater focus on social and wellbeing needs.
- NEET survey – exploring aspirations and barriers to engagement.
- Post 16 Pledge – ensuring yp know that providers have a place for them in Sept regardless of the uncertainty around exams, attendance etc.
- Mapping of local provision to identify any gaps.
- Continue to explore how we can grow engagement provision locally and also influence existing providers to flex in order to meet the needs of our yp.

4. Key Issues for PVFM to Discuss

Increasing youth unemployment is an area of concern nationally which has been exacerbated by the Covid pandemic. The societal impact of unemployment is well-documented, as is the negative impact on life chances for the long-term unemployed. Supporting young people to encourage participation in EET and to prevent an increase in 16 to 18 year olds becoming NEET, is therefore central to our strategies for addressing disadvantage in Oldham and to prevent longer term disengagement. This will continue to be an area of significant focus in our plans to shape recovery from the pandemic.

5. Key Questions for PVFM to Consider

The Committee is asked to note the range of interventions currently in place to support young people into EET and prevent the incidence of NEET increasing, and to comment and discuss accordingly.

6. Links to Corporate Outcomes – An Inclusive Economy

#ourbit: Working with partners to create quality work prospects - and ensuring all residents can access new skills and opportunities and be work-ready

#yourbit: Making the most of the education and skills offer and aiming to better yourself

#result: An ambitious and socially mobile borough

7. Additional Supporting Information – see 9

8. Consultation – n/a

The voice of young people and engagement of a wide range of providers / stakeholders has been and will continue to be central to this agenda.

9. Appendices

- Supporting Participation of young people aged 16+ - good practice guide (developed with partners in response to young people feedback).
- Examples / case studies of engagement experience with yp.



POSITIVE STEPS
SUPPORT | CHALLENGE | CHANGE



Oldham
Council

Supporting Participation of young people aged 16+ - good practice examples

Created by Oldham Council, Positive Steps and Oldham Training and Personal Development Network

Continued engagement activity with prospective / returning students

Maintaining regular contact with prospective students before they officially enrol is supportive and makes it more likely that they will join/return in August / September. This helps young people feel welcomed and connected and is particularly important during this period of sustained inactivity.

Virtual Tours of Buildings

Entering an unfamiliar building can be daunting, and in the absence of a physical tour, this is the next best thing. Don't forget to include toilets, eating areas (how to queue and buy), how to access the building (swipe cards, etc.), where to go and what to do during free periods, library and mentor support offices in your tour.

33% of Year 11's who responded to the survey highlighted that getting around the building is a worry for them.

Buddy systems

Existing students supporting new students to settle into the virtual environment and be available for questions when required.

Furthermore, is there scope to introduce new students to each other over the summer, virtually, so they can build friendships before starting college/training? Over 51% of respondents to the Year 11 survey expressed worries over meeting new people and making friends.

Young Person Quote

"I'm worried that due to Covid 19 my learning will be affected and with the social distancing rules I am worried that I won't be able to make any new friends. I'm also worried about things going back to normal".

Key workers	<p>Identify a staff member as a virtual contact so the new young person has a member of staff they are familiar with before they begin the course.</p>
Pre-programme activities	<p>Offer prospective students' activities relevant to their course, to engage them and create a sense of belonging. The activities will reduce the natural regression we see during the summer period and reduce further regression during the extended period of non-activity.</p>
Virtual Chat	<p>Create a virtual chat facility on provider websites with a member of staff so young people can ask questions, privately, remotely and when they want to.</p>
Social Stories	<p>The use of social stories may be particularly helpful to the SEND cohort to support them with the transition to College, either virtual or the introduction of safe physical access.</p>
Increased summer transition activity	<p>To make young people feel a part of the provider community and feel welcomed, the provision of transition activities, both online and face to face where available can reduce transition anxieties for both young people and families.</p>
Young Person Quote	<p><i>"looking forward to going to college but a little worried about meeting new people and making friends my place is now guaranteed and even though I met teachers on [open] day would be good to get to know them more before starting course"</i></p>
Links with Careers Advisers	<p>Careers Advisers linked to the young person's previous school can support providers to engage harder to reach young people.</p>
Online Induction Activity	<p>To ensure anxiety is reduced regarding placements, online inductions can provide reassurance to young people and families that destinations are secure.</p>
FAQs	<p>Providing a frequently asked questions page on your website can ensure families and young people have easy access to common queries. You may also want to consider how easy it is for people to</p>

	ask questions: Is there a helpline? Is live chat an option?
“How to” links	As this year will be different to all other years, a section on your website dedicated to providing videos and instructions on how your learning site will operate at the start of the academic year will support learners to understand and feel more confident to “arrive” in August/September.
Young Person Quote	<i>“I’m confused about starting at college”</i>
Enhanced Enrolment	Consider what this might look and feel like for young people. Is there anything you can do to offer additional support to a cohort of young people who have not been in education since March? Do they need a tour of the building? Perhaps they would benefit from a chance to see their classrooms, speak to staff and look at the college facilities? 38% of respondents to the Year 11 survey expressed concerns over the enrolment process.
A day in the life	<p>Create a video showing “a day in the life of a student/apprentice” would help young people to understand what to expect and what is expected when arriving at your setting.</p> <p>47% of Year 11’s who responded to the survey have concerns about getting back into a routine, videos showing what to expect will help them to understand what is expected of them.</p>
Class mixer’s	Whether it’s a virtual get together or you can facilitate physical meet ups, opportunities for the class to “get together” before the start of term is a great way to introduce students to each other and enable them to begin to form friendships before the work starts.
Young Person Quote	<i>“Chance to talk to new classmates?”</i>

Client 1 - M

I picked up this Year 13 NEET young person, at the request of a Case Manager with Youth Justice. At time of referral he was about to leave/be asked to leave his college. A lot going on in his life- things not identified in school, police caution, unhappy at college and Mum thinks he needs EHCP

Initially thought we might look at purely support via ESF NEET/Growth Company but family wanted to aim at work. They wanted to get CSCS and family arranged a course themselves; we provided the links for support with CSCS test practice.

I felt the usual concern that CSCS on its own isn't the magic bullet to get work on building sites and M's mum also felt he needed experience. Contacted Tameside Skills Centre and asked them to ring Mum for an informal chat which has led onto a meeting. M says he will join their Level 1 multi-skills construction course 'as long as it's not like college'

Update- since then, M has struggled with his mental health and decided that he can't start at Ashton Skills Centre. We will continue to support when M is ready.

Client 2 - S

Referred by Positive Steps Oasis Integrated health worker, S is 17 and didn't go on to anything after school. Also has some turbulence at home - was living with Uncle but that fell through and back with Mum.

S doesn't have his own phone or email, so contact has to be via Mum's phone. Mum says he always loses every phone he has-which may be a way to avoid joining anything. Made some progress by phone but asked S if he would come to Medtia - appt arranged but S has anxiety issues and Mum rang to say he just couldn't come through the door, even with her there.

CI created bespoke information sheets for S and Mum to look at options. Followed up by phone and S had altered his view on college. Worked closely with social worker and member of staff at college to arrange a visit to college, which I attended. S seemed enthused about a course with the Skills and Employability department at Oldham College.

Update: S has failed to go in for his start date at Oldham College, Mum feels he won't go without somebody with him.

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Report to PVFM Select Committee

Free early education entitlements for 2, 3 and 4-year-olds: Overview of key trends and developments

Portfolio Holder:

Cllr Eddie Moores, Cabinet Member – Children and Young People.

Officer Contact: Richard Lynch – Director of Education, Skills & Early Years

Report Author: Jenny Dennis
Ext. 3159

11 March 2021

Purpose of the Report

To provide an overview of key trends and developments in the delivery of free early education entitlements for two, three and four-year olds since the report to the Performance and Value for Money Select Committee in August 2018.

The report draws on most recent national statistics released by the Department for Education (DfE) in June 2020 to enable benchmarking of Oldham's position against other local authorities at that time. It also reflects on the impact of the Covid-19 pandemic on the availability and uptake of early education over the past year and sets out priority action to redress a recent decline in uptake rates.

Recommendations

That the report be noted.

Free early education entitlements for 2, 3 and 4-year-olds: Overview of key trends and developments

1 Background

- 1.1 Despite a recent trajectory of improvement, school readiness in Oldham, as measured by the percentage of children reaching the Good Level of Development in the Early Years Foundation Stage at age 5, remains below national and regional averages¹.
- 1.2 The impact of the Covid-19 pandemic on access to an early learning environment for so many children is likely to further exacerbate the situation in terms of early education outcomes, and makes it more important than ever that a pro-active approach is taken to improving take-up rates for the free early education entitlements for two, three and four year olds.
- 1.3 There are three early years entitlements:
- 15-hour entitlement for all parents of three and four-year-olds (the universal entitlement). It equates to 570 hours a year of free education over no fewer than 38 weeks of the year.
 - 30 hours entitlement for working parents of three and four-year-olds who meet the eligibility criteria² (the extended entitlement).
 - A 15-hour entitlement for the most disadvantaged two-year-olds who meet nationally prescribed criteria.³
- 1.4 In addition to the national qualifying conditions for two-year olds, locally adopted criteria extend eligibility to the following:
- Children open to Social Care as either Children in need (CIN) or those on a Child Protection Plan (CPP)
 - Children in families open to Early Help
 - Children with special educational needs and disabilities (SEND) as evidenced by one of the following:
 - 24 Month ASQ-3 (Ages and Stages Questionnaire) assessment score in black area for 'communication' (i.e. below 25), or 'Personal/social' (i.e. below 31).

¹ Between 2018 and 2019 the percentage of children in Oldham achieving a good level of development increased from 64.1% to 68.1%. This follows a trend of a year on year increase from 41.1% in 2013.

² 30 hours are available to families where both parents are working (or the sole parent is working in a lone parent family) and each parent earns at least £139 per week, equivalent to 16 hours at the national minimum wage or living wage and less than £100,000 per year.

³ Two-year-olds are eligible for 15 hours of free early years provision if the parent(s) claim one of the following benefits: Income Support; income-based Jobseeker's Allowance (JSA); income-related Employment and Support Allowance (ESA); Universal Credit, and your household income is £16,190 or less after tax; tax credits and household income is £16,190 a year or less before tax; the guaranteed element of Pension Credit; the Working Tax Credit 4-week run on; Children are looked after by the local authority; have a statement of Special Educational Needs (SEN) or an Education, Health and Care Plan; are in receipt of Disability Living Allowance; have left care under an adoption order, special guardianship order or a child arrangements order; receiving support under the Immigration and Asylum Act.

-
- Professional diagnosis endorsed by a named health professional) of a condition that impacts on the child's learning (e.g. Downs Syndrome, Hearing impairment; visual impairment).

2 Current Position

- 2.1 In June each year the Department for Education (DfE) publishes an annual statistical report on provision for children under five years of age in England.⁴ It is based on data sourced from the Early Years Census conducted in January, the School Census, and the School Level Annual School Census. It provides a comprehensive picture of the number of children taking up free early education entitlements, as well as the type and quality of the settings in which they do so.
- 2.2 The national headlines in the June 2020 report relating to each entitlement are set out below along with commentary on Oldham's performance relative to other local authorities.
- 2.3 Benchmarking of Oldham's performance against national, Greater Manchester and statistical neighbour authorities is presented at **Appendix 1**.
- 2.4 Ward level uptake data is presented at **Appendix 2**.

2.5 Universal early education entitlement (3 and 4-year olds).

- 2.5.1 National headlines:
Take up remains consistent, with 93% of three and four-year-olds benefitting from universal funded early education.
- 2.5.2 The Oldham context:
An uptake rate of 98% for three- and four-year olds places the borough above the national average and our Greater Manchester (GM) and statistical neighbours.

2.6 Two-year old entitlement

- 2.6.1 National headlines:
The 2020 census recorded an uptake rate of 69%, which represents a fall since the peak in 2018 when it reached 72%.
- 2.6.2 The Oldham context:
The position in Oldham mirrors the national picture, although the uptake rate fell more sharply in Oldham from 84% in 2018 to 70% in January 2020.
- 2.6.3 A key factor in the scale of the reduced uptake is the fact that in the corresponding period Oldham saw a 20% increase in the number of potentially eligible parents, which was disproportionately high compared with other LA's. This is due to parents on Universal Credit 'Live Service' being included in eligible numbers from March 2018. As a result, the number eligible rose from 1629 to 1955 over a twelve-month period.
- 2.6.4 Another contributory factor was the impact of the 30 hours extended entitlement for working parents that was introduced in September 2017. In Oldham, take-up of the 30 hours childcare offer exceeded projections, and this had a knock-on effect on the number of two-year old places available. The 2019/20 Childcare Sufficiency Assessment (CSA) showed that 177 places were lost between spring 2018 and spring 2019.
- 2.6.5 It is imperative that the Council continues to work closely with providers in all sectors and key delivery partners (e.g. Bridgewater Community Healthcare; Positive Steps Oldham) to drive up

⁴ Provision for children under five years of age in England: January 2020. DfE. Published June 2020.

the number of children benefitting from the two-year old entitlement. Action taken to this effect includes the following:

Table 1: Action to increase two-year old uptake

Issue to be addressed	Action	Progress
Confusion about eligibility under Universal Credit (UC)	Provide updated UC eligibility checking guidance for frontline parent engagement workers, health visitors and children's centre staff.	Revised guidance issued to Bridgewater Trust and PSO teams in June 2019.
Increasing numbers of children with EAL (DfE commissioned research in September 2018 ⁵ identified that higher proportions of children with EAL predicted lower take up rates of the 2yo entitlement. Between 2012 and 2018 there was a 3.5% increase in the percentage of children in Oldham schools whose first language is not English).	Continue to work through the Emerging Communities Team's established networks to cascade messages to target communities. Engage in GM Behavioural Insights project to better understand and address the reasons for non-take up.	Staff briefed on free entitlements / Joint messaging at community drop-ins Part 1 completed Dec. 2020 Part 2 to due to complete Mar 2020
	Ensure frontline engagement workers & Health Visitors are aware of the Council website and Government 'Childcare Choices' web pages and are able to use translation capability to assist parents to understand the benefits and processes re. the 2YO entitlement.	'Changing lives through childcare' workshops held in August and December 2020.
Financial pressures faced by providers may have led some to reduce the number of 2-year old places in favour of more cost-effective places for 3 & 4-year olds, thus affecting local supply of places.	Provider business planning support available both locally and nationally through the DfE LA support programme.	Funding advice packs produced May 2020. Provider event held October 2020
Localised shortfall of 2YO places We know that proximity to childcare is a prominent factor in parents taking up the 2-year old entitlement.	Work to Increase supply of early education places in Alexandra, Waterhead, Hollinwood, Coldhurst, Werneth and Medlock Vale wards in line with spring term 2019 childcare sufficiency assessment.	Priority in Childcare Sufficiency Action Plan/ Local place planning hubs convened.

2.6.6 A DfE survey of two-year old uptake during the autumn term 2020 ranked Oldham third among ten statistical neighbours. (**Appendix 3**)

2.7 Free education entitlement uptake rates: Termly comparison

Table 2. Termly uptake rates

Free Entitlement	Summer Term			Autumn Term			Spring Term		
	2018	2019	2020	2018	2019	2020	2018	2019	2020
2-year old	71%	69%	67%	91.0%	78%	67%	85.8%	69%	73%
3 & 4-year old universal	101.0%	93.5%	*	103.6%	96%	103.4%	100.07%	94%	98.6%

⁵ Take-up of free early education entitlements Research report, September 2018. NatCen Social Research & ASK Research.

*No data available due to cancellation of school's census

Note: this represents the position at the end of each term. Spring term figures differ slightly from those presented at Appendix 1 which are based on uptake on national census day (Mid-January)

2.8 Quality

2.8.1 National Headlines:

In January 2020, 97% of two-year-olds and 92% of three and four-year-olds took up their funded early education at a setting rated good or outstanding.

2.8.2 The Oldham context:

99% of two-year-olds and 90% of three and four-year-olds were accessing their free entitlement in good and outstanding settings. At the time there were two settings rated as inadequate. One has since closed, and the other achieved a good outcome in their subsequent inspection. There are no settings in Oldham currently rated inadequate.

2.8.3 All early years providers receiving early education funding are required to work in partnership with the LA to improve the quality of the provision.

2.8.4 **Appendix 4:** Benchmarking the quality of settings where children in Oldham take up the free entitlement against other LA's.

3. The impact of Covid-19 on supply and demand of early education and childcare places

3.1 Supply of places

The pandemic has placed pressures on early years providers in terms of reduced demand and the need for new ways of working. They have faced the combined challenges of lockdown closures, part closures, parental caution, and additional requirement to comply with social distancing and infection control measures. However, despite this, to date the market in Oldham has remained reasonably stable.

3.2 Table 3: Changes to Ofsted-registered provider numbers during the pandemic

Provider type	March 2020	January 2021	Details
Schools and Academies	63	63	N/A
EY Units in Independent Schools	4	4	N/A
Childminders	157	154	15 resigned / 8 new registrations*.
Pre School playgroups	7	6	One closure due to falling numbers related to Covid-19.
Day Nurseries	47	46	One closure due to falling numbers related to Covid-19.
Extended day playgroups	31	30	One setting closed before the first lockdown but did not cancel their Ofsted registration until Jan 2021.

*Although we are aware of several childminders opting to leave the profession due to the impact of Covid-19, this is countered to some extent by the general turnover rate in the profession, as we have seen 8 new registrations over the same period.

3.3 Table 4: PVI Setting closures during pandemic

Date	% of settings open	% of settings closed	% of settings uncontactable
08/04/20 (Full lockdown)	33%	54%	13%
04/06/20 (Lifting of restrictions)	44%	51%	5%
15/07/20	53%	44%	3%
15/12/20 (autumn term peak)	89%	11%	-
12/01/21	89%	11%	-

3.4 **Childcare Recovery Plan**

The objective of the recovery plan is to ensure the Council's sufficiency duty can be met in the mid to long-term, and in so-doing support recovery of the local economy. To this end it aims to:

- i) support the financial sustainability of the local childcare market, recognising that many settings may not be able to operate at full capacity, and parental demand may be reduced.
- ii) support the re-opening of childcare provision to ensure childcare is available as far as possible for parents who need it, and when they need it, taking account of changing parental needs and preferences.
- iii) return uptake rates for the 2, 3- and 4-year-old free early education entitlements (FEEE) to their pre-Covid levels and beyond.

Appendix 5: Childcare sufficiency Recovery Plan: Overview of progress to date

4. **Summary**

- 4.1 The impact of the Covid-19 pandemic on the uptake of free early education has been significant and is likely to present on-going challenges for some time to come. Through the actions set out above we have in place a support framework intended to address some of the key risks to the sustainability of early years and childcare providers in terms of reduced uptake, changing patterns of parental need and financial risk. The situation will continue to be kept under scrutiny with the recovery plan reviewed and re-focused accordingly.

5. **Key Issues for Overview and Scrutiny to Discuss**

- 5.1 This is an update report for noting.

6 **Key Questions for Overview and Scrutiny to Consider**

- 6.1 As above

7. **Links to Corporate Outcomes**

- 7.1 Termly uptake of the free early education entitlements is a performance measure in the Corporate Plan aligned to the overall objective of creating an inclusive economy where people and enterprise thrive.

8. **Additional Supporting Information**

8.1 [Case studies, information from other authorities / bodies]

9. **Appendices**

Appendix 1: Benchmarking Oldham's Free Entitlement Uptake rates against other local authorities (January 2020 Census Data).

Appendix 2: Free Entitlement Uptake by Ward (Autumn term 2020)

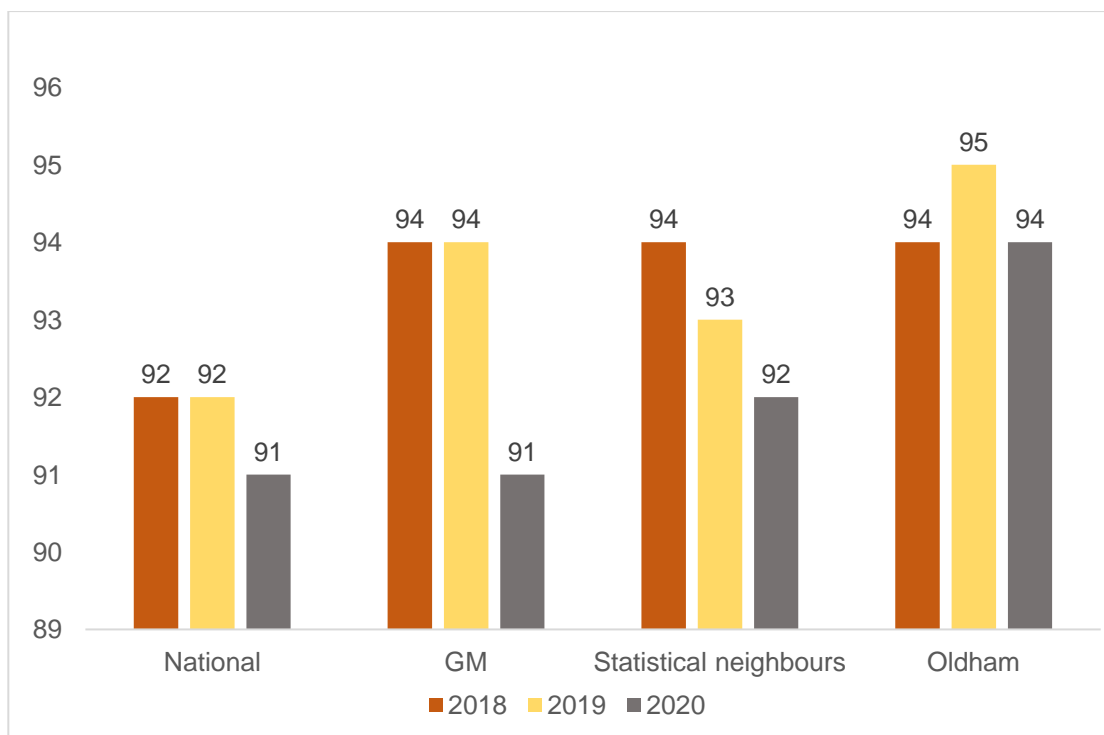
Appendix 3: DfE Two-Year-Old Take-up Operational Survey Data: Autumn 2020

Appendix 4: Benchmarking the quality of settings where children in Oldham take up the free entitlement against other local authorities.

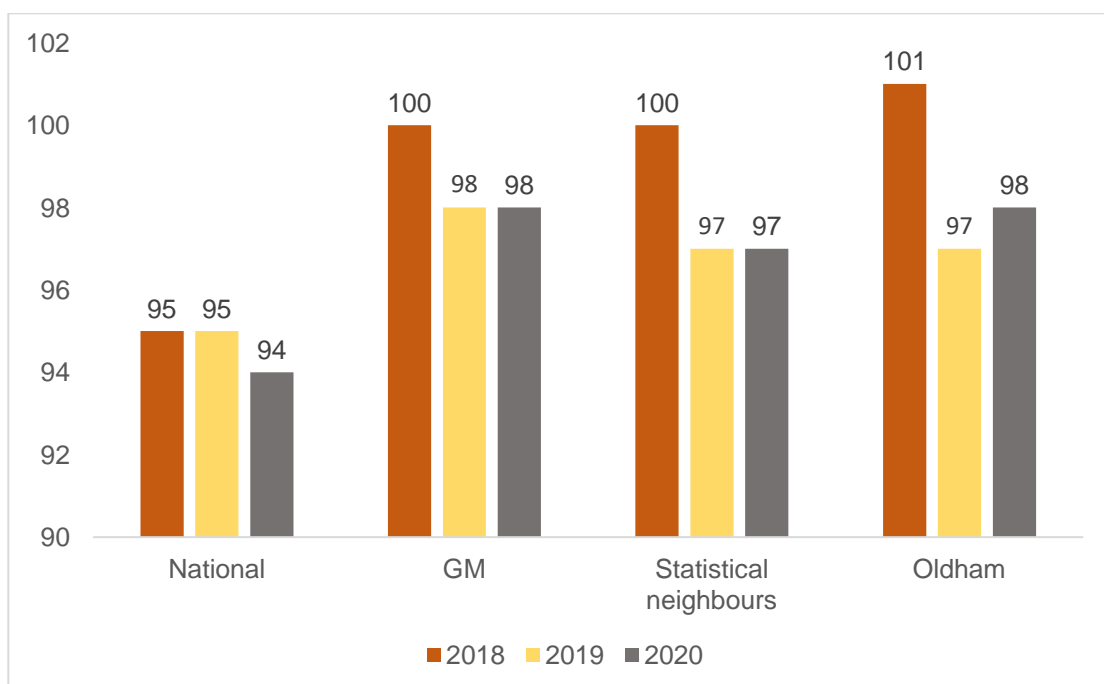
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**Benchmarking Oldham’s Free Entitlement Uptake rates against other local authorities
(January 2020 Census data)**

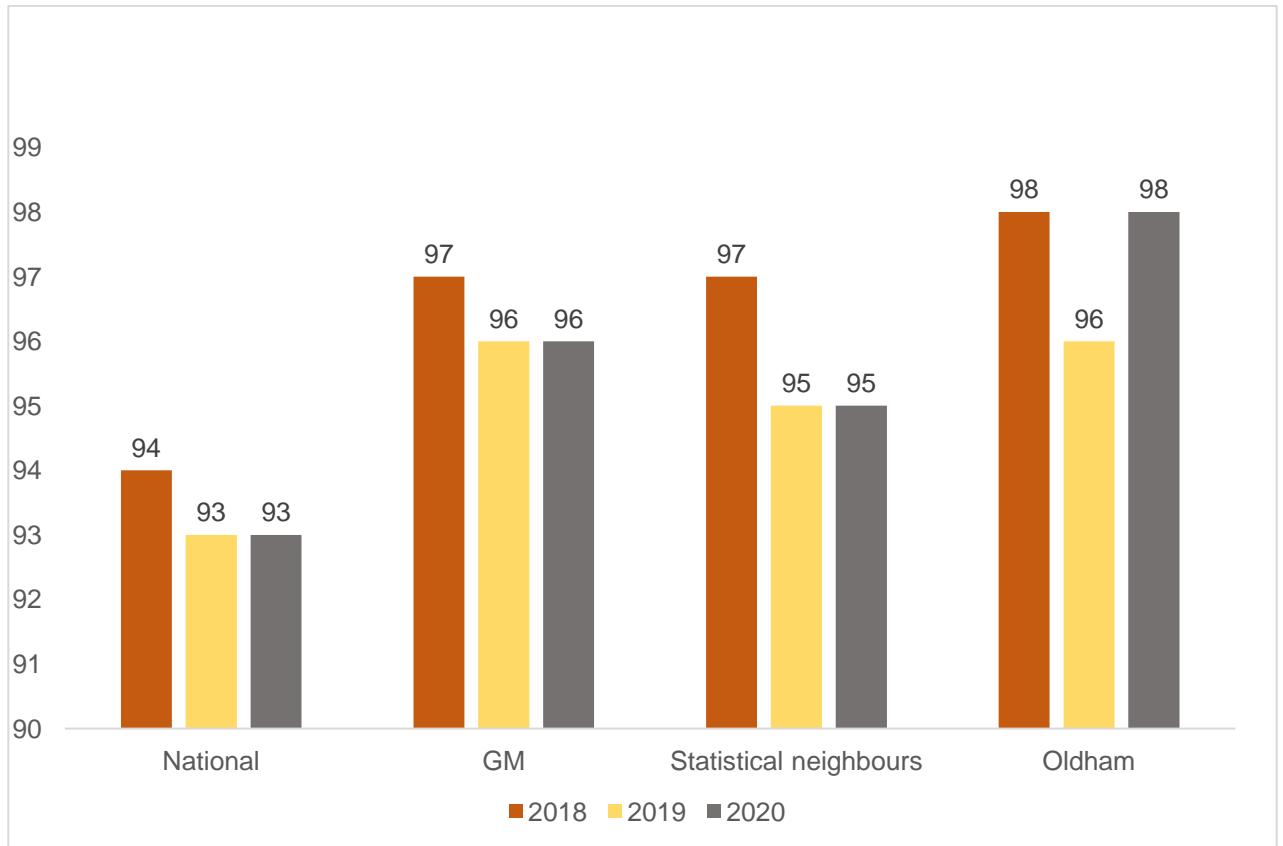
1. Take-up of funded early education by 3-year-olds (%)



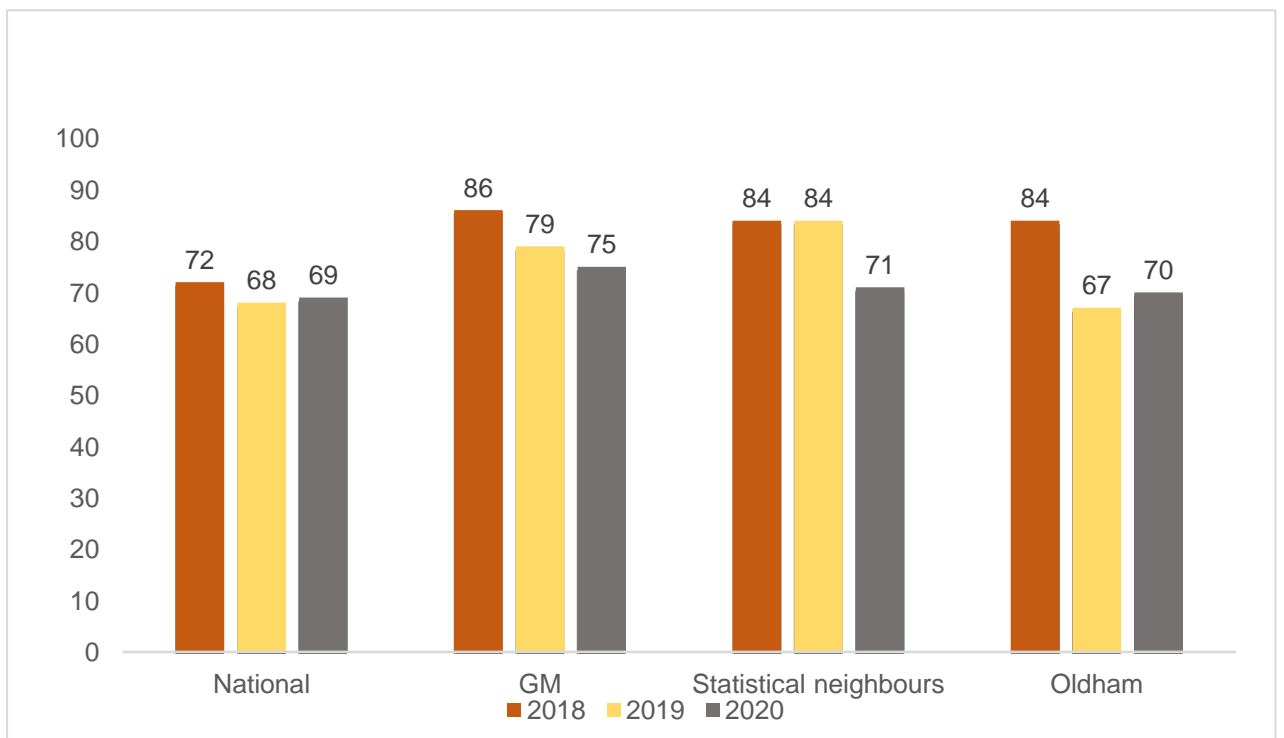
2. Take-up of funded early education by 4-year-olds (%)



3. Take-up of funded early education by 3 and 4-year-olds (%)



4. Take-up of funded early education by eligible 2-year-olds



Free Entitlement Uptake by Ward (Autumn term 2020)

1. Two-year-old Free Entitlement

Ward	Number accessing a place	Eligible Population	Percentage uptake rate
Alexandra	93	157	59.2%
Chadderton Central	34	43	79.1%
Chadderton North	56	82	68.3%
Chadderton South	46	67	68.7%
Coldhurst	90	166	54.2%
Crompton	18	39	46.2%
Failsworth East	29	38	76.3%
Failsworth West	36	65	55.4%
Hollinwood	91	124	73.4%
Medlock Vale	87	134	64.9%
Royton North	30	38	78.9%
Royton South	16	33	48.5%
Saddleworth North	8	11	72.7%
Saddleworth South	8	8	100%
Saddleworth West and Lees	29	40	72.5%
Shaw	46	53	86.8%
St James	88	107	82.2%
St Marys	102	170	60.0%
Waterhead	103	148	69.6%
Werneth	81	170	47.6%
Not Recorded	51	0	-
Grand Total	1124	1693	66.4%

Notes:

1. The population data is taken from the Office for National Statistics' Mid-Year Population Estimates 2019'. Data for such small localities is subject to some variation.
2. Uptake rates are based on where children access their free entitlement and not where they live. Therefore, where the uptake rate exceeds 100% this will be due to there being more places than children in the ward, and places being accessed by children from other wards.

Free Entitlement Uptake by Ward (Autumn term 2020)

2. Three and four-year old Universal Entitlement (15 hours)

Ward	Number accessing a place by Age			Population			Percentage Uptake Rate		
	3 YO	4 YO	3 & 4 YO	3 YO	4 YO	3 & 4 YO	3 YO	4 YO	3 & 4 YO
Alexandra	227	233	460	276	306	582	82.2%	76.1%	79.0%
Chadderton Central	96	129	225	115	134	249	83.5%	96.3%	90.4%
Chadderton North	141	149	290	138	160	298	102.2%	93.1%	97.3%
Chadderton South	111	134	245	163	166	329	68.1%	80.7%	74.5%
Coldhurst	223	233	456	237	228	465	94.1%	102.2%	98.1%
Crompton	107	95	202	86	111	197	124.4%	85.6%	102.5%
Failsworth East	78	97	175	99	114	213	78.8%	85.1%	82.2%
Failsworth West	116	132	248	127	118	245	91.3%	111.9%	101.2%
Hollinwood	192	187	379	178	200	378	107.9%	93.5%	100.3%
Medlock Vale	198	237	435	228	266	494	86.8%	89.1%	88.1%
Royton North	79	126	205	116	108	224	68.1%	116.7%	91.5%
Royton South	104	106	210	103	111	214	101.0%	95.5%	98.1%
Saddleworth North	73	84	157	90	106	196	81.1%	79.2%	80.1%
Saddleworth South	44	107	151	94	112	206	46.8%	95.5%	73.3%
Saddleworth W & Lees	81	105	186	107	103	210	75.7%	101.9%	88.6%
Shaw	80	120	200	132	106	238	60.6%	113.2%	84.0%
St James'	188	239	427	243	232	475	77.4%	103.0%	89.9%
St Mary's	237	281	518	290	272	562	81.7%	103.3%	92.2%
Waterhead	174	241	415	241	234	475	72.2%	103.0%	87.4%
Werneth	213	283	496	276	261	537	77.2%	108.4%	92.4%
Total Oldham	2762	3318	6080	3339	3348	6787	82.7%	96.2%	89.6%
Out of Authority	607	139	746						
Total	3402	3526	6928				101.9%	102.3%	102.1%

Notes:

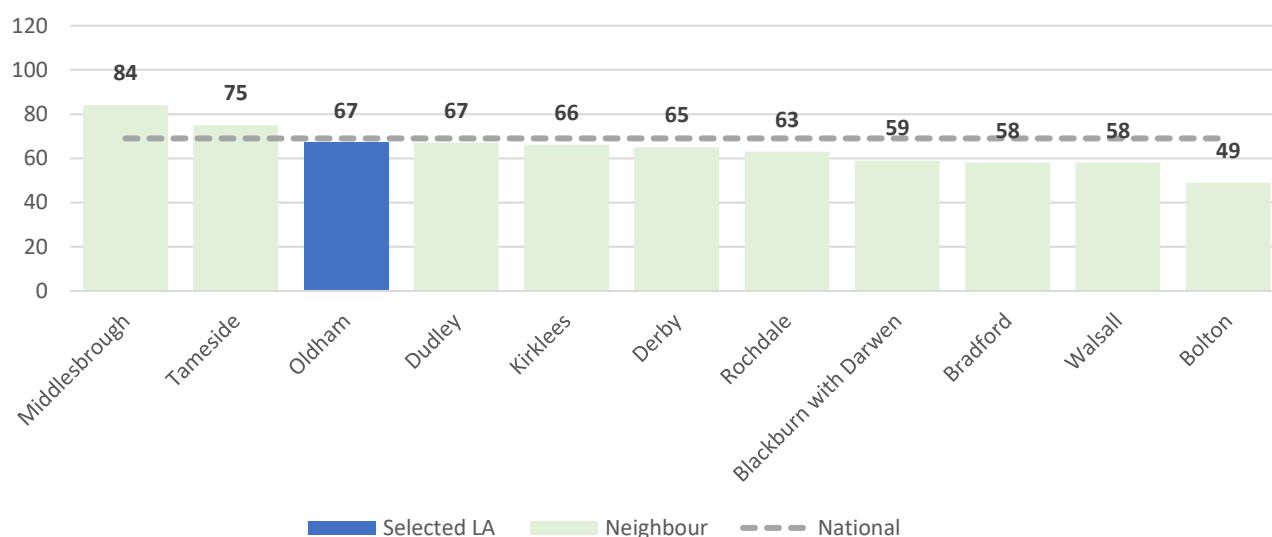
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DfE Two-Year-Old Take-up Operational Survey Data: Autumn 2020

1. Ranking relative to other LA's

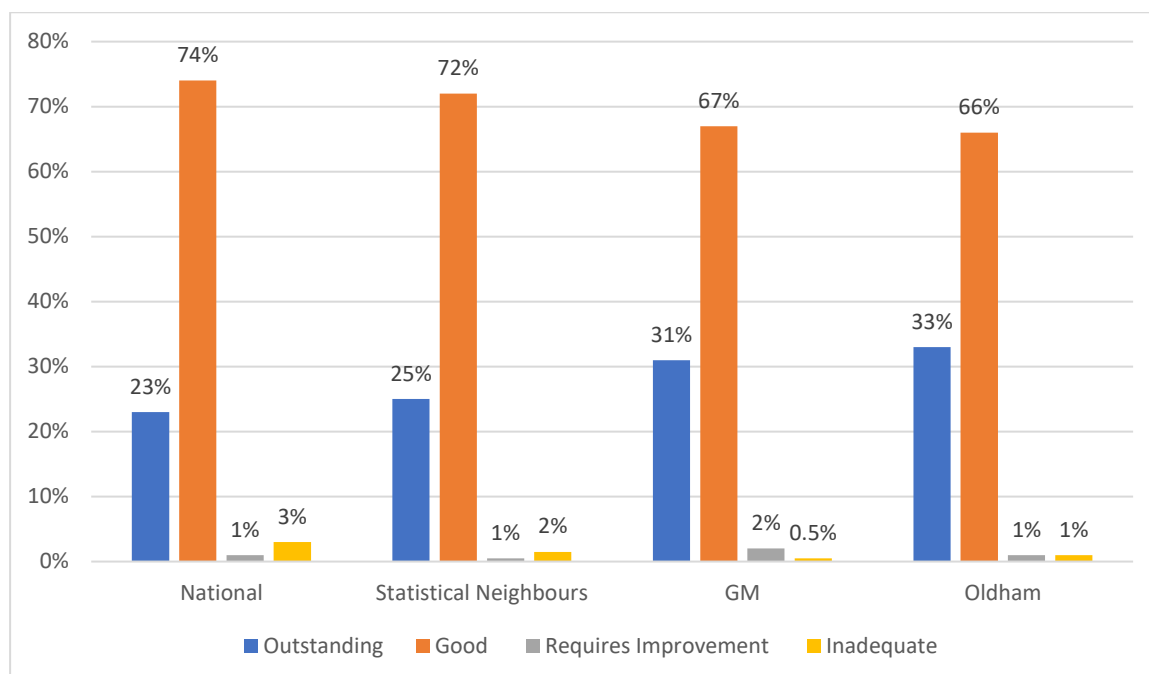
Oldham %	National Rank (out of 151)	Statistical Neighbour Rank (out of 11)	Region Rank (out of 23)
67	73	3	16

2. Uptake of two-year-old funded early education places compared with the 10 nearest statistical neighbours.

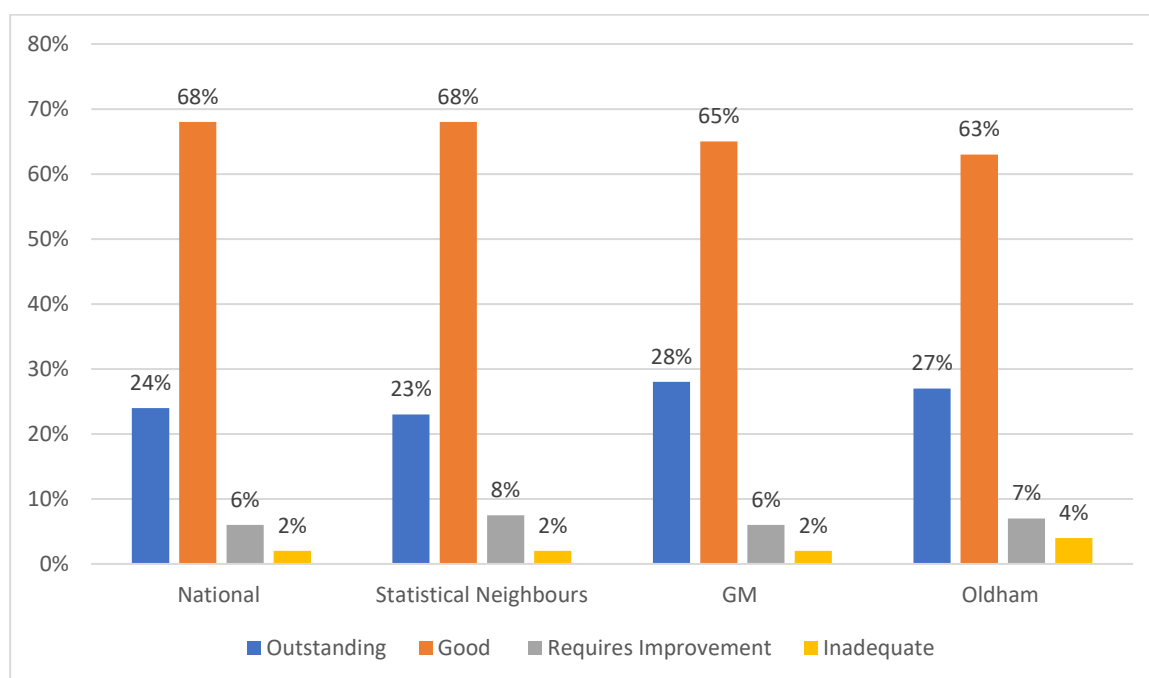


Benchmarking the quality of settings where children in Oldham take up the free entitlement against other local authorities

2-year-old uptake by Ofsted inspection rating (%)*



3- and 4-year-old uptake by Ofsted inspection rating (%)*



*Note: Because of rounding, totals do not always equal 100%.

Source: Provision for children under five years of age in England: January 2020. DfE. Published June 2020

Childcare sufficiency Recovery Plan: Overview of progress to date

Aim	Action to date
i) To support the financial sustainability of the local childcare market.	Funding advice packs produced for childminders, pre-schools and day nurseries detailing funding streams available from central government and eligibility criteria. E.g. Business rate support, small business grant, Job retention scheme etc.
	Free entitlement funding assurance In line with DfE Guidance, PVI providers were given assurance of summer-term funding regardless of closure, and autumn term 2020 payments at least at the autumn 2019 level, unless they were closed due to public health reasons.
	Local Covid-19 Small grants scheme To help meet the costs of infection control and implementing social distancing measures for early years and childcare providers (Including out of school clubs) that are open during the summer term. To date: <ul style="list-style-type: none"> • 76 settings funded (46 childminders / 30 group settings). • £28k paid out in first round. (Second round pending).
	Local Early Years Covid-19 Recovery Fund This was launched in September to support providers experiencing significant risk to their business as a result of the Covid-19 crisis. The purpose was to secure the supply of early years and childcare places across Oldham during the autumn term 2020 and beyond. (To date; £46,240 awarded across. 3 settings).
	Early Years Funding Forums Drop-in sessions hosted via 'Teams' to give providers opportunity to speak to the Early Years Funding team about issues arising.
ii) To support the re-opening of childcare provision	Supporting businesses to respond to changing needs of parents Provider <i>Finding your way through</i> sessions commissioned and delivered by Hempsall's. Separate sessions for childminders and group settings. Set out a 6-part process to address challenges and looking at new ways of working.
	Social Media training for providers Part of the recovery support package commissioned from Hempsalls.
	Case studies 6 case studies completed (4 nurseries and 2 childminders) to show how they are operating under restrictions and sharing their learning. These are being utilised by GM as part of the EYs recovery programme.
iii) To return uptake rates for the 2, 3 and 4-year-old entitlements	Changing Lives Through Childcare workshop for partners Online workshops for key partners held in August and December to raise awareness of the free early education entitlements and the important advocacy role of front-line professionals in promoting uptake. Two sessions delivered. Attended by reps from Early Help; Positive Steps; Right Start; Action Together; District Partnerships; Emerging Communities.

to pre-Covid levels	<p>Temporary extension of local 2-year old criteria In order to support vulnerable families through some of the covid-induced tensions they face, the age at which children on the social care or early help caseload can access the two-year-old entitlement was lowered to eighteen months in November. This will be reviewed at the end of the spring term. To date, 26 referrals have been made by Early Help and Social Care.</p>
	<p>Work to support increasing 2yr old uptake across GM The Early Years Service is actively engaged with GM work to increase uptake rates for the two-year old entitlement across the area through two work strands:</p> <ol style="list-style-type: none"> 1. Developing evidenced-based messages to increase parental confidence in taking up the 2-year old entitlement in the wake of the coronavirus pandemic; 2. Developing tailored approaches for groups with historically low take-up, with a focus on Asian communities.
	<p>Information session for schools to promote their important role in increasing uptake of early education places. We are asking Hemsalls to deliver their <i>Finding your way through</i> Information session for schools. The session looks at: the effects of COVID-19 on provision; making necessary changes to future models of delivery; and beneficial business relationships with other settings locally.</p>
	<p>Ongoing monitoring of childcare supply and demand and targeted outreach. Working with key partners in Early Help and Right Start services, data will be used to target areas with the greatest identifiable shortfalls in uptake.</p>

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Report to PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE

Key Decision Document

Portfolio Holder: Various

Report Author: Constitutional Services

11th March 2021

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 has 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 22 MARCH 2021

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

RCR-10-14	Western Gateway Town Centre Land and Property Acquisitions	Director of Economy	March 2021	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				
ES-12-20	Oldham town centre property acquisition	Deputy Chief Executive – Helen Lockwood	March 2021	Cabinet
Description: Strategic property acquisition 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 and a third party.				
ES-13-20	Award of contract at Egyptian Room, Old Town Hall	Deputy Chief Executive – Helen Lockwood	March 2021	Cabinet Member - Economy & Skills (Leader - Councillor Sean Fielding)

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 22 MARCH 2021

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: To approve of the award of a contract at the Egyptian Room, Old Town Hall Document(s) to be considered in public or private: Report on Award of contract at Egyptian Room, Old Town Hall. NOT FOR PUBLICATION by virtue of Paragraph(s) 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 and a third party.				

Education Cabinet Portfolio

Page 128	EDS-08-19	Secondary Education Provision - Expansion of North Chadderton School	Managing Director, Children and Young People - Gerard Jones	November 2021	Cabinet Member - Education (Councillor Shaid Mushtaq)
	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				

Children and Young People Cabinet Portfolio - None

Health and Social Care Cabinet Portfolio

HSC-01-21 New!	Request for approval to collaboratively commission an Integrated Sexual Health Service with Rochdale and Bury Councils	Strategic Director Communities and Reform – Rebekah Sutcliffe	March 2021	Cabinet
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KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 22 MARCH 2021

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: This paper outlines proposals to recommission the service, with the same cluster arrangement, and proceed to market for procurement of a new service for commencement from 1 April 2022. Doing so will ensure that Oldham has a high quality integrated sexual health service to support population health and meet our mandated responsibilities for open access sexual health services. If approved, Rochdale Council would act as the lead commissioner for the service, and STAR Procurement (Stockport, Trafford and Rochdale Procurement) would lead the procurement.</p> <p>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 of the commercially sensitive nature of the information enclosed in the report</p>				

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Housing Cabinet Portfolio

HSG-07-20	Local Plan Review: Issues and Options	Deputy Chief Executive – Helen Lockwood	March 2021	Cabinet Member - Housing (Councillor Hannah Roberts)
<p>Description: Oldham's Local Plan will guide development in the borough up to 2037. It will eventually replace the current plan (Joint Core Strategy and Development Management Policies DPD) which was adopted in November 2011 and any saved older planning policies.</p> <p>The Issues and Options document describes key challenges facing Oldham, sets out broad issues and presents options and questions that we need residents, businesses and interested parties in the borough to help us answer.</p> <p>Document(s) to be considered in public or private:</p>				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 22 MARCH 2021

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
HSG-01-21	Chadderton Neighbourhood Area and Forum applications	Deputy Chief Executive – Helen Lockwood	March 2021	Cabinet Member - Housing (Councillor Hannah Roberts)
<p>Description: To publish and consult for six weeks the application to designate the Chadderton Partnership as a Neighbourhood Forum and the application to designate the three Chadderton wards as a neighbourhood area, in line with the requirements set out in the Neighbourhood Planning (General) Regulations (2012).</p> <p>Document(s) to be considered in public or private: Area application Forum application Chadderton neighbourhood area map consitition</p>				

Neighbourhoods and Culture Cabinet Portfolio

NEI-03-20	Highways Improvement Programme 2019/20 - 2021/22	Deputy Chief Executive – Helen Lockwood	March 2021	Cabinet Member - Neighbourhoods & Culture (Councillor Barbara Brownridge)
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KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 22 MARCH 2021

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<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.</p> <p>Document(s) to be considered in public or private: N/A</p>				
NC-08-20	Accessible Oldham Framework Contract	Deputy Chief Executive – Helen Lockwood	March 2021	Cabinet
<p>Description: To seek delegation of the award of Accessible Oldham Framework Contract for the construction of Town Centre public realm and minor civil engineering infrastructure projects</p> <p>Document(s) to be considered in public or private: Public</p>				
NC-01-21 New!	Street Bin Replacement	Deputy Chief Executive – Helen Lockwood	March 2021	Cabinet
<p>Description: The report provides an update on the current position regarding the provision and servicing of street bins across Oldham and the need to secure funding to replace the street bins, two vehicles and the need to minimise manual handling and reduce the dangers associated with needles and glass contained within street bins.</p> <p>Document(s) to be considered in public or private: Report</p>				
NC-02-21 New!	Joint arrangements for a joint development plan on behalf of nine districts'	Director of Economy	March 2021	Cabinet
<p>Description: Report on the joint arrangements for a joint development plan on behalf of nine districts</p> <p>Document(s) to be considered in public or private:</p>				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 22 MARCH 2021

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
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HR and Corporate Reform Cabinet Portfolio - None

Finance and Green Cabinet Portfolio

FG-21-20	Revenue Monitor and Capital Investment Programme 2020/2021 Month 9	Director of Finance – Anne Ryans	March 2021	Cabinet
Description: The report provides an update on the Council's 2020/2021 forecast revenue budget position and the financial position of the capital programme as at Month 9. Document(s) to be considered in public or private: The report is to be considered in public.				
FG-01-21	Telephony Modernisation	Deputy Chief Executive – Helen Lockwood	March 2021	Cabinet
Description: Since 2004 Oldham Council has maintained an onpremise telephony system that now requires significant investment. We are seeking approval to move to a modern provision that can help us better serve our residents. Document(s) to be considered in public or private: N/A				
FG-03-21 New!	Award of Concession Contract for a Construction Framework Delivery and Management Partner	Strategic Director of Commissioning / Chief Operating Officer - Mike Barker	March 2021	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 22 MARCH 2021

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: A decision to award a Concession Contract following a fully compliant procurement process to enable the Council to start working in partnership with the Concessionaire to procure a Construction Works Framework, and a decision to delegate authority to the Director of Economy (with consultations) to award the planned Framework on behalf of the Council, and authorise the Director of Legal Services to sign the contractual documentation to enable the required deadlines to be achieved.</p> <p>Document(s) to be considered in public or private: Documents - N/A</p> <p>NOT FOR PUBLICATION by virtue of Paragraph(s) 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 contains information relating to the financial or business affairs of any particular person (including the authority holding that information).</p>				

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COVID 19 Response Portfolio - None

<p>VR-01-21 New!</p>	<p>Voluntary, Community, Faith & Social Enterprise (VCFSE) Sector Infrastructure Grant</p>	<p>Strategic Director Communities and Reform – Rebekah Sutcliffe</p>	<p>March 2021</p>	<p>Cabinet</p>
<p>Description: Decision regarding the award of the VCFSE Infrastructure Grant</p> <p>Document(s) to be considered in public or private: Private - NOT FOR PUBLICATION by virtue of Paragraph(s) 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 the report contains information relating to the financial and business affairs of an organisation.</p>				

Commissioning Partnership Board

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 22 MARCH 2021

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
CPB-06-20	Section 75 Agreement	Chief Executive/Accountable Officer NHS Oldham CCG	March 2021	Commissioning Partnership Board
Description: To provide notification of decisions to be taken by the Commissioning Partnership Board 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				
CPB-13-20	S.75 Budget Monitoring Report Month 9	Director of Finance – Anne Ryans	March 2021	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-01-21 New!	Contract extension: provision of stairlifts, ceiling track hoists, vertical & step lifts and gantry hoists.	Managing Director Community Health & Social Care Services (DASS) – Mark Warren	April 2021	Commissioning Partnership Board
Description: Seeking approval to extend a contract for the provision of stairlifts, ceiling track hoists, vertical & step lifts and gantry hoists. The provision is funded from Disabled Facilities Grants. Document(s) to be considered in public or private: Report Private: by virtue of Paragraph(s) <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 information relating to the financial or business affairs of any particular person including the Council				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 22 MARCH 2021

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
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Key:

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

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, Barbara Brownridge, Eddie Moores 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>

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Report to PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE

Performance and Value for Money Select Committee Work Programme

Chair: Councillor Riaz Ahmad,

Report Author: Mark Hardman, Constitutional Services

11th March 2020

Purpose of the Report

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

Recommendations

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

Performance and Value for Money Select Committee Work Programme 2020/21

1. Background

- 1.1 Overview and Scrutiny Procedure Rule 4.1 requires each Overview and Scrutiny Committee to prepare and maintain a Committee Work Programme.
- 1.2 The Performance and Value for Money Select Committee Work Programme presents the issues that the Committee will be considering and scrutinising during the 2020/21 Municipal Year. The 2020/21 Work Programme covers the issues to be discussed at each meeting, issues and actions arising, matters identified for consideration at workshops or in task and finish groups, and other matters that have been identified as issues for possible consideration.
- 1.3 Due to the Covid-19 pandemic, several reports that were on the work programme have had to be delayed. These will be monitored by Constitutional Services and be placed on the work programme following discussion with the Chair as they become available.
- 1.4 The Performance and Value for Money Select Committee Work Programme has been updated to reflect the outcomes of the Committee meetings held in January and February 2021 and is attached for consideration and noting.
- 1.5 The Council meeting on 24th March is to be asked to implement the new overview and scrutiny structure comprising a Policy Overview and Scrutiny Committee, a Performance Overview and Scrutiny Committee and a Health Scrutiny Committee, as agreed by the Council at the meeting held on 17th June 2020, with effect from the start of the next Municipal Year. The Statutory Scrutiny Officer and Officers from Constitutional Services will work with the three Overview and Scrutiny Board/Committee Chairs to determine Work Programmes for the new Committees and to develop briefings for scrutiny Members on the new structure and the Council's approach to scrutiny more generally.

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

PART A – MEETING PROGRAMME

MEETING DATE & VENUE	AGENDA ITEM	SUMMARY OF ISSUE	CABINET PORTFOLIO (link to Corporate Outcome)	RESOLUTION / RECOMMENDATION	Comments
Thursday, 25 June 2020 6.00 p.m.	Financial Outturn for 2019/20	Financial Monitoring	Finance and Green (Thriving Communities)	RESOLVED that the Council's financial position for the financial year 2019/20 be noted.	
	Quarter 4 Performance Report	Performance Update	Economy & Skills (Co-operative Services)	RESOLVED that the report be noted.	
	Overview and Scrutiny Annual Report for 2019/20	Review of Work Undertaken	All	RESOLVED that the Overview and Scrutiny Annual Report for 2019/20 be commended to Full Council.	
	Creating a Better Place	Review Principles	Economy & Skills (Thriving Communities)	RESOLVED that the proposed review of Creating a Better Place and the review principles be noted.	
Thursday, 27 August 2020 6.00 p.m.	Delivery of Additional School Places and Admissions	To include medium and long-term planning	Education	RESOLVED that: 1. The update on the Delivery of School Places and Admissions be noted. 2. The PVFM Select Committee received an update in 12 months' time.	
	Financial Resilience of Local Authorities And Revenue Monitor and Capital Investment Programme 2020/21 Month 3	Financial Monitoring	Finance & Green	RESOLVED that the Select Committee note the financial position of the Council as outlined in the report and the information provided.	
	Unity Partnership	Performance Report	Finance and Green	RESOLVED that the Unity Partnership Limited End of Year Reports including the summary of performance be noted.	

	SEND	Performance Plan and progress against the Written Statement of Action (WSOA)	Children and Young People (Co-operative Services)	<p>RESOLVED that:</p> <ol style="list-style-type: none"> 1. The Local Partnership be commended for the significant improvement in the timeliness identified in the national data and the ongoing improvements to quality and consistency of EHC plans being delivered and quality assured through effective partnership. 2. An update report be provided to the PVFM Select Committee in February 2021 on the revisions made to the APP and progress made to address the two areas of the original written statement of action not signed off in the revisit letter. 	
<p>Thursday, 1 October 2020, 8.00 p.m.</p> <p>Page 140</p>	Quarter 1 Performance Report	Performance	Economy & Skills (Cooperative Services)	<p>RESOLVED that:</p> <ol style="list-style-type: none"> 1. The Corporate Performance Report June 2020 be noted. 2. The information and updates provided at the meeting be noted. 	
	Revenue Monitor and Capital Investment Programme 2020/21 Month 4	Budget Monitoring	Finance and Green	<p>RESOLVED that the financial position of the Council as presented in the report be noted.</p>	
	Improving Attendance and Health and Wellbeing	Progress Report on Sickness Absence and Fit for Oldham Programme (and to include previous year's figures) The Sickness absence report to include reported number of resignations which related to the reasons for resignation, the length of service	HR and Corporate Reform (Thriving Communities)	<p>RESOLVED that the update on Employee Attendance, Workforce Covid Response and the Fit for Oldham Programme be noted.</p>	

		before resignation and the costs of training and development of such staff be considered alongside the submission of the programmed report on sickness absence as discussed on 25 June 2020.			
Thursday, 12 November 2020 6.00 p.m. Page 141	Revenue Monitor and Capital Investment Programme 2020/21 Month 5	Budget Monitoring	Finance and Green	RESOLVED that the report be noted.	
	Highways Capital Programme	Delivery	Neighbourhoods & Culture	RESOLVED that the actual detailed measured successful outputs of the programme so far, the ongoing detailed interactive monitoring of the programme and the need to review, update and expand the corporate indicator(s) accordingly be noted.	
	Creating a Better Place	Delivery	Economy & Skills	RESOLVED that: 1. 'Creating a Better Place' as a revised comprehensive vision and strategic framework for the borough to deliver the ambition for regeneration, homes, jobs and skills-pathways be endorsed. 2. The proposed amendments to the Council's capital programme to accelerate economic recovery be noted. 3. The acceleration of the potential for contributing revenue savings to the Council's financial plans be noted.	
Tuesday, 24 November 2020 6.00 p.m.	Opposition Budget Proposals		Finance and Green (Cooperative Services)		Meeting cancelled.

Thursday, 17 December 2020 6.00 p.m. Page 142	Revenue Monitor and Capital Investment Programme 2020/21 Month 6	Budget Monitoring	Finance and Green	RESOLVED that: 1. The Finance Update – Revenue Monitor and Capital Investment Programme 2020/21 at Month 6 be noted. 2. A further updated be provided at the next meeting of the Select Committee.	
	Planning	<ul style="list-style-type: none"> Major applications response times Minor application response rates 	Housing	RESOLVED that the performance of the Planning Service be noted especially with regard to performance levels pre/post Covid-19 restrictions being introduced and additional measures being introduced within the team to provide continued improvement.	
	Repeat Referrals in Children’s Social Care	Performance Issue	Children and Young People	RESOLVED that the recommendations as contained within the sensitive report be noted.	
	Ofsted – Children’s Services	Update on Financial Performance and update on Improvement Plan	Children and Young People (Thriving Communities)	RESOLVED that the recommendations as contained within the sensitive report be noted.	Update requested by the Select Committee in October 2019
	Update on General Matters		Finance and Green	RESOLVED that: 1. The Update on General Matters be noted. 2. The Select Committee Work Programme be reviewed to incorporate increased scrutiny around financial resilience.	
Thursday, 28 January 2021 Note: Revised date from original work programme	Administration Budget Proposals and related Matters	Council Tax Reduction Scheme 2021/22;	Finance and Green	RESOLVED that: a) The Council Tax Reduction scheme be unchanged in 2020/21. b) The financial position during 2021/22 be reviewed to assess whether resources could be found to support additional Exceptional Hardship Payments to support those residents in most need in 2021/22 and to alleviate the impact of the loss of COVID Hardship Fund grant awards.	

Revenue Budget
2021/22 and Medium
Term Financial
Strategy 2021/22 -
2025/26;

**RESOLVED that the Select Committee
accepted and commended to Cabinet:-**

1. The policy landscape and economic context in which the Council was setting its revenue budget for 2021/22 and Medium Term Financial Strategy to 2023/24.
2. The impact of Oldham Council Policies and Strategies on the Council's budget setting process and the development of its Medium Term Financial Strategy.
3. The financial forecasts for 2021/22 to 2023/24 having regard to the Provisional Local Government Finance Settlement and associated funding announcements.
4. The key issues to be addressed in continuing to respond to the financial challenges facing the Council.
5. The proposal that the Council reviews its financial position during 2021/22 to determine if it is able to provide additional Council Tax hardship relief.
6. The reaffirmation of the Council's commitment to the modified Housing Benefits scheme, a discretionary local scheme which allows the Council to disregard the value of any War Disablement Pension or War Widows Pension over and above statutory disregard limits.
7. The recurrent 2021/22 Budget Reduction Proposals at a value of £8.793m.
8. Flexible Use of Capital Receipts at a value of £2.000m.
9. The proposed use of £42.578m of reserves to balance the 2021/22 budget

		Housing Revenue Account Estimates for 2021/22 - 2025/26		<p>including £0.127m for a one off budget reduction.</p> <ol style="list-style-type: none"> 10. The proposed use of £12.012m of reserves to support the 2022/23 budget. 11. The approach to managing the budget during the COVID pandemic and the continuation of budget management measures introduced in 2020/21 as outlined in Paragraphs 12.6 to 12.11. 12. The proposed fees and charges schedule included at Appendix 7. 13. The draft pay policy statement included at Appendix 10. 14. A proposed 2021/22 Council Tax increase of 2.99% for Oldham Council services resulting in the charges set out at paragraph 15.3 and Table 29 of the report. 15. The proposal to draw on the Collection Fund for major preceptors of £115.669m for Borough Wide services and £98.552m for Council services. 16. The proposed net revenue expenditure budget for 2021/22 for the Council set at £253.944m. 17. Revised estimated budget reduction targets of £32.185m for 2022/23 and £21.564m for 2023/24 before any use of reserves and indicative budget proposals. <p>RESOLVED that the following be accepted:</p> <ol style="list-style-type: none"> 1. Forecast HRA outturn for 2020/21 (as per Appendix A) 2. Proposed HRA budget for 2021/22 (as per Appendix B) 3. Strategic estimates for 2021/22 to 2025/26 (as per Appendix D) 	
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		<p>and Proposed Outturn for 2020/21;</p> <p>Capital Programme & Capital Strategy for 2021/22 - 2025/26;</p> <p>Treasury Management Strategy Statement 2021/22;</p>		<ol style="list-style-type: none"> 4. Proposed increase to dwelling rents for all properties by 1.5%. 5. Proposed increase to non-dwelling rents as per individual contracts. 6. Proposal that service charges were unchanged. 7. Proposal to set Extra Care Housing concierge charges to fully recover actual costs; and 8. That the report be commended to Cabinet. <p>RESOLVED that the following be accepted and recommended to Cabinet:</p> <ol style="list-style-type: none"> 1. The Capital Strategy for 2021/22 to 2025/26 at Appendix 1 of the report and summarised at section 2.1. 2. The capital programme for 2021/22 and indicative programmes for 2022/23 to 2025/26 at Annex C of Appendix 1 and summarised at sections 2.2 to 2.6 of the report. 3. The Flexible Use of Capital Receipts Strategy as presented at Annex D of Appendix 1. <p>RESOLVED that the following be accepted and recommended to Cabinet:</p> <ol style="list-style-type: none"> 1. Capital Expenditure Estimates as per paragraph 2.1.2; 2. MRP policy and method of calculation as per Appendix 1; 3. Capital Financing Requirement (CFR) Projections as per paragraph 2.2.4. 4. Projected treasury position as at 31 March 2021 as per paragraph 2.3.3. 5. Treasury Limits as per section 2.4. 6. Borrowing Strategy for 2021/22 as per section 2.6 	
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		Section 151 Officer Report		<p>7. Annual Investment Strategy as per section 2.10 including risk management and the creditworthiness policy at section 2.11.</p> <p>8. Level of investment in specified and non-specified investments detailed at Appendix 5.</p> <p>RESOLVED that the following be accepted:</p> <ol style="list-style-type: none"> 1. The proposed General Fund Balance currently calculated for 2021/22 at £15.641m. 2. The initial estimate of General Fund Balances to support the Medium Term Financial Strategy was as follows: <ul style="list-style-type: none"> • £17.349m for 2022/23 and • £18.602m for 2023/24. 3. The intended report to be presented to the Audit Committee on Earmarked Reserves to ensure this area was subject to appropriate scrutiny. 4. The actions necessary to secure a properly balanced budget as presented in paragraph 3.6. 5. The actions necessary to ensure the prudence of the capital investments as noted in Section 4. 	
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	Revenue Monitor and Capital Investment Programme 2020/21 Month 8	Budget Monitoring	Finance and Green	<p>RESOLVED that the following be noted:</p> <ol style="list-style-type: none"> 1. Forecast revenue outturn for 2020/21 at month 8 being a £8.330m adverse variance having regard to the action being taken to manage expenditure 2. The forecast positions for the Dedicated Schools Grant, Housing Revenue Account and Collection Fund. 3. Use of reserves as detailed in Appendix 1 to Annex 1 4. The revised capital programme for 2020/21 to 2024/25 at Month 8 as presented in Annex 2. 	
<p>Tuesday, 9 February 2021 6.00 p.m.</p> <p>Note: Revised date from original work programme</p>	Opposition Budget Proposals		Finance and Green (Cooperative Services)	<p>RESOLVED that none of the Budget Reduction proposals be recommended to the Cabinet for adoption.</p> <p>RESOLVED that the Liberal Democrat Alternative Investment Proposals and Capital Programme proposals be noted.</p>	
	Quarter 2 Performance Report	Performance monitoring	Economy & Skills (Co-operative Services)	RESOLVED that the report be noted.	
	SEND	Revisions made to the APP and progress made to address the two areas of the original written statement of action not signed off in the revisit letter	Education (Thriving Communities)	<p>RESOLVED that</p> <ol style="list-style-type: none"> 1. the SEND Local Partnership be commended for maintaining the significant ongoing improvements to quality and consistency of Education, Health and Care plans being delivered and quality assured through effective partnership work. In addition to the strong positive focus on attending schools and settings, despite the challenges presented by the Coronavirus situation; 2. update reports be submitted to the Committee in August 2021 on (i) the completion of the actions identified in area 3 and continuing progress made to improve attendance, reduce exclusions 	Requested by PVFM August 2020

				and raise achievement for children and young people with SEND; and (ii) on the SEND strategy and refinements made to deliver strong recovery for children and young people with SEND.	
Page 148	Thursday, 11 March 2021 6.00 p.m.	Quarter 3 Performance Report	Performance monitoring	Economy & Skills (Co-operative Services)	
		Secondary School Performance	Oversight of performance and to include Sixth Form College results and also to include Academy sponsors	Education	
		Not in Education, Employment or Training Position (NEET/EET)	Performance and Progress Report	Education	
		Free Early Education Entitlements for 2, 3 and 4 Year Olds	Overview of Key Trends and Developments	Children and Young People	
		MioCare	Annual Update on Financial Performance	Health and Social Care (Cooperative Services)	
		Regional Adoption Agency	Review of Performance and Finance	Children and Young People	
		Local Government Ombudsman	Annual Review of Performance	Finance & Green	

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 Years Since Community Tensions	Lessons Learnt	People & Place			
	Academisation and Free Schools		Children's Services		(After September 2019)	
	Heritage Centre (OHAC)		People and Place			
	Primary School Performance	Oversight of Performance	Education			
	Peer Review	Action Plan	Economy & Skills			
	Medium Term Property Strategy	Update on the strategy including actions and approach to meet objectives	Economy and Skills (Cooperative Services)	N/A	Requested by PVFM January 2020 – an update was provided as part of the Creating a Better Place reports	
Page 149	Housing Strategy	Update report on delivery of the strategy and Brownfield Sites <ul style="list-style-type: none"> • Provision against demand • Affordable Housing • Land retention • Performance of External Providers 	Housing (Thriving Communities)		Requested by PVFM January 2020	

PART D – ACTIONS FROM PREVIOUS MEETINGS

Date of Meeting	Title of Report	Directorate/Officer	Action(s)	Date Completed and Outcome
25 June 2020	Performance Report	Communities & Reform	The Sickness absence report to include reported number of resignations which related to the reasons for resignation, the length of service before resignation and the costs of training and development of such staff be considered alongside the submission of the programmed report on sickness absence.	Absence report provided on 1 October. Members to be provided information after the meeting.

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