

PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE
Agenda

Date Thursday 10 February 2022

Time 6.00 pm

Venue Crompton Suite, Civic Centre, Oldham, West Street, Oldham, OL1 1NL

- 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 Tel. 0161 770 5151 or 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, 7 February 2022.
 4. FILMING - The Council, members of the public and the press may record / film / photograph or broadcast this meeting when the public and the press are not lawfully excluded. Any member of the public who attends a meeting and objects to being filmed should advise the Constitutional Services Officer who will instruct that they are not included in the filming.

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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 PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE

Councillors Ahmad (Chair), G. Alexander, Byrne, Hindle, Iqbal, Islam, Kenyon and Malik

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 Meeting (Pages 1 - 10)

The Minutes of the meeting of the Overview and Scrutiny Performance Committee held on 18th November 2021 are attached for approval.

6 Council Performance Report September 2021 (Pages 11 - 34)

7 Revenue Monitor and Capital Investment Programme 2021/22 Month 8 – November 2021 (Pages 35 - 84)

8 Children's Services - Update on Financial Performance and Improvement Plan (Pages 85 - 92)

9 Repeat Referrals in Children's Social Care (Pages 93 - 96)

10 Key Decision Document (Pages 97 - 110)

11 Performance Overview and Scrutiny Committee Work Programme (Pages 111 - 118)

12 Exclusion of the Press and Public

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

13 Regional Adoption Agency - Update (Pages 119 - 146)

14 Oldham Community Leisure Performance (Pages 147 - 154)

15 Partnership Risk Dashboard (Pages 155 - 170)



Present: Councillor Ahmad (Chair)
Councillors Byrne, Islam and Kenyon

Also in Attendance:

Mark Stenson	Head of Corporate Governance
Caroline Lee	Head of Revenue and Benefits
Naaira Zaman	Performance Improvement Lead
Henri Giller	Independent Chair of Oldham Safeguarding Children Partnership and the Oldham Safeguarding Adults Board
Jayne Radcliffe	Deputy Manager, Director of Health and Social Care
David Shaw	Assistant Director SEND

1 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Alexander.

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 meeting held on 26th August 2021 be approved as a correct record.

6 **OLDHAM SAFEGUARDING CHILDREN PARTNERSHIP ANNUAL REPORT**

The Committee gave consideration to the Oldham Safeguarding Children Partnership (OSCP) Annual Report 1st April 2020- 31st March 2021.

The Independent Chair of the Oldham Safeguarding Partnership, Dr Henri Giller, provided an overview of the report and the Strategic Plan Statement.

It was reported that the 2020-21 business year had been challenging for the OSCP and had been tested by the challenges of Covid-19 during the second year of the new arrangements with the Council, Greater Manchester Police and the NHS via the CCG.

The impact of Covid on children and families in Oldham had been disproportionate due to the levels of poverty and inequality that affect the Borough. Lockdown had reduced the visibility of children and gathering intelligence was difficult.

The partnership responded well to the pandemic by, identifying and responding to new levels of demand particularly with respect to harm to infants, increases in levels of domestic abuse affecting children and meeting children's mental health and wellbeing needs.

The arrangements were also enhanced to enable reflection and learning of good safeguarding practice on a co-ordinated cross agency basis, in addition examining current practices and looking at the arena of transition from Children's Services to Adult Services.

During the pandemic partners had picked up issues early in relation to an upturn in abuse and neglect of infants under two years old which had become a national issue and issues in relation to abuse and neglect through schools and enhanced work was undertaken with schools. A response was also developed in relation to complex safeguarding with arrangements in Oldham being found to be robust and some of the best in the region, during an external audit. Despite the challenges the partners had continued forward with the strategic priorities, launching the new complex safeguarding hub, restructuring the partnership to ensure maximum effectiveness and introducing a new model of quality assurance in the form of a learning hub.

The Partnership had developed six strategic aims;

- Excellent practice is the norm across all practitioners in Oldham.
- Partner agencies hold one another to account effectively
- There is an early identification of new safeguarding issues
- Learning is promoted and embedded
- Information is shared effectively.
- The public feel confident that children are protected.

The new safeguarding arrangements required that provision was included for the scrutiny by an independent person of the effectiveness of the arrangements and p.28 of the report provided the scrutiny of the Independent Chair of the Oldham Partnership of the second working year of the new arrangements as per the criteria proposed by Sir Alan Wood paragraph 69 of the Wood report. The scrutiny was RAG rated and the Chair concluded that in the short period of time the new arrangements had been in place were robust.

The Strategic Plan for 2021-2024 was provided at p. 31-40 of the report and contained the strategic aims, principles, priorities and the Oldham Safeguarding Business Plan April 2021- March 2022.

Members welcomed the report as a representation of the work undertaken during the report year and the work the Council needed to undertake.

Members asked if work was being undertaken with schools in relation to complex safeguarding and were advised that the Council was a pioneer in raising awareness with schools and a large programme of work was being undertaken with educational settings using lessons, videos and theatre groups. Members enquired as to the status of the amber rated criteria from the Independent Chair Review/Scrutiny.

1. Workforce – Significant investment had taken place but work was still to be done in developing a social work academy across Children's and adults and developing a skills base across the partnership for each element. The



pandemic had significantly interrupted the active strategies to enhance the quality and quantity of the workforce.

2. Identification of vulnerable children in need of early help – This was an ongoing goal and activity and information sharing between the statutory partners was operationalised during the reporting period. This had proven robust and effective.
3. The resource framework – There was not parity of financial contributions from statutory partners and this provided an imbalance particularly in relation to the Greater Manchester Police contribution. The Independent Chairs across the region had written to the Deputy Mayor for Policing and Crime to address this issue, to date no response had been received.

Members asked about the Independent Assurance Review and the level of detail provided within the report and were advised that due timeline of the report March 2021 and the absence of any detail due to the publication of the report later in 2021 a more comprehensive response would be provided once the review was published.

RESOLVED – That:

1. The Oldham Safeguarding Children’s Partnership Annual Report be noted.
2. A copy of the GM external audit of complex safeguarding be provided to Members of the committee.

7

OLDHAM SAFEGUARDING ADULTS BOARD: 2020/21 ANNUAL REPORT AND STRATEGIC PLAN

Consideration was given to the Oldham Safeguarding Adults Board Annual Report 200-21.

Dr.Henri Giller Independent Chair of the Oldham Safeguarding Adults Board and Jayne Ratcliffe, Deputy Manager, Director of Health and Social Care provided Members with an overview of the report.

Members were advised that the challenges of the Covid-19 pandemic had a significant impact on the Board and its partner agencies and substantial working practices had been introduced and innovative ways to identify, respond and meeting safeguarding needs developed.

A consequence of the pandemic was at the height of lockdown significantly reduced visibility of vulnerable people that may have been experiencing a safeguarding need.

The period demonstrated the continuing demand for safeguarding services across the Borough and how the demand reflected the complexities in the dimensions of safeguarding needs presented.

The challenges presented key questions for the Safeguarding Partnership and partners. The Board reflected upon strategies employed to deliver its objectives including to adopt a learning approach including:

- What worked well?
- What could we do better?
- What strategies were required for complex need?

The Board achieved the following in 2020/21 period:

- Adult Safeguarding response to Covid-19 - The Board reacted swiftly to the pandemic by setting up a weekly Covid-19 Assurance Group. Senior leaders from Adult Social Care, police and primary and acute healthcare services monitored local data to identify safeguarding trends and understand the levels of risk for people in Oldham. Additional insight was collected by Healthwatch Oldham, Age UK and Keyring to help understand people's experiences during lockdown.
- Safeguarding Assurance - The Board distributed safeguarding leaflets to Council and voluntary sector Doorstop Engagement Teams and requested assurance from agencies on emerging issues including responses to domestic abuse, DNACPR concerns (Do not attempt cardiopulmonary resuscitation) and support for carers.
- Domestic Abuse and Elder Abuse – These emerged as key areas for concern during the Covid-19 lockdown and agencies were quick to adapt services to focus on prevention. Greater Manchester Police led a successful domestic abuse Facebook campaign and the Domestic Abuse Partnership have commissioned the SafeLives charity to work with survivors of abuse to develop an early intervention offer for Oldham.
- All Age Safeguarding Offer - the Board has worked closely with the Oldham Safeguarding Children's Partnership to develop an all age Safeguarding Communications Plan. As part of this, the joint website and social media platform went live in 2020 and a fortnightly children's and adults Safeguarding Bulletin was launched to keep practitioners and managers up to date with resources and training opportunities.
- Complex Safeguarding – The Board has identified a growing number of Complex Safeguarding cases. This term is used to describe adults who experience different types of abuse and/or neglect at the same time, with cases often involving criminal activity such as sexual or financial exploitation or trafficking and historical factors such as childhood trauma.
A successful multi-agency forum now meets to support adults with complex safeguarding needs. It brings together statutory, voluntary and independent housing partners to share information and discuss multi-agency barriers and solutions. Regionally, Oldham has also taken a lead role exploring and developing agencies understanding of complex safeguarding issues through a partnership project with the Association of Directors of Adult Social Services.
- Self-neglect and Hoarding - Learning from a Thematic Safeguarding Review is changing the way services identify and support people who self-neglect. A new multi-agency strategy and practitioner tool kit covering self-neglect and hoarding was launched in 2020. This guidance, along with case study examples, 7-Minute Briefings and Grab Guides were designed to develop practitioner's knowledge and confidence to deal with complex cases involving self-neglect.

- Training and Workforce Development Strategy - In March 2021, the Board launched its multi-agency training strategy. It sets out flexible learning options through online resources and webinars, as well as plans to roll out a formal programme of Section 42 Safeguarding Referrer, Mental Capacity Act and Self-Neglect training in 2021/22.

Each year, partner agencies provide a summary of their safeguarding work for publication in the Board's 2020/21 Single-Agency Reports. The following pages provide summaries from Oldham Council, NHS Oldham CCG and Greater Manchester Police as the three lead agencies on the Board.

The Annual Business Plan April 2021- March 2022 was detailed at p.68 to the report and outlined the strategic objectives and priorities for 2021/22 including domestic abuse, complex and contextual safeguarding, back to basics training and the Learning hub.

It was also reported that staff had prioritised adult safeguarding and reviewed existing protection plans and this had resulted in the practice being recognised by ADASS as a beacon of good practice.

Members welcomed the report and asked if there was any impact of GP's surgeries becoming virtual and if this had decreased visibility or affected referrals. It was reported that GP's had continued to make referrals and risk huddles had been developed around people with complex needs in the geographical clusters on a weekly basis.

Members enquired about the increase in domestic abuse and were advised that a joint approach was being undertaken with Adults and Children's social care and work had been commissioned to address this area. Due to the amount of referrals the threshold criteria had been raised but this had been addressed and work in partnership with Greater Manchester Police had been undertaken.

RESOLVED – That:

1. The report be noted.
2. An updated be provided to the committee in 12 months.

8

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

Consideration was given to an Update on the Special Educational Needs and Disability (SEND) Inspection Re-Visit. David Shaw, Assistant Director SEND provided the Committee with an overview of the report and progress to date which addressed 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).

Following the inspection in September 2019 and identification of two remaining areas requiring improvement continued to be made in relation to area 3, Education Health and Care Plans

and area 5 Exclusions and persistent absenteeism for children with SEN or disabilities.

The final draft of the APP was submitted to the DfE IN March 2000 including 6 and 12 month milestones.

Following two formal review meetings a further meeting took place on 25th June 2021 and the outcome was that based upon progress made, it was the opinion of the DfE and NHS England that formal monitoring via the 6 monthly progress reviews were no longer necessary.

It was reported that this demonstrated the clear and sustained progress being made through a strong partnership approach to co-production in Oldham.

In relation to ECH plans the main Education, Health and Care Plan Team continued to work effectively, co-productive work continued to take place across the partnership to provide challenging but constructive feedback to improve working practices and the quality of information included in the EHC plans. Quality standards continued to be reviewed and raised through an increasingly rigorous audit process completed in partnership with Education, Social Care and Health and the CEO of POINT.

Despite the introduction of a third lockdown, 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 had been a key strength to support this.

The positive impact on attendance could also be seen at various points following a full return to school in Spring and Summer 2021.

Work to improve the achievement, attendance and to reduce exclusions for Children and Young People with SEND had continued despite the turbulence of COVID-19 and overall exclusions had fallen during the Autumn term 202 and Spring term 2021 compared with the same period the year before.

Members welcomed the report and asked how the service would keep improving. It was reported that monitoring with Key Performance Indicators, challenge, support and benchmarking would continue to take place.

Members discussed the Home to School Transport process and asked if the policy would be reviewed in relation to criteria, accessibility and parental choice. Members were advised the policy would be reviewed picking up lived experiences and challenges and this would be done in consultation with Andrew Robinson from POINT.

RESOLVED – That:

1. The Local Partnership, for maintaining the significant ongoing improvements to equality and consistency of EHC plans being delivered and quality assured through effective partnership work be commended.
2. The Local Partnership, for the strong positive focus on reducing absenteeism and exclusions at schools and settings, despite the challenges presented by the Coronavirus situation be commended.
3. An annual update be provided to the Performance Overview and Scrutiny Committee during the start of

each new academic year, so it can review and ensure the sustained improvement is maintained year on year.

4. The Local Partnership and all involved in achieving and sustaining the significant improvements to ensure that formal monitoring is no longer necessary be congratulated due to the strength of governance and partnership accountability in place.

9

LOCAL GOVERNMENT OMBUDSMAN ANNUAL REVIEW OF COMPLAINTS 2020/2021

The Committee gave consideration to the Local Government Ombudsman Annual Review of Complaints 2020/21.

Caroline Lee, Head of Revenue and Benefits provided an overview of the report to the Committee.

It was reported that the Local government and Social Care Ombudsman (LGSCO) had published its annual review for complaints. The Council had received 911 complaints of which 55 were reviewed (6 %) by the LGSCO.

Of those 55 complaints 15 were investigated (1.6%) and 10 were upheld which was 67% compared to an average of 72% in similar authorities.

It was reported the Council worked hard to resolve complaints at an early stage in the complaints process to avoid the need for residents to pursue issues further.

Unfortunately the LGSCO did not consider that the Council had provided a satisfactory remedy in the 10 cases it upheld, before the complaint reached the Ombudsman. This compared to an average of 11% in similar authorities.

The Committee was advised that the Complaints Service had recently undergone a full team restructure and all posts had now been filled.

A review had been undertaken of the Council's Corporate Complaints Policy and the introduction of an Unreasonable Behaviour Policy was implemented 2020/21 and reviews of the Council's Adult Social Care and Children's Social Care Complaints policies would also be undertaken this financial year. 2020/21.

The team were also working with services to improve practice in relation to complaints and this work was ongoing.

Members were advised that most complaints were made via email, online and telephone rather than face to face but now that Covid restrictions had changed this would be taken into account. The timescale of complaints was also discussed with Members being advised there are differing timescales due to the complexity of some complaints.

Members discussed complaints supported by Councillors and those complaints through casework, which assist in complaints being made officially to the Council.

Members asked of the 911 complaints how many had been upheld before reaching the ombudsman, was there a typical complaint and the extent of service support. Members were advised that detailed data of the complaints would be circulated to the Committee and were given assurances that support is given to services in relation to the process, remedy and service improvement.

RESOLVED – That:

1. Detailed data of the complaints would be circulated to Members of the Committee.
2. The committee receives monitoring of improvements
3. The report be noted.

10

COUNCIL PERFORMANCE REPORT JUNE 2021

The Committee gave consideration to the Council's Performance Report June 2021.

Naaira Zaman, Performance Improvement Lead, provided Members with an overview of the report.

The new Corporate Performance Report (CPR) was designed to report progress against the Covid Recovery Strategy.

Actions, risks and measures were derived from Team Oldham's annual business planning process – plans were finalised in June 2021.

The new format of the CPR had been designed to:

- Streamline performance information in a user-friendly manner
- Support an automated process for the CPR enabling updates in a timely manner
- Ensure greater challenge around performance

The new format provided:

- End of Year (EOY) predictions re introduced (page 2)
- Performance Summary by recovery area and theme (Pg. 3-4)
- Performance Measures (pages 5 to 18)
- Trend information (previous 3 years columns)
- Data periods introduced for transparency (period for Q1 actual)
- Benchmarking information where available (right hand side)
- Action updates by exception reporting of 'red' actions and x2 consecutively amber actions (page 19)
- 'High level' risks exception reporting. Risk and insurance team will automatically elevate high level risks to the strategic risk register and report to Audit Committee (page 20)
- Oldham in Profile Dashboard (page 21)
- New HR Dashboard being worked up and will replace page 22(see Appendix 1)
- Finance dashboard removed (avoid duplication of reporting)

Members were advised there were 6 red measures

There were 4 red measures for which portfolio holders & lead officers were requested to be accountable at Q2:

There 4 red measures were

- M63 number of visitors to Gallery Oldham
- M197 number of visits to OCL Leisure Centres per 100k population
- M619b percentage of care leavers 19-21 in Education, Employment and Training
- M656 Mandated Health visits completed in time

Due to the late receipt of the Performance report by this Committee Members were assured there was improvement and action being taken and the next Performance report would

reflect this. The red actions were detailed at p.19 to the report and included:

- DA 101/102 – for CHASC Stakeholders to have established plans for balancing year end budget
- DA103 – Focus on the actions and plans to start delivering on savings requirements
- DP208 – Increase uptake & reduce inequalities in uptake in national screening & immunisation programme
- DA118 – Deliver and embed a strength based approach in Community Health and Adult Social Care

Members discussed:

M501 Percentage of Household Waste sent for reuse, recycling or composting, the end of year target being amber and were advised this was because recycling was seasonal and there were peak periods and targets were set on previous.

M333a Percentage of Council Spend in Oldham, the end of year target being amber, and were advised this was a rolling target and local spend was not in the control due to Covid.

S368 Business Rates and S357 percentage of Council tax collected in year. Members asked for a full report on Council Tax and Business rate collection form the service.

RESOLVED – That:

1. A report be submitted to the Committee in relation to Council Tax and Business Rate collection performance comparing previous year pre pandemic.
2. The report be noted.

11

KEY DECISION DOCUMENT

RESOLVED – That:

1. The Key Decision Document be noted.

12

PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME

RESOLVED – That:

2. The outcome of the Peer Review Action plan be submitted to the Committee.
3. The work programme be noted.

The meeting started at 6.00pm and finished at 8.06pm

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Report to Performance Overview and Scrutiny Committee
Council Performance Report September 2021
for period 1 July to 30 September 2021

Portfolio Holder:

Councillor Jean Stretton, Portfolio Holder - Corporate Services

Officer Contact:

Matt Drogan, Head of Strategy and Performance

Report Author:

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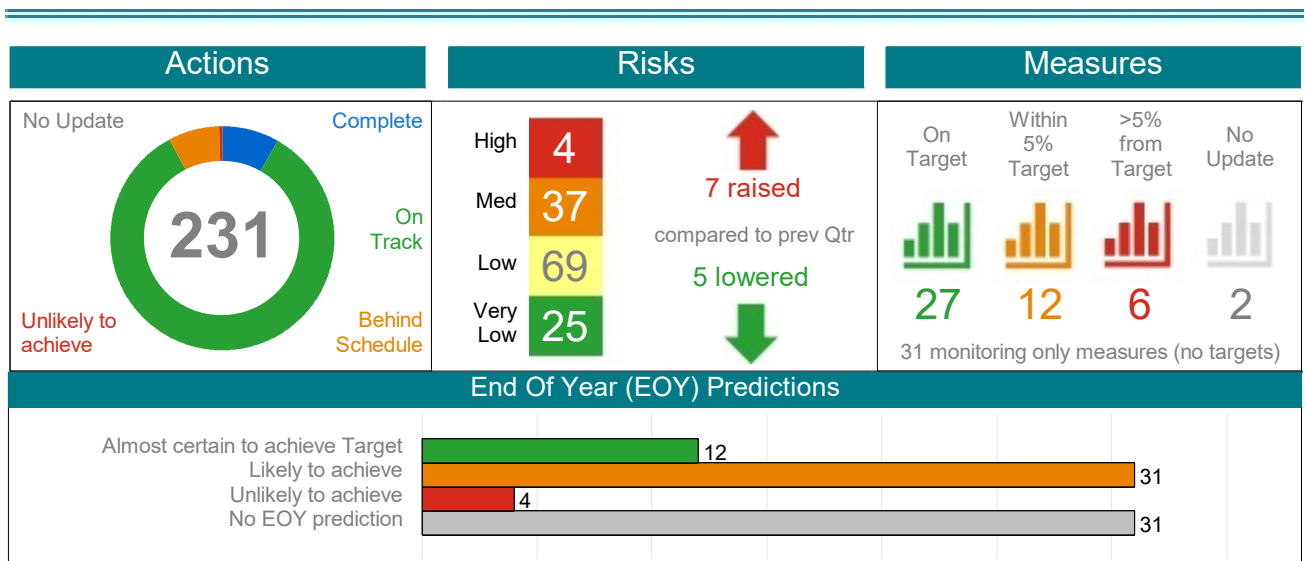
Date: 10 February 2022

The purpose of this report is to allow:

- The review of Council Performance for September 2021
- The scrutiny of areas of underperformance as appropriate

Recommendations

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




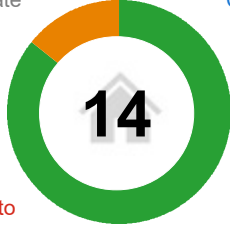

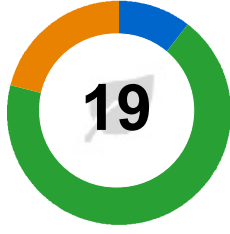

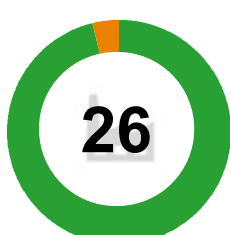



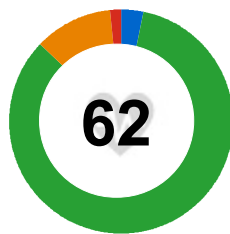

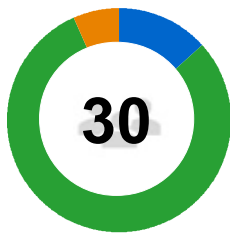

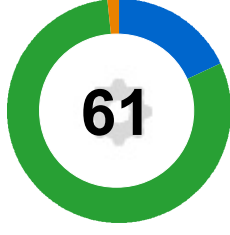
The council’s corporate performance report monitors delivery against the covid recovery strategy.

92% of actions within the recovery strategy are currently on track or have been completed and 60% of our updated targeted measures are on track.

SMT will continue to closely monitor all actions, risks and measures to support the successful delivery of the Covid Recovery Strategy; which is a key priority for the council.








The report provides a break down by recovery area and themes and further detail on exceptions are also included within the report.

Performance Summary by Recovery Area

	Actions	Risks	Measures
 Invest in quality housing	No Update  Complete On Track Unlikely to achieve Behind Schedule	High 0 Med 1 Low 1 Very Low 0 1 raised 0 lowered	On Target 5 Within 5% Target 0 >5% from Target 1 No Update 0 0 monitoring only measures (no targets)
 Championing a green recovery		0 2 6 7 0 raised 1 lowered	1 0 0 0 3 monitoring only measures (no targets)
 Creating and protecting jobs and supporting businesses		0 5 8 4 4 raised 1 lowered	1 1 0 0 2 monitoring only measures (no targets)
 Prioritising education and skills		0 5 9 0 0 raised 1 lowered	8 1 0 0 5 monitoring only measures (no targets)
 Promoting health and wellbeing and supporting the most vulnerable		1 8 25 4 1 raised 2 lowered	8 9 3 2 13 monitoring only measures (no targets)
 Driving Equality		0 3 10 3 0 raised 0 lowered	1 0 2 0 6 monitoring only measures (no targets)
 Enabling Area		3 13 10 7 1 raised 0 lowered	3 1 0 0 2 monitoring only measures (no targets)

Raised/lowered compared to previous Quarter
 0 risks not updated

Total of 4 measures suspended

Performance Summary by Recovery Area and Theme		Actions					Risks						Measures				
		Done	On Track	Amber	Red	No Update	Very Low	Low	Med	High	No Update	Closed	On Target	Amber	Red	No Update	Monitor Only
 Invest in Quality Housing	Build more affordable homes		6				1	1				3		1			
	Improve quality condition of existing homes		4	2							2	2					
	Support rough sleepers into permanent accommodation		2														
 Championing a Green Recovery	Greener economy reduces Oldham's carbon footprint		6	3			1	3								2	
	Reduce carbon emissions from transport, more cycle, walk, public transport		1				1										
	Well maintained accessible outdoor space	2	6	1		1	5	3	2			1				1	
 Creating and Supporting Jobs and Supporting Businesses	.		1					1	1								
	Creating the conditions for inclusive growth and thriving town centre		8				1	3	1								
	Help people get back into work or retrain for new careers		7					1	3			1				2	
	Support businesses to get back on their feet		9	1			3	3					1				
 Prioritising Education and Skills	.		2					1			1	2					
	Best start in life for our youngest children who have missed out as a result of Covid-19		2									1					
	Children and young people achieve their full potential		13					7	4			2	1			4	
	Schools and college leavers move on to education, employment and training		2					1	1			3				1	
 Promoting Health and Wellbeing and supporting the most Vulnerable	.		1														
	Continue to contain the spread of Covid-19 in Oldham	1	6				1	1	2			1	1				
	Safeguard and support our most vulnerable residents	1	20	5	1		1	9	3	1	1	7	6	2		7	
	Work with communities to improve health and wellbeing		25	2			2	15	3		1		2	1	4	6	
 Driving Equality	.		3						1								
	Help those adversely impacted by Covid-19	4	12	1		1	1	5	1		3	1		1	2	2	
	Reducing poverty and helping people get back on their feet		5					1	1					1		2	
	Reducing inequality and build resilience across Oldham's communities		4	1			2	4								2	
 Enabling Area	.	11	49	1		6	7	10	13	3		8	3	1	No update includes 4 suspended		2

Performance Measures

(C)orporate Measure (M)onthly Pol(arity)
(O)ldham Profile (Q)uarterly which
(M)onitoring Only (no target) (A)nnually direction
is good

(Eng)lish Authorities
(GM)CA
(Stat)istical Neighbour
(Geo)graphic Neighbour

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)			Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Period for Q2 Actual	Actual	Target	Actual	Target	Actual	Target				
Championing a Green Recovery																		
M460 (COM) Percentage of households in fuel poverty	A	↓	11.7%	15.2%		15.2%	---	2019	15.2%	---		---		---	---	GM	14.8%	2019
M468 (CM) Percentage progress towards 2025 carbon neutrality target for Council Buildings and Street Lighting	A	↑				12.60%	---	2019/20	12.60%	---		---		---	---			
M497 (CM) Total number of fly-tipping enforcement actions	Q		3,958	3,034		567	---	Q2 21/22	647	---		---		---	---	GM	3,158	2019/20
M501 (C) Percentage of Household waste sent for Reuse, Recycling or Composting	M	↑	44.65%	44.00%	42.20%	52.57%	46.10%	Sep 2021 (Draft)	46.39%	45.59%		43.86%		44.71%	45.01%			

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)			Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Period for Q2 Actual	Actual	Target	Actual	Target	Actual	Target				
Driving Equality																		
M217 (COM) Percentage of people who feel that the CSP are dealing with local community safety issues	Q	↑				42.0%	---	Up to 30th June 2021	42.0%	---		---		---				
M218 (COM) Percentage of people who agree that people of different backgrounds get along in their area	Q	↑				67.0%	---	Up to 30th June 2021	66.0%	---		---		---				
M333a (C) Percentage Council spend in Oldham (12 month rolling)	Q	↑	53.39%	51.55%	55.18%	55.90%	55.00%	Oct 20 - Sept 21	55.20%	55.00%		55.00%		55.00%	55.00%			
M361 (COM) Unemployment rate in Oldham	M	↓	4.6%	5.1%	9.9%	9.2%	---	September 2021	8.4%	---		---		---	---	GM	6.3%	Sep-21
M362 (COM) Youth Unemployment rate in Oldham	M	↓	7.4%	8.0%	16.2%	14.5%	---	September 2021	12.7%	---		---		---	---	GM	8.2%	Sep-21
M566 (C) Percentage of care home beds rated as 'Good' or 'Outstanding' (NW ADASS CQC Data reports)	Q	↑	78.7%	79.1%		---	---	Suspended	---	---		---		---	---	GM	77.1%	Oct-21
M567 (C) Percentage of community based providers rated as 'Good' or Outstanding	Q	↑		86.2%		---	---	Suspended	---	---		---		---	---	GM	92.0%	Oct-21
M735 (COM) Percentage of nursery and primary pupils with free school meals	Q		19.3%	21.0%	26.9%	26.9%	---	2020/21 Spring term	26.9%	---		---		---	---	Eng	21.6%	2020/21 Spring term
M736 (COM) Percentage of secondary pupils with free school meals	Q		19.2%	20.8%	25.4%	25.4%	---	2020/21 Spring term	25.4%	---		---		---	---	Eng	18.9%	2020/21 Spring term
M918 (C) Percentage of calls answered in total	Q	↑	90.83%	89.59%	87.23%	79.19%	89.00%	Q2 21/22	78.72%	89.00%		89.00%		89.00%	89.00%			
S370 (C) Average time taken to process Council Tax reduction (new claims and change events) CTR	M	↓	13 days	13 days	22 days	20 days	21 days	Sept 2021	29 days	21 days		21 days		21 days	21 days			

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)			Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Period for Q2 Actual	Actual	Target	Actual	Target	Actual	Target				

Enabling Area

M340 (C) Percent of Internal Audit Opinions resulting in Weak, Inadequate, Limited Assurance	Q	↓				14%	15%	Q2 21/22	15%	15%		15%		15%	15%			
M498 (C) Street lighting - Percentage of issues resolved within target time	Q	↑	100%	100%	100%	100%	95%	Q2 21/22	100%	95%		95%		95%	95%			
M891 (C) Preventative maintenance: proportion of network resurfaced per £100k of allocated budget	Q	↑				20%	0%	Q2 21/22	98%	40%		75%		100%	100%			
M892 (C) Highway maintenance: proportion of the network resurfaced per £100k of allocated budget	Q	↑				0.00%	0.00%	Q2 21/22	39.81%	40.00%		75.00%		100.00	100.00			
S357 (CM) Percentage of council tax in year collected of the total owed (cumulative)	M	↑	94.46%	94.05%	93.29%	28.73%	---	Q1 - Q2 21/22	54.88%	---		---		---	---	GM	94.53%	2020/21
S368 (CM) Percentage of national non domestic rates (NNDR) collected in year as a % of the total owed	M	↑	97.22%	96.18%	90.48%	22.56%	---	Q1 - Q2 21/22	48.73%	---		---		---	---	GM	92.27%	2020/21

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)			Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Period for Q2 Actual	Actual	Target	Actual	Target	Actual	Target				
Invest in Quality Housing																		
M274 (C) Percentage of major planning applications determined in time	Q	↑	93.0%	92.0%	91.0%	100.0%	80.0%	Q2 21/22	100.0%	80.0%		80.0%		80.0%	80.0%	GM	95.0%	2020/21
M275 (C) Percentage of minor planning applications determined in time	Q	↑	94.0%	87.0%	82.0%	85.0%	80.0%	Q2 21/22	87.4%	80.0%		80.0%		80.0%	80.0%	GM	90.0%	2020/21
M408a (C) Total new homes completed	Q	↑	529	728	235	106	88	Q2 21/22	162	176		264		352	352	Eng	711	2019/20
M409a (C) Percentage of completed homes that are affordable	Q	↑	9.0%	23.0%	54.9%	52.8%	25.0%	Q2 21/22	60.5%	25.0%		25.0%		25.0%	25.0%	GM	18.0%	2019/20
M431 (C) Number of energy efficiency measures installed in Oldham households	Q	↑			130	28	20	Q1 - Q2 21/22	40	40		80		120	120			
M433 (C) Number of people supported through the Warm Homes Oldham scheme	Q	↑	1,258	2,089	2,617	651	400	Q1 - Q2 21/22	1,184	800		1,600		2,400	2,400			

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)			Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Period for Q2 Actual	Actual	Target	Actual	Target	Actual	Target				
Creating and protecting jobs and supporting businesses																		
M360 (C) Percentage of citizens on Welfare to Work programmes progressing into employment (Cumulative)	Q	↑				24%	31%	Oct 20 - Sep 21	35%	31%		31%		31%	31%			
M393 (C) Number of businesses supported after being successfully included in a referral package / programme.	Q	↑		288		81	78	Q2 21/22	154	156		234		312	312			
M461 (COM) Median gross annual pay of employees by residence (resident base)	A	↑	£25,375	£26,357		£26,357	---	2020	£26,357	---		---		---	---	GM	£29,140.	2021
M894 (COM) Percentage of addresses with Superfast broadband availability	A	↑	27.80%	98.20%	98.30%	98.30%	---	2021	98.30%	---		---		---	---	GM	97.12%	2021

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)			Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Period for Q2 Actual	Actual	Target	Actual	Target	Actual	Target				
Prioritising Education and Skills																		
M63 (C) Number of visitors to Gallery Oldham	Q	↑	93,578			708	800	Q1 to Q2 21/22	5,387	2,500		3,500		4,500	11,300			
M640 (C) Percent of 16 to 17 year olds who are not in education, employment or training (NEET)	M	↓	3.3%	3.3%		3.4%	3.5%	Sept 2021	1.8%	3.5%		3.5%		3.5%	3.5%	Eng	2.9%	2020
M649 (C) Percentage take up of 2 year-old children benefitting from funded early education places	Q	↑	66.7%	70.1%	64.1%	68.5%	70.0%	2020/21 Summer term	72.0%	70.0%		75.0%		75.0%	75.0%	Eng	62.0%	2020/21 Spring term
M67 (C) Total number of e-books, e-audio books and e-magazines loaned per month	Q	↑				24,026	22,500	Q2 21/22	22,526	22,500		22,500		22,500	90,000			
M69 (C) Number of library visits per 1000 population. To library service points - not including web visits	Q	↑	5,414	4,882		633	600	Q2 21/22	1,283	800		850		900	900	GM	3,395	2019/20
M702 (CM) Attendance rates in Oldham Primary Schools	Q	↑	96.2%	95.5%	95.9%	95.9%	---	2020/21 Autumn & Spring term	93.7%	---		---		---	---	Eng	96.3%	2020/21 Autumn term
M703 (CM) Attendance rates in Oldham Secondary Schools	Q	↑	95.3%	94.4%	93.9%	93.9%	---	2020/21 Autumn & Spring term	93.0%	---		---		---	---	Eng	94.3%	2020/21 Autumn term
M704 (CM) Percentage of Oldham Secondary schools that are judged as good or outstanding by Ofsted	M	↑	66.7%	66.7%	66.7%	66.7%	---	Sept 2021	66.7%	---		---		---	---	Eng	76.7%	Sep-21
M705 (CM) Percentage of Oldham primary schools that are judged as good or outstanding by Ofsted	M	↑	80.0%	83.7%	83.7%	84.0%	---	Sept 2021	83.7%	---		---		---	---	Eng	87.9%	Sep-21

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)			Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Period for Q2 Actual	Actual	Target	Actual	Target	Actual	Target				
M715 (C) Annual EHCP (SEND) statutory reviews completed within legal time frame	Q	↑		80.7%		97.6%	95.0%	Jan 21 to Sept 21	97.6%	95.0%		95.0%		95.0%	95.0%			
M716 (C) Timeliness of quality EHC plans: Percentage completed within 20 weeks over 12 months	M	↑	86.6%	94.8%		89.4%	75.0%	Jan 21 to Sept 21	86.5%	75.0%		75.0%		75.0%	75.0%	Eng	58.0%	2020
M733 (C) Percentage of children receiving their 1-3 preference of school place for the September intake in Reception	A	↑	96.6%	97.7%	97.5%	98.3%	97.3%	Sept 2021 allocation	98.3%	97.3%		97.3%		97.3%	97.3%	Eng	98.0%	Sept 2021 Allocation
M734 (C) Percentage of children receiving their 1-3 preference of school place for the September intake in Year 7	A	↑	87.5%	89.1%	89.3%	90.0%	93.9%	Sept 2021 allocation	90.0%	93.9%		93.9%		93.9%	93.9%	Eng	93.4%	Sept 2021 Allocation
M743 (CM) Percentage 16 to 17 year olds who are known to the LA undertaking an apprenticeship	A		4.0%	3.8%	3.4%	3.5%	---	Sept 2021	1.6%	---		---		---	---	Eng	3.8%	2021

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)			Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Period for Q2 Actual	Actual	Target	Actual	Target	Actual	Target				

Promoting Health and Wellbeing and supporting the most Vulnerable

M197 (C) Number of visits to OCL Leisure Centres per 1000 population	Q	↑	5,324			703	1,325	Data available mid Nov 21		2,650		3,975		5,300	5,300			
M222 (COM) Percentage of physically active adults (aged 19+)	A	↑	59.2%	59.2%		59.2%	---	2019/20	59.2%	---		---		---	---	GM	62.3%	2019/20
M49 (CM) Number of Domestic Abuse incidents reported to the police	Q					1,610	---	Q2 21/22	1,631	---		---		---	---			
M50 (CM) Number of Domestic Abuse referrals to MARAC	Q					329	---	Q2 21/22	289	---		---		---	---			
M543 (C) Number of individuals (65+) in a permanent residential or nursing placement – per 10,000 population 65+	Q	↓	209	204	178	184	200	Sept 2021	185	200		200		200	200			
M548 (C) Proportion of adults with learning disabilities in paid employment in England	Q	↑	2.8%	3.4%		2.9%	3.0%	Sept 2021	2.7%	3.0%		3.0%		4.0%	4.0%	GM	6.0%	2020/21
M549 (C) Percentage Learning Disability Service Users in Settled Accommodation	Q	↑				94.8%	96.0%	Sept 2021	91.3%	96.0%		96.0%		96.0%	96.0%	GM	87.6%	Q1 21/22
M551 (CM) Percentage of adults in contact with secondary mental health services who live independently, with or without support	Q	↑	55.0%	46.0%			---	Sept 2021	58.3%	---		---		---	---	Stat	53.0%	2020/21
M552 (C) Percentage of completed annual (planned) reviews	Q	↑				72%	50%	Q2 21/22	75%	55%		60%		65%	65%			

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)			Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Period for Q2 Actual	Actual	Target	Actual	Target	Actual	Target				
M553 (CM) The change in long-term service users (ASC) from the previous quarter	Q					3.8%	---	Q2 21-22 / Q1 21-22	1.3%	---		---		---	GM	0.6%	Q1 21/22	
M554 (CM) Percentage of concluded section 42 enquiries with risk identified where risk removed is the outcome	Q	↑	36.8%	42.6%		38.0%	---	Q2 21/22	32.4%	---		---		---	Eng	28.5%	2020/21	
M555 (CM) Percentage of concluded section 42 enquiries with risk identified where risk reduced is the outcome	Q		55.3%	48.1%		56.0%	---	Q2 21/22	64.7%	---		---		---	Eng	61.5%	2020/21	
M556 (CM) Percentage Service Users receiving Direct Payments	Q		38.9%	45.4%		31.0%	---	Sept 2021	30.5%	---		---		---	GM	28.3%	2019/20	
M557 (C) Percentage of older people who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services (effectiveness of the service)	Q	↑	88.4%	93.6%		86.1%	89.0%	Q2 21/22	91.6%	89.0%		89.0%		89.0%	89.0%	GM	79.0%	2020/21
M565 (CM) Delayed days (per 100,000 of the population) aged 18+ attributable to social care in England	Q	↓	507 days	467 days		---	---	Suspended	---	---		---		---				
M568 (C) Percentage of Service Users that are in Community Based Services	Q	↑				76.8%	76.0%	Sept 2021	76.7%	76.0%		76.0%		76.0%	76.0%	GM	72.7%	Q1 21/22
M569 (C) Percentage of Service Users Receiving Domiciliary Care	Q	↑				32.8%	34.0%	Sept 2021	32.6%	34.0%		34.0%		34.0%	34.0%	GM	39.0%	Q1 21/22

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)			Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Period for Q2 Actual	Actual	Target	Actual	Target	Actual	Target				
M619a (C) Percentage of Care Leavers aged 16-18 (post year 11) in Education, Employment or Training	Q	↑	58.0%	44.0%		87.3%	70.0%	Sept 2021	83.0%	70.0%		70.0%		70.0%	70.0%	Stat	60.0%	31-Mar-20
M619b (C) Percentage of Care Leavers aged 19-21 in Education, Employment or Training	Q	↑	51.0%	32.0%		50.4%	60.0%	Sept 2021	59.0%	60.0%		60.0%		60.0%	60.0%	Stat	47.0%	31-Mar-20
M631a (C) 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 mth)	Q	↑	66.8%	72.4%	76.9%	70.8%	70.0%	Q2 (21/22)	62.6%	70.0%		70.0%		70.0%	70.0%			
M636 (C) Percentage who quit smoking at 4 weeks	Q	↑	45.0%	46.0%		52.0%	50.0%	To be reported in Q3		50.0%		50.0%		50.0%	50.0%	Eng	59.0%	2019/20
M639 (C) Achieve the expected standard for the childhood immunisation programme as indicated by uptake of MMR at age 5	Q	↑	96.9%	97.3%		97.3%	95.0%	2019/20	97.3%	95.0%		95.0%		95.0%	95.0%	GM	95.8%	2019/20
M646 (COM) Life Expectancy (Female)	A	↑	81.2	81.0	80.5	80.5	---	2018/20	80.5	---		---		---	---	GM	81.3	2018-20
M647 (COM) Life Expectancy (Male)	A	↑	77.4	77.6	77.2	77.2	---	2018/20	77.2	---		---		---	---	GM	77.6	2018-20
M654 (COM) Healthy Life Expectancy at birth (Female)	A	↑	61.6	58.3		58.3	---	2017/19	58.3	---		---		---	---	GM	60.7	2017-19
M656 (C) Percentage of Health Visitor mandated reviews completed within timescale	Q	↑	85.4%	88.0%		77.2%	88.0%	Q1 21/22	84.9%	88.0%		88.0%		88.0%	88.0%	Eng	82.0%	2019/20
M658 (COM) Healthy Life Expectancy at birth (Male)	A	↑	58.0	58.3		58.3	---	2017/19	58.3	---		---		---	---	GM	61.7	2017-19

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)			Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Period for Q2 Actual	Actual	Target	Actual	Target	Actual	Target				
M659 (C) Percent of NHS Health Checks offered which were taken up in the Quarter	Q	↑	67.8%			---	---	Suspended	---	---		---		---	---	GM	55.9%	2021/22 Q1
M664a (C) Percentage of referrals which are repeat referrals to Children's Social Care (in month)	Q	↓	26.0%	24.0%		23.1%	23.5%	Sept 2021	25.8%	23.5%		23.5%		23.5%	23.5%	Stat	24.0%	31-Mar-20
M683a (C) 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)	Q	↑	79.0%	77.0%		98.3%	90.0%	Sept 2021	100.0%	90.0%		90.0%		90.0%	90.0%	Stat	73.0%	31-Mar-20
M712 (COM) Rate of children looked after per 10,000 children aged under 18 years	Q		86.0	87.0		89.2	---	Sept 2021	89.0	---		---		---	---	Stat	107	31-Mar-20
M863 (C) Percent of eligible adults aged 65+ who have received the flu vaccine	Q	↑	72.8%	73.1%		73.1%	75.0%	2019/20	73.1%	75.0%		75.0%		75.0%	75.0%	GM	74.6%	2019/20
M928 (C) Percentage of Children Looked After placed within In-house Foster Care Provision	Q	↑		64.6%	60.0%	62.3%	60.0%	Sept 2021	58.8%	60.0%		60.0%		60.0%	60.0%			
M929 (C) Percentage CLA in long term stable placements	Q	↑	58.0%	69.0%		67.5%	70.0%	Sept 2021	66.8%	70.0%		70.0%		70.0%	70.0%	Stat	69.0%	31-Mar-20
M932 (C) Percentage of Children Looked After that have a permanence plan within four months of becoming looked after	Q	↑				100.0%	80.0%	Sept 2021	81.3%	80.0%		80.0%		80.0%	80.0%			

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)			Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Period for Q2 Actual	Actual	Target	Actual	Target	Actual	Target				
M933 (C) Percentage of Children Looked After with three or more placement moves in the last 12 months	Q	↓	13.0%	11.0%		9.4%	10.0%	Sept 2021	10.4%	10.0%		10.0%		10.0%	10.0%	Stat	10.0%	31-Mar-20
S202 (C) Council Sickness Absence	Q	↓	9.5 days	11.3 days	7.8 days	2.4 days	2.4 days	Sept 2021	5.0 days	4.7 days		7.1 days		9.5 days	9.5 days			

Red Performance Measures

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)			Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Period for Q2 Actual	Actual	Target	Actual	Target	Actual	Target				

Invest in Quality Housing

M408a (C) Total new homes completed	Q	↑	529	728	235	106	88	Q2 21/22	162	176		264		352	352	Eng	711	2019/20
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Accountable Lead (Elizabeth Dryden-Stuart) Follow-up Action

Director (Emma Barton) Assurance

The performance has fallen below target in the last quarter, meaning that less homes have been built than anticipated. This measure is a boroughwide account of the number of homes built for which the Council has no direct control. There are some challenges in the construction industry at present linked to shortages of skills labourers and haulage drivers, which in turn is causing concerns for the availability of various materials, and by association significant cost increases are being seen. Continuous monitoring during recent years shows that whilst completions tend to fluctuate across the year, the annual 'end of year' target of 352 new homes completed is likely to be met. To date (Q2) 162 new homes have been completed against the cumulative target of 176. Officers will continue to monitor completions throughout the year to ensure that concerns regarding meeting the 'end of year' target are highlighted as soon as possible. Progress is also being made with delivery of the Council's Housing Delivery Test Action Plan, which includes a section on increasing the delivery of sites within our housing land supply - a part of which is identifying priority brownfield sites for delivery.

We are aware of additional challenges in the construction industry at present which will impact on subsequent delivery of new homes being built. There are national /international influences linked to Brexit & ongoing pandemic. Actions to influence & support delivery rates are linked to successful bids for brownfield housing land grants to support land remediation costs & viability challenges. More significant challenges being faced in the industry which may take an estimated 2-3 yrs to settle.

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)			Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Period for Q2 Actual	Actual	Target	Actual	Target	Actual	Target				

Promoting Health and Wellbeing and supporting the most Vulnerable

M548 (C) Proportion of adults with learning disabilities in paid employment in England	Q	↑	2.8%	3.4%		2.9%	3.0%	Sept 2021	2.7%	3.0%		3.0%		4.0%	4.0%	GM	6.0%	2020/21
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Accountable Lead (Charlotte Walker) Follow-up Action

Director (Mark Warren) Assurance

Supported employment service (via Pure Innovations) is now embedded within the team and leading to paid employment. Covid 19 has had an impact on job availability and an overall increase in unemployment figures for the general population. This will be impacting on the LD cohort and options for employment. Further exploratory work is being completed within the Achieving Better Outcomes programme of work to target intervention with the sector and providers. This includes provider contracts being required to demonstrate their role in the local economy & accessing work options. The employment workstream of the strategy is being refreshed in line with GM, with ongoing focus via Get Oldham Working, and similar partners. Oldham continues to be a GM outlier in overall LD caseload as it has more people than other areas reducing the percentage outcome. The service continues to cleanse data and ensure recording is accurate along with better understanding how other locality systems are addressing this workstream. Given the related factors outside of ASC control, there is concern that this target cannot be met this year as the locality continues to recover from the impact of Covid 19 and the associated impact on capacity to respond to priority statutory requirements."

This continues to be a challenging area of work on balance with difficulties relating to capacity & demands in ASC. Whilst the specific workstream is being refreshed, this target cannot be achieved by ASC in isolation. In addition to existing the joint work with employment partners, especially Get Oldham Working, this is an opportunity for Council to lead locally as a Disability/ Neuro-inclusive & Confident employer. It is noted the service is still supporting some adults at risk with a query LD

Red Performance Measures

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)			Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Period for Q2 Actual	Actual	Target	Actual	Target	Actual	Target				
Promoting Health and Wellbeing and supporting the most Vulnerable																		
M631a (C) 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 mth)	Q	↑	66.8%	72.4%	76.9%	70.8%	70.0%	Q2 (21/22)	62.6%	70.0%		70.0%		70.0%	70.0%			
Accountable Lead (Bruce Penhale) Follow-up Action											Director (Elaine Devaney) Assurance							
<p>The performance has fallen below target in the last quarter, meaning that fewer families have closed to Early Help involvement with all issues resolved. Analysis of the issues remaining particularly highlights mental health, and also school attendance, physical activity and diet. There are also significant numbers where housing, behaviour and routines and relationships are residual issues. there are two broad sets of factors which may be contributing to this: the legacy of Covid on the circumstances of families in Oldham and the significant caseload pressures on early help teams.</p> <p>Follow up actions</p> <p>In order to understand the cause of the decline in performance, service managers in the Council and Positive Steps are undertaking a deep dive into 50 cases closed with issues unresolved (as measured by Early Help Assessment scores). This will take place during the next month (reporting back to the November Children's Assurance Board) to understand the detail underpinning this, and with an action plan for restoring performance levels. The service has increased the number of additional Family Workers through grant funding with 5 staff joining the service during the next six weeks, and this will assist in addressing the caseload pressures in the service enabling improvements in the timeliness and quality of service delivery.</p>											<p>There has been a consistently high level of volume and complexity coming through over the last 12 months. The strategic plan for the EH service has progressed into district areas working more closely with universal multi-agency services. Our partnership approach to enable multi-agency service delivery will be launched over the coming month supporting universal services to undertake EH functions in a more effective way.</p>							

Red Performance Measures

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)			Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Period for Q2 Actual	Actual	Target	Actual	Target	Actual	Target				

Promoting Health and Wellbeing and supporting the most Vulnerable

M664a (C) Percentage of referrals which are repeat referrals to Children's Social Care (in month)	Q	↓	26.0%	24.0%		23.1%	23.5%	Sept 2021	25.8%	23.5%		23.5%		23.5%	23.5%	Stat	24.0%	31-Mar-20
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Accountable Lead (Leanne Cooper) Follow-up Action

The highest proportions of re-referrals continue to come from the Police and Schools and this has increased in Sept as schools have returned. The service is currently undertaking a practice review of assessments that result in no further action for social work intervention and re-referrals will be explored as part of this learning. The service is also reviewing the impact of:

- capacity in the MASH to triage the high volume of contacts
- the quality of assessments and interventions to support the child and family
- partnership opportunities to step down cases to universal Early Help support from police, health, schools and other voluntary and independent organisations.

This will enable a stronger community led Early Help preventative offer to reduce the risk of repeat escalation to social work services.

Director (Elaine Devaney) Assurance

The service is still embedding the integrated approach with early help. This is a key change which will take time to impact, the services work with multi-agency partners to strengthen the continuum of need and support partners to support lower level early help and volumes of additional referrals coming into children in need services. There is a series of quality assurance activity in place to gain further insight and strengthen the action plan to mitigate repeat referrals.

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)			Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Period for Q2 Actual	Actual	Target	Actual	Target	Actual	Target				

Driving Equality

M918 (C) Percentage of calls answered in total	Q	↑	90.83%	89.59%	87.23%	79.19%	89.00%	Q2 21/22	78.72%	89.00%		89.00%		89.00%	89.00%			
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Accountable Lead (Pam Siddall) Follow-up Action

The team are working on several initiatives (integrated back office forms and chatbot) to increase digital take up in order to ensure the current resources are able to deal with residents who need our support as quickly as possible. Temporary additional resource have also been recruited to fill sickness gaps.

Director (Dominic Whelan) Assurance

Sickness in the service over the Summer period has presented a resource challenge with a 30% absence rate (mixture of long and short term sickness) so additional resource has been actioned and is having a positive effect. Coupled with the operational improvements the service is introducing the weekly trend is showing a more positive trajectory towards the target of 89%

Red Performance Measures

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)		Q2 (Sep 21)			Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Period for Q2 Actual	Actual	Target	Actual	Target	Actual	Target				
Driving Equality																		
S370 (C) Average time taken to process Council Tax reduction (new claims and change events) CTR	M	↓	13 days	13 days	22 days	20 days	21 days	Sept 2021	29 days	21 days		21 days		21 days	21 days			
Accountable Lead (Caroline Lee) Follow-up Action											Director (Anne Ryans) Assurance							
<p>The Council is experiencing high volumes of contact for Council Tax Reduction cases particularly in relation to claims from Universal Credit claimants. This demand has meant that it has been difficult to achieve the target for this performance indicator with existing resources. The Council has already augmented the benefits establishment temporarily by 3 staff in 2021/22 and is in the process of further strengthening the establishment until the end of March 2022, with a view to achieving the outturn target. The Council has already automated some Council Tax Reduction processes and plans to further develop this work in the coming months to reduce the number of Universal Credit data files that require manual intervention.</p>											<p>Work is taking place with Unity Partnership colleagues so that there is extra staffing support to address the very high levels of service demand. This is in addition to the efforts being taken to improve processes and procedures to improve performance. The position is being closely monitored.</p>							

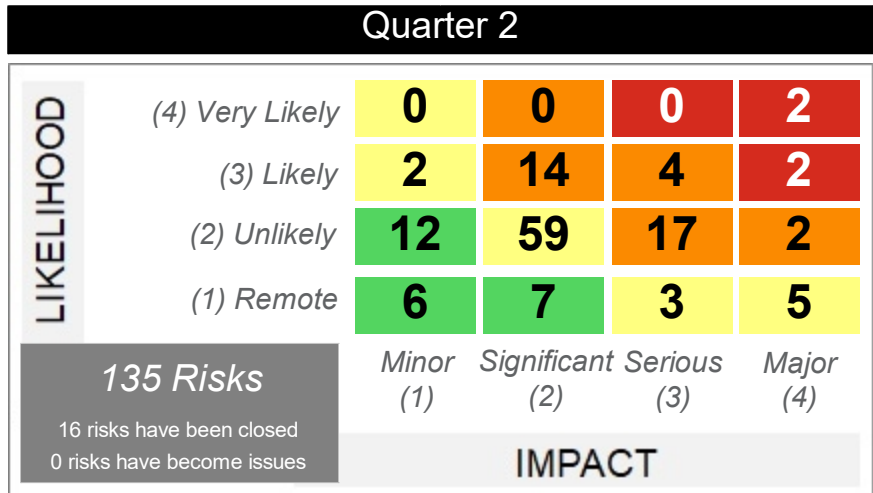
Actions "Unlikely to Achieve" (Red) for the current Quarter or "Behind Schedule" (Amber) for the last 2 Quarters

Action name	Forecast Complete Date *	Q1 (Jun 21)	Q2 (Sep 21)	Q3 (Dec 21)	Q4 (Mar 22)	Sep 21 comments
Enabling Area						
DE306 Develop & agree options to improve the approach to mgmt of PFI contracts across Team Oldham to align expertise into a more coherent & resilient approach and provide greater resilience, enhanced capability and improved outcomes to contract delivery	31-Dec-2021	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)			Maternity cover supplied by Unity is in place, meaning interim arrangements are set up until Summer 2022. A draft report is prepared and will need to be re-submitted by the end of the calendar year.
Promoting Health and Wellbeing and supporting the most Vulnerable						
DA118 To deliver and embed a strengths-based approach in Community Health and Adult Social Care	31-Mar-2022	Behind Schedule (Unlikely to Achieve)	Behind Schedule (Unlikely to Achieve)			Strength based working being progressed in North Cluster, with a pilot across district partnerships, ASC & Action Together (commencing 22 Nov) & will include contributions from specialist ASC teams. Preparation for pilot, workshops have begun with weekly meetings taking place. Following pilot, recommendations will take place to roll out SBA across all PCN's.


* greyed "Forecast Complete Date" indicates change from baseline

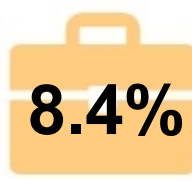
Risks

12 - 16	High	<i>High level risks are monitored via the Strategic Risk Register and are reported via the Audit Committee</i>
6 - 9	Moderate	
3 - 4	Low	
1 - 2	Very Low	



Linked to Action	Risk Name	Risk Category	Implication	Mitigation	Revised		
					Impact	Likely	Rating
DA101 For each of the CHASC stakeholders to have established plans for balancing year end budget	RA101a Costs related to COVID legacy, and other external factors beyond our control, present inherent cost pressures across the CHASC stakeholder budgets	Financial	Budget not balanced and additional inherent cost pressures	Tracking COVID pressures and modelling impact. Escalation to DHSC on significant risk to LA funding	4	4	16
DA102 For each of the CHASC stakeholders to have a proposed budget clearly set out for 2021/22 to address any identified pressures in the budget line areas	RA102a Costs related to COVID legacy, and other external factors beyond our control, present inherent cost pressures across the CHASC stakeholder budgets	Financial	Budget not balanced and additional inherent cost pressures	Tracking COVID pressures and modelling impact. Escalation to DHSC on significant risk to LA funding	4	4	16
DX111 To provide additional proactive expert legal resource to support the increasing demands of the client service in relation to Adult Social Care	RX111a Unable to provide legal support which could result in increase in claims to the council, safeguarding issues and potentially serious injury and death	Legal / Regulatory	Cost and reputational implication to the council should we receive Judicial claims, litigation, fines.	A draft report has been circulated to colleagues in adult services to address the increased demand in adult social care and coroner's Court work and will be processed once the draft is agreed.	4	3	12
DX112 Consider the implications of Brexit on Family Law and continue to try to anticipate all issues before they arise and reviewing all current policies and protocols as appropriate	RX112a Insufficient capacity to provide timely legal advice can lead to safeguarding issues and potentially serious injury/death	Legal / Regulatory	Services acting on incorrect information resulting in non-compliance to legislation and failing to meet our statutory obligations and duties.	This work is ongoing as the case law changes to reflect the new jurisdictional issues post Brexit. The team has also concluded all settled status applications where appropriate, and support was required.	4	3	12


Driving Equality



8.4% Unemployment rate in Oldham (Sep 2021)


↓

8.5% (Aug 2021)


Youth Unemployment rate in Oldham (Sep 2021)

↓

(Aug 2021) **12.7%**




Nursery and primary pupils with free school meals



26.9% ↑

21.0% (2019/20)


Secondary pupils with free school meals



25.4% ↑

20.8% (2019/20)

People feel that the CSP are dealing with local community safety issues (Apr - Jun 2021)



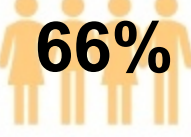
42%

42% (Jan - Mar 2021)


People agree that people of different backgrounds get along in their area (Apr - Jun 2021)

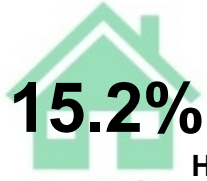
↓

67% (Jan - Mar 2021)



66%

Championing a green recovery





15.2% ↑

11.7% (2018)

Households in fuel poverty (2019)


↑ Median gross annual pay of employees by residence - resident base (2020)



£26,357


£25,375 (2019)


98.2% (2020)



98.3% ↑

Addresses with Superfast broadband availability (2021)


Creating and protecting jobs and supporting businesses

Promoting health and wellbeing and supporting the most vulnerable


↓ Female Healthy Life Expectancy at birth (2017/19)

58.3yrs

61.6yrs (2016/18)

↑ Male Healthy Life Expectancy at birth (2017/19)

58.3yrs

58.0yrs (2016/18)

↓ Rate of children (per 10,000) looked after aged under 18 years (Sep 2021)

89.2 (Jun 2021)

89.0

↓ Female Life Expectancy (2018/20)

80.5yrs

81.0yrs (2017/19)

↓ Male Life Expectancy (2018/20)

77.2yrs

77.6yrs (2017/19)

↓ Adults (aged 19+) are physically active (2019/20)

59.2% (2018/19)

59.2%

SICKNESS (year to date)



average days lost to sickness

same period previous year



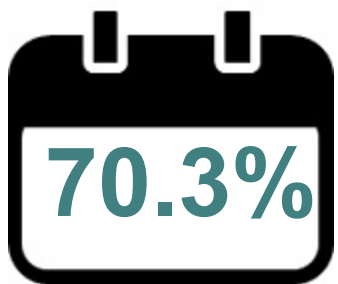
current trend



top 3 reasons

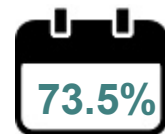
The top 3 reasons for absence are: Mental Health (2.2 days per FTE), Musculo-Skeletal (1.3 days per FTE) and Cancer related (0.5 days per FTE)

LONG TERM SICKNESS (year to date)



of days lost are due to long-term sickness

same period previous year



current trend



no additional comments available this period

TOP REASONS FOR LEAVING (year to date)

98

Resignation

54

TUPE Transfer

29

Retirement

25

Redundancy

16

End of Contract

year end 2020/21

Resignation	152
Redundancy	69
End of Contract	53
Retirement	26
No reason provided	21

SICKNESS TOP 3 DIVISIONS (year to date)

1 Adult Social Care

9.78 days per FTE

2 Economy

7.23 days per FTE

3 Children's Social Care

5.29 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 instance of long terms absence

TURNOVER (year to date)

13.5%



Staff turnover

same period previous year

12.5%

current trend



TURNOVER (rolling 12 months)

100.0%

of people still in post after 12 months



same period previous year

93.0%

current trend



Report to Performance Overview and Scrutiny Committee



Revenue Monitor and Capital Investment Programme 2021/22 Month 8 – November 2021

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

Officer Contact: Anne Ryans, Director of Finance

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

10 February 2022

Reason for Decision

The report provides the Performance Overview and Scrutiny Committee with an update on the Council's 2021/22 forecast revenue budget position at Annex 1 and the financial position of the capital programme as at 30 November 2021 (Month 8) together with the revised capital programme 2021/22 to 2025/26, as outlined in section two of the report at Annex 2. The opportunity has been taken to update the forecasts and grant detail in the report where information has been received more recently and has an impact on the financial projections included in the report.

Executive Summary

Revenue Position

The current forecast outturn position for 2021/22 is a projected surplus variance of £2.672m after allowing for approved and pending transfers to and from reserves.

The position includes additional costs and pressures that have been identified by the Authority in this financial year as a direct result of the COVID pandemic. The additional pressures include forecasts of both income shortfalls and additional expenditure that have impacted on the Authority's budgets.

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

The overall corporate position is partly being offset by the application of £7.737m general COVID support grant and £0.352m from the Quarter 1 compensation claim for lost income in relation to sales fees and charges (SFC); in total £8.089m, all of which is received from the Department for Levelling Up, Housing and Communities (DLUHC). In Appendix 1 to the report, the un-ringfenced Government support is presented as a single sum so that it highlights the level of variation across all Council budgets, given that there is insufficient resource to fully offset the adverse COVID related variance. However, this summary report presents the position after applying the Government grant across Portfolio areas. An update on the major issues driving the revenue projections is detailed within Annex 1, Section 2.

The current projected position, after adjustment for reserves and, as outlined above, receipt of all additional Government funding to support COVID pressures that the Authority is expecting to receive, continues to show a net underspend, hopefully demonstrating the impact of the service and corporate actions that have been initiated across all service areas to review and challenge planned expenditure and to maximise income. Action will of course continue with the aim of, at the very least, maintaining this position to the end of the financial year.

Information on the Quarter 2 position of the Dedicated Schools Grant (DSG), Housing Revenue Account (HRA) and Collection Fund is also outlined in the report. There are currently no significant issues of concern in relation to the HRA. The Collection Fund position is improving, with a reduced in-year deficit of £12.159m (of which the Councils share is £11.785m) compared to £13.712m at Quarter 2, directly as a result of COVID. Government grant compensation of £13.092m will offset this to produce a forecast surplus of £1.307m which will be available to support the 2022/23 budget. Whilst the DSG continues to be an area which is facing a financial challenge, recent funding announcements in particular have contributed to an improved position, reducing the cumulative deficit and bringing the DSG towards an enhanced balanced position in 2023/24

Capital Position

The report outlines the most up to date capital spending position for 2021/22 to 2025/26 for approved schemes. The revised capital programme budget for 2021/22 is £52.588m at the close of month 8 a net decrease of £33.414m from the original budget of £86.002m. Actual expenditure to 30 November 2021 was £23.801m (45.29% of the forecast outturn).

Without doubt the forecast position will continue to change as the year draws to a close with additional reprofiling into future years.

The Month 8 Revenue Monitor and the Capital Investment Programme 2021/22 report was presented to the Policy Overview and Scrutiny Committee on 27 January 2022 to accompany the suite of 2022/23 budget reports. The Committee was content to note the report and commend it to Cabinet for approval at its meeting on 14 February 2022.

Recommendations

That the Performance Overview and Scrutiny Committee considers, comments upon the financial position of the Council as follows:

1. The forecast revenue outturn for 2021/22 at Month 8 being a £2.672m favourable variance having regard to the action being taken to manage expenditure
2. The forecast positions for the Housing Revenue Account, Dedicated Schools Grant and Collection Fund
3. The use of reserves as detailed in Appendix 1 to Annex 1
4. The revised capital programme for 2021/2026 as at Month 8.

Revenue Monitor and Capital Investment Programme 2021/22 Month 8 – November 2021

1 Background

- 1.1 The Authority's 2021/22 revenue budget and capital programme was approved by Council on 4 March 2021. Under established budget procedures, all services are required to monitor and review their approved revenue and capital budgets during the financial year. This is reported to this Committee and Cabinet on a quarterly basis with this, an additional report at month 8, which is used to inform the budget setting process for the following financial year.
- 1.2 As part of the budget monitoring process, the forecast year-end position for revenue and capital has been prepared by all services as follows:
- a) The revenue forecast is based on a comparison of profiled budgets to the actual position as at the end of Month 8 together with known commitments, issues, and planned management actions. Due to the requirement to report to the Department for Levelling Up, Housing and Communities (DLUHC) about the financial pressures relating to COVID, forecasts for Month 8 have been based upon the Round 17 Government return which was submitted on 26 November 2021.
 - b) The capital programme forecast has been based on notified revisions to the approved 2021/22 position including the final 2020/21 outturn, new grants, an initial rephasing of the approved capital programme including an assessment of the impact of COVID and also the outcome of the Annual Review.
- 1.3 The opportunity has been taken to update the forecasts and grant detail in the report where information has been received more recently and has an impact on the financial projections included in the report.
- 1.4 As the year progresses the outturn projections reflect the evolving position of management actions put in place to mitigate in-year pressures, new developments and changes in the profile of planned expenditure and of course any additional support that the Government may give to address the financial challenge created as a result of the pandemic.

2. Current position

- 2.1 The forecast revenue outturn for 2021/22 is a favourable variance of £2.672m. Further details of the current revenue budget position and a full description of the forecast can be found in Annex 1. The pressures relating to COVID total £11.400m, this reduces to £3.311m with the application of £7.737m of un-ringfenced Government COVID related grant funding and also £0.352m of funding to compensate for lost income in relation to sales, fees and charges. Offsetting the COVID related pressure is a net 'business as usual' underspend of £5.983m, within which it should be noted are areas of forecast overspending, primarily within Children's Services (£1.511m) and Commissioning (£0.484m).

- 2.2 As advised above, the total Portfolio variances amount to a net favourable variance of £2.672m as detailed in Annex 1 at Tables 1 and 2. This consists of a COVID related pressure of £3.311m and an operational underspend of £5.983m. This is comprised of People and Place reporting an adverse variance of £0.050m (£0.540m COVID related), Community Health and Adult Social Care reporting a pressure of £7.455m (£7.422m COVID related) and Children's Services reporting an adverse variance of £4.518m (£3.007m COVID related). There is a further adverse variance, all attributable to 'business as usual' of £0.484m within Commissioning.
- 2.3 There are favourable variances of £1.120m within Reform, including a COVID related pressure of £0.181m and also £0.576m within the Chief Executive's Service area, again including a £0.250m COVID pressure. Capital, Treasury and Corporate Accounting is reporting a favourable, operational variance of £5.394m. Whilst there are clearly some business as usual pressures, this summary highlights the continuing impact of COVID related pressures across most areas of the Council.
- 2.4 It should, however, be noted that at this stage in the financial year, £1.807m of approved 2021/22 budget reductions are, in the first instance, forecast not to be delivered. Alternative savings have been identified for £1.308m of the potentially unachievable budget reductions within Community Health and Adult Social Care, which leaves £0.499m of budget reductions that cannot be offset by other means and this variance is included within the month 8 forecast.
- 2.5 However, taking an approach to allocating the COVID specific funding received/ anticipated against the COVID costs incurred and using the information in Tables 1 and 2 of Annex 1, the table below shows the net impact across all Portfolio areas.

Portfolio Area	Gross Costs - COVID-19 Response £000	Apportion Grant Funding (SFC) £000	Apportion Grant Funding (MHCLG) £000	COVID Costs Net of Funding £000	Business as Usual Variance £000	Total Net Pressure £000
People and Place	540	(220)	(290)	30	(490)	(460)
Community Health and Adult Social Care	7,422	-	(4,847)	2,575	33	2,608
Children's Services	3,007	(43)	(2,257)	707	1,511	2,218
Communities and Reform	181	(40)	(185)	(44)	(1,301)	(1,345)
Commissioning	-	-	-	-	484	484
Chief Executive	250	(49)	(158)	43	(826)	(783)
Capital, Treasury and Corporate Accounting	-	-	-	-	(5,394)	(5,394)
Total	11,400	(352)	(7,737)	3,311	(5,983)	(2,672)

- 2.6 The current projected position, after adjustment for reserves and receipt of additional Government funding to support COVID pressures, is showing a continued underspend that has increased slightly from the previously reported position. However, provision has now been made for all the COVID related funding that the Authority is expecting to receive.
- 2.7 There remains a high degree of estimation in relation to the impact of COVID. The forecasting of the likely impact of the pandemic on the Council's budget is based on both the actual expenditure and the income loss recorded to date but also relies on a

series of assumptions which are both unpredictable and constantly changing. Future reports will advise of the continuing progress of mitigating factors and management actions to control and reduce the forecast deficit.

- 2.8 Whilst there are many pressures, the impact of the service and corporate actions can be seen in the continued forecasting of a favourable outturn. Action will of course continue and the effectiveness of management action will continue to be closely monitored by Directorate Management Teams with regular progress updates being provided to Portfolio holders, all with the aim of, at the very least, maintaining this position to the end of the financial year. Government.
- 2.9 Sections 5, 6 and 7 of the report sets out information on the Quarter 2 position of the Dedicated Schools Grant (DSG), Housing Revenue Account (HRA) and Collection Fund. There are currently no significant issues of concern in relation to the HRA. The Collection Fund position is improving, with a reduced in-year deficit of £12.159m (of which the Councils share is £11.785m) compared to £13.712m at Quarter 2, directly as a result of COVID. Government grant compensation of £13.092m will offset this deficit to produce a forecast surplus for the Council of £1.307m which will be available to support the 2022/23 budget. Whilst the DSG continues to be an area which is facing a financial challenge in 2021/22, recent funding announcements in particular have contributed to an improved position, reducing the cumulative deficit and bringing the DSG towards an enhanced balanced position in 2023/24
- 2.10 The original approved capital programme for 2021/22 totalled £86.002m. The revised capital programme as at month 8 taking account of approved carry forwards, new funding, new schemes and variations and proposed variations/ re-phasing plus the impact of the Annual Review gives projected revised expenditure of £52.588m. Actual expenditure at the end of month 8 was £23.801m (45.29% of the forecast outturn). Further details of expenditure and schemes within the capital programme can be found in Annex 2.
- 2.11 Whilst the capital programme has seen considerable reprofiling in the financial year, expenditure to date is comparatively low. Therefore, the revised forecast spending level for 2022/23 will be closely monitored to ensure that any further changes are reflected in the month 9 report.

3 Options/Alternatives

- 3.1 The Performance Overview and Scrutiny Committee members can either choose to;
- a) approve the content of the report
 - b) challenge the information and ask for further details to be provided

4 Preferred Option

- 4.1 The preferred option is that the Committee approves 3.1 (a) above; being all of the forecast revenue and capital projections presented in the report and Annexes 1 and 2.

5 Consultation

- 5.1 Consultation has taken place with the services within the Council, the Director of Finance and the Policy Overview and Scrutiny Committee at its meeting on 27 January 2022, where the Committee noted the report and commended it to Cabinet for approval at its meeting on 14 February 2021.

6 Financial Implications

- 6.1 The full financial implications are detailed in the report.

7 Legal Services Comments

- 7.1 There are no legal issues at this time.

8 Co-operative Agenda

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

9 Human Resources Comments

- 9.1 There are no Human Resource implications.

10 Risk Assessments

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

11 IT Implications

- 11.1 There are no IT implications.

12 Property Implications

- 12.1 There are no Property implications.

13 Procurement Implications

- 13.1 There are no Procurement implications.

14 Environmental and Health & Safety Implications

- 14.1 There are no Environmental and Health and Safety implications.

15 Equality, Community Cohesion and Crime Implications

- 15.1 There are no Equality, Community Cohesion and Crime implications.
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16 Implications for Children and Young People

16.1 There are no direct implications for Children and Young People.

17 Equality Impact Assessment Completed

17.1 Not Applicable.

18 Key Decision

18.1 Yes.

19 Key Decision Reference

19.1 FCL-09-21.

20 Background Papers

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

File Ref: Revenue Background Papers are contained in Annex 1 including Appendices 1, 2 and 3

Officer Name: Andy Cooper

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File Ref: Capital Background Papers are contained in Annex 2 including Appendices A to G

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21 Appendices

Annex 1 Revenue Budget Monitoring Report 2021/22 Month 8 - November 2021

Appendix 1 Financing of the 2021/22 Revenue Budget at Month 8

Appendix 2 Ringfenced COVID grants at 2021/22

Appendix 3 Budget Reduction Summary 2021/22

Annex 2 Capital Investment Programme Report 2021/22 Month 8 - November 2021

Appendix A SUMMARY – Month 8 - Corporate Services

Appendix B SUMMARY – Month 8 - Children's Services

Appendix C SUMMARY – Month 8 - Communities and Reform

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REVENUE BUDGET MONITORING REPORT 2021/22

Month 8 - November 2021

1 Background

- 1.1 The Authority's 2021/22 budget, in the sum of £254.179m was approved by Council on 4 March 2021. This was after the deployment of;
- £8.793m of recurrent budget reductions approved within the 2021/22 Budget
 - £16.830m of corporate and specific reserves
- 1.2 Under established budget procedures all services are required to monitor and review their approved budgets throughout the financial year and as part of this process a forecast of the year-end position has been prepared by all services. This forecast is based on a comparison of profiled budgets to the actual position as at the end of month 8. However, the opportunity has been taken to incorporate more up to date information received after the end of reporting period including known commitments, issues and planned management actions.
- 1.3 The Council is again this financial year, periodically reporting to the Department for Levelling Up, Housing and Communities (DLUHC); formerly the Ministry of Housing Communities and Local Government (MHCLG) as to the impact of COVID on the financial position of the Council. The forecasts therefore incorporate the round 17 position reported to the DLUHC on 26 November 2021.
- 1.4 The Government (DLUHC) is providing compensation for COVID related losses on Sales, Fees and Charges (SFC) for the first quarter of the financial year only and the Government compensation return was submitted to the DLUHC on 20 October 2021, in the sum of £0.352m. This amount has been used to offset Portfolio pressures in relation to lost income arising from SFC for the first quarter of the financial year. The claim will be assessed by the DLUHC and potentially amended, although all previous claims have been settled in full. Payment is expected in February 2022.
- 1.5 In considering the projections included in the DLUHC returns and in this report, it is important to note that there remains a high degree of estimation in relation to the impact of COVID; the rise of the Omicron variant saw a rapid increase in the rate of infection which led to the reintroduction of limited restrictions and an acceleration in the vaccination and booster programmes effective from 30 November 2021. Restrictions were, however, lifted at the end of January although the infection rate was still high.
- 1.6 The completion of the returns and the forecasting of the likely impact of the pandemic on the Council's budget is based on both the actual expenditure and the income loss recorded at the end of November adjusted, where appropriate, for more up to date information. It also relies on a series of assumptions which, as evidenced above, relate to a position that is both unpredictable and constantly changing.

2 Current Position

2.1 The current net revenue budget of £274.074m represents an increase of £19.895m against the originally approved budget of £254.179m and an increase of £5.250m since Quarter 2 which is due to:

- An increase of £4.047m in the estimated Section 31 grant funding to compensate the Council for the continuation of Business Rates reliefs, the revised total is therefore £13.092m.
- The receipt of £0.134m of un-ringfenced School Improvement Monitoring and Brokerage Grant income.
- and the increase in the utilisation of capital grants to £1.892m reflecting the reporting arrangements required when preparing the Statement of Accounts.

A full funding analysis of the net revenue expenditure is shown at Appendix 1.

2.2 The current position for 2021/22 at Month 8 is a projected favourable variance of £2.672m, an improvement of £0.259m on the £2.413m reported at Quarter 2. A forecast of the year-end position has been prepared by all services. The table below shows the year-end forecast position against budget for each Portfolio, including the additional costs anticipated as a result of the COVID pandemic.

Table 1 - Summary Forecast Revenue Outturn

	Budget	Forecast	In Year Use of Transfer To/ (From) Reserves	Variance Month 8	Variance Quarter 2
	£000	£000	£000	£000	£000
People and Place	60,194	62,377	(2,133)	50	719
Community Health and Adult Social Care	65,098	72,788	(234)	7,455	6,815
Children's Services	50,460	56,034	(1,056)	4,518	4,281
Communities and Reform	33,783	41,198	(8,533)	(1,120)	(991)
Commissioning	309	793	-	484	525
Chief Executive	15,958	20,848	(5,466)	(576)	(224)
Capital, Treasury and Corporate Accounting	27,443	13,337	8,712	(5,394)	(5,449)
COVID-19 Funding	7,737	(352)	-	(8,089)	(8,089)
Additional Section 31 grant for Collection Fund Deficit	13,092	-	13,092	-	-
NET EXPENDITURE	274,074	267,023	4,382	(2,672)	(2,413)
FINANCED BY:					
Collection Fund Deficit	25,456	25,182	-	(274)	(274)
Use of Reserves to offset Collection Fund Deficit	(25,456)	(25,182)	-	274	274
General Use of Reserves	(16,830)	(16,830)	-	-	-
Other Financing	(257,244)	(257,244)	-	-	-
TOTAL FINANCING	(274,074)	(274,074)	-	-	-
NET FORECAST VARIANCE	-	(7,051)	4,382	(2,672)	(2,413)

2.3 Members will recall that the 2021/22 budget report advised that the Government has awarded £7.737m of un-ringfenced COVID support grant to assist the Council meet the extra costs of addressing the pandemic. In addition, £0.352m of un-ringfenced grant support is anticipated, providing compensation for lost Sales, Fees and Charges income. The total of £8.089m has been retained centrally and applied as a 'bottom-line' adjustment. In this way the full cost of the pandemic is shown against each Portfolio.

2.4 The forecast outturn to the end of the year, after a predicted and proposed (net) in-year transfer to reserves totalling £4.382m is a favourable variance of £2.672m. Section 8 provides more detail of the approved and planned use of reserves at Month 8. However, key financing issues to note are:

- a) As advised during the 2021/22 budget setting process, there is a movement from reserves of the Section 31 Grant Funding (£25.182m) for Business Rate Relief compensation which was received in 2020/21 and is being used to support the 2021/22 budget. The actual grant received following the full reconciliation undertaken at the 2020/21 year end was £0.274m less than initially anticipated.
- b) There is a movement to reserves of £13.092m which is the anticipated level of Section 31 funding for:
 - Business Rates Relief compensation of £8.888m paid to the Council because the Government introduced a scheme to reduce Business Rates for Retail, Leisure, Hospitality and Nursery businesses in 2021/22 after the 2021/22 budget was set. The amount of grant expected has reduced since month 6 in line with more up to date information.
 - The COVID-19 Additional Relief Fund (CARF), the detail of which was announced on 15 December 2021. This will also compensate the Council for discretionary Business Rate Reliefs awarded in 2021/22 up to a value of £4.204m (see section 4.15 for more information).

This grant will be used to offset the Collection Fund deficit that will arise in 2021/22 and will need to be addressed in the 2022/23 budget process.

2.5 There are significant variances contained within the projected net underspend. As previously mentioned, the position includes a forecast of all the additional pressures being incurred by the Authority as part of its on-going response to the COVID pandemic. Table 2 below analyses the variance between 'business as usual' and COVID; the former being a net underspend of £5.983m. As advised above, the Council has received £7.737m of general COVID support from the DLUHC for the first quarter of 2021/22. Along with the estimate for SFC income of £0.352m, a total of £8.089m COVID funding is being used to offset a pressure of £11.400m caused by the pandemic. This leaves a residual unsupported pressure of £3.311m.

Table 2 - Analysis of Variances

	COVID 19 Costs included in forecasts £000	Business as Usual £000	Variance Month 8 £000
People and Place	540	(490)	50
Community Health and Adult Social Care	7,422	33	7,455
Children's Services	3,007	1,511	4,518
Communities and Reform	181	(1,301)	(1,120)
Commissioning	-	484	484
Chief Executive	250	(826)	(576)
Capital, Treasury and Corporate Accounting	-	(5,394)	(5,394)
COVID Funding	(8,089)	-	(8,089)
Total	3,311	(5,983)	(2,672)

- 2.6 The People and Place Portfolio has a reported pressure of £0.050m with a proposed net use of reserves totalling £2.133m. Anticipated expenditure relating to COVID accounts for £0.540m of the overspend with a 'business as usual' underspend of £0.490m offsetting the total overspend.
- 2.7 Community Health and Adult Social Care (CHASC) is reporting an overspend of £7.455m, after a £0.234m use of reserves. The adverse variance is attributed to £7.422m of COVID related expenditure, in the main due to the demand for care packages following hospital discharges. The residual adverse variance of £0.033m therefore relates to 'business as usual'.
- 2.8 Children's Services is forecasting an adverse variance of £4.518m of which £3.007m is related to COVID, with a proposed £1.056m use of reserves. There are pressures within two main service areas: Education, Skills and Early Years at £0.210m and more significantly, Children's Social Care at £4.308m.
- 2.9 Communities and Reform is reporting a favourable variance of £1.120m in the main due to vacancies and the offsetting of costs by COVID grants, resulting in a business-as-usual favourable variance of £1.301m offset by a COVID pressure of £0.181m. There is a predicted £8.533m use of reserves (mostly Contain Outbreak Management Fund grant).
- 2.10 The Commissioning Portfolio is reporting an overall adverse business as usual variance of £0.484m within the Procurement service.
- 2.11 The Chief Executive Portfolio is reporting a net favourable variance of £0.576m, an operational underspend of £0.826m is offset by a £0.250m COVID pressure. In addition, Capital, Treasury and Corporate Accounting is showing an underspend of £5.394m, all of which relates to business as usual.
- 2.12 A more detailed analysis of financial performance and the major variances can be found by Portfolio in section 3.

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- 2.13 It is important to note that a number of 2021/22 approved budget reductions, totalling £1.807m are currently forecast not to be achieved and are therefore rated red; 'off track and will not deliver'. There are also amber rated budget reductions; 'off track but with measures in place to deliver' linked to these red items. The budget reduction with red and red/amber ratings are as outlined below:

CHASC

- Maximising independence through alternative models of care - £1.000m of the total £1.500m red rated, with the remaining £0.500m rated amber
- Achieving Better Outcomes: Supported Living and Learning Disabilities - £0.288m
- Out of hours call centre support for Community Health Services - £0.020m

Whilst none of these red rated budget reductions will be delivered in year, alternative savings have been identified which will make good the shortfall. In addition, the £0.500m within CHASC rated as amber will need to be monitored to ensure it does not become unachievable. Clearly, as there is only a £0.033m Business as Usual variance being projected for this Portfolio area, there is some optimism with regard to achieving the off-setting savings.

People and Place

- Creating a Better Place – Projects and Assets (£1.541m) - of this budget reduction, £0.758m is expected to be delivered whilst £0.385m is rated amber with £0.398m currently rated red – these budget reductions will be reprofiled into future years.

Commissioning

- Staffing reductions in the Procurement Service of £0.101m. This will not be delivered in 2021/22.

- 2.14 In total, the net position is that £0.499m of the 2021/22 approved budget reductions cannot be offset by alternative means. These will be addressed through the 2022/23 budget process. A schedule and assessment of all the 2021/22 budget reductions is attached as Appendix 3 and a more detailed explanation is provided within the relevant Portfolio summaries in section 3.

- 2.15 Management action has been initiated across all service areas to review and challenge planned expenditure and to maximise income. In addition, the recruitment of staff to vacant posts and significant items of expenditure continues to be monitored via a corporate process. The impact of the service and corporate actions can be seen; the positive variance reported for the first time at Quarter 2 has improved further. Action will of course continue with the aim of, at the very least, maintaining the current position to the end of the financial year. In addition, further measures are being taken to ensure non-essential expenditure is avoided unless there is a business case to support it.

- 2.16 The effectiveness of management action will be closely monitored by Directorate Management Teams with regular progress updates being provided to Portfolio holders. The local and national position in relation to COVID saw the emergence of the Omicron variant with a rapid rise in the rate of infection and the introduction of Plan B restrictions

from 30 November 2021. However, restrictions were lifted at the end of January although COVID-19 still continues to spread. The position remains uncertain and volatile and inevitably leads to financial uncertainty in terms of the impact. However, no additional Government unringfenced financial support is expected beyond that already received and notified.

3 Portfolio Summaries

3.1 People and Place

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

Table 3 – People and Place - Forecast Outturn

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Environmental Services	53,130	53,038	(463)	(555)
Enterprise and Skills	656	781	-	125
Economic Development	881	3,656	(1,670)	1,105
ICT	4,261	4,108	-	(153)
Customer Services	1,266	794	-	(472)
Total Forecast Net Expenditure	60,194	62,377	(2,133)	50

Summary

3.1.2 The forecast outturn at Month 8 for the People and Place portfolio, including all pressures associated with COVID and use of reserves of £2.133m, is an adverse variance of £0.050m, a favourable movement of £0.669m compared to the pressure of £0.719m reported at Quarter 2.

Environmental Services

3.1.3 The Environmental Services area is forecasting a £0.555m underspend, a favourable movement of £0.074m from that reported at Quarter 2 (£0.481m). Variances triggering the overall underspend include:

- Public Protection and Building Control which are showing a combined pressure totalling £0.018m, a favourable movement of £0.011m against the £0.029m reported at Quarter 2. The overall pressure is principally due to the under-recovery of income within the Building Control and Trading Standards areas of the division.
- Underspends totalling £0.417m, consisting of £0.282m in Highways Operations (Unity) and £0.135m in Street Lighting (S.38 and S.278 inspection fees). This represents a favourable variance of £0.034m to that reported at Quarter 2 (£0.383m) and is due higher than anticipated income relating to statutory works.
- Environmental Services Management is forecast to underspend by £0.156m, a favourable variance to the £0.029m reported at Quarter 2 of £0.127m as a result of an increase in cemeteries and crematoria services income.

Enterprise and Skills

- 3.1.4 The Enterprise and Skills Directorate is forecasting a pressure of £0.125m, a favourable movement of £0.029m compared to the £0.154m reported at Quarter 2. The Town Centre area, which includes the Markets Service is currently forecasting a loss for the financial year of £0.145m which includes an anticipated loss of rental income due to COVID. Offsetting this pressure is an anticipated underspend due to a reduction in staffing costs of £0.020m across the Service area.

Economic Development

- 3.1.5 The Economic Development Directorate is forecasting a pressure of £1.105m after a £1.670m use of reserves. This represents a favourable movement of £0.166m against the pressure of £1.271m reported at Quarter 2. The main reasons for the adverse variance are detailed by service area below:

- There is an estimated pressure against the Corporate Landlord/ Investment Estate totalling £0.723m (£0.843m at Quarter 2), of which £0.375m relates to COVID with the remainder relating to long standing issues in this service area.
- The Catering Service is showing an adverse variance of £0.362m, a slight improvement to the position reported at Quarter 2 (£0.383m). This is due to unachievable income against school meals.
- There is a projected overspend of £0.065m within Strategic Housing relating to additional temporary accommodation costs.
- The Car Parking budget is showing an underspend of £0.030m at month 8, a favourable variance to the balanced position reported at Quarter 2 as a result of an increase in penalty charge notices and introduction of flexible parking permits.
- The Cleaning Service is projecting a favourable variance £0.015m relating to underspends on materials.

ICT and Customer Services

- 3.1.6 ICT is forecasting an underspend of £0.153m due to vacant posts within the Client team. Customer Services is showing an underspend of £0.472m, a favourable movement of £0.400m compared to that reported at Quarter 2 which is due to the funding of eligible contractor costs with COVID grants.

Achievement of Budget Reductions

- 3.1.7 Of the £3.225m approved budget reductions across the portfolio, £0.398m of the total £1.541m linked to Creating a Better Place (Project and Assets) is currently rated red and not expected to be achieved, with £0.385m rated amber. All other budget reductions for the Portfolio are expected to be achieved in full.

3.2 Community Health and Adult Social Care

- 3.2.1 The Portfolio provides social care support to adults and carers across Oldham with a key aim of integrating and aligning the work with health partners to achieve greater efficiency

in service delivery and better outcomes for the resident or patient. This covers both the commissioning and the provision of services. The following table shows the forecast position for the Portfolio at Month 8.

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

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Adult Social Care - COVID 19	-	7,422	-	7,422
Community Health & Social Care	27,387	26,715	-	(672)
Commissioning	22,296	22,319	-	23
Learning Disability	13,841	15,422	-	1,581
Mental Health	8,543	8,888	-	345
Community Business Services	1,701	1,589	(39)	(151)
Safeguarding	1,063	924	-	(139)
Director Adult Social Care	(9,733)	(10,491)	(195)	(954)
Learning Disability and Mental Health	-	-	-	-
Total Forecast Net Expenditure	65,098	72,788	(234)	7,455

Summary

3.2.2 The pandemic is continuing to have a significant impact on the Portfolio, with a projected budget pressure of £7.455m (£6.815m at Quarter 2), including a £0.234m use of reserves. The predominant factor contributing to the overspend is the COVID related expenditure of £7.422m (£6.765m at Quarter 2). Adult Social Care is one of the Council services most affected by the virus, the constantly evolving nature and the subsequent impact of the pandemic and also the nature and quantum of financial support means that it is highly likely that the financial forecasts will be subject to further revision.

3.2.3 Financial support from the NHS Hospital Discharge Programme, reclaimed through the Oldham Clinical Commissioning Group (CCG) continues to be available, the support was scheduled to cease on 30 September 2021 and has now been extended to 31 March 2022. At month 8, £1.382m of funding from the CCG had been received and in the region of £2.000m is expected by the end of the year. The net effect is an adverse forecast of £7.422m of COVID related expenditure. This includes a non-recurrent contribution of £0.897m from the Contain Outbreak Management Fund (COMF).

3.2.4 A 'Business as usual' pressure of £0.033m (£0.050m at Quarter 2) accounts for the remainder of the overspend. The main reasons for the adverse variance are detailed below:

Community Health and Social Care

3.2.5 The forecast outturn has improved by £0.336m, the predicted surplus has increased from £0.366m to £0.672m. The improvement of £0.384m is due to a combination of slippage on recruiting to vacant posts of £0.181m and an improved income position compared to budget of £0.203m mainly due to non-residential client contributions.

Commissioning

3.2.6 The forecast outturn has moved from a reported surplus of £0.122m at Quarter 2 to a deficit of £0.023m at month 8. The adverse movement of £0.145m is attributable to an

increase in expenditure of £0.090m paid to incentivise care providers to ensure social care is delivered over the Christmas bank holiday period. There has also been increased demand placed on the Community Equipment service (£0.235m), the costs of which are mitigated by a £0.180m increase in income mainly due to the CCG's contribution to the pooled budget arrangement for Community Equipment.

Learning Disability

- 3.2.7 Learning Disability (LD) is forecasting an overspend of £1.581m (£1.162m at Quarter 2). Since Quarter 2, there has been an increase of 18 service users, predominantly with a Direct Payment package of care, accessing LD support incurring additional costs of approximately £0.320m. In addition, non-residential income has seen a downturn of £0.099m during the same period.

Mental Health

- 3.2.8 Mental Health is forecasting an overspend of £0.345m (£0.325m at Quarter 2). With the general population living longer and surviving other illnesses, the number of people developing dementia is increasing and therefore attracting the dementia premium when placed in care homes.

Community Business Services

- 3.2.9 The Service is reporting a favourable variance of £0.151m an improvement of £0.047m when compared to Quarter 2; the underspend is due to a high number of vacant posts and the planned use of £0.039m of earmarked reserves to support the Back-to-Basics programme of improvement and change. The service is undertaking a review & redesign during the financial year and any delays to implementation will potentially result in an increased underspend.

Safeguarding

- 3.2.10 The favourable variance of £0.139m represents an improvement of £0.0195m compared to the forecast pressure of £0.056m reported at Quarter 2. The movement relates to the recent receipt of the previously unbudgeted, ring-fenced Local Reform and Community Voices Grant 2021-22.

Achievement of Budget Reductions

- 3.2.11 The 2021/22 Budget Reductions total £2.729m, three of which, totalling £1.308m are currently forecast not to be achieved in part or in full by the means by which they were prescribed as summarised below:

- Maximising independence through alternative models of care (£1.500m) – only £0.500m is potentially expected to be delivered and this portion is rated amber at present.
- Achieving Better Outcomes: Supported Living and Learning Disabilities (£0.288m).
- Out of hours call centre support for Community Health Services (£0.020m).

- 3.2.12 Taken in isolation this would have an adverse impact of £1.308m. It is however, anticipated that offsetting savings with an equivalent value will enable £1.308m of red

rated the budget reductions to be offset by alternative means and this is evidenced by the business as usual variance being now reported as £0.033m.

3.3 Children's Services

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

Table 5 – Children's Services

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Children's Social Care	37,505	42,334	(521)	4,308
Education, Skills & Early Years	8,783	9,533	(540)	210
Preventative Services	4,211	4,206	5	0
Schools	(39)	(39)	-	0
Total Forecast Net Expenditure	50,460	56,034	(1,056)	4,518

Summary

3.3.2 The Portfolio has a projected overspend of £4.518m which represents an increase of £0.237m to the £4.281m reported at Quarter 2. The overspend includes costs of £3.007m due to the lasting impact of COVID and incorporates the use of reserves totalling £1.056m. The principal underlying reasons are detailed below.

Children's Social Care

3.3.3 This area is projecting a £4.308m overspend at Month 8 and incorporates the use of reserves totalling £0.521m, which is an increase of £0.213m on the £4.095m reported at Quarter 2.

3.3.4 Throughout 2020/21 it was necessary to employ additional temporary social work staff to cover the increase in demand and consequent impact on caseloads as a result of the pandemic. This has continued in 2021/22 and the current forecast assumes a requirement to retain the existing cohort of additional social workers for the remainder of this financial year at an estimated cost of £1.367m. This represents a further reduction of £0.159m from the £1.529m reported at Quarter 2. The number of FTE's has reduced to 20 from 33 at the start of the financial year and caseloads will continue to be closely monitored with the objective of further reducing the number of extra social workers. Any further reductions, if applicable will be factored into future forecasts. Additional staffing costs to cover sickness and self-isolation is estimated to cost £0.027m. A further £1.326m is related to the provision of placements, particularly children placed outside of the borough. Again, this is due to an increase in demand and cost due to the pandemic. This brings the anticipated overspend due to COVID to £2.721m.

3.3.5 There is a further net operational forecast deficit of £1.587m. An operational pressure of £2.526m in the main relating to social care placements including Out of Borough is being offset by net favourable variance of £0.938m in relation to staffing costs; vacant posts generate a favourable variance of £3.313m which is offset in part by the use of further agency staff to cover a number of the vacant posts at a cost of £2.375m. The main cause of the increase from Quarter 2 is the expense of having to provide continued very high cost care for one young person.

Education, Skills and Early Years

- 3.3.6 The area is reporting a £0.210m overspend at Month 8, a slight adverse movement of £0.024m compared to that reported at Quarter 2 and incorporates the use of reserves totalling £0.540m.
- 3.3.7 Adverse variances are being forecast against both Inclusion and Post 16 Services of £0.098m and Community/ Adult Learning Services of £0.188m both due to the underachievement of income and both caused by the on-going impact of the pandemic.
- 3.3.8 The overspends are offset by a net £0.078m in relation to a number of small 'business as usual' underspends across the Directorate.

Preventative Services and Schools

- 3.3.9 There are no variances in relation to these two service areas, with the forecast being in line with budget.

Achievement of Budget Reductions

- 3.3.10 Budget reductions for the Portfolio in 2021/22 total £0.911m and are now currently expected to be achieved in full. Monitoring will continue to ensure delivery, particularly in relation to the SEND option which was previously classified as Amber.

3.4 Communities and Reform

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

Table 6 – Communities and Reform

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Public Health & HLA	23,211	29,318	(6,455)	(348)
Youth, Leisure & Communities	5,953	6,257	(489)	(185)
HR & Organisational Development	2,610	2,593	(153)	(170)
Communications and Research	1,017	848	-	(169)
Strategy and Performance	952	726	-	(227)
Policy	40	1,146	(1,126)	(20)
Transformation and Reform	(0)	310	(310)	0
Total Forecast Net Expenditure	33,783	41,198	(8,533)	(1,120)

- 3.4.2 The forecast outturn at Quarter 2 is an underspend of £1.120m, a favourable movement of £0.129m compared to the underspend of £0.991 reported at Quarter 2. A favourable operational variance of £1.301m is offset by a COVID related pressure of £0.181m. The variance is after the approved use of £8.533m reserves. The paragraphs below outline the main variances within the Portfolio.
- 3.4.3 Public Health, Heritage, Libraries and Arts (HLA) services are showing an underspend of £0.348m as at month 8, compared to £0.252m at Quarter 2.

- 3.4.4 The previously reported income pressure for the Music Service due to COVID and reduced service provision has reduced to £0.040m at month 8 and there remains a pressure of £0.080m for Oldham Museum and Arts (OMA). This is offset with underspends on non-pay costs and the charging of eligible staff time to COVID grants. The significant use of reserves relates to funding from the Contain Outbreak Management Fund to address COVID related activities. Whilst this grant was received in 2020/21, it was brought forward as a reserve for use in 2021/22.
- 3.4.5 Youth, Leisure and Communities is showing an underspend of £0.185m as at month 8 (£0.163m at Quarter 2). There remains an income pressure within Outdoor Education (£0.102m) due to COVID and reduced service provision which is offset against a reduction in non-pay costs and the charging of eligible staff time to COVID grants.
- 3.4.6 HR and Organisational Development is showing an underspend of £0.170m as at month 8, and adverse movement of £0.024m from the previously reported position. The reduction in the underspend is due to reduced income from the schools Service Level Agreement for the HR Advisory service together with other income pressures and costs of service redesign. The pressures are offset by vacant posts across the Division.
- 3.4.7 Communications and Research is showing an unchanged underspend of £0.169m as at Month 8, this is due to vacant posts and again the transfer of eligible staff time to COVID grants.
- 3.4.8 Strategy and Performance is showing an underspend of £0.226m as at Month 8, a favourable movement of £0.013m since Quarter 2. There is a COVID income pressure of £0.056m which relates to the inability to provide data packs to schools in 2021/22. This is offset by vacant posts and the charging of eligible staff time to COVID grants.
- 3.4.9 The Policy service is showing a £0.020m underspend (balanced at Quarter 2) and Transformation and Reform continues to forecast a balanced outturn.

Achievement of Budget Reductions

- 3.4.10 The approved budget reductions of £0.626m are expected to be fully achieved in the financial year.

3.5 Commissioning

- 3.5.1 The table below shows the forecast position for the Portfolio, which, by way of reminder now excludes the Finance Directorate as it has transferred to Chief Executive Portfolio.

Table 7 - Commissioning - Forecast Outturn

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Commissioning and Procurement	309	793	-	484
Total Forecast Net Expenditure	309	793	-	484

Summary

- 3.5.2 The forecast outturn position at Month 8 is a business as usual overspend of £0.484m, a reduction of £0.041m since last reported.

Commissioning and Procurement

- 3.5.3 The service is continuing to experience difficulties in recruiting to permanent posts. This is resulting in the necessity to retain interims to provide service continuity leading to an estimated £0.421m overspend. The service is also reporting a pressure of £0.063m against the Early Payment scheme.

Achievement of Budget Reductions

- 3.5.4 The approved budget reduction of £0.101m will not be achieved in the financial year and no alternative proposals have been provided.

3.6 Chief Executive

- 3.6.1 The table below shows the forecast position for the Chief Executive's Portfolio including additional cost associated with COVID.

Table 8 – Chief Executive

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Finance	8,150	13,211	(5,336)	(275)
Legal Services	3,247	3,344	(130)	(33)
Chief Executive	2,186	1,978	-	(208)
Chief Executive Management	1,787	1,758	-	(29)
Executive Office	588	557	-	(31)
Total Forecast Net Expenditure	15,958	20,848	(5,466)	(576)

Summary

- 3.6.2 The Portfolio is showing an underspend of £0.576m, an improvement of £0.352m compared to the position at Quarter 2. Details of the underspend are shown below.
- 3.6.3 The Finance Service, at Month 8 is showing an underspend of £0.275m incorporating New Burdens funding to support the administration of business grants. This represents a favourable variance of £0.149m compared to the £0.126m underspend reported at Quarter 2. There is a pressure in relation to summons cost recoveries of £0.250m. Although courts have re-opened it is still anticipated there will be fewer summons costs recoveries in 2021/22 due to the ongoing impact of COVID. This is being offset by vacancies in the Finance division; a reduction in non-pay costs and additional project income totalling £0.525m.
- 3.6.4 The Legal Service is reporting an underspend of £0.033m at Month 8, which is an improved position of £0.071m to that shown at Quarter 2. This is due to the Registrars Service income increasing to pre-pandemic levels, staffing vacancies and increased levels of underspends on non-pay mainly within the Civic and Political Support budget. There is however a remaining pressure in Legal Services due to reduced traded income with schools.
- 3.6.5 The Chief Executive division is reporting an underspend of £0.208m (£0.098m at Quarter 2). This mostly relates to increased income (£0.098m) and an underspend on the Coroners budget based on the recent forecast from Rochdale MBC (£0.110m).

3.6.6 Chief Executive Management and the Executive Office are reporting a combined underspend of £0.060m at Month 8, compared to £0.38m at Quarter 2.

Achievement of Budget Reductions

3.6.7 The approved budget reductions of £0.523m, are expected to be fully achieved in the financial year.

3.6.8 The use of reserves of £5.466m, with £5.336m being applied within the Finance Service relates primarily to the payment of grants to businesses from the Additional Restrictions Grant regime with funding having been received from Government in 2020/21 but spent in this year (see paragraph 4.14).

3.7 Capital, Treasury and Corporate Accounting

3.7.1 The following table shows the forecast position of a favourable variance of £5.394m, a reduction of £0.055m compared to the £5.449m reported at Quarter 2.

Table 9 – Capital, Treasury and Corporate Accounting – Forecast Outturn

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Capital, Treasury and Corporate Accounting	27,443	13,337	8,712	(5,394)
Total Forecast Net Expenditure	27,443	13,337	8,712	(5,394)

Summary

3.7.2 The Portfolio includes the budgets associated with the Council's Treasury Management activities including interest payable on borrowing and interest receivable on investments.

3.7.3 A favourable variance of £5.394m is due to projected additional income being received with regard to external investments, a larger than budgeted benefit generated as a result of the pre-payment of pension contributions and other non-pay variances including reduced capital financing charges. This is offset by an adverse variance with regard to the Annual Leave Purchase Scheme.

3.7.4 The Housing Benefit service is not anticipating a variance at this stage in the financial year, however the continued transfer of benefits claimants onto universal credit, and the longer-term impacts of COVID may have an impact, but this will not be known until the interim benefits claim is produced and agreed. Any change to this forecast will be reported to Members at Quarter 3.

3.7.5 There is a net transfer to reserves of £8.712m. It is proposed as a result of a recent review of provisions, that £5.665m be released to reserves. This will further boost resilience and potentially assist with the 2022/23 budget setting process. In addition, it is anticipated that resources will be returned from partner organisations, as happened at the end of 2020/21, and these will also be transferred to reserves at year end.

3.8 Unringfenced COVID Funding

3.8.1 As outlined at paragraph 2.2, the Council has received £7.737m of unringfenced Government grant to provide the Council with financial support in 2021/22 to address the additional costs associated with COVID. This is being used to offset pressures being experienced across all Portfolio areas. In addition, £0.352m of unringfenced grant support is anticipated, providing compensation for lost Sales, Fees and Charges income. The total sum of £8.089m will be utilised in full by the year end, with no further funding currently anticipated.

3.9 Additional Section 31 Grant to Compensate for a Collection Fund Deficit

3.9.1 Members will be aware that the Government introduced the extension of Business Rate Reliefs for Retail, Leisure, Hospitality and Nursery businesses after the Council had set its 2021/22 budget (just as it had in 2020/21). As such, an unringfenced grant will be received by the Council in 2021/22 to compensate for the Business Rates that businesses will not have to pay. The final amount will not be known until the financial year ends and the estimate has fluctuated. The current expectation is an estimated total of £8.888m (£9.798m at Quarter 2).

3.9.2 Due to the accounting requirements for Business Rates income, the £8.888m will be carried forward as a reserve at the end of 2021/22 and will be used at budget setting for 2022/23 to balance a deficit of a corresponding amount in the Collection Fund.

4 Other Grants/Contributions Received by the Council

4.1 Members will recall that in addition to the COVID un-ringfenced grant highlighted in the report the Government has also provided and/ or notified the Council of a range of ringfenced grants. In this financial year, the Council is able to utilise grants brought forward from 2020/21 as well as those notified in year.

4.2 During 2020/21 the Council received nineteen COVID specific grants totalling £21.838m and at the end of the financial year, £7.951m of this had not been spent and was included within the Councils reserves. These resources are therefore available in 2021/22 and it is expected that all of the £7.951m will be spent in full during this financial year. The highest value grants brought forward are:

- Contain Outbreak Management Fund - £5.341m
- Local Authority Test and Trace Service Support Payments - £0.851m
- Funding for Local Authorities for Support the Clinically Extremely Vulnerable Individuals - £0.541m

The use of these grants is reflected in the transfers from reserves

4.3 In this financial year the Council has so far been notified of seventeen ringfenced grants with a total value of £16.245m specifically to deal with the ongoing response to the pandemic. The main addition since Quarter 2 is a second round of the Workforce Recruitment and Retention Fund (within Adult Social Care) with a value of £1.403m. The three new grants which have been received are as follows:

- Targeted Community Testing Funding - £0.295m
- New Burdens 4 Restart and Additional Restrictions - £0.100m

-
- New Burdens 5 Post Payment Assurance Reconciliation and Debt Recovery- £0.037m

Whilst the ringfenced grants are included in the budget, the increased income is offset by matched expenditure within the relevant service area, and so does not increase the net revenue budget. The anticipated refunds of £0.275m across the Round 1 (£0.222m) and Round 2 (£0.025m) allocations of the Infection Control and Rapid Testing Fund will reduce the grants applied to £15.970m.

- 4.4 Furthermore a range of grants totalling £4.047m has been received on behalf of schools. Once again the grants are included in the budget and offset by matched expenditure as the allocations are passported in full to schools.
- 4.5 In addition £0.183m has been received from the Greater Manchester Combined Authority (GMCA) for the GM Self Isolation pathway initiative.
- 4.6 The Council has, and continues to receive contributions from the NHS via Oldham CCG (as prescribed in NHS Guidance) to support Adult Social Care provision including hospital discharges to a social care setting. As outlined earlier in the report, it has been confirmed that the scheme will now be extended to 31 March 2021, with care being funded for 4 weeks upon discharge. The amount claimed to the 30 November 2021 was £1.382m.
- 4.7 A full list of the COVID grants and contributions with a grand total of £21.858m, is attached at Appendix 2.

Grant Support for Businesses – Restart Grants

- 4.8 Restart Grants became available from 1 April 2021 to support businesses that were forced to close during national lockdown to help them reopen safely as COVID restrictions were lifted. In this regard, on 6 April the Government paid the Council £10.542m to administer mandatory Restart Grants and the Oldham scheme went live on that day.
- 4.9 The Council received applications for the grants from 1 April 2021 to 30 June 2021 and therefore the grant regime is now closed. However, grants payable to businesses were calculated as follows:

Non-essential Retail Businesses

- Businesses with a rateable value of £15,000 or under received grants of £2,667
- Businesses with a rateable value of over £15,000 and less than £51,000 received grants of £4,000
- Businesses with a rateable value of £51,000 or over received grants of £6,000

Hospitality, leisure, accommodation, personal care, gym and sports businesses

- Businesses with a rateable value of £15,000 or under received grants of £8,000
- Businesses with a rateable value of over £15,000 and less than £51,000 received grants of £12,000
- Businesses with a rateable value of £51,000 or over received grants of £18,000

- 4.10 As there was no discretion in the level of grant payment the Council was acting as an agent of the Government and therefore the expenditure is reflected in the Council's Balance Sheet rather than in the General Fund. There is therefore no budget adjustment in respect of Restart Grants.

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- 4.11 As advised above, the final date for applications for these grants was 30 June 2021 and the final date for payment was 31 July 2021. Of the £10.542m the Council received to support such payments, at 31 July 2021 it had paid 1,417 grants totalling £9.703m, thus £0.839m remained unspent. The final reconciliation has now been made and the £0.839m has been returned to Government.

Grant Support for Businesses - Local Restrictions Support Grant (LRSG) and Additional Restrictions Grant (ARG)

- 4.12 Members will recall that during 2020/21 the Council received £28.417m of Local Restrictions Support Grant. Most LRSG payments were made during 2020/21 but at the end of March 2021, there was still the opportunity to apply for one tranche of LRSG. The final date for applications for the last round of LRSG was 30 April 2021 and the final payment date was 30 June 2021. At the end of 2020/21 £19.556m had been spent, with a final total of £20.092m at the end of June 2021. In total therefore, £8.325m of grant remained unspent and has been returned to Government. Every effort was made to issue grants to all qualifying businesses.
- 4.13 The Council acted as an agent of the Government for most of these grants and hence they were transacted through the Council's Balance Sheet rather than the revenue budget.
- 4.14 Members will also recall that the Council received £7.123m in Additional Restrictions Support Grant during 2020/21. This is a discretionary grant scheme and the Council can determine the awarding of the grant. This therefore impacts on the budget of the Council. At the end of 2020/21 £3.076m had been paid with £4.047m held in a reserve. The full £4.047m has been spent in the period to 30 June 2021 and £4.047m of reserves has been called into the revenue account (within the Finance Service). A further tranche of ARG of £1.214m was received in July, bringing the total received across the two financial years to £8.337m and the budget has been increased to reflect the receipt of the grant. The grant has to be spent by 31 March 2022. To date, almost 96% of this funding has been allocated to businesses across Oldham leaving an outstanding balance of £0.349m. This will be spent before the year end. As advised below, a further round of ARG was announced on 21 December 2021.

Support for Business – COVID-19 Additional Relief Funding (CARF - £4.204m)

- 4.15 On 25 March 2021, the Government announced a new COVID-19 Additional Relief Fund (CARF) with £1.5 billion available nationally to support this scheme. This was to enable Local Authorities to provide Business Rate relief to businesses other than those already receiving such relief (retail, leisure, hospitality and nursery businesses). However, it wasn't until 15 December 2021 that the detail of the CARF was announced with guidance being issued relating to the eligibility and administration of the grant regime. The guidance advises that the fund is available to support those businesses affected by the pandemic but ineligible for existing Business Rates support. The Council has been allocated £4.204m based upon a methodology which uses the estimated rateable value in each local authority rating list (which falls within the scope of the fund), weighted for the Gross Value Added (GVA) impact of COVID per sector.
- 4.16 The Government is using discretionary relief powers under Section 47 of the Local Government Finance Act 1988 in relation to the CARF. It is therefore for the Council and other billing authorities to adopt a local scheme and determine in each individual case whether, having regard to the guidance and their own local scheme, Business Rate relief

will be granted under Section 47 powers. The discretionary scheme has now been prepared and was approved by Cabinet at its meeting on 24 January 2022. The Council is now receiving applications for the reliefs and will award the reliefs to qualifying businesses as quickly as possible, seeking to maximise the grant funding to the benefit of Oldham businesses.

Grant Support for Businesses most Impacted by the Omicron Variant

4.17 On 21 December the Chancellor announced a new round of grants for businesses experiencing difficulties because of the Omicron variant of COVID and the dual impact of staff absences and lower consumer demand. These grants consist of a mandatory scheme (Omicron Hospitality and Leisure Grants) and a discretionary scheme (a further round of Additional Restrictions Grant)

a) Omicron Hospitality and Leisure Grants

4.18 This scheme is to provide support to hospitality, leisure and accommodation businesses. The grant round is open from 30 December 2021 to 16 March 2022, with final payments being made by 31 March 2022. Qualifying businesses have to be included on the rating list and be trading on 30 December 2021. The primary principle is to support businesses that provide in-person services, where the main service takes place in fixed Business Rate paying premises. For the purposes of the grant scheme:

- A hospitality business is one whose main function is to provide a venue for the consumption and sale of food and drink.
- A leisure business can be defined as a business that provides opportunities, experiences and facilities, in particular for culture, recreation, entertainment, celebratory events and days and nights out.
- An accommodation business can be defined as a business whose main lodging provision is used for holiday, travel or other purposes.

4.19 In total £683m has been made available nationally to support this scheme. Grants are per premises and the amount paid is varied by the rateable value of each eligible establishment in three Rateable Value bands as follows:

- £0 to £15,000 - £2,700
- £15,000 to £51,000 - £4,000
- £51,000 and above - £6,000

4.20 The Council has been notified of an initial grant allocation of £1.398m. This represents 90% of the overall grant meaning the maximum grant award for the Council will be £1.553m. The Council has launched the scheme and is now processing grant payments.

b) Additional Restrictions Grant

4.21 In addition, there is £102m being made available nationally to top-up the Additional Restrictions Grant with a further discretionary scheme. The Government has advised that this should be aimed at businesses impacted by COVID that may not be eligible for an Omicron Hospitality and Leisure grant, but given the discretionary nature of the scheme there is the opportunity to have regard to local circumstances. The Council has received a grant funding allocation of £0.306m and has prepared a local scheme. It is now administering applications for grant support.

5 Schools

- 5.1 The Council's expenditure on schools is funded primarily by grant provided by the Department for Education, the Dedicated Schools Grant (DSG). DSG is ring-fenced and can only be applied to meet expenditure properly included in the Schools' Budget, as defined in the School Finance (England) Regulations 2020. The Schools' Budget includes elements for a range of educational services provided on an Authority wide basis and for the Individual Schools Budget which is divided into a budget share for each maintained school.
- 5.2 Members will recall the DSG is made up of 4 blocks of funding as follows:
- Schools
 - High Needs
 - Early Years
 - Central Schools Services
- 5.3 Members will also recall that there is considerable pressure on the DSG, particularly in the High Needs block. The pressure in the High Needs area is historically due to expenditure exceeding the High Needs budget available each year with key contributors being the:
- Increasing high needs population, such as special school places, resourced provision and post 16 Further Education provision.
 - Increasing number of Education Health Care Plans requiring high needs top up funding within mainstream schools
 - Cost of providing local Pupil Referral Unit capacity to ensure that the Local Authority fulfils its statutory role.
 - High cost of external placements

The Schools Forum has historically agreed transfers between Schools Block and High Needs Blocks and a further 0.5% has been agreed for the current financial year (£1.049m).

- 5.4 With the continued support from the Schools Block, the High Needs Block has an in-year surplus of £1.339m. This contributes to a cumulative deficit forecast of £14.358m as at 31 March 2022. The deficit is offset by cumulative virements and savings from the Schools and Early Years Blocks to leave a net deficit of £3.029m (as illustrated in the table below).

Table 10 – DSG and High Needs Block

DSG Key Issues	£000
Original Budget Allocation including adjustment for imports/exports	44,630
Contribution from Schools Block (Schools Forum approval)	1,049
Adjustment for imports/exports	(79)
2021/22 Total Budget Available	45,600
Estimated Expenditure	(44,261)
Projected in Year Surplus	1,339
Deficit Brought Forward 01/04/2021	(15,697)
Cumulative Deficit	(14,358)
Offset by;	
Virement from Schools Block- 2016/17 to 2020/21	7,247
Savings in Schools and Early Years Block- 2015/16 to 2021/22	4,082
Projected Deficit 31/03/2022	(3,029)

Overall DSG Position and Recovery Plan

- 5.5 There is a requirement that the DSG is brought back into balance and a DSG Financial Recovery Plan was submitted to the Department for Education in 2019. As previously reported to Members, the financial elements of the Recovery Plan have been continuously updated to take account of estimated additional cost pressures, formal notification of additional funding and the agreed funding methodology for 2021/22 (including the 0.5% transfer of DSG funding between the Schools and the High Needs Funding Blocks for 2021/22) that was approved by Cabinet on 14 December 2020.
- 5.6 A further report was presented to Schools Forum on 17 November 2021 providing an update in relation to the DSG. The DSG Recovery Plan was updated accordingly to take account of the most recent funding announcements, the latest expenditure predictions, and their impact on the projections from the current financial year through to 2023/24. The plan was modelled to incorporate an indicative 0.5% transfer between the Schools Block and the High Needs Block, at an estimated value of £1.124m. The transfer, together with the increased funding anticipated for 2022/23, the impact of the planned actions to address new operating arrangements to generate efficiencies and revised cost estimates, at that point, produced a forecast whereby the DSG should be brought into a position with an estimated surplus of £0.844m at the end of 2023/24.
- 5.7 As outlined above, the Recovery Plan presented to the Schools Forum meeting on 17 November 2021 incorporated a 0.5% indicative transfer between the Schools and High Needs Block. As the decision to approve any transfer up to a maximum of 0.5% had to be approved by Schools Forum in the first instance, it required consultation with Schools. Consultation documents were therefore issued to all schools on 18 October 2021, the consultation ran to 12 November 2021 and the outcome was presented to the Schools Forum on 17 November.
- 5.8 The Government's Spending Review announced that there would be £1.6bn in additional funding for 2022/23 school budgets, on top of the year-on-year increase already confirmed. The additional funding is for schools and High Needs, of which £300m is for

the increased National Insurance (NI) Health & Social Care levy to cover schools additional NI contributions, as well as all other cost pressures including demographics, inflation, teachers minimum salary and pay inflation. It will be allocated as a separate grant in 2022/23 and then rolled into the National Funding Formula (NFF) from 2023/24. The grant will be allocated to schools as per the NFF formula distribution as if it was part of National Funding Formula from April 2022 for Academies and Maintained schools and to Local Authorities for the High Needs block and is follows:

- £3.1bn for 2023/24 – a further £1.5bn on top of the £1.6bn for 2022/23
- £4.7bn for 2024/45 – a further £1.6bn on top of the cumulative £3.1bn at 2023/24

5.9 Without knowing the exact benefit of this new funding for Oldham, the Schools Forum members at the meeting on 17 November approved a transfer of up to a maximum of 0.5% between the Schools and the High Needs Blocks subject to the receipt of the detailed additional funding information for 2022/23 (arising from the Spending Review announcement) which would determine if the transfer was still required. The principle of the transfer was subsequently ratified by Cabinet at its meeting on 13 December 2021.

5.10 Following confirmation of the Authority’s funding allocation on 16 December 2021, the DSG Recovery Plan has been remodelled. The allocations together with the latest estimates, now excluding the provisionally approved 0.5% transfer show a deficit of £3.029m in 2021/22 which reduces to £0.113m in 2022/23 and reverses to deliver a surplus of £2.522m in 2023/24, as illustrated in the table below. The Recovery Plan also includes the additional 2022/23 High Needs allocation that was initially announced in the autumn 2021 spending review and subsequently confirmed (on 16 December 2021) as being £1.756m for Oldham. This funding will continue in 2023/24. The updated position was reported to the Schools Forum on 19 January 2022, together with a recommendation that the transfer 0.5% between the Schools and High Needs Blocks was not required in 2022/23. Schools Forum accepted the recommended approach to the DSG budget for 2022/23.

Table 11 - Overall DSG Position

	2021/22 £000	2022/23 £000	2023/24 £000
Opening Balance - Surplus/(Deficit)	(3,560)	(3,029)	(113)
Movements per original plan	5,081	0	0
Revised Forecast Variance	1,521	(3,029)	(113)
Estimated Additional (Pressures)/ Savings	(4,550)	2,284	879
Additional High Needs Funding per the announcement	0	1,756	1,756
Reverse Indicative Transfer		(1,124)	
Revised Net Forecast (Deficit)/Surplus	(3,029)	(113)	2,522
Previously Reported Net Forecast (Deficit)/Surplus (Nov 21)	(3,731)	(382)	844

- 5.11 Regulations introduced in 2020 mean that there will no longer be an automatic 1% trigger for the production of a DSG deficit recovery plan, instead the Department for Education (DfE) via the Education Skills Funding Agency (ESFA) will focus on those authorities requiring help through a more measured and targeted approach. As such, Council representatives held an initial informal liaison meeting with the Department on 20 May 2021 and it was agreed the DSG Management Plan would be submitted to the Department, using the DfE Management Tool, in advance of a review meeting arranged for 9 November 2021. The meeting was very positive and the DfE/ESFA is supportive of the Councils action in relation to the DSG deficit recovery. Clearly, in view of the most recent projected position, the DfE is likely to be satisfied with the DSG position given the projected movement to a surplus in 2023/24.

6 Housing Revenue Account (HRA)

- 6.1 The current HRA position is presented in Table 12 and compares the initially approved HRA position to the current estimated outturn. The actual closing balance for 2020/21 at £21.370m was £1.756m better than the final estimate of £19.614m. The original HRA forecast was for a planned in-year decrease in balances of £2.151m, mainly to support housing related expenditure in the Capital Programme.
- 6.2 The current forecast is for an in-year surplus of £0.921m (£0.481m at Quarter 2); a net favourable movement of £3.072m. The variance is attributable to the reprofiling of several capital projects as part of the Annual Review of the capital programme. The projected year end HRA balance is £22.291m.

Table 12 - Housing Revenue Account Forecast Position

HRA Income & Expenditure Account	Original Budget £000	Latest Forecast £000	Variance to Budget £000
HRA Balances Brought forward	(19,614)	(21,370)	(1,756)
Deficit on HRA Services	2,151	(921)	(3,072)
HRA Balances Carried Forward	(17,463)	(22,291)	(4,828)

7 Collection Fund

- 7.1 The tables below show the forecast outturn position for the Collection Fund (the ringfenced account within which Council Tax and Business Rates [NDR] are managed) and the forecast position in relation to the share of balances.

Table 13 - Collection Fund Forecast Position

Collection Fund Balance	Council Tax £000	NDR £000	Total £000
Residual Balance brought forward after 2020/21 exceptional balance adjustment	168	329	497
Deficit for the current year	1,613	10,049	11,662
Net (Surplus)/Deficit Carried Forward	1,781	10,378	12,159

Table 14 - Collection Fund – 2021/22 Share of Balances; Forecast Position

Collection Fund Balance	Council Tax £000	NDR £000	Total £000
Share - Oldham Council	1,511	10,274	11,785
Share – Greater Manchester Combined Authority Mayoral Police and Crime Commissioner	188	-	188
Share – Greater Manchester Combined Authority Mayoral General Precept (including Fire Services)	82	104	186
Total (Surplus)/Deficit	1,781	10,378	12,159

- 7.2 The relationship between the Collection Fund and the Councils General Fund is complex and needs to be considered over multiple financial years. Each year the surplus/deficit for both Council Tax and NDR is estimated in January preceding the year end. This estimate is either distributed to or recouped from preceptors in the following financial year. Any variance from the estimate at outturn is carried forward in the Collection Fund balance. This provides an element of stability for preceptors.
- 7.3 Council Tax and Business Rates remain a significant source of funding for Council services. However, these areas can be volatile, particularly for the 2021/22 financial year with the impact of COVID, as such the financial position of the Collection Fund is under constant review. It is apparent that it is not only reduced collection rates that are affecting the Council's Collection Fund balances but also the increased amount of reliefs given thus reducing the overall tax base. This has been most evident in relation to Council Tax with an increased number of individuals becoming eligible for the Council Tax Reduction Scheme.
- 7.4 The Greater Manchester 100% Business Rates Retention Pilot has continued into 2021/22. Given the impact of the pandemic, at this stage in the financial year it is unclear if there will be any financial benefits arising from the pilot scheme. The position will be kept under review.
- 7.5 As highlighted in Tables 13 and 14, current year end Collection Fund projections are showing an overall deficit of £12.159m with the Council's allocation being £11.785m. Grant received in lieu of Business Rates relating to the provision of Extended Retail Relief for Retail, Leisure, Hospitality and Nursery businesses and the COVID-19 Additional Relief Fund (CARF) Scheme will be carried forward into 2022/23 to offset the Business Rates deficit. Current estimates are that these Grants will total £13.092m. This will allow a £1.307m surplus to be used to support the 2022/23 budget.
- 7.6 The Collection Fund has consistently been a particularly volatile area to forecast with many unknowns. Therefore, this area will be closely monitored over the forthcoming months. Collection Fund deficits have to be addressed and this may impact on the Councils budget in future years. However, surpluses can be used to support the budget. The anticipated financial impact in 2022/23 and future years has been considered within the 2022/23 Revenue Budget and Medium-Term Financial Strategy.

8 Use of Reserves

- 8.1 Members will recall that at the Council budget meeting of 4 March 2021, it was agreed that Earmarked Reserves of £42.286m be used to support the 2020/21 budget. Of the Earmarked Reserves to be used, £15.703m were to be met from the specific balancing budget reserve, £0.127m related to a budget reduction which was agreed to be funded from the District Partnership Reserve and £1.000m from a reserve created from anticipated Local Income Tax Guarantee grant. A further £25.456m of reserves were to be used in 2021/22 as a result of Business Rates compensation funding received in 2020/21 and held in reserve to support the Collection Fund Deficit in 2021/22. Since the Budget Council meeting and as part of the closure of accounts, the completion of the NDR3 Government return determined that the Business Rate compensation related Collection Fund Deficit for 2021/22 would be revised downwards to £25.182m and this is the amount that was transferred to reserve at the end of the financial year. This resulted in the total call on reserves to support the revenue budget in 2021/22 of £42.012m.
- 8.2 As outlined at section 2.3 (b) and 3.9, £13.092m is to be transferred to reserves. This is additional Section 31 Grant Funding paid to the Council's General Fund in 2021/22 to compensate for Business Rates reliefs, and, having been transferred to reserves will be released to reimburse the corresponding element of the Collection Fund deficit in 2022/23. This grant funding position will be revised during the year as Business Rate Reliefs are awarded. It will therefore undoubtedly change.
- 8.3 In addition to the above transfer to reserves, the Month 8 position incorporates Portfolio requests to use reserves with a total (net) value of £8.710m (most of which are COVID related), therefore the total net in-year planned reserves position is a transfer to reserves at Month 8 of £4.382m and the budget as a whole relies upon the net application of £37.630m of reserves.
- 8.4 The levels of Reserves after the planned use and creation of Earmarked and Revenue Grant Reserves at Month 8 is summarised below. Including the transfers to reserves, the opening earmarked reserves balance of £113.513m is now projected to reduce to £89.773m at the year end and Revenue Grants Reserves are projected to reduce to £6.255m; reserves available are therefore projected to total £96.028m.
- 8.5 In line with the Council's reserves policy, the recommended use of reserves to fund spend during the year have been initially approved by the appropriate officers prior to consideration by Cabinet. However, as there is a need to minimise the use of reserves in order to support the financial resilience of the Council, only those reserves supporting essential business will be utilised this year.

	Earmarked Reserves £000	Revenue Grant Reserves £000	Total Reserves £000
Opening Balance as at 1 April 2021	(113,513)	(20,145)	(133,658)
Reserves applied to balance the Budget	16,830	-	16,830
Collection Fund Deficit – Business Rates relief	25,182	-	25,182
In Year Balance	(71,501)	(20,145)	(91,646)
Portfolio Transfers from Reserve			
People and Place	2,005	224	2,228
Community Health and Adult Social Care	234	-	234
Children's Services	139	1,644	1,783
Communities and Reform	1,032	7,601	8,633
Chief Executive	317	5,149	5,466
Capital, Treasury and Corporate Accounting	-	-	-
Total Portfolio Transfers from Reserve	3,727	14,617	18,344
Portfolio Transfers to Reserves			
People and Place	(95)	-	(95)
Children's Services	-	(727)	(727)
Communities and Reform	(100)	-	(100)
Capital, Treasury and Corporate Accounting	(8,712)	-	(8,712)
Total Portfolio Transfers to Reserve	(8,907)	(727)	(9,634)
Total Portfolio Use of Reserves	(5,180)	13,890	8,710
Additional Section 31 Grant to compensate for a Collection Fund deficit	(13,092)	-	(13,092)
Total net in-year planned use of reserves	(18,272)	13,890	(4,382)
Closing Balance as at Month 8	(89,773)	(6,255)	(96,028)

8.6 The availability of reserves is a demonstration of the financial resilience of the Council and as such the reserves must be carefully managed. However, the use of reserves is also a means by which the Council can support the 2022/23 and future years budget setting processes and Medium-Term Financial Strategy. Members will therefore recall that £12.297m of reserves was initially committed to support the 2022/23 budget process.

9 Flexible Use of Capital Receipts

- 9.1 Members will recall that at the Council meeting of 4 March 2021, it was approved that up to £2.000m of capital receipts would be used to underpin the revenue budget in line with the flexibilities agreed by Secretary of State for Housing, Communities and Local Government in March 2016.
- 9.2 A number of schemes in support of the transformation programme were identified which met the qualifying expenditure requirements as detailed within the statutory guidance issued by the Government. As capital receipts in excess of £2.000m have now been generated in this financial year, this funding requirement has been met in full and there will be no variance in this regard.

10 Conclusion

- 10.1 The current projected position, after adjustment for reserves and receipt of additional Government funding to support COVID pressures, is showing an improved underspend of £2.672m, within which provision has now been made for all the COVID related funding that the Authority is expecting to receive.
- 10.2 There remains a high degree of estimation in relation to the impact of COVID. The forecasting of the likely impact of the pandemic on the Council's budget is based on both the actual expenditure and the income loss recorded to date but also relies on a series of assumptions. The position is both unpredictable and constantly changing and the final, month 9 report will advise of any further progress of the mitigating factors and management actions that have been taken to control and reduce the forecast deficit.
- 10.3 The reserves position is important in the context of financial resilience. Whilst the year started with healthy balances of earmarked reserves (£113.512m) and Revenue Grants Reserves (£20.145m), as advised in the report, before any offsetting transfers and technical adjustments to compensate for the Collection Fund deficit, earmarked reserves of £45.739m and Revenue Grant reserves of £14.617m (mostly COVID related) have already been called into support the 2021/22 budget. It is important to minimise the use of reserves in year to maintain financial resilience.

FINANCING OF THE 2021/22 BUDGET AT MONTH 8	Original Budget	Additions to Quarter 2	Additions to Month 8	Revised Budget
	£'000	£'000	£'000	£'000
Net Expenditure Budget	(254,179)			(254,179)
Financed by:				
Business Rates Top-up Grant	(41,748)			(41,748)
Public Health Business Rates Top-up		(164)		(164)
Improved Better Care Fund Grant	(10,859)			(10,859)
Grants in Lieu of Business Rates	(10,843)	(5)		(10,848)
2021/22 Social Care Support Grant	(8,947)			(8,947)
COVID-19 Grant	(7,737)			(7,737)
COVID - Additional Restrictions Grant (ARG)		(1,214)		(1,214)
Local Council Tax Support Grant	(3,183)			(3,183)
Independent Living Fund (ILF) Grant	(2,580)			(2,580)
Housing Benefit & Council Tax Administration Grant	(1,178)	(11)		(1,189)
Opportunity Area Funding - Round 5		(1,339)		(1,339)
Early Identification of Autism Grant		(300)		(300)
Domestic Abuse Safe Accommodation Funding	(578)			(578)
Lower Tier Services Support Grant	(407)			(407)
New Homes Bonus Grant	(171)			(171)
New Burdens Grant		(229)		(229)
Capital grants		(610)	(1,892)	(2,502)
School Improvement Monitoring and Brokerage Grant		(108)	(134)	(242)
Additional New Burdens in Welfare Reform		(94)		(94)
Verify Earnings and Pension Service		(24)		(24)
Levelling Up Fund - Capacity Funding Grant		(125)		(125)
Local Authority New Burdens - Allergen Labelling		(6)		(6)
Section 31 grant for Collection Fund Deficit (to be transferred to Reserves)		(9,798)	(3,294)	(13,092)
Total Government Grant Funding	(88,231)	(14,028)	(5,320)	(107,579)
Council Tax Income - General	(88,329)			(88,329)
Council Tax Income - Adult Social Care Precept	(10,523)			(10,523)
Collection Fund Deficit	25,809	(274)		25,535
Use of Reserves to offset Collection Fund Deficit	(25,456)	274		(25,182)
Retained Business Rates	(50,619)	(547)		(51,166)
Total Locally Generated Income	(149,118)	(547)	0	(149,665)
Total Grant and Income	(237,349)	(14,575)	(5,320)	(257,244)
Balance to be addressed by Use of Reserves	(16,830)			(16,830)
Total Financing	(254,179)	(14,575)	(5,320)	(274,074)

Ringfenced COVID Funding 2021/22	Appendix 2
Grant	Awarded 2021/22 £
Grants- Council:	
Reopening the High Street Safely Fund (RHSSF)/Welcome Back Fund	(210,418)
Contain Outbreak Management Fund	(1,996,711)
Test and Trace Support Payments	
- Mandatory payments	(478,750)
- Discretionary payments	(152,750)
- Administration	(80,488)
Covid Winter Grant Scheme	(338,848)
Covid Local Support Grant	(1,146,693)
Household Support Fund Grant	(2,419,369)
Self-isolation Practical Support Payment	(490,982)
Elections Grant	(98,498)
Holiday Activity Funding Grant	(1,566,220)
Prevention and Promotion Fund for Better Mental Health	(323,137)
Infection Control Fund (Quarter 1)	(878,214)
Infection Control Fund (Quarter 2)	(614,131)
Infection Control Fund (Quarter 3)	(1,019,076)
COVID Rapid Flow Testing (Quarter 1)	(640,337)
COVID Rapid Flow Testing (Quarter 2)	(478,160)
COVID Rapid Flow Testing (Quarter 3)	(553,861)
COVID Vaccine (Quarter 3)	(118,170)
COVID - Next Steps Accommodation Programme (NCAP)	(45,533)
Workforce Recruitment and Retention Fund Round 1 (Adult Social Care)	(759,927)
Workforce Recruitment and Retention Fund Round 2	(1,402,943)
Targeted Community Testing Funding (TCT)	(295,234)
New Burdens 4 Restart & Additional Restrictions	(100,100)
New Burdens 5 Post Payment Assurance Reconciliation and Debt Recovery	(36,900)
Sub Total	(16,245,450)
Grants- Schools:	
Workforce Fund	(6,120)
Catch-up Premium Payment	(717,860)
National Testing Programme	(109,570)
Recovery Premium	(1,526,264)
School-led Tutoring Grant Allocations academic year 2021 to 2022	(1,486,423)
Free School Meals Additional Costs	(141,421)
Summer School	(59,677)
Sub Total	(4,047,335)
Other funding:	
GM Self Isolation Pathway	(183,035)
Hospital Discharge Fund (Claimed to 30 November 2021)	(1,381,719)
Sub Total	(1,564,754)
Total	(21,857,539)

Summary of 2021/22 Approved Budget Reductions and deliverability

Appendix 3

Reference	Approved Budget Reductions	2021/22			
		Approved Budget Reduction £000	RAG Rating Green - on track and will be delivered Amber - off track but measures in place to recover the position Amber/Red - off track and will only be delivered part of saving Red - off track and will not deliver	Deliverable £000	Shortfall £000
CSA-BR1-423	Maximising independence through alternative models of care	(1,500)	Amber/Red*	(1,500)	0
CSA-BR1-424	CHASC Workforce Reduction	(100)	Green	(100)	0
CSA-BR1-425	Out of Hours Call Centre Support for Community Health Services	(20)	Red*	(20)	0
CSA-BR1-426	Carers Personal Budgets	(100)	Green	(100)	0
CSA-BR1-427	Brokerage	(250)	Green	(250)	0
CSA-BR1-429	KeyRing	(50)	Green	(50)	0
CSA-BR1-430	Achieving Better Outcomes: Supported Living & Learning Disabilities	(288)	Red*	(288)	0
CSA-BR1-431	Wellbeing Service	(70)	Green	(70)	0
CSA-BR1-433	Adult Social Care Sheltered Housing	(100)	Green	(100)	0
CSA-BR1-434	Adult Social Care Prevention and Early Intervention Service	(200)	Green	(200)	0
CSA-BR1-436	To cease the funding of the Men in Sheds service	(51)	Green	(51)	0
Directorate : Community Health & Adult Social Care		(2,729)		(2,729)	0
REF-BR1-422	Sport Development	(13)	Green	(13)	0
REF-BR1-428	School Swimming	(11)	Green	(11)	0
REF-BR1-416	Districts Realignment	(136)	Green	(136)	0
REF-BR1-418	Reduction in Members Ward Budgets	(60)	Green	(60)	0
REF-BR1-432	Review of Elected Member Reserves	(127)	Green	(127)	0
REF-BR1-438	HR Staffing Review	(120)	Green	(120)	0
REF-BR1-413	Gallery Oldham	(22)	Green	(22)	0
REF-BR1-415	Mahdlo Funding Reduction	(100)	Green	(100)	0
REF-BR1-417	Youth Service Kerching	(37)	Green	(37)	0
Directorate : Communities and Reform		(626)		(626)	0
CHS-BR1-442	Early Help Staffing Efficiencies	(40)	Green	(40)	0
CHS-BR1-443	External Placements Cost Avoidance	(500)	Green	(500)	0
CHS-BR1-440	Quality and Effectiveness Support Team - Service Efficiency / Review	(192)	Green	(192)	0
CHS-BR1-441	Special Educational Needs & Disability (SEND) Education Provision	(114)	Green	(114)	0
CHS-BR1-437	Reduction in Traineeship Programme	(65)	Green	(65)	0
Directorate : Childrens Services		(911)		(911)	0
CEX-BR1-410	Corporate Priorities - CEX	(27)	Green	(27)	0
CEX-BR1-420	Legal Staff Reductions & Reduction of post in Democratic Services	(90)	Green	(90)	0
CEX-BR1-447	Registrars Service Restructure	(17)	Green	(17)	0
COM-BR1-412	Financial Services Redesign	(389)	Green	(389)	0
Directorate : Chief Executive		(523)		(523)	0.0
PPL-BR1-401	Creating a Better Place - Projects & Assets	(1,541)	Green/Amber/Red*	(1,143)	398
PPL-BR1-402	Creating a Better Place - Service Review	(300)	Green	(300)	0
PPL-BR1-403	Digital Mail	(24)	Green	(24)	0
PPL-BR1-404	Printing Reduction - Digital Platform Roll Out	(20)	Green	(20)	0
PPL-BR1-406	Review of Street Lighting Contract	(150)	Green	(150)	0
PPL-BR1-407	Transfer of client officer to Unity	(40)	Green	(40)	0
PPL-BR1-408	To re-align grounds maintenance to support core service functions and reduce the traded offer	(150)	Green	(150)	0
PPL-BR1-409	Restructure of Neighbourhood Enforcement Team	(100)	Green	(100)	0
PPL-BR1-421	Transformation of the Contact Centre	(120)	Green	(120)	0
PPL-BR1-439	Internal Efficiency Initiatives (Unity Partnership)	(780)	Green	(780)	0
Directorate : People and Place		(3,225)		(2,827)	398
COM-BR1-411	Procurement Staffing Reduction	(101)	Red	0.0	101
Directorate : Commissioning		(101)		0.0	101
CRC-BR1-448	Voluntary Redundancies	(805)	Green	(805)	0.0
Directorate : Cross Cutting		(805)		(805)	0
Grand Total		(8,920)		(8,421)	499

Red* - these Budget Reductions will be met by an alternative means in 2021/22
 Amber/Red* - Amber elements being closely monitored in year - elements will be met by an alternative means in 2021/22
 Green/Amber/Red* - Amber elements being closely monitored Red elements will not be delivered

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CAPITAL INVESTMENT PROGRAMME REPORT 2021/22

Month 8 - November 2021

1 Background

- 1.1 The original capital programme for 2021/22 reflects the priorities outlined in the capital strategy as approved at Cabinet on 23 February 2021 and confirmed at the Council meeting on 4 March 2021.
- 1.2 The position as at 30 November 2021 is highlighted in this report but as the year concludes the outturn projections will reflect the evolving position.
- 1.3 For the remainder of the financial year, the programme will continue to be monitored and revised to take account of any new developments and changes in the profile of planned expenditure.

2 Current Position

- 2.1 The approved capital programme summary position for the five financial years 2021/22 to 2025/26, approved by Council on 4 March 2021 is summarised in Table 1 and shows capital programme expenditure of £86.002m in 2021/22.

Table 1 : Original Budget - Capital Programme 2021/22 to 2025/26

2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	TOTAL £000
86,002	94,153	71,418	62,553	27,454	341,580

- 2.2 Table 2 shows the revised capital programme for 2021/22 as at 30 November 2021 at an overall expenditure level of £52.558m, following a number of changes explained in the following paragraphs, this is a reduction of £0.485m on the Quarter 2 position of £53.043m.
- 2.3 The approved virements of £0.062m (an increase to the 2021/22 budget) represents changes since the revised M06 position as detailed later in the report (para 2.5).
- 2.4 Actual expenditure to 30 November 2021 was £23.801m (45.29% of forecast outturn). This spending profile is lower than previous years. The position will be kept under review and budgets will be managed in accordance with forecasts.

Table 2 – 2021/22 Capital Programme

Directorate	Revised Budget (M06) £000	Approved Virements (to M08) £000	Proposed Virement/ Rephase £000	Revised Budget (M08) £000	Forecast £000	Variance £000
Corporate Services	4,880	-	-	4,880	4,880	-
Children's Services	15,403	-	-	15,403	15,403	-
Communities and Reform	36	-	-	36	36	-
Community Health & Adult Social Care	2,005	12	-	2,017	2,017	-
Housing Revenue Account	785	-	-	785	785	-
People and Place	29,934	50	(548)	29,437	29,437	-
Overall Total	53,043	62	(548)	52,558	52,558	-

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

- 2.5 The net approved budget change of £0.062m represents approved movements including expected spending related to the receipt of new funding, as detailed below:

£000's

276	- Royton Town Hall – Service Realignment (Asset Management)
(276)	- Royton Town Hall – Service Realignment (Boroughwide Developments)
(31)	- Rochdale Canal Access – Service Realignment (Bridges & Structures)
31	- Rochdale Canal Access – Service Realignment (Highways Major Works)
12	- Private Contribution towards Disabled Facilities Grant (DFG) schemes
<u>50</u>	- Expenditure associated with the Active Travel Fund Grant
62	

- 2.6 The proposed changes of £0.548m relates to rephasing of several transport schemes into later years, as detailed in Appendix G.
- 2.7 Due to the continued COVID pandemic, there remains an element of uncertainty about the forecast position and it is inevitable that this will change in the remaining months; that said the forecasts are based on the latest and most up to date information. A further breakdown of Table 2 on a service by service area basis is shown at Appendices A to F.
- 2.8 The revised capital programme for 2021/22 to 2025/26, taking into account all the above amendments in arriving at the revised forecast position, is shown in Table 3 together with the projected financing profile.

Table 3 – 2021/2026 Capital Programme

Directorate Budget	Revised Budget 2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
Corporate Services	4,880	5,219	3,119	1,974	5,622	20,814
Children's Services	15,403	6,425	8,892	2,000	4,000	36,720
Communities and Reform	36	408	250	-	-	693
Community Health & Adult Social Care	2,017	1,204	200	200	-	3,621
Housing Revenue Account	785	3,283	8,127	7,914	1,150	21,259
People and Place	29,437	103,909	78,897	41,881	31,473	285,597
Grand Total	52,558	120,448	99,485	53,969	42,245	368,704

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

Funding	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
Grant & Other Contributions	(19,850)	(46,594)	(21,867)	(5,411)	(2,406)	(96,128)
Prudential Borrowing	(26,294)	(66,456)	(68,628)	(35,989)	(38,597)	(235,964)
Revenue	(879)	(3,283)	(8,127)	(7,914)	(1,150)	(21,353)
Capital Receipts	(5,535)	(4,115)	(863)	(4,655)	(92)	(15,260)
Grand Total	(52,558)	(120,448)	(99,485)	(53,969)	(42,245)	(368,704)

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

- 2.9 The revised Provision for Emerging Priorities for 2021/22 to 2025/26, taking into account all the above amendments, is contained within the Corporate Services budget and is as follows:

Table 4 – Provision for Emerging Priorities

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
Provision for Emerging Priorities	1,115	4,150	3,050	1,836	5,622	15,773

Capital Receipts

- 2.10 The revised capital programme requires the availability of £5.535m of capital receipts in 2021/22 for financing purposes. The total net usable capital receipts currently received in year is £9.052m. This ensures that there is no shortfall in the support for the revenue budget, as the first £2.000m of capital receipts have been used to provide funding under the flexible use of capital receipts initiative.
- 2.11 The capital receipts position as at 30 November 2021 is as follows:

Table 5 – Capital Receipts 2021/22

	£000	£000
Capital Receipts Financing Requirement		5,535
Usable Capital Receipt b/fwd.	-	
Actual received to date	(9,052)	
Further Required/(Surplus) in 2021/22		(3,517)

- 2.12 Given the significant level of receipts needed to finance the capital programme in this and future years it is imperative that the capital receipts/disposal schedule is adhered to. This is monitored at the monthly Capital Receipts meeting and will be

subject to on-going review throughout the year. It is of course recognised that the pandemic has had an impact of business/economic activities making capital disposals more challenging. Nonetheless, as is evident from the updated position, performance is good.

- 2.13 The Capital Strategy and Capital Programme 2021/26 introduced an expectation of the level of receipts that is anticipated in each of the respective years and therefore an estimate as to the resultant level of over or under programming in order to present a balanced budget. The position as at 30 November 2021 is illustrated in the table below:

Table 6 – Capital Receipts 2021/26

Capital Receipts	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Capital Receipts Carried Forward	-	(5,073)	(4,430)	(4,892)	(237)
Estimated Capital Receipts	(1,556)	(3,472)	(1,325)	-	-
Received in year	(9,052)				
Total Receipts	(10,608)	(8,545)	(5,755)	(4,892)	(237)
Capital Receipts Financing Requirement	5,535	4,115	863	4,655	92
Over/(Under) programming	(5,073)	(4,430)	(4,892)	(237)	(145)

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

- 2.14 As shown above, the most recent projection indicates a much improved position. Rather than having a shortfall in later years of the programme, there are now projected surpluses through to 2025/26. This is evidence of the movement and progress of the asset disposal programme. The position will continue to be reviewed.

3 Conclusion

- 3.1 Whilst the capital programme has seen considerable reprofiling in year, expenditure to date is comparatively low. Therefore, the revised forecast spending level for 2022/23 will be closely monitored to ensure that any further changes are reflected in the month 9 report.

4 Appendices

- 4.1 Appendix A - SUMMARY – Month 8 - Corporate Services
 Appendix B - SUMMARY – Month 8 - Children’s Services
 Appendix C - SUMMARY – Month 8 - Communities and Reform
 Appendix D - SUMMARY – Month 8 - Community Services & Adult Social Care
 Appendix E - SUMMARY – Month 8 - Housing Revenue Account (HRA)
 Appendix F - SUMMARY – Month 8 - People and Place
 Appendix G - SUMMARY – Month 8 - Proposed Changes

SUMMARY – MONTH 8 (NOVEMBER 2021) – Corporate Services

Service area	Revised Budget M06 £000	Approved Virements (to M08) £000	Proposed Virement / Rephase £000	Revised Budget M08 £000	Forecast £000	Year End Variance £000
Corporate	4,880	-	-	4,880	4,880	-
General Services	-	-	-	-	-	-
	4,880	-	-	4,880	4,880	-

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

Major Variances Commentary

No additional variances to report

SUMMARY – MONTH 8 (NOVEMBER 2021) - Children's Services

Service area	Revised Budget M06 £000	Approved Virements (to M08) £000	Proposed Virement / Rephase £000	Revised Budget M08 £000	Forecast £000	Year End Variance £000
Children, Young People & Families	13	-	-	13	13	-
Schools – General Provision	1,266	-	-	1,266	1,266	-
Schools – Primary	3,375	-	-	3,375	3,375	-
Schools – Secondary	7,462	-	-	7,462	7,462	-
Schools – Special	178	-	-	178	178	-
Schools – New Build	3,109	-	-	3,109	3,109	-
	15,403	-	-	15,403	15,403	-

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

Major Variances Commentary

No additional variances to report

SUMMARY – MONTH 8 (NOVEMBER 2021) - Communities and Reform

Service area	Revised Budget M06 £000	Approved Virements (to M08) £000	Proposed Virement / Rephase £000	Revised Budget M08 £000	Forecast £000	Year End Variance £000
District Investment Fund	36	-	-	36	36	-
	36	-	-	36	36	-

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

Major Variances Commentary

No additional variances to report

SUMMARY – MONTH 8 (NOVEMBER 2021) - Community Services & Adult Social Care

Service area	Revised Budget M06 £000	Approved Virements (to M08) £000	Proposed Virement / Rephase £000	Revised Budget M08 £000	Forecast £000	Year End Variance £000
Adult Services	2,005	12	-	2,017	2,017	-
	2,005	12	-	2,017	2,017	-

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

Major Variances Commentary

No additional variances to report

SUMMARY – MONTH 8 (NOVEMBER 2021) - Housing Revenue Account (HRA)

Service area	Revised Budget M06 £000	Approved Virements (to M08) £000	Proposed Virement / Rephase £000	Revised Budget M08 £000	Forecast £000	Year End Variance £000
Housing Revenue Account	785	-	-	785	785	-
Reform Total	785	-	-	785	785	-

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

Major Variances Commentary

No additional variances to report

SUMMARY – MONTH 8 (NOVEMBER 2021) - People and Place

Service area	Revised Budget M06 £000	Approved Virements (to M08) £000	Proposed Virement / Rephase £000	Revised Budget M08 £000	Forecast £000	Year End Variance £000
Asset Management	2,044	276	12	2,332	2,332	-
Asset Management - Education Premises	2,093	-	-	2,093	2,093	-
Boroughwide Developments	4,584	(276)	-	4,308	4,308	-
Development (Economic)	13	-	-	13	13	-
District Partnership – Boroughwide	40	-	-	40	40	-
Environment – Cemeteries and Crematorium	37	-	-	37	37	-
Environment – Countryside	145	-	-	145	145	-
Environment – Parks	46	-	-	46	46	-
ICT	4,080	-	-	4,080	4,080	-
Parks & Playing Fields	13	-	-	13	13	-
Private Housing – HMRF	117	-	-	117	117	-
Public Realm	5	-	(5)	-	-	-
Town Centre Developments	1,891	-	-	1,891	1,891	-
Transport - Accident Reduction	1,626	50	(135)	1,540	1,540	-
Transport - Bridges & Structures	2,409	(31)	(70)	2,308	2,308	-
Transport - Fleet Management	881	-	-	881	881	-
Transport - Highway Major Works/Drainage schemes	7,634	31	-	7,665	7,665	-
Transport - Minor Works	472	-	3	475	475	-
Transport – Miscellaneous	1,776	-	(353)	1,423	1,423	-
Transport - Street Lighting	28	-	-	28	28	-
	29,934	50	(548)	29,437	29,437	-

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

Major Variances Commentary

No additional variances to report

SUMMARY – MONTH 8 (NOVEMBER 2021) Proposed Changes

EXPENDITURE BUDGETS TO BE REPROFILED AS AT 30 NOVEMBER 2021	2021/22	2022/23	Comments
Directorate / Scheme	£	£	
People and Place			
Oldham War Memorial	(5,049)		Service Area Realignment
LIF- Failsworth War Memorial	12,318		Service Area Realignment / Additional resources
Width Restriction, Wrigley Head, Failsworth	(35,000)	35,000	Rephase to future year
Kings Road - Traffic Calming	(30,000)	30,000	Rephase to future year
Vehicle Activated signs - Installing and enhancement programme	(70,000)	70,000	Rephase to future year
Tame Water Culvert, Delph	(70,000)	70,000	Rephase to future year
Public Rights of Way (PRoW) Improvements	3,375	(3,375)	Acceleration from future year
Southlink Traffic Signal Junction (GD3)	(132,764)	132,764	Rephase to future year
GD3 – Market Hall Connectivity Improvements	(232,895)	232,895	Rephase to future year
GD3 - Waterloo Street - Rhodes Bank Traffic Signal Junction	81,142	(81,142)	Acceleration from future year
Growth Deal 3 - Programme Management Support	(68,391)	68,391	Rephase to future year
People and Place TOTAL	(547,263)	554,532	

FINANCING BUDGETS TO BE REPROFILED AS AT 30 NOVEMBER 2021	2021/22	2022/23	
Fund Source	£	£	
Revenue Contributions	(7,269)		
Grant and Other Contributions	554,532	(554,532)	
TOTAL	547,263	(554,532)	

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Report to PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE

Children's Services - update on Financial Performance and Improvement Plan

Portfolio Holder: Councillor Eddie Moores, Cabinet Member for Children and Young People

Officer Contact: Elaine Devaney, Director of Children's Social Care

Report Authors: Andy Cooper, Senior Finance Manager / Sheila Garara, Children's Services Integration and Improvement Lead

10 February 2022

Purpose of the Report

This is an update to a previous report to the committee on 17 December 2020 titled 'Ofsted – Children's Services - Update on Financial Performance and the Improvement Plan' on progress in relation to Children's Social Care improvement plans and financial performance.

Executive Summary

Refresh of the improvement plan

There has been good progress made in our improvement journey and our revised Getting to Good plan will monitor progress of key actions, within clearly defined governance arrangements, to drive improvements to get Children's Services to 'Good', based on internal and external findings.

Children's Social Care demand profiles

The service is responding to significant sustained volumes and complexity of demand in contacts into MASH, Early Help, Domestic Abuse and Child Protection. Our Children Looked After numbers have slightly increased. Caseloads are manageable but Social Work Teams with particular pressure are Children's Assessment and Fieldwork teams. Recruitment and retention of experienced social workers is a strategic priority.

The current financial position of Children's Social Care

Members of the Committee will be aware that the 2022/23 Budget Select Committee meeting on 27 January 2022 included an update on the month 8 financial position of the Council, this included a forecast pressure of £4,308k for Children's Social Care, further detail is provided in section 4 of the report.

Recommendations

It is recommended that the Performance Overview and Scrutiny Committee notes the report and progress to date.

Children's Services - update on financial performance and Improvement Plan**1 Introduction**

- 1.1 Throughout 2021, we have made good progress against our service improvement plan despite facing continued increased volume and complexity in demand for statutory children's social work services. We have refreshed our self-assessment of children's services which accurately reflects where we are in our improvement journey, and the priorities and actions that need to be undertaken to enable us to get to 'Good'. This will form the basis of our Annual Conversation with Ofsted in March 2022.
- 1.2 Overall our multi-agency partnerships are positive and senior leaders work hard to build and maintain good relationships across the partnership, working towards a common vision of outcomes for children and young people in Oldham, through the Local Safeguarding Children Partnership and the Corporate Parenting Panel.
- 1.3 We continue to develop strong multi-agency arrangements and partnership working, including exploring how we can broaden further partner representation within the Multi-agency Safeguarding Hub (MASH). This work is overseen by the newly formed MASH Assurance Board which demonstrates the commitment across Oldham in ensuring the MASH is further strengthened to provide the best response to our children, young people and families in need of help and protection.
- 1.4 A Getting to Good Board has been set up, independently chaired by a senior leader in Children's Services sector led improvement. The board will provide the drive and focus required to ensure that the identified practice improvements are achieved and evidenced, resulting in Oldham's Children's Services being judged 'good' or better. This will be achieved through the promotion of a culture of high challenge and high support within the board and across the service.

2 Progress made in our improvement journey

- 2.1 Children's Services was inspected by Ofsted in November 2021. The focused visit looked at children in need or subject to a protection plan. This included a detailed review of cases, speaking to social workers and managers in Fieldwork Services and Children with Disabilities Service. Our Adolescent Support Unit (Edge of Care), Pre-proceedings work and Safeguarding unit (Child Protection).
- 2.2 There is no judgement given following a focused visit. The published letter is available at <https://reports.ofsted.gov.uk/provider/44/80535>
- 2.3 Two of our children's homes were inspected in December 2021 and January 2022 respectively. Both homes demonstrated significant improvements in the service provided to young people and were rated 'good'. We are awaiting the published reports of these inspections.
- 2.4 Our self-assessment and assurance from Ofsted tells us we have made positive progress in:
 - Assessments capturing the child's lived experience
 - Child protection processes, oversight and challenge
 - Social work in relation to domestic abuse
 - Multi-agency response from the Adolescent Support Unit
 - Pre-proceedings under Public Law Outline
 - Launching the implementation of the Systemic approach to practice
 - Improved performance and quality assurance governance arrangements

- 2.5 To achieve our improvement priorities we have the following strengths:
- Leaders/managers have built effective resilience in the workforce and sustained low levels of sickness to maintain service delivery
 - Ensured that children are safe and have been visited and supported well - solid multi-agency response to help and protection
 - Increased our staffing to respond to an increase in volume and complexity of demand and have this continuously open to review
 - Children with a social worker attendance in school and settings
 - Training focused on practice improvement. Continued the valued social work forum
 - Integrated MASH front door for children’s social care and early help to provide efficient, timely and targeted screening
 - Good children’s homes and fostering provision

2.6 The improvement plan is in the process of being revised into a Getting to Good plan whereby completed actions from the previous plan have closed and future reporting will monitor progress of key actions to drive improvements to get Children’s Services to ‘Good’ based on internal and external findings. The plan will be focused upon the following priorities and actions:

Priority	Actions
Practice	<ul style="list-style-type: none"> • Implement and embed the Systemic practice approach • Improve the quality of assessments and plans • Strengthen early permanence planning • Strengthen the impact of direct work with children and young people • Strengthen our participation offer • Ensure Mosaic fully reflects the journey of the child • Frequency and recording of social work visits • Impact of our quality assurance activity
People	<ul style="list-style-type: none"> • Workforce recruitment and retention – consistent service, manageable caseloads • Improve quality and frequency of reflective frontline supervision and management oversight • Managers supported in practice leadership • Managers consistently challenge poor practice and lack of progress for children • Strengthen Business Support offer
Partnerships	<ul style="list-style-type: none"> • Strengthen Children in Need service • Build upon our Edge of Care Offer • Early help; everyone’s business • Partner attendance at key decision-making meetings • Develop the contextual safeguarding offer for young people • Residential offer - Strengthen in house residential provision and remodel our short breaks offer • Develop Oldham's partnership approach to domestic abuse • Effective transition of vulnerable young people into adult services

2.7 The actions being undertaken to improve services for children, young people and families are monitored individually and will be assigned a RAGC (red, amber, green, completed) rating to provide scrutiny and challenge on progress based on evidence of impact. This will be reported through the existing governance arrangements on a quarterly basis.

2.8 Overall progress of improvement will be estimated based on our self-assessment of the quality of practice utilising evidence from our quality assurance findings, scrutiny of performance data and considering the impact of the COVID pandemic on increased volume and complexity of demand.

3 Children's Social Care demand profiles

3.1 There has been a sustained volume and complexity of demand experienced across a range of key profile areas since the last update in December 2020 that has required a strategic and operation response, highlighted in the table below:

Measure	Jan 2021	Dec 2021	Service Response
Contacts in MASH	1,093	1,511 (38% increase)	The service has engaged with MASH partners on Continuum of Need Thresholds and Multi-agency Practice Standards to manage the number of contacts resulting in information, advice and guidance. Early Help is fully aligned in MASH providing efficient and timely screening.
Early Help average caseloads	16	24 (50% increase)	Caseloads peaked at 35 in October 21. Short term investment to increase staff capacity to manage volume funded by Troubled Families has contributed to the reduction. These caseload levels enable timely and effective support to be provided to families. A demand management strategy is in development, which links to the wider rollout of place-based working during 2022
Domestic Abuse incidents reported to the Police.	Oct-Dec 2020 1289	Oct-Dec 2021 1525 (18% increase)	A refreshed domestic abuse strategy and action plan is in the process of sign off by the Partnership. Appointment in process for Strategic Domestic Abuse lead. New service offer working with perpetrators of domestic abuse (including for young people) is live. Additional capacity is being created in the housing team to increase the availability of safe accommodation for victims of abuse.
MARAC referrals (high risk cases)	194	243 (25% increase)	
Repeat referrals into Children's Social Care	27%	26%	Children and families in Oldham have experienced significant impact in response to the pandemic which continues to increase the level of re-referrals relating to domestic abuse and mental health, particularly in consideration of local context of increased levels of deprivation and poverty placing increasing pressures on families. The service is working with partners to strengthen partnership led Early Help as well as strengthening the Children in Need offer to provide effective interventions alongside assessments of need.
Rate of Child Protection Plans (CPP) per 10,000	78	78	Rate of CPP is above Statistical Neighbours (56.9) due to increase in complexity, domestic abuse and youth crime. Strengthening our Children in Need offer. Developing our offer for young people where risks are outside of the home (contextual safeguarding).

Children's care proceedings outside of the usual court timescales	48%	54%	COVID continues to impact on delays to care proceedings. We have regular senior manager monitoring meetings tracking every case with our Solicitors. We've strengthened our pre-proceedings Public Law Outline practice and procedures.
Rate of Children Looked After (CLA) per 10,000	88.9	90.6	We've seen a slight increase in the rate of CLA which remains below Statistical Neighbours (98). We saw several children become looked after following planned court proceedings. The transformational changes in Edge of Care, Children in Need and Early Help will support the rate of CLA.
Time between entering care and placed with family for adopted children	465	472 (target 388)	Children in Oldham wait longer to be placed for adoption compared to across Statistical Neighbours (376). We concentrate on matching children to the right 'forever family'. There is a small number of legacy cases where children have moved onto adoption.
Care Leavers 19-21 in Education, Employment, Training (EET)	50%	62%	The pandemic impacted on EET opportunities for young people though we remained above Statistical Neighbours (47%). A multi-agency action plan implemented to address the gap is evidencing improvement.
Average caseloads	15	19.5	Caseloads are manageable but Social Work Teams with particular pressure are Children's Assessment and Fieldwork teams. This is impacted by staffing capacity and demand pressures. The new recruitment website is live. We are developing a Social Work Academy model and a recruitment programme with rolling adverts to address recruitment and retention challenges

4 The current financial position of Children's Social Care

4.1 The directorate has benefited from significant additional financial investment over recent years, predominantly due to the recognition of the demand pressures faced by Children's Social Care. The resources have been invested to align budgets to expenditure in demand led services and also to invest in a new management structure and to expand the cohort of social workers. Pre-COVID this led to additional management capacity within the service to provide effective supervision and oversight of cases and more social workers carrying lower caseloads. The positive impact of the injection of resources has been recognised by Ofsted and has also been well received by staff and managers. Clearly COVID has had a significant impact in both 2021/22 and 2022/23, the service continues to experience sustained demand and cost pressures as a result.

2020/21

4.2 Members of the Committee will recall that the report 'Ofsted – Children's Services: Update on Financial Performance and Improvement Plan' was presented to the meeting of the Committee on 17 December 2020. In terms of financial performance, the report gave an update as to the latest budget position which at the time was 2020/21 Quarter 2 (September 2020), which was forecasting an overspend of £5,854k.

4.3 Compared to the overspend reported to the Committee, the final 2020/21 outturn was an overspend of £7,784k, an adverse movement of £1,930k. The committee has previously considered the Councils outturn position. In summary the increase was due to the initially suppressed but then increasing pressures on the service as result of COVID. The COVID pressures accounted for £4,554k of the overspend, this included unachievable budget reductions of £1,660k. The residual operational variance of £3,213k included one-off costs associated with staffing and contract terminations of £531k; in the main because of increased costs relating to social care placements including Out of Borough and to a much lesser extent certain elements of staffing costs.

2021/22

4.4 There has been a net increase of £1,700k in the resources available for 2021/22, an allocation of £2,200k to acknowledge demand pressures, as evidenced by the outturn was offset by an approved cost avoidance/budget reduction proposal of £500k in relation to Placement Costs. A considerable amount of time and effort has been invested to formulate an agreed, affordable staffing establishment for Children's Social Care and Preventative Services. The structure was formally signed off in May, with 451.43 FTE's at a cost of £20,186k, it was £279k within budget, this sum was ring-fenced to fund agency staff currently in established posts. A major initiative in the current financial year is to reduce the reliance on temporary staffing arrangements, to support this £150k of the new resources were allocated to assist with recruitment and retention.

4.5 Members will be aware that the 2022/23 Budget Select Committee meeting on 27 January 2022 provided an update on the month 8 financial position of the Council. The month 8 financial position of the Council is also being considered elsewhere on this agenda; this includes a forecast pressure of £4,308k for Children's Social Care, this is after the planned use of £521k of reserves, as shown in the table below.

Month 8	Budget £k	Forecast £k	Reserves £k	Variance M08 £k	COVID £k	COVID Agency £k	BAU Agency £k	BAU Staffing £k	BAU £k
Children in Care	24,346	27,862	(429)	3,087	1,323	53	671	(1,232)	2,273
Fieldwork & Family Support	10,839	12,144	(92)	1,214	27	1,165	1,453	(1,647)	217
Children's Safeguarding	2,320	2,326		5	0	150	251	(433)	38
Total	37,505	42,332	(521)	4,308	1,350	1,367	2,375	(3,313)	2,528
Variance Summary (M08)					2,718		(938)		2,528
Month 6	37,505	41,993	(392)	4,096	1,403	1,529	2,274	(2,851)	1,741
Variance Summary (M06)					2,932		(577)		1,741

4.6 Local Authorities are still required to report to the Department of Levelling Up, Housing and Communities (DLUHC- formerly the Ministry of Housing Communities) on a monthly basis on the financial impact of COVID, the adverse variance is, therefore analysed between pressures relating to the pandemic and those that relate to 'business as usual' (BAU). The COVID related pressure accounts for £2,718k of the total adverse variance, within which there are two distinct components. Firstly, a pressure of £1,350k which in the main (£1,323k) is attributable to cost pressures associated with external placements, this is calculated as 10% of the total, forecast cost of commissioned placements and is a nationally recognised uplift in prices directly as a result of the pandemic, there is a further £27k of COVID related costs within the Fieldwork Service. The second is the use of agency staff, mainly social workers to deal with the increased demands that COVID has placed on the service, the resultant pressure of £1,367k is funding 20 agency workers, a reduction of two on the month 6 position and 13 on the 33 who were deployed at the start of the financial year.

- 4.7 It should be noted that no specific funding has been directly applied to offset or mitigate the costs that Children’s Social Care could potentially incur. The Council has to date received £8,089k of unringfenced grant funding to support the financial pressures being experienced. If this was applied to Children’s Social Care using the basis of funding apportionment as presented in the Month 8 Financial Monitoring report (elsewhere on the agenda), the COVID pressure would reduce by £2,086k to £632k.
- 4.8 The residual, net ‘business as usual’ pressure of £1,590k is also split into two distinct categories. Firstly, the variance relating to staffing costs, there are a number of vacant posts throughout the service which in isolation would generate an underspend of £2,375k, offsetting which is the deployment of agency staff in some but not all of the vacant posts at cost of £1,313k; a net operational staffing underspend of £938k. Secondly there a range of business as usual, non-pay variances delivering a net adverse variance of £2,528k, the largest single pressure is £2,540k in relation to placement costs, the main areas of concern are ‘out of borough’ and payments to independent fostering agencies. The variance in relation to placements has increased by £797k from £1,713k at month 6 to the current forecast of £2,540k, this is largely due to one very high-cost case requiring intensive supervision in the Council’s residential home, this in turn has delayed the reopening of this facility and with it the return to the borough of a number of children in high-cost external placements. A range of adverse variances totaling £499k are offset by a £493k favourable variance generated by cancelling the Cambian Contract to operate Windsor Road. A summary of the month 8 variances is provided in the following table.

Analysed As:	Month 8
COVID Pressures	
Placements (10% of actual expenditure)	1,323
EDT Additional Hours	7
Other COVID Related Expenditure	20
Non Pay Sub Total	1,350
Agency Staffing (COVID) (FTE)	1,367
Total COVID Related Costs	2,718
Business as Usual Pressures (BAU)	
Staffing Establishment Underspend	(2,884)
Agency Covering Established posts	2,375
Reserves Funding Staffing Costs	(429)
Current Establishment Net	(938)
Placements	2,540
Disbursement and Legal Fees	116
Adoption Placement Costs	142
After Care Services	56
CWD Short Breaks	121
No Recourse to Public Funds	64
Cambian Contract- Windsor Road	(493)
Other Minor Variances	(18)
Non Pay BAU Variances	2,528
Total Overspend	4,308

-
- 4.9 In response to the financial pressures, work is underway or planned across several areas to mitigate spend, the work consists of in-year short term measures and longer-term initiatives and includes:
- In year savings through reducing interim and agency staff
 - Operational processes and efficiencies
 - Focus on placements - Increase in house fostering and residential placements and reduce out of borough residential and independent fostering agency placements
 - Short Breaks activities / direct payments
 - Transitions between Children's and Adult Social Care
 - No Recourse to Public Funds
 - Transformation programme - Children in Need, Edge of Care, Residential provision, Early Help prevention and community capacity including our universal health and early years provision (0-19 RightStart redesign)

5 Links to corporate outcomes

- 5.1 Meeting our statutory duties as corporate parents of children looked after and care leavers and providing timely and appropriate access to services and support to meet the needs of children, young people and families in Oldham is central to the co-operative values of the Council:
- **Thriving Communities** where people have the power to be healthy and happy and can make positive choices about their lives.
 - **Co-operative Services** underpinned by collaboration, integration and innovation that improve outcomes for residents and create effective and seamless services.
 - **An Inclusive Economy** where everyone has a fair chance to improve their living standards, wages and skills.

6 Conclusion

- 6.1 During the past twelve months we are very proud of our partnership response to keeping children and young people in Oldham safe. We have focused on improving the quality of social work practice and providing support for and developing our workforce and providing them with the resources to do the job. This has involved taking a flexible and agile approach to deliver services for children, young people and families and identifying emerging opportunities for service improvement, transformation and innovation. We have made good progress on our improvement journey despite the challenges of the pandemic which has been recognised by Ofsted.



Report to PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE

Repeat Referrals in Children's Social Care

Portfolio Holder: Councillor Eddie Moores, Cabinet Member for Children and Young People

Officer Contact: Elaine Devaney, Director of Children's Social Care

Report Author: Leanne Cooper, Interim Assistant Director, Social Work Services

10 February 2022

Purpose of the report

This is an update to a previous report to the committee on 17 December 2020 titled 'Children's Social Care re-referrals' on the repeat referral performance, key challenges impacting on the performance indicator and the service response for improvement.

Recommendations

It is recommended that the Overview and Scrutiny Select Committee notes the report and progress to date.

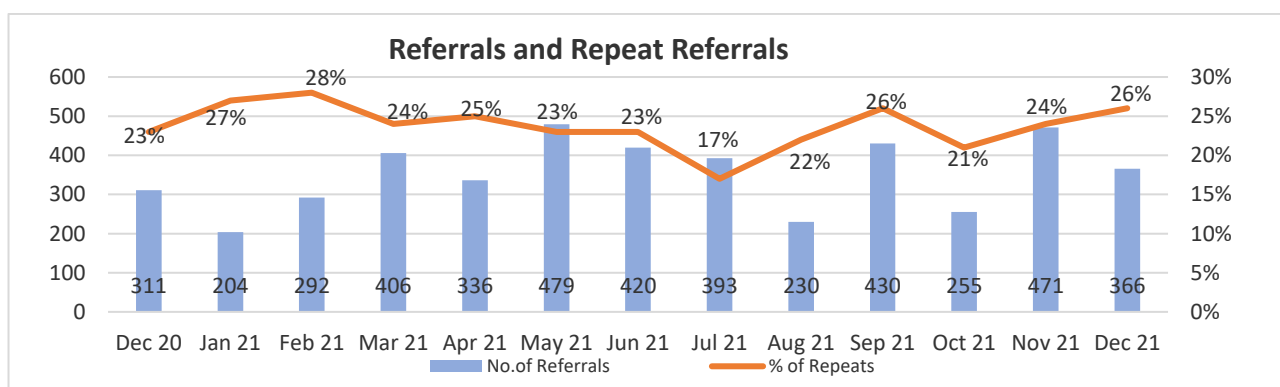
Repeat Referrals in Children's Social Care

1 Background

1.1 This report to the committee considers the current challenges across the Children's Social Work Service, focusing in particular on the variable trajectory of repeat referrals within the last six months. A re-referral relates to a family who has received two or more referrals through to Children's Social Care services within a twelve-month period.

2 Current position

2.1 In recent months, the trajectory of re-referrals into Children Services has been variable. Re-referrals at 26% in December 21 increased by 2% from November and 5% compared to October. We remain higher than both Statistical Neighbours (21%) and England (23%) averages.



2.2 It is important to consider the weekly re-referral rate varies by week and reflects a very fluctuating period of contacts into the MASH. The main sources of re-referrals are education settings and police at 31% and 30% respectively. There were no relatable patterns of sources in the previous referrals.

2.3 A deep dive review completed in 2021 identified:

- The impact of Covid-19 continues to increase the level of demand and re-referrals relating to domestic abuse and mental health
- Children and families in Oldham have experienced significant impact throughout the pandemic, where the re-referral relates to a significant different concern or unexpected event in comparison to the previous assessment or intervention provided by Children's Social Care
- Cases coming into Children's Social Care that should be supported earlier through partnership led early help
- Local context of increased levels of deprivation and poverty, and the increasing pressures this places upon families
- There have been some missed opportunities in Children's Social Care to prevent re-referrals through earliest targeted intervention

2.4 Whilst we have seen an increase in our rate of re-referrals, we take some reassurance from the Regional Information Group 2021/22 quarter 2 data recognises that 9 of the 23 North West local authorities have seen similar increases in re-referrals above Statistical Neighbours and England.

-
- 2.5 We have focused on repeat referrals in service performance clinic activity to look in detail at the causes and impact of intervention.

3 Key challenges and service response

- 3.1 The implementation of the refreshed Continuum of Need (interagency agreement for levels of intervention from early help to social care intervention) went live in March 2021. The integration of Early Help and Children's Social Care at the front door (MASH) and recent data analysis has identified the need to strengthen the focus and understanding of partnership led earliest possible early help to be able to effectively step down to lower-level services.
- 3.2 We continue to face challenges in ensuring that our frontline workers both within Children's Social Care and across the partnership have a clear understanding of threshold and quality of intervention. Partnership commitment to this offer is key and remains under review given the continued high proportion of contacts (over 60%) that lead to information, advice and guidance each month. This continues to be a re-occurring theme and wider discussions continue to take place with key partner agency leads to ensure they are committed to providing children, young people and families with the earliest possible early help. This will be supported by a demand management strategy which is in development, linking to the wider rollout of place-based working during 2022.
- 3.3 We currently have a limited and inconsistent offer for children subject to child in need plans, this can lead to ineffective intervention meaning change is not sustained. In response, we are developing an Assessment and Intervention service to create opportunities to consider how we can work differently with children, young people and families to improve both the quality of practice and positive outcomes. We are confident that in delivering our services differently, this will improve current inconsistent practice within child in need planning and reduce the number of children subject to a re-referral. We acknowledge that the level of intervention provided alongside single assessments is insufficient in working with families to see effective change. To implement the proposed service redesign, further consideration is required to consider how this can be implemented safely, in the face of current demand across Assessment and Fieldwork Services (child in need, child protection and court work).
- 3.4 The recruitment and retention of suitably skilled and experienced social workers continues to be a significant challenge. We are working hard to strengthen our recruitment and retention offer to encourage experienced frontline workers to join Oldham. Working closely with our colleagues in communications, we have recently launched a recruitment microsite and a social care blog, with key messages delivered by the Managing Director of Children and Young People and Director of Children's Social Care, showcasing Oldham's strengths as a great place to work. It is a national issue that Local Authorities are facing challenges in permanent recruitment and are therefore over relying on agency staff. The North West Local Authorities are currently paying significantly inflated rates to practitioners – including up to £40phr. This creates further challenges in Oldham to ensure we have suitably skilled practitioners available to work with our children, young people and families.
- 3.5 There has been sustained improvements to the timeliness of assessments over the last twelve months with over 90% completed within expected timescales. We recognise that poor quality, but timely assessments are likely to lead to increased re-referrals as we have not identified or addressed elements of root cause. We are currently implementing a new model of practice in Children's Social Care and Early Help; the systemic approach, supported by the Centre of Systemic Practice and Warrington Council. Training and development is underway, and practitioners have demonstrated a keen appetite to develop

their assessment skills through systemic practice, as evidenced during the Ofsted recent focused visit. We anticipate this programme of training and development will support practitioners to strengthen their assessment skills to deliver good quality assessment, intervention and planning. In doing so, we anticipate the key themes identified within the deep dive report around the quality of assessment, analysis and missed opportunity to intervene, will be addressed.

- 3.6 The ongoing development of the MASH Strategic Governance task group led by the Assistant Director Social Work Services and supported by the partnership, will ensure improved information sharing and shared partnership responsibility for support/intervention and decision making. This forum will provide opportunity for review of quality and proportionality of contacts made into the MASH and robust partnership challenge.
- 3.7 By strengthening our Child in Need and Edge of Care offer to deliver earliest possible help and protection across the wider partnership, we anticipate this will create opportunities for meaningful relationships between frontline workers and children, young people and families in Oldham. This will positively impact on reducing the need for repeat help and intervention from our services.

4 Links to corporate outcomes

- 4.1 Meeting our statutory duties as corporate parents of children looked after and care leavers and providing timely and appropriate access to services and support to meet the needs of children, young people and families in Oldham is central to the co-operative values of the Council:
- **Thriving Communities** where people have the power to be healthy and happy and can make positive choices about their lives.
 - **Co-operative Services** underpinned by collaboration, integration and innovation that improve outcomes for residents and create effective and seamless services.
 - **An Inclusive Economy** where everyone has a fair chance to improve their living standards, wages and skills.

5 Conclusion

- 5.1 We recognise as a service that the rate of repeat referrals requires on-going scrutiny. The increase in rate must be considered within the broader context of the increase in referrals. The implementation of an Assessment and Intervention Service in the coming months will provide greater opportunity to work with children, young people and families differently. Through a relational approach, the quality of assessment and intervention will improve. The investment from the Council into the systemic approach to practice for all practitioners and multi-agency partners, will enable the focus to remain on delivering good quality services to our children, young people and families in Oldham.

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 FEBRUARY 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
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Economic and Social Reform Cabinet Portfolio

ESR-02-22 New!	The former WH Shaws office and clock tower building, Diggle	Director of Economy	February 2022	Cabinet
Description: Cabinet approval is required to confirm expenditure of the financial allocation made in the capital programme towards works relating to the former WH Shaws office and clock tower building, Diggle. In addition to delegate authority to the Director of Economy and Legal Services to progress appointments for priority works as set out in this report. Document(s) to be considered in public or private: N/A				
ESR-10-21	Creating a Better Place Update	Chief Executive/Accountable Officer NHS Oldham CCG	February 2022	Cabinet
Description: Update on the Creating a Better Place programme Document(s) to be considered in public or private: Part B - 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 business and financial affairs of the Council				
ESR-09-21	Creating a Better Place	Chief Executive/Accountable Officer NHS Oldham CCG	February 2022	Cabinet Member - Economic and Social Reform (Leader - Cllr Arooj Shah)

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 FEBRUARY 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: Review and update of professional appointments Document(s) to be considered in public or private: Part B - 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 business and financial affairs of the Council				
ESR-01-22 New!	Creating a Better Place - Property Management	Chief Executive/Accountable Officer NHS Oldham CCG	February 2022	Cabinet Member - Economic and Social Reform (Leader - Cllr Arooj Shah)
Description: Property management contracts 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 it relates to the financial or business affairs of the Council and a third party.				
ESR-04-22 New!	Prudential Building	Director of Economy	February 2022	Cabinet
Description: The report seeks authority to serve a Repairs Notice pursuant to section 48 of the Planning (Listed Buildings and Conservation Areas) Act 1990 and thereafter to make a Compulsory Purchase Order under Section 47, to ensure the proper preservation of a listed building within Oldham town centre, by enabling its redevelopment and improvement by the Council, to bring the heritage asset back into use and to halt its current decline. Document(s) to be considered in public or private: Private - commercial confidentiality				
ESR-03-22 New!	Contract Modification to Oldham's Community Outreach Asymptomatic COVID-19 Testing provider	Strategic Director of Commissioning / Chief Operating Officer - Mike Barker	February 2022	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 FEBRUARY 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: A request to approve a contract modification with the current provider for asymptomatic community outreach COVID-19 testing. and to reflect the higher value contract. This paper also seeks reapproval to award a contract extension based on a revised contract value.</p> <p>Document(s) to be considered in public or private: Private - business sensitivity</p>				

Education and Skills Cabinet Portfolio

ED-07-21	Integrated Commissioning SEND services tender	Director of Education, Skills & Early Years - Richard Lynch	February 2022	Cabinet
<p>Description: Permission is sought from cabinet for Gerard Jones Managing Director Children's services and Portfolio Holder to award contract for SEND services following the tender process. Closing date for tender is 25th November 21 with contract award to be made early January 2022 with services to be operational from 1st April 2022. This will enable the LA to fulfil its statutory duties.</p> <p>Document(s) to be considered in public or private: Cabinet report - private due to commercially sensitive information</p>				

Children and Young People Cabinet Portfolio

CHS-01-22 New!	Holiday Activity and Food programme	Managing Director, Children and Young People - Gerard Jones	February 2022	Cabinet
<p>Description: To approve the HAF funding acceptance and implementation, including payment terms for providers and creation of dedicated delivery team via Fixed term posts, covering the 3 years confirmed programme 2022/23, 2023/24, 2024/25.</p> <p>Document(s) to be considered in public or private:</p>				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 FEBRUARY 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
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Health and Social Care Cabinet Portfolio

HSC-08-21	Changing Futures	Managing Director Community Health & Social Care Services (DASS) – Mark Warren	February 2022	Cabinet
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Description: Decision to be made whether Changing Futures programme will undertake a procurement exercise, use seconded staff from Council, VCFSE, other providers etc. or withdraw from the programme
 Document(s) to be considered in public or private: Public

HSC-09-21	NHS Oldham Health Checks	Strategic Director Communities and Reform – Rebekah Sutcliffe	February 2022	Cabinet
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Description: Recommissioning the NHS Health Check offer and required spend
 Document(s) to be considered in public or private: NHS Health Checks Recommissioning Paper - PUBLIC

HSC-01-22 New!	Tender for a Drug and Alcohol Treatment and Recovery Service	Strategic Director of Commissioning / Chief Operating Officer - Mike Barker	February 2022	Cabinet
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Description: Seeking Cabinet approval to proceed for a full tender exercise to procure a drug and alcohol treatment and recovery service.
 Document(s) to be considered in public or private: Private - business sensitivity

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 FEBRUARY 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
HSC-02-22 New!	2022 Contract Awards following tender process for Healthwatch Oldham and NHS Independent Complaints Advocacy Services.	Managing Director Community Health & Social Care Services (DASS) – Mark Warren	March 2022	Cabinet
Description: Request approval to award contract(s) following open tender exercise for Healthwatch Oldham and NHS Independent Complaints Advocacy Services - both of which are statutory for local authorities to have in place. Document(s) to be considered in public or private: Commercially sensitive information, not available				

Housing Cabinet Portfolio

HSG-14-14	Affordable Housing Position Paper	Director of Economy	February 2022	Cabinet
Description: Affordable Housing Position Paper - providing further details on securing affordable housing, First Homes and Vacant Building Credit. Document(s) to be considered in public or private:				
HSG-16-21	Chadderton Neighbourhood Plan	Deputy Chief Executive – Helen Lockwood	February 2022	Cabinet
Description: To determine the application on ‘The New 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). Document(s) to be considered in public or private: Chadderton neighbourhood area application; The New Chadderton Partnership forum application				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 FEBRUARY 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
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Neighbourhoods Cabinet Portfolio

NEI-03-20	Highways Improvement Programme 2019/20 - 2021/22	Deputy Chief Executive – Helen Lockwood	Before May 2022	Director of Economy
<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 2021/22 financial year to ensure prompt delivery of the programme.</p> <p>Document(s) to be considered in public or private: N/A</p>				

Corporate Services Cabinet Portfolio - None

Finance and Low Carbon Cabinet Portfolio

FLC-04-21	Report of the Director of Finance – Capital Programme & Capital Strategy for 2022/23 to 2026/27	Director of Finance – Anne Ryans	February 2022	Cabinet
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KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 FEBRUARY 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: To consider the Council's Capital programme and capital strategy Document(s) to be considered in public or private: Proposed Report: Report of the Director of Finance – Capital Programme & Capital Strategy for 2022/23 to 2026/27 Various appendices. Report to be considered in Public.</p>				
FLC-05-21	Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments in the 2022/23 budget setting process	Director of Finance – Anne Ryans	February 2022	Cabinet
<p>Description: To consider the statement of the robustness of estimates and adequacy of the reserves in the 2022/23 budget setting process. Document(s) to be considered in public or private: Proposed Report: Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments in the 2022/23 budget setting process. Various Appendices. Report to be considered in Public</p>				
FLC-06-21	Report of the Director of Finance – Revenue Budget 2022/23	Director of Finance – Anne Ryans	February 2022	Cabinet
<p>Description: To consider the Administration's detailed revenue budget for 2022/23 and budget reduction proposals incorporating the current policy landscape and Local Government Finance Settlement. Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Report of the Director of Finance – Revenue Budget 2022/23 Report to be considered in Public</p>				
FLC-09-21	Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2021/22 – Month 8	Director of Finance – Anne Ryans	February 2022	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 FEBRUARY 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: The report provides an update on the Council's 2021/22 forecast revenue budget position and the financial position of the capital programme as at Month 8. Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2021/22 – Month 8 Background Documents: Various appendices Report to be considered in Public</p>				
FLC-12-21	Report of the Director of Finance – Treasury Management Strategy Statement 2022/23	Director of Finance – Anne Ryans	February 2022	Cabinet
<p>Description: To consider the Council’s Treasury Management Strategy for 2022/23 - including Minimum Revenue Provision Policy Statement, Annual Investment Strategy and Prudential Indicators Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Treasury Management Strategy Statement 2022/23 Background Documents: Appendices Report to be considered in Public</p>				
FLC-15-21	Joint Report of the Deputy Chief Executive People and Place and Director of Finance – Housing Revenue Account Estimates for 2022/23 to 2026/27 and Proposed Outturn for 2021/22.	Deputy Chief Executive – Helen Lockwood, Director of Finance – Anne Ryans	February 2022	Cabinet
<p>Description: The Housing Revenue Account (HRA) Outturn Estimates for 2021/22, the detailed budget for 2022/23 and the Strategic HRA Estimates for the four years 2023/24 to 2026/27. Document(s) to be considered in public or private: Proposed Report Title: Housing Revenue Account Estimates for 2022/23 to 2026/27 and Proposed Outturn for 2021/22 Background Documents: Appendices Report to be considered in Public</p>				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 FEBRUARY 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
FLC-16-21	Report of the Director of Finance – Council Tax Reduction Scheme 2022/23	Director of Finance – Anne Ryans	February 2022	Cabinet
Description: To determine the Council Tax Reduction Scheme for 2022/23 Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Council Tax Reduction Scheme 2022/23 Background Documents: Appendices – Various Report to be considered in Public				
FLC-21-21	Report of the Director of Finance – Medium Term Financial Strategy 2022/23 to 2026/27	Director of Finance – Anne Ryans	February 2022	Cabinet
Description: The presentation of the Medium Term Financial Strategy for the Council 2022/23 to 2026/27 incorporating the current policy landscape and Local Government Finance Settlement. Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Medium Term Financial Strategy 2022/23 to 2026/27 Background Documents: Appendices –Various Report to be considered in Public				
FLC-19-21	Report of the Director of Finance – 2020/21 Statement of Accounts	Director of Finance – Anne Ryans	February 2022	Cabinet
Description: The report recommends that Cabinet note the final accounts, the audit reports and other items in the report and refers them on to Council. Document(s) to be considered in public or private: Proposed report title: Report of the Director of Finance – 2020/21 Statement of Accounts Various appendices. Report to be considered in public.				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 FEBRUARY 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
FLC-18-21	Proposals for engagement of the Council's External Auditors for the financial years 2023/24 to 2027/28	Director of Finance – Anne Ryans	February 2022	Cabinet
<p>Description: To decide on the Council's approach to engagement of its External Auditors from the financial years 2023/24 to 2027/28 Document(s) to be considered in public or private: Proposed report title: Proposals for engagement of the Council's External Auditors for the financial years 2023/24 to 2027/28. Various appendices. Report to be considered in public.</p>				
FLC-20-21	Report of the Director of Finance - Discretionary Business Rates Relief	Director of Finance – Anne Ryans	February 2022	Cabinet
<p>Description: To confirm the Council's Discretionary Business Rates Relief Policy for 2022/23 and the Covid Additional Relief Policy Scheme for 2021/22. Document(s) to be considered in public or private: Proposed Report Title: Title: Discretionary Business Rates Relief Background Documents: Appendices – Policy documents Report to be considered in Public</p>				
FLC-01-22 New!	Contract at Site A, Mumps, Oldham	Director of Economy	February 2022	Cabinet Member - Finance and Low Carbon (Deputy Leader - Councillor Abdul Jabbar)

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 FEBRUARY 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: To update contract at Site A, Mumps, Oldham. Document(s) to be considered in public or private: Not for publication by virtue of Paragraph 3 of part 1 of schedule 12A of the Local Government Act 1972 as it is not in the public interest to disclose the information as it relates to the financial or business affairs of the Council.				
FLC-10-21	Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2021/22 – Month 9	Director of Finance – Anne Ryans	March 2022	Cabinet
Description: The report provides an update on the Council's 2021/22 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: Proposed Report Title: Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2021/22 – Month 9 Background Documents: Various appendices Report to be considered in Public				

Employment and Enterprise Cabinet Portfolio - None

Commissioning Partnership Board

CPB-06-20	Section 75 Agreement	Chief Executive/Accountable Officer NHS Oldham CCG	February 2022	Commissioning Partnership Board
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KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 FEBRUARY 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
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-01-21	Construction Framework (DFG), approval of commissioning intentions	Managing Director Community Health & Social Care Services (DASS) – Mark Warren	February 2022	Commissioning Partnership Board
Description: Request for approval of the commissioning intentions for the provision of adaptations to domestic properties where residents have disabilities Document(s) to be considered in public or private: Private				
ASC-07-21	Contract extension: provision of stairlifts, ceiling track hoists, vertical & step lifts and gantry hoists.	Managing Director Community Health & Social Care Services (DASS) – Mark Warren	February 2022	Commissioning Partnership Board
Description: To request an extension to a contract for the provision of stairlifts, ceiling track hoists, vertical & step lifts and gantry hoists. The provision if funded from Disabled Facilities Grants. Document(s) to be considered in public or private: Private				

Key:

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

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 FEBRUARY 2022

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

1. The procedure for requesting details of documents listed to be submitted to decision takers for consideration is to contact the Contact Officer contained within the Key Decision Sheet for that item. The contact address for documents is Oldham Council, Civic Centre, West Street, Oldham, OL1 1UH. Other documents relevant to those matters may be submitted to the decision maker.
2. Where on a Key Decision Sheet the Decision Taker is Cabinet, the list of its Members are as follows: Councillors Arooj Shah, Abdul Jabbar MBE, Amanda Chadderton, Shaid Mushtaq, Zahid Chauhan, Jean Stretton, 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>

PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE

WORK PROGRAMME 2021/22

<p>Thursday 24th June 2021</p> <p>As a result of guidance indicating that the number of people who gather indoors should be restricted and noting current Covid infection rates, the expiry of Regulations which removed the legal requirement for meetings to be held in person, and the nature of the programmed business, the programmed business was considered in an informal setting.</p>	<p>Performance Report – Quarter 4, 2020/21</p>	<p>To scrutinise Council performance against agreed performance measures</p>	<p>Portfolio – Leader of the Council. Strategic Director – Communities and Reform. Matt Drogan, Head of Strategy and Performance.</p>	<p>Service performance reporting</p>
	<p>Corporate Performance Reporting Process 2021/22</p>	<p>To advise the Committee on the Council’s new corporate performance reporting process for 2021/22</p>	<p>Portfolio – Leader of the Council. Strategic Director – Communities and Reform. Matt Drogan, Head of Strategy and Performance.</p>	<p>Service performance reporting</p>

Thursday 26 th August 2021	Financial Outturn for 2020/21	To scrutinise the Council's financial performance against the agreed Budget.	Portfolio – Finance and Low Carbon. Anne Ryans, Director of Finance.	Budget performance reporting
	Revenue Monitor and Capital Investment Programme 2021/22 Month 3	To scrutinise the Council's financial performance against the agreed Budget.	Portfolio – Finance and Low Carbon. Anne Ryans, Director of Finance.	Budget performance reporting
	Update on Additional School Places and Admissions	Update Report	Portfolio – Education and Skills Managing Director – Children and Young People Andy Collinge, Head of School Support Services	Report requested by the Performance and Value for Money Select Committee, August 2020
	Overview and Scrutiny Work Programmes 2020/21 - Outturn	Update Report	Portfolio – Leader of the Council Elizabeth Drogan, Statutory Scrutiny Officer. Mark Hardman, Constitutional Services Officer	Report to assist the role of Scrutiny.
	Update on Financial Administration in Local Authorities.	Update Report	Portfolio – Finance and Low Carbon. Anne Ryans, Director of Finance.	Report to assist the role of Scrutiny

Thursday 7 th October 2021	Performance report – Quarter 1, 2021/22	To scrutinise Council performance against agreed performance measures.	Portfolio – Leader of the Council. Strategic Director – Communities and Reform. Matt Drogan, Head of Strategy and Performance.	Service performance reporting
	Oldham Safeguarding Adults Board Annual Report 2020/21- and Three-Year Strategy.	To receive and consider the Board's Annual Report and Three-Year Strategy.	Dr Henri Giller, Chair of the Board. Portfolio - Health and Social Care Julie Farley, Business Manager, Oldham Safeguarding Adults Board.	Annual Report consideration.
	SEND Review Update	To update progress against the completion of improvement actions and actions to improve attendance, reduce exclusions and raise achievement for children and young people with SEND.	Portfolio – Education and Skills Managing Director – Children and Young People David Shaw, Assistant Director SEND.	Report requested by the Performance and Value for Money Select Committee, February 2021
	A detailed report on areas of overspend if required following the month 3 revenue monitor report. No report required	To ensure operational areas at risk of overspending have plans to manage within agreed resources.	Appropriate portfolio holder and Director responsible for the Service	Budget performing reporting
Thursday 18 th November 2021	Update on contract	Update Report as requested by the Committee.	Appropriate portfolio holder and Director	Budget and Service Performance Reporting

	monitoring within the Council for a selected operational area		responsible for the Service Supported by Mike Barker the Strategic Director of Commissioning.	
	Local Government Ombudsman – Annual Report	To scrutinise the Council’s position regarding complaints and complaints pursued through to the Ombudsman.	Portfolio – Finance and Low Carbon. Anne Ryans, Director of Finance. Caroline Lee, Head of Revenues and Benefits	Annual Report consideration.
	Update on implementation of the Housing Strategy	Update Report	Portfolio – Housing. Emma Barton, Director of Economy	Delivery of the Housing Strategy.
	Update on Implementing the findings of the Peer Review.	Update Report	Portfolio – Leader of the Council. Chief Executive.	Service performance reporting
	Update on the Implementation of the Creating a Better Place Capital Programme. (moved from 7th October)	Update Report	Portfolio – Leader of the Council. Emma Barton, Director of Economy	Delivery of the Capital Programme.
	Oldham Safeguarding Children Board Annual Report 2020/21- and Three-Year Strategy.	To receive and consider the Board’s Annual Report and Three-Year Strategy.	Dr Henri Giller, Chair of the Board. Portfolio - Children and Young People. Lisa Morris, Business Manager, Oldham Safeguarding Children Partnership.	Annual Report consideration.

	(moved from 7th October)			
Thursday 16 th December 2021	Performance Report Quarter 2, 2021/22	To scrutinise Council performance against agreed performance measures.	Portfolio – Leader of the Council. Strategic Director – Communities and Reform. Matt Drogan, Head of Strategy and Performance.	Service performance reporting
	Revenue Monitor and Capital Investment Programme 2021/22 Month 6	To scrutinise the Council's financial performance against the agreed Budget.	Portfolio – Finance and Low Carbon. Anne Ryans, Director of Finance.	Budget performance reporting
	Children's Services - update on financial performance and Improvement Plan	To receive updates in respect of financial performance in Children's Services and delivery of the Improvement Plan	Portfolio – Education and Skills. Managing Director – Children and Young People.	Periodic performance update report; previous report December 2020.
	Repeat Referrals in Children's Social Care	To receive an update on re-referral performance, an overview of the five key themes relating to the re-referral rate and actions to ensure close management of this key performance indicator.	Portfolio – Education and Skills. Managing Director – Children and Young People. Elaine Devaney, Director of Children's Social Care/ Gemma Gerrish, Assistant Director Social Work Services.	Item required by Performance and Value for Money Select Committee, December 2020.
	Partnership Dashboard	To assess the overall risk on partnerships to the Council.	Portfolio – Finance and Low Carbon. Anne Ryans, Director of Finance.	Budget performance reporting

	Unity Partnership Limited Annual Report 2020/21	To scrutinise the performance of Unity Partnership.	Portfolio – Finance and Low Carbon. Dominic Whelan, Chief Operating Officer, Unity Partnership Limited.	Annual Report consideration
Thursday 10 th February 2022	Review of OCL and the operation of the Leisure Contract	To scrutinise in detail the Leisure Contract including the impact of the pandemic	Portfolio – Health and Social Care. Strategic Director – Communities and Reform	Financial and Performance Report
	Regional Adoption Agency - update	To scrutinise delivery and financing of adoption services in the Borough.	Portfolio – Children and Young People. Managing Director – Children and Young People. Elaine Devaney, Director of Children's Social Care/Karen Brannick, Head of Adoption Now;	Periodic performance update report; previous report March 2021.
	Review of Northern Roots	To scrutinise the operation of Northern Roots which it is intended will be a Council owned entity to develop an Eco Park part funded by the Towns Fund.	Portfolio – Leader of the Council. Strategic Director – Communities and Reform Emma Barton, Director of Economy	Review of an Emerging Partnership to assess risk to the Council
Thursday 24 th March 2022	Performance report Quarter 3, 2021/22	To scrutinise Council performance against agreed performance measures	Portfolio – Leader of the Council. Strategic Director – Communities and Reform.	Service performance reporting.

			Matt Drogan, Head of Strategy and Performance.	
	MioCare Group – Performance Report	To scrutinise the performance of the MioCare Group	Portfolio - Health and Social Care. Karl Dean, Managing Director, Miocare Group	Annual Report consideration.
	Revenue Monitor and Capital Investment Programme 2021/22 Month 9	To scrutinise the Council’s financial performance against the agreed Budget.	Portfolio – Finance and Low Carbon. Anne Ryans, Director of Finance.	Budget performance reporting

PENDING ISSUES

Primary and Secondary School Performance – The Chair to meet and discuss with the Portfolio Holder and the Director of Education, Skills and Early Years the ongoing consideration by the Committee of these issues.	Portfolio – Children and Young People. Managing Director – Children and Young People. Richard Lynch, Director of Education, Skills and Early Years/Tony Shepherd, Head of Learning.	Periodic performance update report, previous report re secondary school performance, March 2021; primary school performance a ‘pending’ item on the 2020/21 Performance and Value for Money Select Committee work programme.
The impact of the proposed health integration on the Council and its future operations.	Portfolio-Health and Social Care. Mike Barker Strategic Director of Commissioning.	Budget and Performance Monitoring.

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