

***PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE  
Overview & Scrutiny Committee  
Agenda***

Date Thursday 23 March 2023

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](mailto:constitutional.services@oldham.gov.uk)
  3. PUBLIC QUESTIONS - Any Member of the public wishing to ask a question at the above meeting can do so only if a written copy of the question is submitted to the contact officer by 12 noon on Monday, 20 March 2023.
  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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MEMBERSHIP OF THE PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE

Councillors Ahmad (Chair), M Bashforth, Byrne, S Hussain, Islam, Kenyon and Shuttleworth

Item No

- 1 Apologies For Absence
- 2 Urgent Business  
Urgent business, if any, introduced by the Chair
- 3 Declarations of Interest  
To Receive Declarations of Interest in any Contract or matter to be discussed at the meeting.
- 4 Public Question Time  
To receive Questions from the Public, in accordance with the Council's Constitution.
- 5 Minutes of Previous Meeting (Pages 1 - 6)  
The Minutes of the Performance Overview Scrutiny Committee held on 15 December 2023 are attached for approval.
- 6 Corporate Performance Report - Quarter Three 2022/23 (Pages 7 - 46)  
Performance data covering quarter three - 2022/23 (1<sup>st</sup> October to 31<sup>st</sup> December 2022)
- 7 Revenue Monitor and Capital Investment Programme 2022/23 Quarter 3 (Pages 47 - 104)
- 8 Children's Services Improvement Plan and Finance Update March 2023 (Pages 105 - 114)
- 9 Standing Advisory Council on Religious Education (SACRE) Annual Report 2021/2022 (Pages 115 - 130)
- 10 Repeat Referrals in Children's Social Care (Pages 131 - 136)
- 11 Performance Overview and Scrutiny Work Programme 2022/23 (Pages 137 - 142)



**Present:** Councillor Shuttleworth (Vice Chair in the Chair)  
Councillors M Bashforth, S Hussain, Kenyon and Rea

Also in Attendance:

Andy Cooper	Senior Finance Manager
Anne Ryans	Director of Finance
Mark Stenson	Assistant Director of Corporate Governance and Strategic Financial Management
Shelley Kipling	Assistant Chief Executive
Gail Stott	Performance Improvement Lead
Neil Consterdine	Assistant Director (Youth, Leisure and Communities)
Stuart Lockwood	Chief Executive – Oldham
Peter Thompson	Community Leisure Constitutional Services

### 1 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Ahmad, Byrne and Islam.

### 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 for this meeting of the Committee to consider.

### 5 **MINUTES**

Resolved:

That the Minutes of the meeting of the Performance Overview and Scrutiny Committee held on 24<sup>th</sup> November 2022, be approved as a correct record.

### 6 **CORPORATE PERFORMANCE REPORT 2022-23**

The Committee scrutinised a report which presented a review of the Council performance for the second quarter of 2022/23 (July – September 2022). The Committee was invited to examine areas of under-performance and where appropriate recommend appropriate remedial action. The Committee was also asked to note areas of good performance.

The Council's Corporate Performance Report (CPR) monitored the delivery of business plan actions, risks and measures against the current Corporate Priorities. The CPR provided a breakdown by each corporate priority area and included further details on any exceptions. The Council continued to monitor and to plan for, the impact of both internal influences (such as

staffing capacity due to Covid-19 related absences) and external factors (such as increased demand due to increased costs of living) on all its services.

During the study period, the report revealed that 95% of actions were on track, or had been, successfully completed and 5% were behind schedule. 72% (that was 104 actions out of a reported 145) of reported risks were deemed to be either 'low' or 'very low'. 69% (that was 35 out of 51 reported actions) of targeted measures were on course to achieve their end of year target. 92% (that was 47 out of 51 actions) of targeted measures were on track to achieve their end of year target. These figures were as expected for the first quarter of a 'reporting year'.

The report highlighted 13 measures that were not on target to be completed within the specified timescales. Of these 13 red measures, nine were largely due to an increased demand for services of which six were in Children's Social Care services, one was in Customer Services, one was in the Economy Directorate and one was in the Public Health service.

A Member referred to action M918(C) (Percentage of calls answered) and expressed concern at the relatively large numbers of unanswered calls that were being reported. Members noted that this action had been reported to previous meetings and requested details on how many call-backs were happening daily. The Assistant Chief Executive undertook to provide members of the Committee with this information.

Further to actions M408a (C), M409a (C) and M410a (C), relating to the building of new homes in the authority the Committee sought clarification on the numbers of houses that were built in the Borough, how many of these were affordable, how targets for the numbers of new build properties in the Borough were set and whether detailed discussions were being held with builders/developers. The Committee requested that a report on this matter be submitted to a future meeting of the Committee.

Further to action M727(C), Members expressed their concerns at the average caseloads of social workers in the Children's Social Care Service, seeking clarification on the percentage of repeat referrals and the impact of additional funding, that has been made available for the recruitment of new staff.

A Member referred to action M498 (C) 'Street Lighting – Percentage of issues resolved within target time', noting that the street lighting contract for the Oldham Borough (and which also covered Rochdale Metropolitan Borough) had been outsourced to EON, who, since November 2021, had reported that they were meeting their contractual targets. The Member queried this and requested that a report be submitted, to a future meeting of the Committee, detailing operational and strategic matters relating to the Joint PFI Contract. The Member also referred to action M333a (C) – Percentage of Council spend in Oldham and requested what proportion of the expenditure was being

allocated to EON for the operation of the Community Lighting Contract.

A member of the Committee referred to action M734 (C) and requested that information be circulated, clarifying what is being done to address the impact on the allocation of school places, on a Ward-by-Ward basis.

A Member referred to action 656 (C) – percentage of Health Visitors mandated reviews completed within timescale and was advised that this issue was red rated because there had been problems associated with the recruitment of staff.

Members of the Committee expressed concern at the current reported levels of staff sickness across the authority, including long term absences. The divisions in the authority with the highest sickness levels were Adult Social Care; Public Health, Libraries and Heritage and Arts; and Environmental Management. In this regard the Committee requested that a report be submitted to a future meeting of the Committee analysing the absence trends in the authority and outlining any remedial action that was being taken to address these issues and which includes a breakdowns of staff turnover and the identification of any recurring factors that are contributing to the departure of staff from the Council's employ.

Resolved:

1. That the Committee notes the progress in implementing current business plans.
2. That the Committee notes the comments on progress, in particular the narrative that relates to any red measures.
3. That the Executive Director for Place and Economic Growth/Joint Authority PFI Project Manager be requested to submit a report to a future meeting of the Committee, detailing operational and strategic matters relating to the Joint PFI Contract.
4. That the Head of Strategic Housing and Property Partnerships be requested to submit a report to a future meeting of the Committee regarding the number of new affordable homes that have been completed in the Borough of Oldham, further to actions M408a (C), M409a (C) and M410a (C), detailed in the Council Performance Report.
5. The Assistant Chief Executive be requested to submit a report to a future meeting of the Committee detailing employee related issues including any underlying reasons for the relatively high number of staff resignations and turnover.

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## **REVENUE MONITOR AND CAPITAL INVESTMENT PROGRAMME 2022/23**

The Committee scrutinised a report of the Director of Finance which provided Members with an update on the Council's 2022/23 forecast revenue budget position, detailed at Annex 1 to the report and the financial position of the capital programme as at 30<sup>th</sup> September 2022 (Page 32 – July – September),

together with the revised capital programme 2022/23 to 2026/27, as outlined in section two of the report at Annex 2.

The current forecast outturn position for 2022/23 was a projected deficit variance of £4.452m, which allowed for approved and pending transfers to and from reserves. An operational deficit of £6.172m, was reduced by £1.720m with the anticipated effect of management actions and strengthened restrictions in relation to expenditure and recruitment.

The Council's reported financial position included additional costs and pressures that were identified by the Authority in this financial year as a direct result of the lasting impact of the COVID-19 pandemic. There were though two areas which continued to endure significant pressures attributed to the ongoing impact of the COVID-19 pandemic; Community Health and Adult Social Care was reporting an adverse variance of £7.028m and Children's Social Care was recording an adverse variance of £3.961m.

These pressures were being offset against a corporate provision of £12.000m COVID-19 Legacy funding which had been set aside during the 2022/23 budget setting process.

An update on the major issues driving the projections was detailed at Annex 1 to the report. The Director of Finance's report outlined the most up to date capital spending position for 2022/23 to 2026/27 for approved schemes. The revised capital programme budget for 2022/23 was £68.318m at the close of Quarter 2, a net decrease of £31.930m from the original budget of £100.248m. Actual expenditure to 30 September 2022 was £18.842m (27.58% of the forecast outturn). Without doubt the forecast position would continue to change throughout the year with additional re-profiling into future years.

In considering the report Members were mindful that the report had previously been presented to the Cabinet, at its meeting on 12<sup>th</sup> December 2022, where the recommendations contained therein were approved.

RESOLVED – That:

1. The Forecast revenue outturn for 2022/23 at Quarter 2 being a £4.452m adverse variance having regard to the action being taken to manage expenditure be noted.
2. The Forecast positions for both the Housing Revenue Account, Dedicated Schools Grant and Collection Fund be noted.
3. The Revised capital programme for 2022/2027 as at Quarter 2 be noted.

The Committee received a report detailing the Committee's Work Programme for 2022/23.

That the Performance Overview and Scrutiny Committee's Work Programme 2022/23 be noted.



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9 **KEY DECISION DOCUMENT**

The Committee considered the latest Key Decision Document, which set out the Authority's Key Decisions scheduled to be made from 9<sup>th</sup> December 2022.

Resolved:

That the Key Decision Document be noted.

10 **EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED** that, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it contains 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 report.

11 **OLDHAM COMMUNITY LEISURE PERFORMANCE**

The Committee scrutinised a joint report of the Assistant Director (Youth, Leisure and Communities) and of the Chief Executive of Oldham Community Leisure (OCL), which detailed the progress of Oldham Community Leisure coming out of Covid-19 operating restrictions. The report also provided a financial year end position, together with commentary of the current financial year to date ending October 2022.

In December 2012 the Council's Cabinet had approved a recommendation to appoint OCL following a competitive process as the preferred bidder for a new 10 plus 5-year contract to operate and manage the Council's leisure facilities. The contract became operational in April 2013. The current contract, without the 5-year optional extension, was due to end on 31<sup>st</sup> March 2023. Ongoing work was being carried out to extend the contract.

Under normal circumstances, prior to the onset of Covid-19, the Leisure contract was performing well. The outcome and outputs stipulated in the contract were being met. In addition, memberships were high, the external inspections of the centres were all very good or excellent, and customer feedback was also good. The overall financial performance was also positive. The Covid-19 situation had presented various significant issues to all Leisure providers across the country, not just OCL, and sport generally due to the two forced closures and a restriction on activity in our Leisure Centres when they have been open. In addition, strict guidance on all team sport activity and cancellations of all National Governing Body of sport has further impacted, resulting in cancellation of block bookings, a reduction in the use of facilities and an impact on income.

To support the monitoring of the performance of OCL, in addition to the contracted quarterly performance meetings, monthly monitoring meetings are also in place specifically to look at the OCL overall financial performance. The Council

supported OCL's ambition to get as many people back into physical activity as quickly as restrictions would allow, following their well-received flexing of service provision, such as outdoor classes, over the enforced site closures.

The Leisure contract extension, which is a 10 plus five years, is due for consideration at the end of the current financial year. An initial agreement had already taken place prior to Covid-19 to look at extending this but with some changes to the contract and additional social value activity and measures added. Work is advanced on development of these revised arrangements and it was anticipated that the contract extension would be signed before the end of this financial year; the contract extension would take the partnership through to the end of March 2028.

OCL had continued to work with members to build their confidence to return and to maximise the number of sessions that they have on offer. A comparison to similar time periods, because of COVID, though does show a fall in memberships and this could be directly linked to Covid-19.

Resolved:

1. The Committee notes the updated performance of Oldham Community Leisure for the period specified in the submitted report.
2. The Committee notes the current work in progress to ratify the 5-year contract extension and the intent to explore a longer partnership beyond 2027.
3. That a further update report, detailing the performance of Oldham Community Leisure be submitted to the Committee in approximately 12 months.

The meeting started at 6.00pm and ended at 7.50pm





## **Report to Performance Overview and Scrutiny Committee**

### **Corporate Performance Report 2022/23 for Quarter 3: 1st October to 31st December 2022**

**Portfolio Holder:**

Councillor Shaid Mushtaq, Lead Member for Corporate Services

**Officer Contact:**

Shelley Kipling, Assistant Chief Executive

**Report Author:**

Gail M. Stott, Performance Improvement Lead

**23<sup>rd</sup> March 2023**

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## Reason for decision

Overview and scrutiny of performance aims to provide assurance that:

- our priorities are aligned to the needs of our residents
- our services are good or are on track to good
- any services that are not on track, or have identified risks, are being supported or challenged to rectify this
- demand indicators are being noted and service provision assessed accordingly.

The purpose of this report is to provide an overview of performance against the Council's priorities for the period 1<sup>st</sup> October to 31<sup>st</sup> December 2022 (Quarter 3).

The report refers throughout to the dashboards and infographics provided as **Appendix A**.

**Appendix B** comprises responses to queries in relation to the Q2 CPR raised at the December meeting of the committee.

## Executive Summary

As anticipated, challenging circumstances, both locally and nationally, are having a detrimental impact on our residents and generating a growing demand for services. Our early intervention, prevention and partnership working remain increasingly important and our [Cost of Living Response](#) is leading the way with this.

As we enter the final quarter of the 2022/23 business plan year, our services continue to make good progress towards achieving actions across their business plans and are now in the processes of reviewing their performance and setting new targets for the coming year and beyond.

## Recommendations

Committee members are asked to:

- note the progress in implementing current business plans
- celebrate areas of good or improving performance
- note the comments on progress, in particular the narrative that relates to any red measures
- consider areas for review (good or poor) that could produce learning for the organisation
- note the interconnection of these actions with ongoing activities in other portfolio areas and key projects such as our [Cost of Living Response](#) and [Don't Trash Oldham](#).

## Corporate Performance Report 2022/23 for Quarter Q3: 1st October to 31st

### 1. Background

1.1 The current business plans run from 1<sup>st</sup> April 2022 to 31<sup>st</sup> March 2023; they include a range of actions and measures across all our services aimed at achieving the aspirations of the Corporate Plan and putting our residents first.

1.2 The [Corporate Plan](#) 2022/27 was approved by Cabinet in September 2022 and going forward our business plans will be closely aligned to the priorities set out in the Plan and will run from 1<sup>st</sup> April 2023 to 31<sup>st</sup> March 2027.

1.3 Our business plans are kept under review by services and can be influenced by both internal and external factors including increased demand, reduction in resources, changes in legislation or policies.

1.4 The Council currently uses the CorVu system to generate its performance management reports; from April 2023 this system will no longer be in use.

### 2. Context

2.1 It is important that corporate performance is viewed in the context of our borough and the resources available to us.

The Council needs to monitor and plan for the impact of both internal influences (e.g., staff capacity) and external factors (e.g., increased demand due to increased cost of living) on all its services.

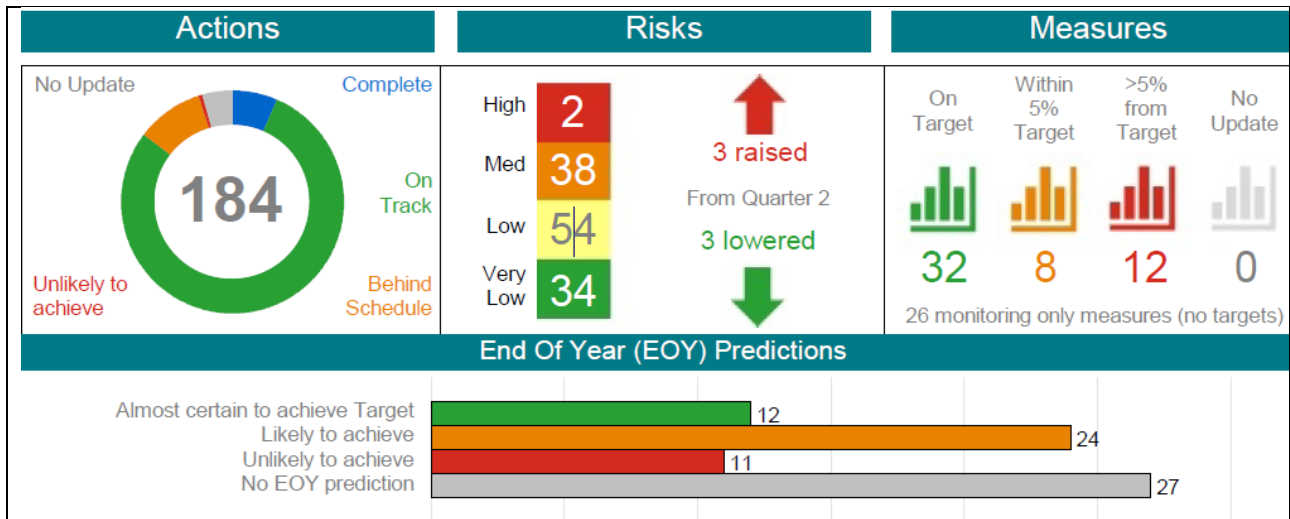
2.2 **Oldham Profile** – the infographic on **page 24 of Appendix A** gives a snapshot of our borough. It is important that we relate this to our service planning to ensure our resources and performance improvement activities are targeted in the right place.

Some of this profile relates to census data that is being released in three stages over 2022/23 – more information can be found on the [website](#).

2.3 **Workforce profile** - the infographic on **page 25 of Appendix A** gives a snapshot of our workforce. We have seen a marked decrease in the average number of days lost to sickness, which is a positive trend. Staff turnover remains on an upward trajectory.

It is important that we relate this to our performance management to ensure we have the capacity to provide the services our residents need both now and in the future.

### 3. Q3 CPR



3.1 As the chart above (page 2 of Appendix A) illustrates, in this quarter:

- 89% (164/184) of actions are on track or completed
- 71% (103/145) of risks are low, very low or closed; less than 2% (2/145) are high
- 77% (40/52) of targeted measures are on or within target
- 77% (36/47) of measures with end of year targets are predicted to achieve them.
- **NOTE: 0 measures, 1 action & 2 risks are still awaiting an update by the service – this is an improvement on previous reports**
- These figures are as expected for the third quarter of the reporting year.

### 4. Corporate priorities

4.1 Each business plan measure is aligned to one of the five corporate priorities or is designated as a service specific measure.

The infographic on **page 3 of Appendix A** gives an overview of progress against each priority and shows we are on track in most areas. The quality homes targets are on track to meet their end of year outputs.

4.2. A summary of our business plan achievements against our corporate priorities in 2022/23 will be provided with the Q4 report.

### 5. Service profiles

5.1 **Pages 4 to 14 of Appendix A** give an overview of progress against business plan measures within each service area (sorted alphabetically).

The report provides a performance measure breakdown that includes:

- trend or polarity (based on previous 3 years)

- 
- quarterly RAG (red/ amber/ green) rating for current year
  - End of Year (EOY) target & RAG rating
  - benchmarking information & its source where available.

## 5.2 Summary comments:

**Adult Social Care** – the service is maintaining good performance with some minor fluctuations; the winter months and other external factors have added to the increases in demand.

**CDTT (Customer, Digital, Technology & Transformation)** – demand for customer support is increasing and this is reflected in contact numbers and average wait times.

**Children's Social Care** is working hard to improve performance in the context of increased demand for its services and the winter months. Whilst several measures are red, they are heading in the direction of their target.

**Economy** – this business plan area covers a wide range of services. Most performance measures are on target, though many are subject to external influences (e.g., market forces or the weather) or have completion timeframes that do not match with quarterly reporting e.g., highway maintenance.

**Education, Skills & Early Years** - most performance measures are on target however, many have completion timeframes that are aligned to the academic year so the data appears skewed; some are also subject to external influences (e.g., school attendance) or increased demand.

**Environmental Services** - another business plan area that covers a wide range of services; some measures are subject to external influences such as bad weather (e.g., recycling).

**Financial Services** - the impact of the Cost-of-Living increases on our residents may well have an impact going forward.

**Procurement** – this is a small service area and its measures are influenced by external factors; however, progress is being made to bring the measure into target.

**Public Health, Heritage Libraries & Arts** – this is a wide-ranging business plan area; libraries and visitor services have had reduced usage over the winter months; Public Health services are improving to meet increased demand.

**Workforce & Organisational Development** – this is an internal business plan area; staff absence was below target over the winter months.

**Youth, Leisure & Communities** – another wide-ranging business plan area; all business plan measures are being met; the number of visits to leisure centres has continued to rise.

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## 6. Red measures

6.1 **Pages 15 to 20 of Appendix A** provide a short narrative against each of the performance measures red – here more detail is given to explain the context for the performance and what we are doing to improve it.

Of the **12 red measures this quarter**:

Service	No. red measures	Key factor
Adult Social Care – care home ratings	1	CQC rating of 2 large nursing homes
Children’s Social Care	5	increased demand and the legacy impact of the pandemic
Economy – supporting businesses	1	delayed partner data
Economy – highway maintenance	1	winter months
Education -NEET	1	legacy impact of the pandemic
Environment – recycling	1	winter months
Procurement	1	internal reorganisation of services.
Public Health – Health visitors	1	difficulty engaging with families

These are being closely monitored to ensure services are supported or challenged and where appropriate, for example in ASC, improvement plans are in place.

## 7. Actions

7.1 **Page 21 & 22 of Appendix A** provides details of any actions that have been highlighted as unlikely to achieve their end of year target and explains the plan to resolve this.

There are six actions behind schedule: two are a result of external factors; four are related to digital and technological factors

## 8. Risks

8.1 **Page 23 of Appendix A** details any red risk that have been highlighted this quarter and explains what we are doing about them.

There are two red risks this quarter, both are in relation to Legal / Regulatory Services and mitigation is in place.

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## 9. Appendices

9.1 The report refers throughout to the CorVu generated dashboards and infographics provided as **Appendix A**.

9.2 **Appendix B** comprises responses to queries in relation to the Q2 CPR raised at the December meeting of the committee.

Signed _____ Cabinet Member (specify whom)	Dated _____
Signed _____ Executive Director/Deputy Chief Executive	Dated _____

DRAFT

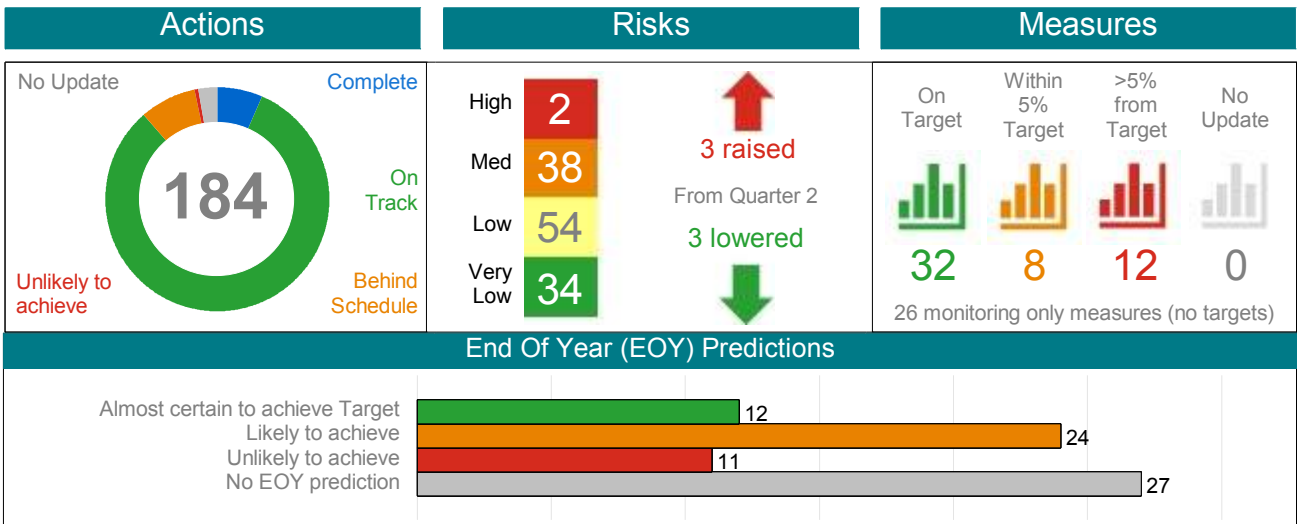
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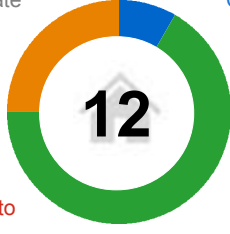



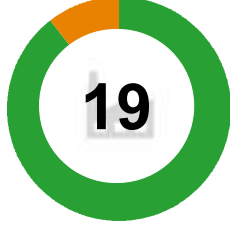

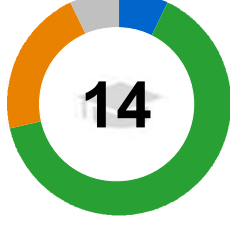

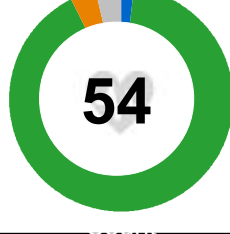

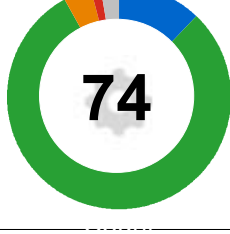
# **Council Performance Report 2022/23**

**for period 1 October to 31 December 2022 (Quarter 3)**

## **Appendix A**



# Performance Summary by Priority Area

	Actions	Risks	Measures
 Quality homes for everyone	No Update  Complete On Track Unlikely to achieve Behind Schedule	High 0 Med 4 Low 5 Very Low 6 1 raised 0 lowered	On Target 7 Within 5% Target 0 >5% from Target 0 No Update 0 1 monitoring only measures (no targets)
 A clean and green future		0 3 1 5 1 raised 0 lowered	0 0 1 0 2 monitoring only measures (no targets)
 Better jobs and dynamic businesses		0 6 9 4 0 raised 0 lowered	3 0 4 0 6 monitoring only measures (no targets)
 A great start and skills for life		0 2 4 1 0 raised 1 lowered	3 2 0 0 4 monitoring only measures (no targets)
 Healthy, safe and well supported residents		1 14 17 6 1 raised 2 lowered	14 5 6 0 11 monitoring only measures (no targets)
 Service Specific		1 9 18 12 0 raised 0 lowered	5 1 1 0 2 monitoring only measures (no targets)

# Performance Measures

(C)orporate Measure  
(O)ldham Profile  
(M)onitoring Only (no target)

(M)onthly Pol(arity)  
(Q)uarterly which  
(A)nnually direction  
is good

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

Performance Measure Name	Data	Pol	Previous Years			2022/23								Benchmarking				
			2019/20	2020/21	2021/22	Q1 (Jun 22)		Q2 (Sep 22)		Q3 (Dec 22)			Q4 (Mar 23)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Period for Q3 Actual	Q3 Actual	Q3 Target	Actual	Target				

## Adult Social Care

M543 (C) Number of individuals (65+) in a permanent residential or nursing placement – per 10,000 population 65+	Q	↓	204	178	175	177	200	181	200	Dec 2022	178	200		200	200			
M548 (C) Proportion of adults with learning disabilities in paid employment in England	Q	↑	3.4%	3.0%	3.2%	3.9%	3.0%	4.0%	3.0%	Dec 2022	3.6%	3.0%		4.0%	4.0%	GM	4.6%	2021/22
M549 (C) Percentage Learning Disability Service Users in Settled Accommodation	Q	↑	96.7%	94.1%	92.5%	92.9%	96.0%	93.8%	96.0%	Dec 2022	93.4%	96.0%		96.0%	96.0%	GM	87.2%	Q3 21/22
M552 (C) Percentage of completed annual (planned) reviews	Q	↑			81.6%	78.4%	50.0%	75.9%	55.0%	Q3 22/23	81.0%	60.0%		65.0%	65.0%			
M553 (CM) The change in long-term service users (ASC) from the previous quarter	Q		-1.0%	0.1%	-0.7%	0.8%	---	0.5%	---	Q3 22-23 / Q2 22-23	-2.2%	---		---	---	GM	-1.1%	Q3 21/22
M554 (CM) Percentage of concluded section 42 enquiries with risk identified where risk removed is the outcome	Q	↑	42.6%		28.0%	36.0%	---	46.3%	---	Q3 22/23	30.8%	---		---	---	Eng	28.5%	2021/22
M555 (CM) Percentage of concluded section 42 enquiries with risk identified where risk reduced is the outcome	Q		48.1%		64.0%	60.0%	---	46.3%	---	Q3 22/23	66.7%	---		---	---	Eng	62.9%	2021/22
M556 (CM) Percentage Service Users receiving Direct Payments	Q		45.4%	41.9%	31.1%	31.1%	---	30.6%	---	Dec 2022	30.5%	---		---	---	GM	28.3%	2019/20

Performance Measure Name	Data	Pol	Previous Years			2022/23										Benchmarking		
			2019/20	2020/21	2021/22	Q1 (Jun 22)		Q2 (Sep 22)		Q3 (Dec 22)			Q4 (Mar 23)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Period for Q3 Actual	Q3 Actual	Q3 Target	Actual	Target				
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	↑	93.6%	83.0%	86.2%	81.3%	89.0%	84.9%	89.0%	Q3 22/23	87.3%	89.0%		89.0%	89.0%	GM	85.9%	2021/22
M565 (CM) Delayed days (per 100,000 of the population) aged 18+ attributable to social care in England	Q	↓	467 days			---	---	---	---	Suspended	---	---	---	---	---			
M566 (C) Percentage of care home beds rated as 'Good' or 'Outstanding' (NW ADASS CQC Data reports)	Q	↑	79.1%		78.6%	72.2%	75.0%	71.9%	75.0%	January 2023	70.0%	75.0%		75.0%	75.0%	GM	72.2%	Jul-22
M567 (C) Percentage of community based providers rated as 'Good' or Outstanding	Q	↑	86.2%		91.8%	96.4%	90.0%	96.6%	90.0%	January 2023	96.9%	90.0%		90.0%	90.0%	GM	96.4%	Jul-22
M568 (C) Percentage of Service Users that are in Community Based Services	Q	↑	74.0%	77.1%	76.8%	76.4%	76.0%	76.3%	76.0%	Dec 2022	77.3%	76.0%		76.0%	76.0%	GM	71.4%	Q3 21/22
M569 (C) Percentage of Service Users Receiving Domiciliary Care	Q	↑	35.9%	36.3%	31.9%	31.3%	34.0%	34.8%	34.0%	Dec 2022	35.0%	34.0%		34.0%	34.0%	GM	37.5%	Q3 21/22

Performance Measure Name	Data	Pol	Previous Years			2022/23							Benchmarking					
			2019/20	2020/21	2021/22	Q1 (Jun 22)		Q2 (Sep 22)		Q3 (Dec 22)			Q4 (Mar 23)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Period for Q3 Actual	Q3 Actual	Q3 Target	Actual	Target				

### Customer, Digital, Technology & Transformation

M286 (CM) Number of new cases accessing Welfare Rights Service	Q	↑				439	---	334	---	Q3 22/23	483	---		---	---			
M886 (CM) Total number of visitors to Access Oldham	M	↓				2,622	---	3,855	---	Dec 2022	3,711	---		---	---			
M894 (COM) Percentage of addresses with Superfast broadband availability	A	↑	98.2%	98.2%	98.2%	98.2%	---	98.2%	---	2022	98.5%	---		---	---	GM	97.5%	2016
M899 (C) Average wait time (mins) for all lines at the Customer Support Centre	Q	↓				9	9	11	11	Q3 22/23 - Targets to be agreed	7	7						
M918 (C) Percentage of calls answered in total	Q	↑	89.59%	87.23%	84.36%	84.01%	89.00%	83.38%	89.00%	Q3 22/23	87.08%	89.00%		89.00%	89.00%			

Performance Measure Name	Data	Pol	Previous Years			2022/23										Benchmarking		
			2019/20	2020/21	2021/22	Q1 (Jun 22)		Q2 (Sep 22)		Q3 (Dec 22)			Q4 (Mar 23)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Period for Q3 Actual	Q3 Actual	Q3 Target	Actual	Target				

## Childrens Social Care

M619b (C) Percentage of Care Leavers aged 19-21 in Education, Employment or Training	Q	↑	32.0%	48.5%	57.0%	57.1%	60.0%	51.6%	60.0%	Dec 2022	53.6%	60.0%		60.0%	60.0%	Stat	47.0%	31-Mar-21
M619c (C) Percentage of Care Leavers aged 17-18 in Education, Employment or Training	Q	↑				63.0%	70.0%	66.0%	70.0%	Dec 2022	68.2%	70.0%		70.0%	70.0%			
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	↑	72.4%	76.9%	72.3%	74.6%	70.0%	73.6%	70.0%	Q3 22/23	96.9%	70.0%		70.0%	70.0%			
M664a (C) Percentage of referrals which are repeat referrals to Children's Social Care (in month)	Q	↓	24.0%	23.0%	18.2%	29.0%	23.0%	26.2%	23.0%	Dec 2022	35.2%	23.0%		23.0%	23.0%	Stat	21.0%	31-Mar-21
M712 (COM) Rate of children looked after per 10,000 children aged under 18 years	Q		87.0	89.0	90.8	91.8	---	100.7	---	Dec 2022	93.9	---		---	---	Stat	98	31-Mar-21
M727 (C) Average caseload per social worker	Q	↓	16.0		21.5	20.0	18.0	19.1	18.0	Dec 2022	15.8	18.0		18.0	18.0	Stat	18	31-Mar-20
M858 (C) Percentage of Agency Social Workers in Children's Social Care	Q	↓	14.0%		13.1%	16.2%	20.0%	32.5%	20.0%	Dec 2022	35.0%	20.0%		20.0%	20.0%	Stat	15.0%	Q2 2020/21
M928 (C) Percentage of Children Looked After placed in internal provision	Q	↑	64.6%	60.0%	57.2%	52.4%	60.0%	70.0%	60.0%	Dec 2022	73.3%	60.0%		60.0%	60.0%	Stat	47.0%	31-Mar-21
M929 (C) Percentage CLA in long term stable placements	Q	↑	69.0%	68.0%	69.3%	51.4%	70.0%	58.9%	70.0%	Dec 2022	48.0%	70.0%		70.0%	70.0%	Stat	71.0%	31-Mar-21
M932 (C) Percentage of Children Looked After that have a permanence plan within four months of becoming looked after	Q	↑			95.5%	100.0%	85.0%	92.7%	85.0%	Dec 2022	90.1%	85.0%		85.0%	85.0%			

Performance Measure Name	Data	Pol	Previous Years			2022/23										Benchmarking		
			2019/20	2020/21	2021/22	Q1 (Jun 22)		Q2 (Sep 22)		Q3 (Dec 22)			Q4 (Mar 23)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Period for Q3 Actual	Q3 Actual	Q3 Target	Actual	Target				
M933 (C) Percentage of Children Looked After with three or more placement moves in the last 12 months	Q	↓	11.0%	9.0%	10.6%	8.8%	10.0%	10.1%	10.0%	Dec 2022	11.7%	10.0%		10.0%	10.0%	Stat	8.0%	31-Mar-21



Performance Measure Name	Data	Pol	Previous Years			2022/23										Benchmarking		
			2019/20	2020/21	2021/22	Q1 (Jun 22)		Q2 (Sep 22)		Q3 (Dec 22)			Q4 (Mar 23)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Period for Q3 Actual	Q3 Actual	Q3 Target	Actual	Target				
<b>Economy</b>																		
M274 (C) Percentage of major planning applications determined in time	Q	↑	92.0%	91.0%	100.0%	100.0%	80.0%	87.5%	80.0%	Q3 22/23	100.0%	80.0%		80.0%	80.0%	GM	95.0%	2022/23 Q2
M275 (C) Percentage of minor planning applications determined in time	Q	↑	87.0%	82.0%	89.2%	91.8%	80.0%	94.3%	80.0%	Q3 22/23	96.5%	80.0%		80.0%	80.0%	GM	91.0%	2022/23 Q2
M310a (CM) Number of private sector enterprises	A		6,865	7,195		7,195	---	7,140	---	2022	7,140	---		---	---	GM	10,707	2022
M310b (CM) Number of business births (per 10,000 population)	A	↑	67.5			67.5	---	67.5	---	2021	57.1	---		---	---	GM	75.4	2021
M360 (C) Percentage of citizens on Council run Welfare to Work programmes progressing into employment	Q	↑			106%	119%	100%	90%	100%	Q3 22/23	104%	100%		100%	100%			
M361 (COM) Unemployment rate in Oldham	M	↓	5.1%	9.9%	7.3%	6.7%	---	6.5%	---	Nov 2022	6.4%	---		---	---	GM	4.8%	Dec 2022
M362 (COM) Youth Unemployment rate in Oldham	M	↓	8.0%	16.2%	9.8%	9.1%	---	9.2%	---	Dec 2022	8.9%	---		---	---	GM	6.1%	Sep-22
M393 (C) Number of businesses supported through the GM programme	Q	↑	288		308	75	78	151	156	Q1 to Q3 22/23	219	234		312	312			
M408a (C) Total new homes completed	Q	↑	728	373	503	42	88	139	176	Q1 - Q3 22/23	204	176		352	352	Eng	699	2021/22
M409a (C) Percentage of completed homes that are affordable	Q	↑	23.2%	33.2%	35.0%	0.0%	25.0%	23.7%	25.0%	Q3 22/23	44.6%	25.0%		25.0%	25.0%	GM	25.0%	2021/22
M410a (C) Number of new affordable homes that have been completed in Oldham	Q	↑	169	124	176	0	22	33	44	Q1 - Q3 22/23	91	44		88	88	GM	205	2021/22
M431 (C) Number of energy efficiency measures installed in Oldham households	Q	↑	4,419	130	133	89	20	151	40	Q1 - Q3 22/23	199	80		120	120			

Performance Measure Name	Data	Pol	Previous Years			2022/23										Benchmarking		
			2019/20	2020/21	2021/22	Q1 (Jun 22)		Q2 (Sep 22)		Q3 (Dec 22)			Q4 (Mar 23)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Period for Q3 Actual	Q3 Actual	Q3 Target	Actual	Target				
M433 (C) Number of people supported through the Warm Homes Oldham scheme	Q	↑	2,089	2,617	4,270	1,626	600	3,290	1,200	Q1 - Q3 22/23	4,568	2,400		3,600	3,600			
M460 (COM) Percentage of households in fuel poverty	A	↓	15.2%	15.2%		14.4%	---	14.4%	---	2020	14.4%	---		---	---	GM	14.6%	2020
M461 (COM) Median gross annual pay of employees by residence (resident base)	A	↑	£26,357	£26,357	£27,594	£28K	---	£28K	---	2022	£27K	---		---	---	GM	£30,693.	2022
M468 (CM) Percentage progress towards 2025 carbon neutrality target for Council Buildings and Street Lighting	A	↑			12.60%	18.40%	---	18.40%	---	Jan 2023	15.00%	---		---	---			
M891 (C) Preventative maintenance: proportion of network resurfaced per £100k of allocated budget	Q	↑			100%	0%	0%	69%	40%	Q3 22/23	69%	75%		100%	100%			
M892 (C) Highway maintenance: proportion of the network resurfaced per £100k of allocated budget	Q	↑			100%	0%	0%	40%	40%	Q3 22/23	81%	75%		100%	100%			
S13 (C) Percentage of vacant properties in town centre	Q	↓			25%	22%	25%	22%	25%	Q2 22/23	22%	25%		25%	25%			

Performance Measure Name	Data	Pol	Previous Years			2022/23										Benchmarking		
			2019/20	2020/21	2021/22	Q1 (Jun 22)		Q2 (Sep 22)		Q3 (Dec 22)			Q4 (Mar 23)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Period for Q3 Actual	Q3 Actual	Q3 Target	Actual	Target				
<b>Education, Skills &amp; Early Years</b>																		
M640 (C) Percentage of 16 to 17 year olds who are not in education, employment or training (NEET)	M	↓	3.3%		3.2%	3.9%	3.5%	2.1%	3.5%	Dec 2022	4.3%	3.5%		3.5%	3.5%	Eng	5.0%	2021
M649 (C) Percentage take up of 2 year-old children benefitting from funded early education places	Q	↑	70.1%	64.1%	78.7%	78.7%	75.0%	83.5%	75.0%	Autumn term 2022/23	86.8%	75.0%		75.0%	75.0%	Eng	72.0%	01/07/2022
M702 (CM) Attendance rates in Oldham Primary Schools	M	↑	95.5%	95.9%	94.3%	94.5%	---	94.5%	---	2022/23 Autumn Term	93.2%	---		---	---	Eng	93.8%	2021/22 Autumn and S
M703 (CM) Attendance rates in Oldham Secondary Schools	M	↑	94.4%	93.9%	91.8%	91.8%	---	91.8%	---	2022/23 Autumn Term	91.4%	---		---	---	Eng	91.4%	2021/22 Autumn and S
M704 (CM) Percentage of Oldham Secondary schools that are judged as good or outstanding by Ofsted	M	↑	66.7%	66.7%	58.3%	58.3%	---	58.3%	---	Dec 2022	58.3%	---		---	---	Eng	90.0%	Dec-22
M705 (CM) Percentage of Oldham primary schools that are judged as good or outstanding by Ofsted	M	↑	83.7%	83.7%	83.7%	83.7%	---	84.9%	---	Dec 2022	86.0%	---		---	---	Eng	81.0%	Dec-22
M715 (C) Annual EHCP (SEND) statutory reviews completed within legal time frame	Q	↑	80.7%	97.5%	98.9%	99.3%	95.0%	100.0%	95.0%	Jan 22 to Dec 22	95.0%	95.0%		95.0%	95.0%			
M716 (C) Timeliness of quality EHC plans: Percentage completed within 20 weeks over 12 months	M	↑	90.9%	89.1%	94.6%	100.0%	85.0%	96.2%	85.0%	Jan 22 to Dec 22	84.0%	85.0%		85.0%	85.0%	Eng	58.0%	2020
M733 (C) Percentage of children receiving their 1-3 preference of school place for the September intake in Reception	A	↑	97.7%	97.5%	98.0%	98.4%	97.0%	98.4%	97.0%	Sept 2022 allocation	98.4%	97.0%		97.0%	97.0%	Eng	98.4%	Sept 2022 Allocation

Performance Measure Name	Data	Pol	Previous Years			2022/23										Benchmarking		
			2019/20	2020/21	2021/22	Q1 (Jun 22)		Q2 (Sep 22)		Q3 (Dec 22)			Q4 (Mar 23)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Period for Q3 Actual	Q3 Actual	Q3 Target	Actual	Target				
M734 (C) Percentage of children receiving their 1-3 preference of school place for the September intake in Year 7	A	↑	89.1%	89.3%	93.4%	91.2%	93.0%	91.2%	93.0%	Sept 2022 allocation	91.2%	93.0%		93.0%	93.0%	Eng	95.8%	Sept 2022 Allocation
M743 (CM) Percentage 16 to 17 year olds who are known to the LA undertaking an apprenticeship	M		3.8%	3.4%	3.7%	4.0%	---	1.4%	---	Dec 2022	3.3%	---		---	---	Eng	3.7%	2021

### Environmental Services

M497 (CM) Total number of fly-tipping enforcement actions	Q		3,034	2,167	1,533	1,755	---	1,572	---	Q3 22/23	1,573	---		---	---	GM	2,351	2020/21
M498 (C) Street lighting - Percentage of issues resolved within target time	Q	↑	100%	100%	100%	100%	95%	100%	95%	Q3 22/23	100%	95%		95%	95%			
M501 (C) Percentage of Household waste sent for Reuse, Recycling or Composting	M	↑	44.00%	42.20%	47.65%	50.26%	50.00%	45.67%	47.59%	Dec 22	41.12%	43.50%		44.71%	45.80%			

### Financial Services

S357 (C) Percentage of council tax in year collected of the total owed (cumulative)	M	↑	94.05%	93.29%	94.16%	28.47%	28.73%	54.95%	54.88%	Q1 - Q3 22/23	81.17%	85.00%		94.50%	94.50%	GM	94.32%	2021/22
S368 (C) Percentage of national non domestic rates (NNDR) collected in year as a % of the total owed	M	↑	96.18%	90.48%	93.91%	29.48%	22.56%	56.70%	48.73%	Q1 - Q3 22/23	83.05%	76.89%		94.00%	94.00%	GM	95.34%	2021/22
S370 (C) Average time taken to process Council Tax reduction (new claims and change events) CTR	M	↓	13 days	22 days	23 days	12 days	21 days	11 days	21 days	Dec 2022	11 days	21 days		21 days	21 days			

Performance Measure Name	Data	Pol	Previous Years			2022/23								Benchmarking				
			2019/20	2020/21	2021/22	Q1 (Jun 22)		Q2 (Sep 22)		Q3 (Dec 22)			Q4 (Mar 23)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Period for Q3 Actual	Q3 Actual	Q3 Target	Actual	Target				
<b>Procurement</b>																		
M333a (C) Percentage Council spend in Oldham (12 month rolling)	Q	↑	51.55%	55.18%	55.00%	51.30%	55.00%	49.10%	55.00%	Jan 22 to Dec 22	46.40%	55.00%		55.00%	55.00%			
<b>Public Health, Heritage, Libraries and Arts</b>																		
M62 (C) Total number of loans per quarter (physical and digital, books, magazines and newspapers)	Q	↑				104,169	80,000	118,010	80,000	Q3 22/23	103,055	80,000		80,000	320,000			
M63 (C) Number of visitors to Gallery Oldham	Q	↑			5,500	6,633	6,000	6,815	6,000	Q3 22/23	5,915	6,000		6,000	24,000			
M634 (CM) Number of adults in drug treatment services	M				1,187	1,217	---	1,222	---	Nov 2022	1,203	---		---	---			
M635 (CM) Number of adults in alcohol treatment services	M				445	473	---	489	---	Nov 2022	500	---		---	---			
M636 (C) Percentage who quit smoking at 4 weeks	Q	↑	46.0%	59.0%	55.5%	59.9%	50.0%	55.3%	50.0%	Q2 22/23	60.1%	50.0%		50.0%	50.0%	Eng	59.0%	2019/20
M656 (C) Percentage of Health Visitor mandated reviews completed within timescale	Q	↑	88.6%	70.4%	82.5%	82.5%	88.0%	83.3%	88.0%	Q1 22/23	83.3%	88.0%		88.0%	88.0%	Eng	82.0%	2019/20
M69 (C) Number of library visits per 1000 population. To library service points - not including web visits	Q	↑	5,183	153	1,505	2,080	1,650	2,389	1,850	Q3 22/23	2,639	2,150		2,441	2,441	GM	3,395	2019/20
<b>Workforce &amp; Organisational Development</b>																		
S202 (C) Council Sickness Absence	Q	↓	11.3 days	7.8 days	11.4 days	2.9 days	2.4 days	3.3 days	4.7 days	Sep 22 to Dec 22	3.8 days	7.1 days		9.5 days	9.5 days			

Performance Measure Name	Data	Pol	Previous Years			2022/23								Benchmarking				
			2019/20	2020/21	2021/22	Q1 (Jun 22)		Q2 (Sep 22)		Q3 (Dec 22)			Q4 (Mar 23)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Period for Q3 Actual	Q3 Actual	Q3 Target	Actual	Target				
<b>Youth, Leisure &amp; Communities</b>																		
M197 (C) Number of visits to OCL Leisure Centres per 1000 population	Q	↑			3,608	1,478	1,325	2,951	2,650	Q1 - Q3 22/23	4,283	3,975		5,300	5,300			
M217 (COM) Percentage of people who feel that the CSP are dealing with local community safety issues	Q	↑			42.0%	42.0%	---	42.0%	---	Up to 31 Dec 2022	42.0%	---		---	---			
M218 (COM) Percentage of people who agree that people of different backgrounds get along in their area	Q	↑			67.0%	67.0%	---	67.0%	---	Up to 31 Dec 2022	67.0%	---		---	---			
M222 (COM) Percentage of physically active adults (aged 19+)	A	↑	59.2%	59.2%	59.2%	59.2%	---	59.6%	---	2020/21	59.6%	---		---	---	GM	61.9%	2020/21

# Red Performance Measures

Performance Measure Name	Data	Pol	Previous Years			2022/23									Benchmarking			
			2019/20	2020/21	2021/22	Q1 (Jun 22)		Q2 (Sep 22)		Q3 (Dec 22)			Q4 (Mar 23)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Period for Q3 Actual	Q3 Actual	Q3 Target	Actual	Target				

## Adult Social Care

M566 (C) Percentage of care home beds rated as 'Good' or 'Outstanding' (NW ADASS CQC Data reports)	Q	↑	79.1%		78.6%	72.2%	75.0%	71.9%	75.0%	January 2023	70.0%	75.0%		75.0%	75.0%	GM	72.2%	Jul-22
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### Accountable Lead (Helen Ramsden) Follow-up Action

Eight care homes in the borough have a rating of Requires Improvement. This includes the two largest care homes, accounting for c300 beds. Improvement plans are in place with all RI providers and ASC is working with the providers and monitoring achievement of improvements. A change in the CQC rating is dependent on a re-inspection by the regulator, who is catching up with inspections following the pandemic. Therefore, re-inspections and re-ratings prior to year end may be unlikely.

### Director (Jayne Ratcliffe) Assurance

This is impacted by the current CQC profile of nursing home beds rated requires improvement. Whilst 75% of care homes in Oldham are rated Good by CQC, this equates to 63.4% of beds, due to two large nursing homes. All care homes who are rated below Good are subject to a quality improvement plan, progress is reviewed on at least a monthly basis. Focussed multi-agency discussions take place every month at both an operational and strategic level.

Performance Measure Name	Data	Pol	Previous Years			2022/23									Benchmarking			
			2019/20	2020/21	2021/22	Q1 (Jun 22)		Q2 (Sep 22)		Q3 (Dec 22)			Q4 (Mar 23)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Period for Q3 Actual	Q3 Actual	Q3 Target	Actual	Target				

## Childrens Social Care

M619b (C) Percentage of Care Leavers aged 19-21 in Education, Employment or Training	Q	↑	32.0%	48.5%	57.0%	57.1%	60.0%	51.6%	60.0%	Dec 2022	53.6%	60.0%		60.0%	60.0%	Stat	47.0%	31-Mar-21
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### Accountable Lead (Nick Whitbread) Follow-up Action

This performance has improved since the last quarter, indicating the team is making progress. We are seeing more young people making the step from NEET to EET.

The team is supported by a partnership link worker from Get Oldham Working. They are working in the team individually with Personal Advisers and young people to identify opportunities without delay as they arise in line with their pathway plan.

The EET offer to young people and EET partnership plan is being refreshed and will be given priority to the service.

### Director (Julie Daniels) Assurance

As part of the revised strategy the multi-agency EET steering group will be re-established to drive the plan to improve employment, education, and training outcomes for 19-21 year olds. The performance in this area has improved since the last quarter and continues to be scrutinised through the corporate parenting panel.

# Red Performance Measures

Performance Measure Name	Data	Pol	Previous Years			2022/23								Benchmarking				
			2019/20	2020/21	2021/22	Q1 (Jun 22)		Q2 (Sep 22)		Q3 (Dec 22)			Q4 (Mar 23)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Period for Q3 Actual	Q3 Actual	Q3 Target	Actual	Target				

## Childrens Social Care

M664a (C) Percentage of referrals which are repeat referrals to Children's Social Care (in month)	Q	↓	24.0%	23.0%	18.2%	29.0%	23.0%	26.2%	23.0%	Dec 2022	35.2%	23.0%		23.0%	23.0%	Stat	21.0%	31-Mar-21
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Accountable Lead (Leanne Cooper) Follow-up Action										Director (Julie Daniels) Assurance								
<p>The rate of re-referrals has increased further this quarter and remains higher than the actual target. The service has undertaken a key line of enquiry which identified a number of areas for further exploration. A clear action plan has been devised to ensure children and families are receiving the right support at the right time.</p>										<p>The demand into children's social care has been highlighted at the OSCP and has been recognised as an area requiring further scrutiny, which includes the issue of repeat contacts and referrals into the service. Repeat referrals have continuous oversight as a corporate measure and via the OSCP data and performance sub-group.</p>								

Performance Measure Name	Data	Pol	Previous Years			2022/23								Benchmarking				
			2019/20	2020/21	2021/22	Q1 (Jun 22)		Q2 (Sep 22)		Q3 (Dec 22)			Q4 (Mar 23)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Period for Q3 Actual	Q3 Actual	Q3 Target	Actual	Target				

## Childrens Social Care

M858 (C) Percentage of Agency Social Workers in Children's Social Care	Q	↓	14.0%		13.1%	16.2%	20.0%	32.5%	20.0%	Dec 2022	35.0%	20.0%		20.0%	20.0%	Stat	15.0%	Q2 2020/21
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Accountable Lead (Sharon Moore) Follow-up Action										Director (Julie Daniels) Assurance								
<p>The service continues to be heavily dependent upon agency social workers due to the increase in demand and the challenges being faced with the recruitment of experienced social workers. A national recruitment campaign is being planned to bring in additional permanent social workers as part of the children's investment programme, which will reduce this dependency.</p>										<p>The financial investment into children's social care has been finalised. This will enable the service to progress with various initiatives to address recruitment and retention of the permanent workforce. This includes the social work academy, career progression, retention payments and an enhanced salary at entry level social work.</p>								



# Red Performance Measures

Performance Measure Name	Data	Pol	Previous Years			2022/23								Benchmarking				
			2019/20	2020/21	2021/22	Q1 (Jun 22)		Q2 (Sep 22)		Q3 (Dec 22)			Q4 (Mar 23)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Period for Q3 Actual	Q3 Actual	Q3 Target	Actual	Target				

## Childrens Social Care

M929 (C) Percentage CLA in long term stable placements	Q	↑	69.0%	68.0%	69.3%	51.4%	70.0%	58.9%	70.0%	Dec 2022	48.0%	70.0%		70.0%	70.0%	Stat	71.0%	31-Mar-21
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Accountable Lead (Nick Whitbread) Follow-up Action										Director (Julie Daniels) Assurance								
<p>There has been a reduction in this performance.</p> <p>The team is exploring a potential practice issue whereby practitioners record temporary respite moves which reflect as permanent moves in the performance data.</p> <p>Regardless, this performance does need to improve. The service knows that planning for children needs to improve and being able to manage instability at the very early stages to avoid escalations and disruptions. Equally, the service is spending considerable time undertaking learning from placements have disrupted in order to influence decision making in the future.</p>										<p>It is recognised that long term stable placements for children and young people is a priority. The investment programme has a key focus on placement sufficiency and stability with an enhanced package of support for foster carers and timelier exit of care to a permanent home.</p>								

Performance Measure Name	Data	Pol	Previous Years			2022/23								Benchmarking				
			2019/20	2020/21	2021/22	Q1 (Jun 22)		Q2 (Sep 22)		Q3 (Dec 22)			Q4 (Mar 23)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Period for Q3 Actual	Q3 Actual	Q3 Target	Actual	Target				

## Childrens Social Care

M933 (C) Percentage of Children Looked After with three or more placement moves in the last 12 months	Q	↓	11.0%	9.0%	10.6%	8.8%	10.0%	10.1%	10.0%	Dec 2022	11.7%	10.0%		10.0%	10.0%	Stat	8.0%	31-Mar-21
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Accountable Lead (Nick Whitbread) Follow-up Action										Director (Julie Daniels) Assurance								
<p>There has been a reduction in this performance.</p> <p>The team is exploring a potential practice issue whereby practitioners record temporary respite moves which reflect as permanent moves in the performance data.</p> <p>Regardless, this performance does need to improve. Where we see children moving frequently, the practice around planning and matching children is crucial. The service has identified this as a key area of practice improvement and know that learning exercises are required when frequent moves occur. Equally, there is work being undertaken with the management team about decision making in these circumstances and managing disruptions appropriately.</p>										<p>It is recognised that long term stable placements for children and young people is a priority. The investment programme has a key focus on placement sufficiency and stability with an enhanced package of support for foster carers and timelier exit of care to a permanent home.</p>								

# Red Performance Measures

Performance Measure Name	Data	Pol	Previous Years			2022/23									Benchmarking			
			2019/20	2020/21	2021/22	Q1 (Jun 22)		Q2 (Sep 22)		Q3 (Dec 22)			Q4 (Mar 23)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Period for Q3 Actual	Q3 Actual	Q3 Target	Actual	Target				

## Economy

M393 (C) Number of businesses supported through the GM programme	Q	↑	288		308	75	78	151	156	Q1 to Q3 22/23	219	234		312	312			
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Accountable Lead (Jon Bloor) Follow-up Action	Director (Paul Clifford) Assurance
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Due to Christmas Break the latest report from partners has not been produced - so the data is the same as November. It is expected by the end of January and the target is anticipated to meet the target based upon dialogue.	Due to Christmas Break the latest report from partners has not yet received and the position reported remains unchanged from November. Current intelligence shows that by the January reporting period it is expected that the target will be fully met.
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Performance Measure Name	Data	Pol	Previous Years			2022/23									Benchmarking			
			2019/20	2020/21	2021/22	Q1 (Jun 22)		Q2 (Sep 22)		Q3 (Dec 22)			Q4 (Mar 23)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Period for Q3 Actual	Q3 Actual	Q3 Target	Actual	Target				

## Economy

M891 (C) Preventative maintenance: proportion of network resurfaced per £100k of allocated budget	Q	↑			100%	0%	0%	69%	40%	Q3 22/23	69%	75%		100%	100%			
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Accountable Lead (Gordon Anderson) Follow-up Action	Director (Paul Clifford) Assurance
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There is a weather element coming into this now, as completion of the nature of the particular work involved is weather dependent, and cannot actually restart again until March itself – so its completion will be weather dependent – if the weather is suitable, it will all be completed. If not, it won't, and will need to be completed as soon as in the new Financial year. Which won't practically be an issue.	I support the comments provided by the Accountable Lead – effective maintenance is subject to favourable weather conditions, and although the rating is Red, works will be completed when the weather allows, even if this slips in to the next financial year. This isn't a service delivery issue, rather a practical challenge which cannot be overcome.
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# Red Performance Measures

Performance Measure Name	Data	Pol	Previous Years			2022/23								Benchmarking				
			2019/20	2020/21	2021/22	Q1 (Jun 22)		Q2 (Sep 22)		Q3 (Dec 22)			Q4 (Mar 23)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Period for Q3 Actual	Q3 Actual	Q3 Target	Actual	Target				

## Education, Skills & Early Years

M640 (C) Percentage of 16 to 17 year olds who are not in education, employment or training (NEET)	M	↓	3.3%		3.2%	3.9%	3.5%	2.1%	3.5%	Dec 2022	4.3%	3.5%		3.5%	3.5%	Eng	5.0%	2021
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Accountable Lead (Jon Bloor) Follow-up Action	Director (Richard Lynch) Assurance
Work ongoing with Positive Steps to identify individuals to support. Review to be undertaken by Employment and Skills Board to include pastoral care, implications of Covid on the cohort.	Levels of attrition for year 13 students remain a concern. Work is ongoing to understand root causes and to ensure interventions and support respond to the needs of this group who remain the most affected by the impact of the pandemic. Improvements in year 12 participation are noted.

Performance Measure Name	Data	Pol	Previous Years			2022/23								Benchmarking				
			2019/20	2020/21	2021/22	Q1 (Jun 22)		Q2 (Sep 22)		Q3 (Dec 22)			Q4 (Mar 23)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Period for Q3 Actual	Q3 Actual	Q3 Target	Actual	Target				

## Environmental Services

M501 (C) Percentage of Household waste sent for Reuse, Recycling or Composting	M	↑	44.00%	42.20%	47.65%	50.26%	50.00%	45.67%	47.59%	Dec 22	41.12%	43.50%		44.71%	45.80%			
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Accountable Lead (Craig Dale) Follow-up Action	Director (Nasir Dad) Assurance
Decembers recycling rate is lower than the average month, this is expected, however the combined monthly averages are still on track to meet the set target	The recycling rates will be revised once the December 2022 figures have been validated by DEFRA. This said, overall target is still achievable and on track to be met.

# Red Performance Measures

Performance Measure Name	Data	Pol	Previous Years			2022/23								Benchmarking				
			2019/20	2020/21	2021/22	Q1 (Jun 22)		Q2 (Sep 22)		Q3 (Dec 22)			Q4 (Mar 23)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Period for Q3 Actual	Q3 Actual	Q3 Target	Actual	Target				

## Procurement

M333a (C) Percentage Council spend in Oldham (12 month rolling)	Q	↑	51.55%	55.18%	55.00%	51.30%	55.00%	49.10%	55.00%	Jan 22 to Dec 22	46.40%	55.00%		55.00%	55.00%			
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Accountable Lead (Steve Boyd) Follow-up Action										Director (Sayyed Osman) Assurance							
Local spend has been impacted by Unity coming in house.										Local spend has been technically impacted by the move of Unity being re-integrated into the council. Therefore the spend shows as council.							

Performance Measure Name	Data	Pol	Previous Years			2022/23								Benchmarking				
			2019/20	2020/21	2021/22	Q1 (Jun 22)		Q2 (Sep 22)		Q3 (Dec 22)			Q4 (Mar 23)		EOY Target	Type	Bench mark	Period
						Q1 Actual	Q1 Target	Q2 Actual	Q2 Target	Period for Q3 Actual	Q3 Actual	Q3 Target	Actual	Target				

## Public Health, Heritage, Libraries and Arts

M656 (C) Percentage of Health Visitor mandated reviews completed within timescale	Q	↑	88.6%	70.4%	82.5%	82.5%	88.0%	83.3%	88.0%	Q1 22/23	83.3%	88.0%		88.0%	88.0%	Eng	82.0%	2019/20
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Accountable Lead (Rebecca Fletcher) Follow-up Action										Director (Katrina Stephens) Assurance							
<p>This measures is a combination of all the health visitor contacts. For the visits in the first few months of life, timeliness is a key issue. 78% of new birth visits are done within the timeframe with another 19% completed later. 87% of 6-8 week checks are completed within timeframe, and 7% afterwards. The national figures are 79% for NBV and 79% for 6-8 week check.</p> <p>For the later checks, a deep dive indicates that difficulties engaging families are the key reason for checks not occurring. The latest national data shows that all of our checks are above the national average. In Oldham 78% of 9-12 month check were completed, compared to 69% nationally. For the 2.5 year check, 84% were completed in Oldham compared to 72% nationally.</p>										<p>The proportion of visits completed, including those completed outside the expected timescale, is very high at over 95% for both new birth and 6-8 week visits. Performance in Oldham is in line with the national average for the new birth visit, and significantly higher for all other visits. However, work is underway to continue to improve both the timeliness and quality of all visits.</p>							

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

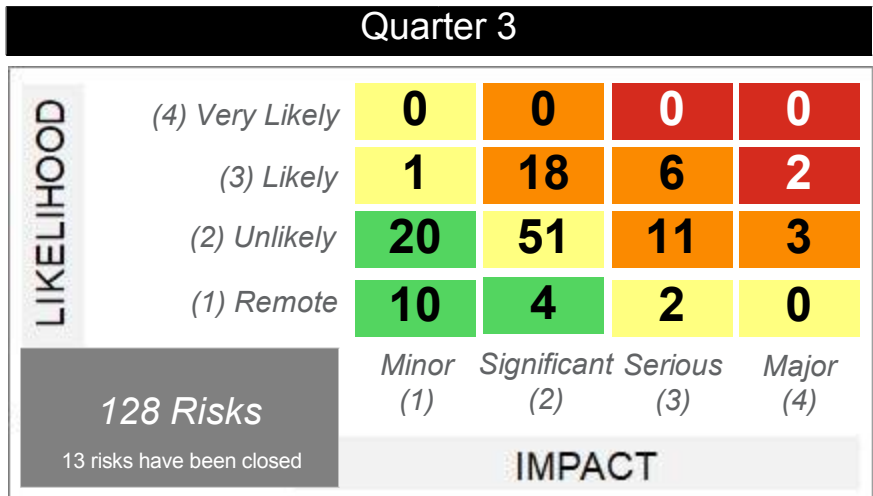
Action name	Forecast Complete Date *	Q1 (Jun 22)	Q2 (Sep 22)	Q3 (Dec 22)	Q4 (Mar 23)	Dec 22 comments
<b>Quality Homes for everyone</b>						
DN011 (DE221) Work with empty home owners to bring Oldham's empty homes back into use	31-Mar-2023	On Track	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)		Work progressing to support bid submission at end of Q4. Workshop undertaken with Portfolio lead for empty corporate buildings to help contribute to this activity. Proposals submitted to Homes England for next phase and currently awaiting a response.
<b>Healthy, safe and well supported residents</b>						
DA005 To review the MioCare management agreement and implement findings and recommendations. Miocare to become the ASC specialist provider for enablement, equipment and supported housing for people with complex needs.	31-Mar-2023	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)		Given imminent changes at a senior leadership level within Miocare, a series of Board and stakeholder workshops are taking place. The SLA between the Council and Miocare is being re-written to reflect the "as is" position, by 31st March 2023. Any changes to the focus of Miocare will be determined by the workshops and align to the ASC Target Operating Model.
<b>Service Specific</b>						
DL010 Expand the use of technical assessments to more areas of the service	30-Mar-2023	On Track	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)		Some progress made to introduce a greater range of technical assessment templates but not sufficient I feel at this stage given the target date is end of March. I plan to address this in January.

\* greyed "Forecast Complete Date" indicates change from baseline

Action name	Forecast Complete Date *	Q1 (Jun 22)	Q2 (Sep 22)	Q3 (Dec 22)	Q4 (Mar 23)	Dec 22 comments
DU001 (DE304) Complete delivery of LFFN&set foundation for improved wide area network across Oldham, improving gigabit connectivity to public sector offices & providing a platform for enhanced expansion to benefit businesses & organisations across Oldham	28-Feb-2023	Behind Schedule (Plan to Resolve)		Behind Schedule (Unlikely to Achieve)		LFFN Programme is substantially complete however there is one remaining site which will require extensive civils works which would cause a significant amount of disruption. This is only a minor site (Delph Library) so consideration is currently being given to de-scoping this site.
DU002 Work with Oldham Integrated Care System, NHS partners & Council departments to confirm approach for next phase of digital & technology integration Oldham's Health & Care providers. Be prepared to provide support & assist with development of plans	31-Mar-2023	On Track	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)		Clarity still awaited from Oldham ICS in regard to plans for next stage of integration. Currently no plans, resources in place. Oldham Council Transformation & Technology resources will struggle to deliver; will most likely require external support once plan is agreed. CDTT will continue to liaise and work to see what assistance can be provided. ICS lead.
DU007 Deliver telephony project to create a new software based system replacing existing aging system with a modern, resilient, Public Cloud hosted system accessible from anywhere & on several devices, helping to improve accessibility to telephone calls	30-Apr-2023	On Track	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)		The 8x8 implementation is taking longer than planned due to multiple key projects happening simultaneously plus the fact this project requires a high level of user interaction to complete implementation. The scope of the project has also grown from the initial scope. This project could extend to end April 2023

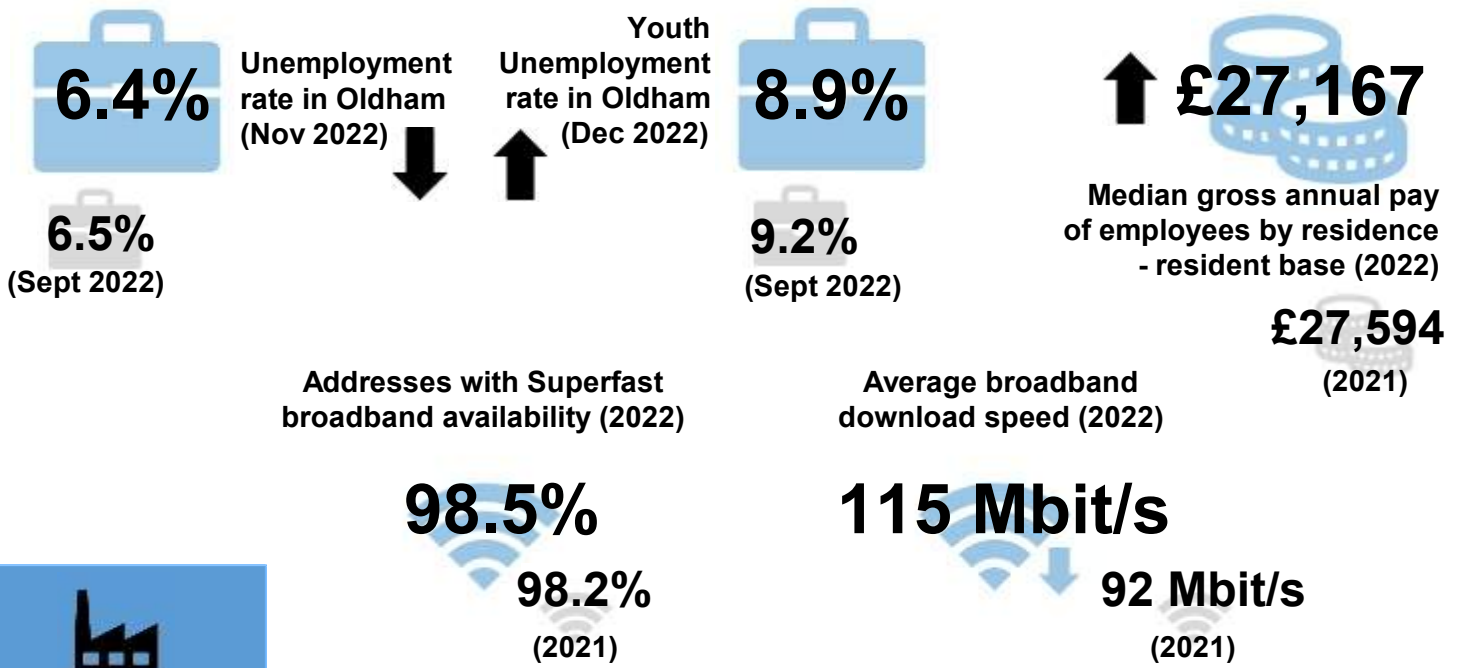
# Risks

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

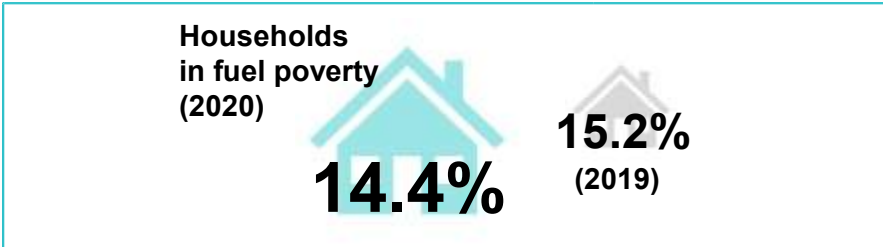


Linked to Action	Risk Name	Risk Category	Implication	Mitigation	Revised		
					Impact	Likely	Rating
DL004 (DX111) To provide additional proactive expert legal resource to support the increasing demands of the client service in relation to Adult Social Care	RL004a (RX111a) Unable to provide legal support 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.	Adult social care solicitor has been successfully recruited but there remains a significant backlog of work in ASC which present an ongoing risk.	4	3	<b>12</b>
DL005 (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	RL005a (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.	Concluded and now business as usual.	4	3	<b>12</b>

# Oldham Profile

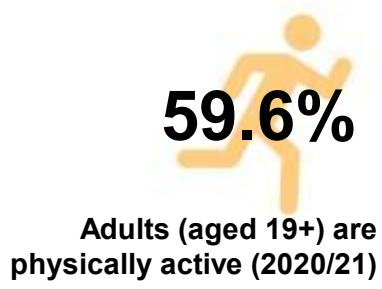
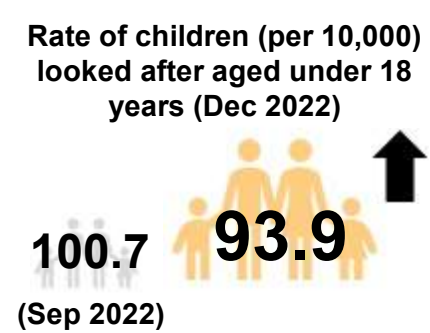
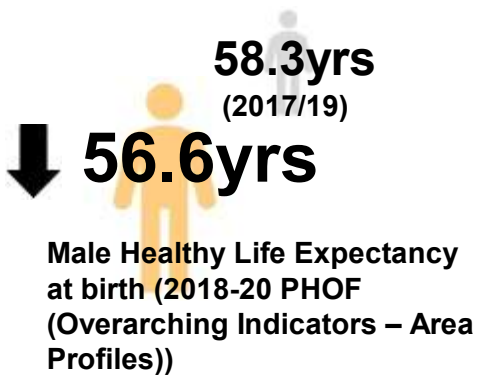
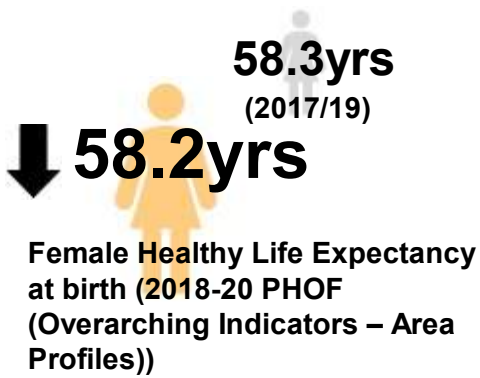
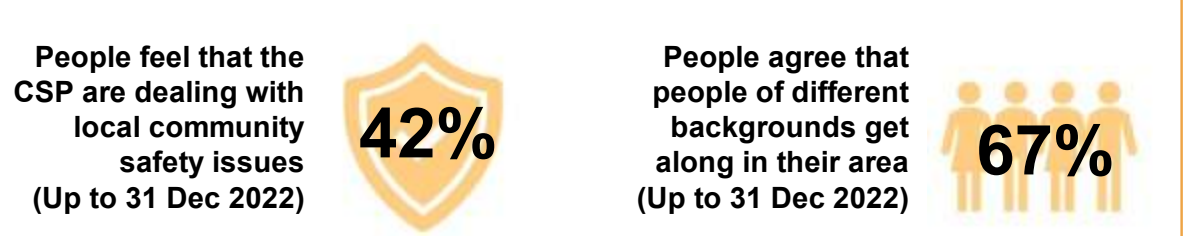


**Better jobs and dynamic businesses**



**Quality homes for everyone**

**Health, safe and well supported residents**





## SICKNESS (year to date)



average days lost to sickness

same period previous year



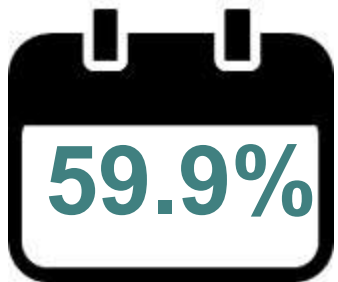
current trend



### top 3 reasons

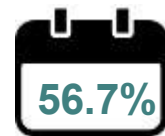
The top 3 reasons for absence are (days lost per FTE): Mental Health inc. Stress, Chest respiratory, Musculo-Skeletal

## LONG TERM SICKNESS (year to date)



of days lost are due to long-term sickness

same period previous year



current trend



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

## TOP REASONS FOR LEAVING (year to date)

81 Career progression / promotion 

62 Family / Personal Reasons 

47 Career change / Retraining / Education 

29 Improved Salary / Benefits 

24 Retirement 

### year end 2021/22

Resignation	217
TUPE Transfer	68
Retirement	55
End of Fixed Term Contract	24
Redundancy	8

## SICKNESS TOP 3 DIVISIONS (year to date)

1 ICT and Customer Services

6.85 days per FTE

2 Public Health, Libraries and Heritage & Arts

6.78 days per FTE

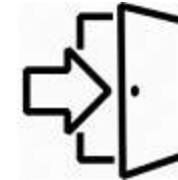
3 Environmental Management

5.99 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)

13.3%



Staff turnover

same period previous year

11.4% 

current trend



## TURNOVER (rolling 12 months)

93.3%

of people still in post after 12 months



same period previous year

100.0% 

current trend



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## **Appendix B: Responses to queries relating to Q2 Corporate Performance Report 2022/23 raised at the meeting of the Performance Overview and Scrutiny Committee on 15<sup>th</sup> December 2022**

### **1. In relation to M918 % calls answered**

**Query:** what are the numbers / timescales for calling back? Are all lines manned? Is the team fully staffed?

**Response:** demand has increased, and we are putting processes in place to manage this, and we now use call back. We don't record these figures separately and they are relatively small numbers. We utilise call back on Blue Badge, Benefits, Waste and Environmental Health – the option is turned on for these services all the time however they don't get offered the call back option until they have been waiting a certain amount of time in the queue. Currently, this is 5 mins for Blue Badge; 20 mins for Benefits; 15 mins for Environment Health; 15 mins for Waste. They are called back automatically by the system when an agent comes free, or by a member of staff after 5pm. We try to call them back twice where there is no answer, at which point the call back is nulled. We add call back options to other lines depending on yearly activity as and when we assess there to be a requirement.

Calls are answered depending on length of time waiting and the skill set of the available staff, i.e., each member of staff will cover several lines and will be presented with the next call that fits their skill set based on how long the call has been waiting. Lines are not separately manned by specific staff, there is a queueing system as described. Please note that the only exception to this is the Helpline. This is set apart from the Customer Support Centre and this team deal only with those calls unless the line is not busy then they log into the CSC environment. They call back any callers that couldn't get through on first time of trying.

We are up to budget on staff once we have finished the most recent round of recruitment for 3 members of staff. We have recruited several times in the last couple of years and have had mixed success, with issues filling all vacancies in each round. The current cohort will take us up to establishment, but they will likely only start with us end Jan/beginning of February and will need significant training.

## 2. In relation to M408 / M409 / M410 new homes / affordable homes

### Query:

- how do we set a target if we don't build the houses and we are in the hands of planning & developers - how do we allow for planning delays?
- how do we set a target for 'affordable' – if these usually built at the end, what if developer decides they are not viable?
- how do we ensure developers uphold their commitment?

**Response:** The target for total new homes (M408) is based on the annual housing requirement for Oldham set in the submitted [Places for Everyone Joint Plan](#).

The target set for delivery of affordable homes (M409 and M410) is informed by what the [Local Housing Needs Assessment](#) (published in 2019) states is required to address the imbalance of affordable housing provision in the borough, combined with an estimate of what affordable housing we might achieve through the current planning policies on affordable housing and through sites earmarked for residential development.

It can vary from site-to-site, but affordable homes can be brought forward throughout the development usually, and the Section 106 legal agreement associated with a planning permission can sometimes require that the affordable homes are brought forward by a specified stage of the overall development, and not left until the end.

Once planning permission has been granted, a developer cannot simply decide that it is not viable to deliver the affordable homes – they are required to deliver the affordable homes under the planning permission and, if relevant, the associated Section 106 legal agreement if they choose to go ahead with the overall development. Alternatively, they can re-apply for planning permission and submit a viability appraisal for us to consider agreeing a reduced proportion of affordable homes, though this is rare, as any viability issues have usually been considered thoroughly by the applicant when preparing their original planning application (and then by the Council in determining the application).

However, with regard these measures, we are reliant upon developers to deliver both market and affordable housing and so any delays in the delivery of new homes on a given site can impact the actual figures we achieve against the targets in these measures; we have little or no control over that at present.

## 3. In relation to M733 % reception get 1-3 choice of place and M 734 % Year 7 get 1-3 choice of place

**Query:** the report shows 98.4% reception / 91.2% Year 7 get 1-3 choice of place – how are these figures arrived at? Is there a breakdown by ward and / or school to reflect how the numbers are made up?

**Response:** There is a breakdown by Ward included below. This has not been shared previously as the introduction of Brian Clarke Academy paints a slightly confused picture as the places offered there this year were conditional on the school opening. Next year's figures will be much clearer as we will undertake the allocation for Brian Clarke and the places are unconditional offers so we can rank them properly in terms of preferences.

**Table 1: Primary**

<b>Ward</b>	<b>Total pupils</b>	<b>Number in good/outstanding</b>	<b>% in good/outstanding</b>
Alexandra	1284	719	56.0%
Waterhead	766	478	62.4%
Failsworth East	801	530	66.2%
Hollinwood	2203	1564	71.0%
Coldhurst	1381	996	72.1%
Werneth	1557	1159	74.4%
Medlock Vale	1329	1014	76.3%
Crompton	1057	845	79.9%
Chadderton Central	1412	1216	86.1%
Chadderton North	1541	1541	100.0%
Chadderton South	1625	1625	100.0%
Failsworth West	1332	1332	100.0%
Royton North	1219	1219	100.0%
Royton South	631	631	100.0%
Saddleworth North	699	699	100.0%
Saddleworth South	1073	1073	100.0%
Saddleworth west & Lees	1336	1336	100.0%
Shaw	765	765	100.0%
St James'	1747	1747	100.0%
St Mary's	1970	1970	100.0%

**Table 2: Secondary**

<b>Ward</b>	<b>Total pupils</b>	<b>Number in good/outstanding</b>	<b>% in good/outstanding</b>
Chadderton North	1610	0	0%
Failsworth East	1464	0	0%
Hollinwood	1461	0	0%
Saddleworth North	1245	0	0%
Chadderton Central	3004	1507	50%
Crompton	2913	1837	63%
Medlock Vale	1057	1057	100%
Royton South	1327	1327	100%
Saddleworth South	1402	1402	100%
St Mary's	1658	1658	100%

Context:

This data is from two sources, Number on Roll (NOR) is taken from the October school census and Ofsted ratings taken from Nexus and is up to date for inspections completed before 30/11/22.

Table 1 - Shows the % of pupils in good/outstanding schools by ward in primary schools

Table 2 – Shows the % of pupils in good/outstanding schools by ward in secondary schools, this data excludes Oasis Leesbrook (recent Ofsted inspection not reported yet) and Brian Clarke (no Ofsted review)

Issues with the data - This data shows the % of pupils who attend a school located in a ward that is graded good or outstanding. It does not show the percentage of pupils who live in that ward that attend a school that is good or outstanding. St Mary's, for example has 7 schools all rated good or better by Ofsted and therefore shows as 100%.

#### **4. In reference to M 333a % spent in Oldham 12 months rolling.**

**Query:** does this included spend on the community lighting partnership (EoN) - they have a local HQ but are a national company so would contend it is not spent locally. Is the 'Making Fair Decisions' Policy re local spending built into the impact assessment process?

**Response:** in cases such as this 75% of the spend is spent locally, with 25% going to 'head office'. The 'Making Fair Decisions' Policy re local spending is not currently built into the impact assessment process.

#### **5. In reference to M656 % of Health Visitor (HV) mandated reviews completed within timescale.**

**Query:** the committee asked for clarification of the numbers of new HV being recruited.

**Response:** There are challenges to filling Health Visitor vacancies that are not restricted to Oldham. Most services report difficulties in recruiting trained staff. Similar issues are experienced across the Northern Care Alliance, other GM providers, and nationally there are some areas offering financial incentives to attract health visitors.

Oldham has recruited 7 new fully qualified health visitors in the last twelve months. There is an open advert for health visiting recruitment offering flexible hours and working patterns. Recruitment for the next cohort of health visitor students will begin in April for commencement in September. This is the Specialist Community Public Health Practitioner (SCPHN) training. Traditionally our students have done well on this and in the last year 6 SCPHN students successfully secured positions as health visitors.

In addition, we have implemented a "grow our own" approach to developing the workforce alongside open recruitment for health visitors. The service has recruited five Band 5 nurses to the health visitor teams to gain knowledge and understanding of the public health role. This will put them in good stead to undertake the Specialist Community Public Health Practitioner (SCPHN) training. On completion of the SCPHN training they will be employed as health visitors within the service.

**6. Issues to be covered by a specific report as part of the Committee's work programme:**

- contract monitoring arrangements for the EON CLP contract
- analysis of workforce absence and churn trends and outline of any remedial actions being taken to address these issues
- Children's Services - update on financial performance and Improvement Plan / Repeat Referrals in Children's Social Care

**These will be coordinated by constitutional services pick that up and request a report to the meeting either in February or March – see [committees.oldham.gov.uk/Performance work programme 2022-23 DRAFT](https://committees.oldham.gov.uk/Performance%20work%20programme%202022-23%20DRAFT) for details**

DRAFT

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## **Report to Performance Overview and Scrutiny Committee**

### **Revenue Monitor and Capital Investment Programme 2022/23 Quarter 3 – December 2022**

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

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

**Report Author:** Andy Cooper, Senior Finance Manager  
**Ext.** 4925

**23 March 2023**

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#### **Purpose of Report**

The report provides the Performance Overview and Scrutiny Committee with the opportunity to review the final budget monitoring report for the financial year 2022/23. It is therefore able to consider the key information relating to the forecast revenue budget position and the financial position of the capital programme at 31 December 2022 (Quarter 3), together with the revised capital programme, now covering the period 2022/23 to 2027/28. The report (Attachment 1) has been issued with the agenda papers for the meeting of Cabinet on 20 March 2023.

#### **Executive Summary**

The Performance Overview and Scrutiny Committee is presented with the report: Revenue Monitor and Capital Investment Programme 2022/23 Quarter 3 – December 2022 (Attachment 1), enabling the Select Committee to review the financial position of the Council. The report was also included within the agenda papers for the 20 March 2023 Cabinet meeting.

The report presents the current forecast revenue outturn position for 2022/23 at Quarter 3 together with the forecast outturn for the Dedicated Schools Grant (DSG), Housing Revenue Account (HRA) and Collection Fund. The report also outlines the most up to date capital spending forecasts for 2022/23 to 2027/28 for approved schemes.

During 2022/23 a high degree of estimation has been required with regard to the lasting impact of COVID-19 and also with the emerging cost pressures in relation to utilities and fuel, the impact of cost of living pressures on pay awards and also interest rates. The forecasting of the likely impact of all these factors on the Council's budget is based on both the actual expenditure and the income position recorded to date but also relies on a series of assumptions. These assumptions have been constantly updated in the light of national and indeed international influences. As this financial monitoring report reflects the financial position at Quarter 3, updated in some instances for more recent information, it can be regarded as a strong indication of the year end position. Every effort will be made to further reduce the forecast variance by the year end to mitigate any potential impact on the 2023/24 budget, together with the projected budget gap for the following year.

### **Recommendation**

That the Performance Overview and Scrutiny Committee considers the financial position of the Council as presented in the attached report.

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## Attachment 1

### Report to Cabinet



# Revenue Monitor and Capital Investment Programme 2022/23 Quarter 3 – December 2022

**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

**20 March 2023**

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### Reason for Decision

The report provides Cabinet with an update on the Council's 2022/23 forecast revenue budget position at Annex 1 and the financial position of the capital programme as at 31 December 2022 (Quarter 3) together with the revised capital programme 2022/23 to 2027/28, as outlined in section two of the report at Annex 2.

### Executive Summary

#### Revenue Position

The forecast outturn position for 2022/23 is a projected deficit variance of £1.280m after allowing for approved and pending transfers to and from reserves. An operational deficit of £2.055m reduces by £0.775m with the anticipated effect of management actions and strengthened restrictions in relation to expenditure and recruitment. Whilst improving, it is recognised that this remains a challenging position and every effort will be made to further reduce the overall variance before the year end.

The position includes additional costs and pressures that have been identified by the Authority in this financial year as a result of the lasting impact of the COVID-19 pandemic. There are currently two areas which continue to experience significant pressures attributed to the on-going impact of the pandemic; Community Health and Adult Social Care is reporting an adverse variance of £5.717m and Children's Social Care is recording £3.555m. These pressures are being offset against a corporate provision of £12.000m COVID-19 Legacy funding which was set aside during the 2022/23 budget setting process specifically to mitigate the on-going costs of the pandemic. The residual balance of £2.728m is being used to reduce the operational pressure. This will be monitored for the remainder of the

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financial year with action taken to address variances and take mitigating action as detailed in the report.

An update on the major issues driving the projections is detailed within Annex 1, Section 2.

The forecast pressure of £1.280m at Quarter 3 is a £0.953m decrease to the adverse position of £2.233m reported at month 8 and forecasts the impact of, as previously reported, the management actions that have been strengthened across all service areas to review and challenge planned expenditure, control recruitment and to maximise income.

Information on the Quarter 3 position of the Dedicated Schools Grant (DSG), Housing Revenue Account (HRA) and Collection Fund is also outlined in the report.

Against a generally improving position, the DSG is forecasting an unchanged in-year surplus of £3.287m, which reverses the deficit brought forward leaving a forecast year-end surplus of £0.514m. Action will continue to be taken with the aim of mitigating cost pressures and delivering and maintaining a surplus position. To assist, Oldham has been invited by the Government to take part in the Delivering Better Value in SEND (Special Educational Needs and Disabilities) Programme which will provide dedicated support for the SEND Review reforms to 55 Local Authorities with historical DSG deficit issues with the aim of putting the DSG of participating Authorities on a more financially sustainable footing. Working with partners, detailed work has now commenced on compiling the grant application for submission in late June/ early July.

There are currently no significant issues of concern in relation to the HRA.

The Collection Fund is forecasting an in-year surplus of £0.060m which in turn contributes to an estimated surplus of £4.179m being carried forward into 2023/24. The Collection Fund has been particularly volatile largely as a result of COVID-19. Whilst currently in surplus, the position will continue to be closely monitored throughout the year as any surplus or deficit at the end of the financial year will have a direct budgetary impact in future financial years.

### **Capital Position**

The report outlines the most up to date capital spending position for 2022/23 to 2027/28 for approved schemes. The most recent estimated revised capital programme budget for 2022/23 is £50.361m, a net decrease of £49.887m from the original budget of £100.248m. The most recently recorded expenditure level was £44.073m (87.51% of the forecast outturn).

It is likely that the forecast position will continue to change as the year draws to a close with additional re-profiling into future years.

### **Recommendations**

That Cabinet considers the:

1. Forecast revenue outturn for 2022/23 at Quarter 3 being a £1.280m adverse variance having regard to the action being taken to manage expenditure
2. Forecast positions for the Dedicated Schools Grant, Housing Revenue Account and Collection Fund
3. Revised capital programme for 2022/23 and the forecast for the financial years to 2027/28 as at Quarter 3.

**Revenue Monitor and Capital Investment Programme 2022/23 Quarter 3 – December 2022****1 Background**

- 1.1 The Authority's 2022/23 revenue budget and capital programme was approved by Council on 2 March 2022. 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 Cabinet on a quarterly basis with 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 Quarter 3 together with known commitments, issues and planned management actions.
  - b) The capital programme forecast has been based on notified revisions to the approved 2022/23 position including the final 2021/22 outturn, new grant notifications and an initial rephasing of the approved capital programme including an assessment of the impact of COVID-19 and the Annual Review.
- 1.3 Whilst this report is presented close to the year end, the effectiveness of the ongoing management action and the strengthened corporate procedures will continue to be closely monitored by Management Teams right up to the end of the financial year.
- 1.4 As previously reported the financial reporting structure of the Council has been revised for 2022/23 and both the revenue and capital positions are presented in the revised format.

**2. Current position**

- 2.1 The forecast revenue outturn for 2022/23 is an adverse variance of £1.280m compared to £2.233m at Month 8. Further details of the current revenue budget position and a full description of the forecast can be found in Annex 1. The pressures within Community Health and Adult Social Care and Children's Services relating to COVID-19 total £9.272m and are to be funded from the £12.000m COVID-19 Legacy funding which is held corporately. In addition to the COVID-19 related pressure, there is also a 'business as usual' overspend of £4.783m which reduces to £2.055m with the offset of the £2.728m unallocated COVID-19 Legacy funding. The most notable areas of forecast, operational overspending remain Community Health and Adult Social Services, Children's Services and Place and Economic Growth. The operational pressure reduces by a further £0.775m with the anticipated impact of strengthened expenditure and recruitment restrictions and the full year effect of management actions to deliver a deficit year-end variance of £1.280m. It was initially anticipated that the combined effect of these measures together with any additional funding that might be used to offset Adult Social Care pressures would reduce the year-end adverse outturn by £1.720m. At Quarter 3, services have delivered £0.925m of the required target thus leaving a balance of £0.775m which it is now assumed will be achieved by the year end to produce a forecast deficit of £1.280m.
- 2.2 The total Directorate variances amount to a pressure of £14.055m before the application of the £12.000m COVID-19 Legacy funding as detailed in Annex 1 at Tables 1 and 2. As advised above, there is an operational overspend of £4.783m. This is comprised of Community Health and Adult Social Care reporting a pressure of £3.858m (£5.717m COVID related) and Children's Services reporting an adverse variance of £12.709m (£3.555m COVID related). There is a further adverse business as usual variance of £3.484m within Place and Economic

Growth. There are favourable variances of £0.495m within Public Health, £0.365m within Communities and £1.019m in Corporate Services. Capital, Treasury and Technical Accounting is reporting a favourable, operational variance of £4.117m.

- 2.3 It should be noted that three of the approved 2022/23 Budget Reductions are classified 'Red' and are forecast not to be delivered, one within Children's Services with a value of £0.500m and two within Corporate Services totalling £0.383m. In addition, there are a further three Budget Reductions, two within Place and Economic Growth and one within Corporate Services, with a combined value of £2.970m rated 'Amber/Red - off track and will only deliver part of the saving' and which are reporting to have achieved £0.935m to Quarter 3 of the financial year. An assessment has been made of the impact on the 2023/24 budget and a £2.835m adjustment, specifically in relation to Budget Reductions has been made.
- 2.4 However, taking an approach to allocating the COVID-19 Legacy funding against the COVID-19 related costs incurred and using the information in Tables 1 and 2 of Annex 1, the table below shows the net impact across all Directorate areas, essentially negating the COVID variance in Community Health and Adult Social Care and Children's Services, leaving a funding balance of £2.728m which reduces the business as usual pressure from £4.783m to £2.055m.
- 2.5 Management action has been strengthened with regard to reviewing expenditure and also recruitment to vacant posts and this is expected to reduce the overall outturn position by a further £0.775m to an adverse variance of £1.280m as shown in the table below.

Portfolio Area	COVID-19 Cost included in Forecasts £000	Apportion COVID-19 Legacy Funding £000	Business as Usual Pressure £000	Total Net Pressure Quarter 3 £000	Total Net Pressure Month 8 £000
People and Place	5,717	(5,717)	(1,859)	(1,859)	(1,118)
Community Health and Adult Social Care	3,555	(3,555)	9,154	9,154	8,567
Children's Services	-	-	(495)	(495)	(434)
Communities and Reform	-	-	(365)	(365)	(262)
Commissioning	-	-	3,484	3,484	3,036
Chief Executive	-	-	(1,019)	(1,019)	(714)
Capital, Treasury and Corporate Accounting	-	-	(4,117)	(4,117)	(3,036)
Unallocated COVID-19 Funding	-	(2,728)	-	(2,728)	(2,806)
<b>Forecast Variance before Management Action</b>	<b>9,272</b>	<b>(12,000)</b>	<b>4,783</b>	<b>2,055</b>	<b>3,233</b>
Impact of Management Actions/ Spending Restrictions	-	-	-	(775)	(1,000)
<b>Total</b>	<b>9,272</b>	<b>(12,000)</b>	<b>4,783</b>	<b>1,280</b>	<b>2,233</b>

- 2.6 During 2022/23 a high degree of estimation has been required with regard to the lasting impact of COVID-19 and also with the emerging cost pressures in relation to utilities and fuel, the impact of cost of living pressures on pay awards and also interest rates. The forecasting of the likely impact of all these factors on the Council's budget is based on both the actual expenditure and the income position recorded to date but also relies on a series of assumptions. These assumptions have been constantly updated in the light of national and indeed international influences.
- 2.7 As this financial monitoring report reflects the financial position at Quarter 3, it can be regarded as a strong indication of the year end position. Every effort will be made to further

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reduce the forecast variance by the year end to mitigate any potential impact on the 2023/24 budget, together with the projected budget gap for the following year.

- 2.8 The original approved capital programme for 2022/23 totalled £100.248m. The revised capital programme as at Quarter 3 but having regard to more recent information, taking account of approved carry forwards, approved new funding, new schemes and variations and proposed variations/ re-phasing gives projected revised expenditure of £50.361m. The most recently recorded expenditure level was £44.073m (87.51% of the forecast outturn). Further details of expenditure and schemes within the capital programme can be found in Annex 2.

### **3 Options/Alternatives**

- 3.1 The options that Cabinet might consider in relation to the contents of this report are;
- a) to consider the forecast revenue and capital positions presented in the report including proposed changes
  - b) to propose alternative forecasts

### **4 Preferred Option**

- 4.1 The preferred option is that the Committee considers the forecasts and changes within this report; option (a) at 3.1.

### **5 Consultation**

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

### **6 Financial Implications**

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

### **7 Legal Services Comments**

- 7.1 There are no legal issues at this time.

### **8 Co-operative Agenda**

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

### **9 Human Resources Comments**

- 9.1 There are no Human Resource implications.

### **10 Risk Assessments**

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

### **11 IT Implications**

- 11.1 There are no IT implications.

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## 12 Property Implications

12.1 There are no Property implications.

## 13 Procurement Implications

13.1 There are no Procurement implications.

## 14 Environmental and Health & Safety Implications

14.1 There are no Environmental and Health and Safety implications.

## 15 Equality, Community Cohesion and Crime Implications

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

## 16 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 An equality impact assessment has been included at Annex 3.

## 18 Key Decision

18.1 Yes

## 19 Key Decision Reference

19.1 FLC-17-22

## 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  
Contact: [andy.cooper@oldham.gov.uk](mailto:andy.cooper@oldham.gov.uk)

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

Officer Name: Lee Walsh  
Contact No: [lee.walsh@oldham.gov.uk](mailto:lee.walsh@oldham.gov.uk)

## 21 Appendices

**Annex 1 Revenue Budget Monitoring Report 2022/23 Quarter 3 - December 2022**

Appendix 1 Financing of the 2022/23 Revenue Budget at Quarter 3

Appendix 2 Analysis of Grants

Appendix 3 Summary of 2022/23 Budget Reductions and Deliverability



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<b>Annex 2</b>	<b>Capital Investment Programme Report 2022/23 Quarter 3 - December 2022</b>
Appendix A	SUMMARY – Quarter 3 - Community Health & Adult Social Care
Appendix B	SUMMARY – Quarter 3 - Children’s Services
Appendix C	SUMMARY – Quarter 3 - Communities
Appendix D	SUMMARY – Quarter 3 - Place and Economic Growth
Appendix E	SUMMARY – Quarter 3 - Housing Revenue Account (HRA)
Appendix F	SUMMARY – Quarter 3 – Corporate/ Information Technology
Appendix G	SUMMARY – Quarter 3 - Capital, Treasury and Technical Accounting
Appendix H	SUMMARY – Quarter 3 - Funds for Emerging Priorities
Appendix I	SUMMARY – Quarter 3 - Proposed Variations
<b>Annex 3</b>	<b>Equality Impact Assessment</b>

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**REVENUE BUDGET MONITORING REPORT 2022/23****Quarter 3 December 2022****1 Background**

- 1.1 The Authority's 2022/23 revenue budget was approved by Council on 2 March 2022 at a sum of £260.686m incorporating:
- £5.467m of Budget Reductions initially approved for 2022/23 at the Budget Council of 4 March 2021.
  - £6.268m of recurrent Budget Reductions approved within the 2022/23 Budget.
  - £24.971m use of corporate and specific reserves, subsequently adjusted to £20.686m when the 2021/22 final accounts were prepared, as outlined in section 2.3(b). In addition, there is an offsetting transfer to reserves of £1.710m relating to the 100% Retained Business Rates piloting arrangements.
  - £2.500m of capital receipts in line with the flexibilities agreed by Secretary of State for Levelling Up, Housing and Communities.
- 1.2 Under established budget procedures all services are required to monitor and review their approved budgets during the financial year. As part of this process, a forecast of the year-end position has been prepared by all services. The forecast is based on a comparison of profiled budgets to the actual position as at the end of Quarter 3 together with known commitments, issues and planned management actions. The forecasts include the latest estimates in relation to expenditure arising as a result of the lasting impact of COVID-19.
- 1.3 The Government is not providing any additional funding to address the impact of COVID-19 in 2022/23. As a result, Authorities are no longer required to report the impact of COVID-19 to the Department for Levelling Up, Housing and Communities (DLUHC). Although there is no additional Government funding available, the Council, mindful of the legacy of the pandemic and its continued impact on Council services, approved a sum of £12.000m within its budget for 2022/23 to compensate for the cessation of Government funding and the continued financial impact of COVID-19.
- 1.4 As in the previous two financial years, services are analysing costs and variances between 'business as usual' and COVID-19 and the £12.000m funding will be retained centrally and applied as a corporate adjustment.
- 1.5 It is also important to note that the budget incorporates the impact of the direct provision by the Council of those services that were provided during 2021/22 by the Unity Partnership Limited (UPL), following the transfer of staff from UPL to the Council with effect from 1 April 2022. This, together with the structural re-alignment means that to varying degrees comparisons with the prior year at a Portfolio level are not particularly meaningful.

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## 2 Current Position

2.1 The current net revenue budget of £275.831m represents a net increase of £15.145m against the originally approved budget of £260.686m and an increase of £3.944m compared to the funding position of £271.887m reported at month 8. This is due an increase in the utilisation of capital grants of £2.718m reflecting the reporting arrangements when preparing the Statement of Accounts and also the receipt of £1.226m of un-ringfenced grants as outlined below:

- Family Hub and Start for Life grant of £0.707m
- Homes for Ukraine grant of £0.294m.
- £0.225m of Adult Social Care specific un-ringfenced grants, sub-divided as follows;
  - Local Reform and Community Voices grant £0.161m,
  - War Pension Disregard grant £0.045m and
  - Client-Level Data Flows grant £0.019m.

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

2.2 The current position for 2022/23 at Quarter 3 is a projected adverse variance of £1.280m, 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 Directorate, including the additional costs anticipated as a result of the lasting consequences of the pandemic and also the anticipated impact of management actions and strengthened spending and recruitment restrictions.

**Table 1 - Summary Forecast Revenue Outturn.**

	Budget	Forecast	In Year Transfer To/ (From) Reserves	Variance Quarter 3	Variance Month 8
	£000	£000	£000	£000	£000
Community Health and Adult Social Care	69,841	76,589	(2,890)	3,858	4,599
Children's Services	55,406	70,427	(2,312)	12,709	12,044
Public Health	24,380	26,933	(3,048)	(495)	(434)
Communities	6,942	7,129	(551)	(365)	(262)
Place and Economic Growth	56,709	62,229	(2,036)	3,484	3,036
Corporate Services	27,439	27,664	(1,244)	(1,019)	(714)
Capital Treasury and Technical Accounting	23,114	19,593	(596)	(4,117)	(3,036)
COVID-19 Legacy Funding	12,000	-	-	(12,000)	(12,000)
<b>NET OPERATIONAL EXPENDITURE</b>	<b>275,831</b>	<b>290,564</b>	<b>(12,676)</b>	<b>2,055</b>	<b>3,233</b>
Management Action / Spending Restrictions	-	-	-	(775)	(1,000)
<b>NET EXPENDITURE</b>	<b>275,831</b>	<b>290,564</b>	<b>(12,676)</b>	<b>1,280</b>	<b>2,233</b>
<b>FINANCED BY:</b>					
Collection Fund Deficit	8,807	8,807	-	-	-
Use of Reserves to offset Collection Fund Deficit	(8,807)	(8,807)	-	-	-
General Use of Reserves	(11,879)	(11,879)	-	-	-
Transfer to Earmarked Reserves - Business Rates Retention Pilot Gain	1,710	1,710	-	-	-
Other Financing	(265,662)	(265,662)	-	-	-
<b>TOTAL FINANCING</b>	<b>(275,831)</b>	<b>(275,831)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET FORECAST VARIANCE</b>	<b>-</b>	<b>14,733</b>	<b>(12,676)</b>	<b>1,280</b>	<b>2,233</b>

2.3 The forecast outturn to the end of the year, after a predicted and proposed (net) in-year transfer from reserves totalling £12.676m is an adverse operational variance of £2.055m, this reduces to a forecast pressure of £1.280m with the anticipated outcome of increased management actions and strengthened spending and recruitment restrictions. The current position is reliant upon the drawdown of £12.676m of reserves, section 8 provides more detail about the approved and planned use of reserves at quarter 3. However, key financing issues to note are:

- a) As advised during the 2022/23 budget setting process, there is a movement from reserves of the Section 31 Grant Funding for Business Rate Relief compensation which was received in 2021/22 and is being used to support the 2022/23 budget. The 2022/23 budget report assumed that the technical adjustment relating to Section 31 Grant Funding would be £13.092m, made up of £8.888m representing a Business Rate Relief adjustment and a technical adjustment for the COVID-19 Additional Relief Fund (CARF) of £4.204m.
- b) When preparing the 2021/22 accounts, in May 2022, the Business Rate Relief adjustment was finalised at £8.807m and guidance received from the Chartered Institute of Public Finance and Accountancy (CIPFA) advised that the CARF adjustment was not required. Therefore, the final technical adjustment after the revisions was £8.807m.

2.4 There are significant variances contained within the projected net overspend. As previously mentioned, the position includes a forecast of all the additional pressures being incurred by the Authority as part of the lasting impact of the COVID-19 pandemic. During the 2022/23 budget setting process, £12.000m was set aside and retained as a corporate provision to be utilised to mitigate the legacy costs of the pandemic. There are currently two areas which are encountering significant pressures attributed to the after-effects of the pandemic; Community Health and Adult Social Care is reporting an adverse variance of £5.717m and Children's Services is reporting an adverse variance £3.555m. These pressures, totalling £9.272m, when offset against the £12.000m leave a balance of £2.728m in the corporate provision, which is being applied to support the business as usual pressure.

Table 2 below analyses the variance between 'business as usual' and COVID-19.

**Table 2 - Analysis of Variances**

	COVID 19 Costs included in forecasts £000	Business as Usual £000	Variance Quarter 3 £000
Community Health and Adult Social Care	5,717	(1,859)	3,858
Children's Services	3,555	9,154	12,709
Public Health	-	(495)	(495)
Communities	-	(365)	(365)
Place and Economic Growth	-	3,484	3,484
Corporate Services	-	(1,019)	(1,019)
Capital Treasury and Technical Accounting	-	(4,117)	(4,117)
COVID-19 Legacy Funding	(9,272)	(2,728)	(12,000)
Management Actions/ Spending Restrictions	-	(775)	(775)
<b>Total</b>	-	<b>1,280</b>	<b>1,280</b>

2.5 Community Health and Adult Social Care (CHASC) is reporting a net adverse variance of £3.858m, after a £2.890m use of reserves. The adverse variance comprises £5.717m of COVID-19 related expenditure, in the main due to the demand for care packages linked to hospital discharges. The residual favourable variance of £1.859m relates to 'business as usual' activities.

2.6 Children's Services is forecasting a net adverse variance of £12.709m, after a £2.312m use of reserves. The main pressure is within Children's Social Care (CSC) which is showing an overspend of £13.171m. The adverse variance within CSC attributes £3.555m to COVID-19, due to an increased demand for social care placements both throughout and following the pandemic plus additional costs relating to the use of supernumerary agency workers to reflect the lasting increase in demand for services and the impact on case numbers. The residual CSC adverse variance of £9.616m relates to operational pressures across the Division, again driven by placement and staffing pressures. Education, Skills and Early Years is reporting an underspend of £0.439m and Preventative Services is showing an underspend of £0.023m; a combined, offsetting, business as usual underspend of £0.462m.

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- 2.7 Public Health is forecasting an operational underspend of £0.495m after a net £3.048m use of reserves primarily related to the use of the Contain Outbreak Management Fund grant which was brought forward from 2021/22.
- 2.8 Communities is showing an underspend of £0.365m after utilising £0.551m of reserves.
- 2.9 Place and Economic Growth Portfolio is forecasting an adverse variance of £3.484m net of a £2.036m use of reserves, in the main due to uncertainty in realising Budget Reductions. None of the adverse variances have been attributed to the lasting impact of COVID-19 and the position is therefore being wholly classed as an operational pressure.
- 2.10 The Corporate Services Directorate is forecast to underspend by £1.019m, all of which relates to 'Business as Usual' and is after a £1.244m use of reserves. There is a pressure within Commissioning and Procurement (£0.042m). The pressure is offset by favourable variances totalling £1.061m relating to; Chief Executive, Management and Executive Office (£0.025m), Finance (£0.597m), Communications and Research (£0.020m), Customer, Digital and Transformation (£0.261m), Strategy and Performance (£0.047m) and HR and Organisational Development (£0.111m). Legal Services is forecasting a balanced outturn.
- 2.11 Capital, Treasury and Technical Accounting is showing a favourable variance of £4.117m, all of which relates to 'business as usual'
- 2.12 A more detailed analysis of the financial performance, the major variances and contributing factors can be found by Directorate in Section 3.
- 2.13 The approved budget for 2022/23 included centrally held resources to fund the final pay award (£1.500m), general inflationary pressures (£0.942m) and the escalating cost of energy (£1.500m). Reserves have also been set aside to fund any additional pressures above these sums. The approved budgetary funding is being utilised as follows:
- Funding for the **pay award** of £1.500m was initially retained centrally and is fully committed following confirmation of the final pay award. There is a dedicated reserve that, together with the balance of the inflationary pressures budget (referred to below), has been used to fund the full impact of the pay award. Centrally held resources have been reallocated to service budgets to reflect the costs arising from the pay award.
  - The funding for **inflationary pressures** has been allocated directly to services where appropriate leaving a balance which, as advised above, is being used to fund the full impact of pay awards in service budgets. The £0.942m budget is forecast as being fully spent.
  - The funding for **energy pressures** has been fully utilised and allocated to the Place and Economic Growth Portfolio. Once again there is a dedicated reserve that is currently sufficient to deal with any shortfall.
- 2.14 It is important to note that three of the 2022/23 approved Budget Reductions, one within Children's Services (see section 3.2.14) and two within Corporate Services (see section 3.6.10) with a combined value of £0.883m are currently forecast not to be achieved and are therefore rated 'Red - off track and will not deliver'.
- 2.15 In addition, there are a further three Budget Reductions, two within Place and Economic Growth (see sections 3.5.5 & 3.5.6) and one within Corporate Services (see section 3.6.10), with a combined value of £2.970m rated 'Amber/Red - off track and will only
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deliver part of the saving' and which are reporting to have achieved £0.935m to quarter 3 of the financial year. These will continue to be monitored for the remainder of the year with the aim of maximising deliverability. Resources have been allocated within the 2023/24 budget in the sum of £2.835m to compensate for the non-delivery of options rated both 'Red' and 'Amber/ Red'. A schedule and assessment of all the 2022/23 Budget Reductions is attached as Appendix 3.

2.16 In view of the projected adverse variance, previous reports have advised of measures that have been initiated to address the overspending, namely:

- management actions across all service areas to review and challenge planned expenditure and to maximise income,
- processes to monitor the recruitment of staff to vacant posts and significant items of expenditure, and
- ensuring non-essential expenditure is minimised.

2.17 Given the initial high level of overspend reported earlier in the year and if unaddressed its potential impact on the 2023/24 budget setting process and the financial resilience of the Council, corporate processes in relation to the above have been reviewed, strengthened and widened in scope in that Management Board members are reviewing Council wide activity not just their own Service areas. It was initially anticipated that the combined effect of these measures together with any additional funding that might be used to offset Adult Social Care pressures would reduce the year-end adverse outturn by £1.700m. At quarter 3, services have delivered £0.925m of the required target thus leaving a balance of £0.775m which it is now assumed will be achieved by the year end to produce a forecast deficit of £1.280m. Section 8.4 provides detail of a release of provisions to increase reserves specifically to cover this anticipated deficit. Obviously, action will continue with the aim of reducing the overall forecast deficit still further and hence reduce the required level of reserves to support the financial position at the end of 2022/23.

2.18 The effectiveness of the ongoing management action and the strengthened corporate procedures will continue to be closely monitored by Management Teams right up to the end of the financial year.

### **3 Directorate Summaries**

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

3.1.1 The Directorate 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 Directorate at quarter 3.



**Table 3 – Community Health and Adult Social Care- Forecast Outturn**

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Adult Social Care - COVID 19	-	5,717	-	<b>5,717</b>
Commissioning	16,100	15,921	(90)	<b>(269)</b>
Community Business Services	2,127	1,792	-	<b>(335)</b>
Community Health & Social Care	25,208	24,855	-	<b>(353)</b>
Director Adult Social Care	2,760	4,051	(1,300)	<b>(9)</b>
Learning Disability	13,754	14,515	(1,500)	<b>(739)</b>
Mental Health	8,890	8,737	-	<b>(153)</b>
Safeguarding	1,002	1,001	-	<b>0</b>
<b>Total Forecast Net Expenditure</b>	<b>69,841</b>	<b>76,589</b>	<b>(2,890)</b>	<b>3,858</b>

### Summary

- 3.1.2 The lasting effect of the pandemic is continuing to have a significant impact on the Portfolio, with a projected budget pressure of £3.858m, after a net £2.890m use of reserves. The predominant factor contributing to the overspend is the COVID-19 related expenditure. Adult Social Care is one of the Council's services most affected by the pandemic and the legacy impact continues to cause significant financial pressure.
- 3.1.3 The £5.717m overspend forecast for costs related to COVID-19 remains unchanged from month 8. These are legacy costs which are incurred as a result of individuals being funded via the Hospital Discharge Programme (reclaimed from the NHS) in the previous two financial years. As this funding ceased on 31 March 2022, the Council now has to finance the whole cost. Budget to offset this expenditure is held and monitored corporately. The COVID related costs have reduced as clients are re-assessed and transition back into 'business as usual' and also due to being able to apply a portion of the newly allocated grant to support discharge from hospital as referred to in the following section.
- 3.1.4 Previous reports have outlined funding allocations that have been made available to support the costs relating to hospital discharge. The Adult Social Care Discharge Fund allocates funding direct to Local Government and the Council has received £0.935m. Further funding has been allocated to the NHS via the Better Care Fund, with £19.558m being received by the Greater Manchester Integrated Care Board, of which the Oldham locality share is £1.638m. There are detailed grant conditions attached to the funding and the Council and the Oldham Integrated Care Partnership together, submitted and have had approved the Discharge Fund funding template, outlining the spending plans for the full £2.573m in 2022/23.
- 3.1.5 The majority of the expenditure funded by the Hospital Discharge Fund will be incurred by Oldham Council. It is a mixture of new initiatives (including supporting care providers) and providing support for services that the Council had already agreed to put in place to facilitate hospital discharges. 'Business as usual' variances represent an offsetting underspend across the Division of £1.859m. All services are now showing an underspend or breakeven largely as a result of being able to utilise a portion of the Adult Social Care Discharge Fund in 2022/23.

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## Commissioning

- 3.1.6 Commissioning is projecting an underspend of £0.269m which includes the use of £0.090m of earmarked reserves. A pressure of £0.300m on the demand led Community Equipment contract is netted down due to additional income recovery from the NHS of £0.150m as part of their contribution to the risk share agreement set out in the Section 75 Agreement. In addition, there is a further forecast overspend of £0.136m arising from contractual inflation. This is offset by the Fair Cost of Care (FCoC) grant funding allocation, of which 25% can be utilised to support administration of conducting the FCoC exercise (£0.183m), additional income of £0.344m which has been received from the Hospital Discharge Grant Funding and an underspend of £0.028m on equipment.

## Community Business Services

- 3.1.7 The service is forecasting an underspend of £0.335m, of which £0.373m is due to vacant posts, offset by agency spend and additional hours of £0.277m. There is a further underspend of £0.090m as a result of a reduction in the number of Carers assessments due to the redeployment of staff for the first part of the financial year. The balance of £0.149m is in relation to the application of the Changing Futures grant.

## Community Health and Social Care

- 3.1.8 Community Health and Social Care is reporting an underspend of £0.353m. Care costs for people with physical, sensory and memory and cognitive disabilities are collectively reporting an overspend of £2.091m. This is offset by a favourable variance of £1.976m in relation to income recovery. The resulting net pressure is offset by a predicted underspend of £0.202m, the majority of which is in relation to staffing due to posts remaining vacant for longer than expected. In addition, the five Cluster service areas are together reporting an underspend of £0.266m, of which £0.317m relates to salary underspends as a result of the service continuing to have difficulty recruiting to vacant Social Worker posts, offset in part by £0.051m expenditure relating to legal expenses.

## Director of Adult Social Care

- 3.1.9 The service is reporting an underspend of £0.009m, an adverse movement of £0.132m compared to that reported at month 8. Additional agency costs supporting the Business Intelligence service being funded from the Mosaic systems budget are offset by the receipt of £0.225m of Adult Social Care un-ringfenced grants as referenced at section 2.1 which have been allocated to the service.

## Learning Disability

- 3.1.10 Learning Disability is showing an underspend £0.739m. Community Care is reporting a pressure of £5.613m of which £3.125m relates to care for one specific complex service user, supported by the use of £1.500m of reserves. This is offset by income contributions from residents and the NHS which exceed the budget by £6.352m, which includes an element of Hospital Discharge Grant Funding.

## Mental Health

- 3.1.11 Mental Health is forecasting an underspend of £0.153m. Several vacancies mean salary budgets will underspend by £0.281m and projected income is £1.507m higher than

budgeted levels, however there are considerable pressures reported in Community Care of £1.635m.

### Achievement of Budget Reductions

3.1.12 The Directorate has approved Budget Reductions of £3.974m in 2022/23 all of which are now rated 'Green – on track and will be delivered'. One budget reduction with a value of £1.000m had been rated 'Amber - off track but measures in place to recover the position., The service is now confident that the reduction will be delivered by the end of the financial year and is therefore now classified as green.

## 3.2 Children's Services

3.2.1 The following table shows the forecast position after the approved and planned use of reserves for the Directorate at quarter 3.

**Table 4 – Children's Services**

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Children's Social Care	38,980	53,002	(851)	13,171
Education, Skills & Early Years	12,736	13,610	(1,313)	(439)
Preventative Services	3,729	3,854	(148)	(23)
Schools	(39)	(39)	-	0
<b>Total Forecast Net Expenditure</b>	<b>55,406</b>	<b>70,427</b>	<b>(2,312)</b>	<b>12,709</b>

### Summary

3.2.2 The Directorate has a projected overspend of £12.709m (£12.044m at month 8). The overspend includes costs of £3.555m (all within Children's Social Care) due to the lasting impact of COVID-19 and incorporates the use of reserves totalling £2.312m. The principal underlying reasons are detailed below.

#### Children's Social Care

3.2.3 This Directorate is projecting a £13.171m overspend at quarter 3 (£12.347m at month 8) and incorporates the use of reserves totalling £0.851m.

3.2.4 Throughout 2020/21 and 2021/22 it was necessary to employ additional temporary social work staff to cover the increase in demand and increased caseloads as a result of the pandemic. The current cohort of additional workers is expected to cost £0.663m up to the end of the financial year. A further £2.644m is relating to COVID-19 legacy placement costs for specific children who came into care during the pandemic. An overspend in disbursement/legal costs is anticipated at £0.248m due to the upturn in demand for specialist legal services as a by-product of the pandemic. This brings the total anticipated spend due to the lasting impact of COVID-19 to £3.555m. Budget for COVID-19 related expenditure is held corporately and will be notionally allocated to services at the year end.

3.2.5 There is a further operational, business as usual forecast deficit of £9.616m, again in the main relating to social care placements including high-cost external residential packages (£5.461m), with further variances in relation to Adoption (£0.341m), Children with Disabilities Short Breaks (£0.296m), No Recourse to Public Funds/ Assistance to Families/Setting up Home Grants (£0.309m); £6.407m in total. There is a net overspend

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of £1.353m on social care establishment staffing costs and a further pressure of £1.838m due to a number of agency workers being employed to deal with demand pressures. A number of small miscellaneous variances account for the remaining (net) pressure of £0.018m.

- 3.2.6 Social workers in Children's Social Care play a critical role in supporting and protecting children, young people and families within the community. However, the challenge of recruiting and retaining social workers within Children's Services is something that is being experienced not only in Oldham but also regionally and nationally, creating a reliance on employing temporary social work staff to deal with demand. This is then compounded by rapidly increasing hourly rates for the agency staff being engaged. Management action is being taken to help with combatting the problem by extending the dedicated social work academy to invest not only in supporting extra newly qualified social workers in an Assessed and Supported Year in Employment (ASYE) but also to invest in a number of new trainee social workers. The trainee social workers are being offered university placements alongside on-the-job experience with dedicated support from practice co-ordinators. A 'grow your own' approach has proven successful in many Local Authorities across the country with successful recruitment and retention as a result. In addition, initiatives to counter the increasing cost and use of Agency staff are being formulated at a GM and North West level.
- 3.2.7 During the COVID-19 pandemic and ultimately following, Children's Social Care in Oldham has experienced an increased volume in demand which has led to a high number of young people becoming Children in Need or Children Looked After. This combined with the high cost of external residential and foster care placements has put even greater pressure on the Directorates budget in 2022/23. Whilst demand cannot be wholly controlled, Senior Management is dedicated to addressing these issues and a number of management actions are being implemented to address such problems. Whilst continuing to monitor the approval of placements through the Additional Resource Panel, an invest to save proposal has been introduced which uses an external research agency to work with managers and social care staff to address demand management to tackle both operational and financial pressures.
- 3.2.8 Recognising the on-going budgetary and operational pressures and the need to invest to deliver the Councils priority of supporting children and young people, Cabinet at its meeting on 12 December 2022, approved the report 'Children's Services Investment Proposals'. This outlined an investment of £14.700m, comprising; one off funding of £2.900m funded from reserves to pump prime a number of invest to save initiatives that the Council wished to make and recurrent funding of £11.800m to stabilise the financial position. This element of the funding was based on a previously reported position with an assumption that any increase in the pressure carried forward into 2023/24 will be managed within the resources that have been made available, particularly as some of the planned transformational activities will have begun to take effect from the start of 2023/24.
- 3.2.9 The Investment Programme is focusing on the key areas where effective and efficient demand management results in both efficiencies and future savings across the following four core areas:
- Better support for families at an earlier stage
  - Providing the very best of care for our most vulnerable children
  - Supporting children and young people by making Oldham the best place to be a social worker

- Rewarding and supporting the work of Oldham’s Foster Carers.

Each of the four core areas contain multiple strands of activity and will need to be carefully monitored from both an implementation and benefits realisation perspective.

#### Education, Skills and Early Years

- 3.2.10 The area is reporting a £0.439m underspend at quarter 3 and incorporates the use of reserves totalling £1.313m.
- 3.2.11 The SEND Service is forecasting a £0.845m pressure at quarter 3. This is due to the impact of the Home to School contracts awarded in September 2022. Offsetting these overspends are favourable variances across the division totalling £1.284m comprising £0.860m due to slippage on vacant posts and £0.424m mainly due to additional traded income and savings against the schools PFI contracts.
- 3.2.12 0-19 Children’s Services are for 2022/23 being delivered under a Section 75 Partnership Agreement with the Northern Care Alliance NHS Foundation Trust; a funding gap of circa £0.700m was identified based on the transfer information. This is expected to be mitigated by staff and vacancy management in the current financial year and a balanced outturn is currently forecast. Work to reconfigure the services within the financial envelope is ongoing.

#### Preventative Services

- 3.2.13 The area is reporting a small £0.023m underspend at quarter 3 and incorporates the use of reserves totalling £0.148m. The underspend relates wholly to vacant posts.

#### Achievement of Budget Reductions

- 3.2.14 Budget Reductions for the Directorate in 2022/23 total £1.432m of which £0.932m are rated ‘Green – on track and will be delivered’. The Budget Reduction ‘External Placement Cost Avoidance’ is rated as ‘Red – off track and will not deliver.’ The full value of the option (£0.500m) is contributing to the adverse variance within Children’s Social Care.

### 3.3 Public Health

- 3.3.1 The following table shows the forecast position after the approved and planned use of reserves for the Directorate at quarter 3.

**Table 5 – Public Health**

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Public Health (Client and Delivery)	19,198	21,918	(3,098)	(378)
Heritage, Libraries and Arts	5,182	5,015	50	(117)
<b>Total Forecast Net Expenditure</b>	<b>24,380</b>	<b>26,933</b>	<b>(3,048)</b>	<b>(495)</b>

#### Summary

- 3.3.2 The Directorate has a projected underspend, all designated as Business as Usual of £0.495m and incorporates the use of reserves of £3.048m. The principal underlying reasons are detailed below.

3.3.3 Public Health (Client and Delivery) is showing an underspend of £0.378m which is due to slippage on staffing costs and the removal of Public Health funding to services within the Council following a staffing restructure. Use of reserves is in the main the continued use of the Continued Outbreak Management Fund received in 2021/22 (£3.081m). Earlier reports have advised that the Government may seek reimbursement of the grant. However, as explained in section 4.2, due to information received from the UK Health Security Agency (UKHSA) in December 2022, clawback of the funding is no longer anticipated.

3.3.4 The Heritage, Libraries and Arts Service is reporting an underspend of £0.117m at quarter 3. There are vacancies in the Libraries Service, increased income for Oldham Theatre Workshop and underspends within non-pay budgets.

#### Achievement of Budget Reductions

3.3.5 Budget Reductions for the Directorate in 2022/23 total £0.522m and are all rated 'Green – on track and will be delivered'.

### 3.4 Communities

3.4.1 The following table shows the forecast position after the approved and planned use of reserves for the Directorate at quarter 3.

**Table 6 - Communities**

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Youth, Leisure & Communities	6,942	7,129	(551)	(365)
<b>Total Forecast Net Expenditure</b>	<b>6,942</b>	<b>7,129</b>	<b>(551)</b>	<b>(365)</b>

#### Summary

3.4.2 The Directorate, comprising solely of Youth, Leisure and Communities has a projected, business as usual underspend of £0.365m and incorporates a net use of reserves totalling £0.551m.

3.4.3 There are pressures of £0.131m within Outdoor Education and £0.023m in the Schools Swimming Service, both due to a reduction in income. The pressures are being offset by vacancies, particularly in the District Partnerships team and the charging of staffing costs to the Homes for Ukraine grant to support the work being undertaken to support the Ukrainian refugees.

#### Achievement of Budget Reductions

3.4.4 Budget Reductions for the Directorate in 2022/23 total £0.063m and are all rated 'Green – on track and will be delivered'

### 3.5 Place and Economic Growth

3.5.1 The following table shows the forecast position after the approved and planned use of reserves for the Directorate at quarter 3.

**Table 7 – Place and Economic Growth**

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Economic Development, Enterprise and Skills	2,820	7,868	(1,772)	3,276
Environmental Services	53,889	54,361	(264)	208
<b>Total Forecast Net Expenditure</b>	<b>56,709</b>	<b>62,229</b>	<b>(2,036)</b>	<b>3,484</b>

### Summary

3.5.2 The Directorate has a projected overspend of £3.484m all of which is attributed to business as usual and incorporates a net use of reserves totalling £2.036m. The principal underlying reasons are detailed below.

#### Economic Development, Enterprise and Skills

3.5.3 The area is forecasting an overspend of £3.276m (£2.946m at month 8) after a £1.772m use of reserves. The main reasons for the adverse variance are detailed below:

- There is an estimated pressure against the Corporate Landlord / Investment Estate totalling £2.476m which includes an allocation of £1.700m to offset increases in utility costs and reflects the Amber/Red status of the two Creating a Better Place budget options assuming only £0.708m of the total £2.720m will be achieved.
- Facilities Management is projecting an underspend of £0.043m which is a favourable movement of £0.401m to the £0.358m overspend reported at month 8. The favourable variance is due to the financing of pay award costs from corporate rather than service resources.
- The plan to relocate the market into the new Spindles development has resulted in a loss of rental income of £0.370m within the Market Service, as reported to members at the 21 September Cabinet meeting.
- The Planning Service is projecting an adverse variance of £0.200m due to the underachievement of income.
- Strategic Housing is expected to overspend by £0.273m following a review of the expected costs for temporary accommodation.

#### Environmental Services

3.5.4 The area is forecasting an overspend of £0.208m after a £0.264m transfer from reserves. The main reasons are detailed below:

- Strategic Highways is showing an overspend of £0.567m as a result of a review into the expected achievable level of capitalisation of staff costs.
- The Waste Levy is expected to overspend by £0.035m which relates to a 2021/22 Levy adjustment.
- Building Control is expecting to overspend by £0.042m in the main due to an underachievement of income from Building Regulation fees.

- Public Protection services are expected to underspend by £0.217m principally due to increased income within the Response Service.
- Environmental Management is forecast to underspend by £0.219m due to vacant posts and additional income received by the Cemeteries and Crematoria service.

#### Achievement of Budget Reductions

3.5.5 Budget Reductions for the Directorate in 2022/23 total £3.612m of which £0.892m are rated 'Green – on track and will be delivered'. There are two Budget Reductions rated 'Amber/Red' with a combined value of £2.720m, as shown below, to date which relate to:

- Creating a Better Place – Projects and Assets (£2.620m)
- Creating a Better Place – Income Generation (0.100m).

3.5.6 The Budget Reductions above are still rated as Amber/Red and would therefore not ordinarily be forecast as an adverse variance. However, due to the level of uncertainty in relation to deliverability, particularly in the current economic climate, a pressure of £2.012m is being recorded, as it is assumed the full saving will not be delivered. The 2023/24 budget estimates have been adjusted by an equivalent sum to reflect the non-delivery in 2022/23.

### 3.6 Corporate Services

3.6.1 The following table shows the forecast position after the approved and planned use of reserves for the Directorate at quarter 3.

**Table 8 – Corporate Services**

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Chief Executive, Management and Executive Office	4,894	5,243	(374)	(25)
Commissioning and Procurement	574	616	-	42
Finance	7,002	6,251	154	(597)
Legal Services	3,687	4,118	(431)	0
Communications and Research	1,029	1,252	(243)	(20)
Customer, Digital and Transformation	6,540	6,479	(200)	(261)
Strategy and Performance	897	850	-	(47)
HR & Organisational Development	2,816	2,855	(150)	(111)
<b>Total Forecast Net Expenditure</b>	<b>27,439</b>	<b>27,664</b>	<b>(1,244)</b>	<b>(1,019)</b>

#### Summary

3.6.2 The Directorate has a projected underspend of £1.019m and incorporates the use of reserves totalling £1.244m. The principal underlying reasons are detailed below.

#### Chief Executive, Management and Executive Office

3.6.3 The area is reporting an underspend of £0.025m which in the main relates to anticipated underspends within the Coroners Service being offset by staffing overspends.  
Commissioning and Procurement



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3.6.4 The Division is reporting an overspend of £0.042m at quarter 3. The service is continuing to experience difficulties in recruiting to permanent posts, this is resulting in a pressure of £0.270m due to the necessity of having to retain interims. This is being offset by vacant posts of £0.257m. The service is also reporting a pressure of £0.029m against the Early Payment scheme.

#### Finance

3.6.5 The Division is reporting an underspend of £0.597m at quarter 3. There are vacancies across the Finance Division and underspends on non-pay budgets which are offsetting a pressure in Revenues and Benefits relating to agency staff engaged to support increased service demand.

#### Legal Services

3.6.6 The service is forecasting a balanced outturn incorporating a £0.431m use of reserves.

#### Communications and Research

3.6.7 The service is recording an underspend of £0.020m, primarily as a result of vacant posts and underspends on the printing and design budget.

#### Customer, Digital and Transformation

3.6.8 The Portfolio is reporting an underspend of £0.261m at quarter 3. There is a favourable variance of £0.440m within the Transformation service, predominantly because of vacant posts, offset in part by cost pressures on transformation projects. A further underspend of £0.364m in Customer Services is due to eligible staff costs being offset against a COVID-19 grant in 2022/23, funding from Housing Options and the Homes for Ukraine grant. There is a reported pressure of £0.543m in the ICT service which in the main relates to expenditure which cannot be capitalized.

#### Strategy and Performance

3.6.9 The Division is reporting an underspend of £0.047m, in the main due to vacant posts.

#### Human Resources and Organisational Development

3.6.10 The Division is reporting an underspend of £0.111m. There are pressures totaling £0.160m which are being offset by vacant posts across the division totaling £0.271m.

#### Achievement of Budget Reductions

3.6.11 Budget Reductions for the Directorate in 2022/23 total £1.382m of which six totalling £0.749m are rated 'Green – on track and will be delivered' and have been fully achieved at quarter 3. One budget reduction is currently rated 'Amber/Red – off track and will only deliver part of the saving', the total value of the option is £0.250m and the predicted shortfall is £0.023m. A further two budget reductions are rated 'Red – off track and will not deliver' which are detailed below:

- Internal Efficiency Initiatives (Unity Partnership); £0.363m not currently being achieved
- Information and Communications Technology (ICT) of £0.020m, not currently being achieved.

3.6.12 Therefore, a total of £0.406m of budget reductions across the Division are currently not expected to be achieved in the financial year and £0.383m of this has been built into the 2023/24 budget estimates.

### 3.7 Capital, Treasury and Technical Accounting

3.7.1 The following table shows the forecast position for the Directorate at quarter 3.

**Table 9 – Capital, Treasury and Technical Accounting**

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Capital Treasury and Technical Accounting	21,949	18,428	(596)	(4,117)
COVID-19 Legacy Funding	12,000	-	-	(12,000)
Corporate and Democratic Core	833	833	-	-
Parish Precepts	333	333	-	-
<b>Total Forecast Net Expenditure</b>	<b>35,115</b>	<b>19,594</b>	<b>(596)</b>	<b>(16,117)</b>

Summary

Capital, Treasury and Technical Accounting

3.7.2 The Directorate holds the budgets associated with the Council's Treasury Management activities including interest payable on borrowing and interest receivable on investments and is reporting a wholly business as usual underspend of £16.117m at quarter 3.

3.7.3 As mentioned above in paragraph 2.4 of the report, COVID-19 Legacy funding is being held centrally within this division. This contributes £12.000m towards the £16.117m Portfolio underspend. The corresponding expenditure that this provision is funding is currently being reported within CHASC (£5.717m) and Children's Services (£3.555m) leaving an overall favourable corporate balance of £2.728m in relation to the COVID-19 funding, currently being used to support business as usual pressures.

3.7.4 The favourable residual Portfolio variance of £4.117m is due to projected positive non-pay variances including past pension costs and banking charges. This is offset by an adverse variance with regard to the Annual Leave Purchase Scheme and loss of income through reduced buy back of the Schools and Academies Cash Collection service. There is also a £0.100m adverse variance on corporate insurances due to an increase in the volume of insurance claims being processed, however this will continue to be reviewed. The Procurement Framework has been reviewed in full and it is now anticipated that with income received to date, the income target of £0.506m will be met. A 'one-off' refund of £0.543m in relation to Business Rates Levy surplus has been received (as notified with the Final Local Government Finance Settlement) and is contributing to the favourable variance at month 9. As previously reported additional income of £1.044m has been received from the Greater Manchester Combined Authority (GMCA), this is the Council's share of a £10.000m GM wide waste reserve refund. This has been transferred to

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Earmarked Reserves to support the increase in GMCA levy costs in the 2023/24 revenue budget.

- 3.7.5 The Housing Benefit service is expected to have a break-even outturn in 2022/23. Whilst there are pressures in relation to temporary accommodation, the movement of working age benefits claimants on to Universal Credit is offsetting the pressure.

#### Achievement of Budget Reductions

- 3.7.6 The single Budget Reduction of £0.750m for the Directorate for 2022/23 is rated 'Green – on track and will be delivered' and has been fully achieved.

## **4 Other Grants and Contributions Received by the Council**

- 4.1 Members will recall that in 2021/22 the Government provided a range of both ringfenced and un-ringfenced grants to support the response to COVID-19. There have been no new notifications in 2022/23, however there are residual sums in relation to the funding received in 2020/21 and 2021/22 with the Council bringing forward into 2022/23 unspent balances totalling £3.138m in relation to seven ring-fenced COVID-19 grants. The application of these grants has therefore been treated as a drawdown from reserves.

- 4.2 The single largest sum (£3.081m) is in relation to the Contain Outbreak Management Fund (COMF). As mentioned in section 3.3.3 above, Central Government has previously indicated it might withdraw the balance of the COMF grant in 2022/23. Councils have previously been advised that they will have to evidence how any actual expenditure and future commitments funded by the COMF grant comply with the prevailing guidance. In accordance, the Council has submitted regular returns to the UK Health Security Agency (UKHSA) throughout the year on the use of the COMF grant and no queries have arisen regarding its intended use. In December 2022, UKHSA issued a letter to advise Council's the COMF grant can be further carried forward into 2023/24. The terms of the grant remain unchanged, and the carry forward is for COVID control and COVID recovery, including mitigating any health inequalities as a result of COVID. In view of the latest guidance, the clawback of the funding is no longer anticipated.

- 4.3 In addition to the above, the Council has received a number of specific Grants from the Government or other sources which have been ringfenced to Directorates to be utilised on certain defined activities. At Quarter 3, excluding the DSG as outlined in section 5.1, Directorates are forecasting a total of £119.621m of ringfenced grants to be used for specific purposes which have been either new notifications for 2022/23 or grants received in prior years where terms and conditions allow for usage in the current and potentially future years. The table below shows the total grants forecast by Directorates up to quarter 3.

**Table 10 – Grants Ringfenced to Directorates**

Directorate	Carried Forward from 2021/22 £000	New Allocations 2022/23 £000	Forecast £000
Community Health and Adult Social Care	0	(21,906)	(21,906)
Children's Services	(137)	(24,543)	(24,680)
Public Health	(365)	(1,998)	(2,363)
Communities	(286)	(735)	(1,021)
Place and Economic Growth	(60)	(4,678)	(4,738)
Corporate Services	0	(5,215)	(5,215)
Capital and Treasury	0	(40,898)	(40,898)
<b>Total Ringfenced Grants include within the Net Revenue Budget</b>	<b>(848)</b>	<b>(99,974)</b>	<b>(100,822)</b>
Housing Revenue Account	0	(18,799)	(18,799)
<b>Total</b>	<b>(848)</b>	<b>(118,773)</b>	<b>(119,621)</b>

- 4.4 As highlighted in the table above, grants (not related to COVID-19 and excluding the DSG) received in previous years and carried forward into 2022/23, all within the Net Revenue Budget total £0.848m with new allocations for 2022/23 totalling £118.773m; £119.621m in total (£100.822m within the Net Revenue Budget and £18.799m within the Housing Revenue Account). Dependant on the terms and conditions of the individual grant, some of the above income could be carried forward into 2023/24 to be utilised in future financial years.
- 4.5 Of the £99.974m of new General Fund allocations, the largest single category carries a value of £40.898m and relates to Housing Benefit Subsidy within Capital and Treasury; £35.467m for Rent Allowances and £5.431m for Rent Subsidy. In addition, £16.797m relates to the Better Care Fund Grant which is awarded by NHS England and distributed by Integrated Care Boards which is included within the Community Health and Adult Social Care net revenue budget. A further £13.165m relates to PFI Credits received to support unitary charge payments across the Council's four Revenue Fund PFI schemes. A further two PFI schemes, with grant totalling £18.799m are in the Housing Revenue Account. Within Children's Services £8.701m relates to Pupil Premium Grant, the majority of which is passported directly to schools
- 4.6 Within CHASC, there are two Adult Social Care Discharge Fund allocations totalling £2.573m, as outlined in section 3.1.4. The Council has received £0.935m directly. A further £19.558m has been received by the Greater Manchester Integrated Care Board from the sponsoring Government Department, of which the Oldham locality share is £1.638m.
- 4.7 A total of 63 additional Government Grants are included in the forecasts for 2022/23 totalling £101.755m; £82.956m is within the Revenue Budget and £18.799m relates to the Housing Revenue Account PFI Credits. A further 6 grants have been awarded from other sources and classed as 'other grants' totalling £17.866m.
- 4.8 Thirty three of the grants have an individual value which is greater than £0.150m and total £117.510m. The remaining £2.111m relates to 36 grants with individual values less than £0.150m. A full list of these grants can be found at Appendix 2.

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## 5 Schools

5.1 The Council's expenditure on schools is funded primarily by the Dedicated Schools Grant (DSG) which is provided by the Department for Education. DSG is ring-fenced and can only be applied to meet expenditure properly included in the Schools' Budget, as defined in the School and Early Years Finance (England) Regulations 2022. 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. The total Oldham funding allocation for 2022/23 is £300.575m; £168.789m after excluding the recoupment for academies and Post 16 Further Education (FE) provision and is split across the four funding blocks that comprise the DSG as follows:

- Schools- £227.079m (£108.201m after excluding the recoupment for academies)
- High Needs- £52.251m (£39.343m after excluding the recoupment for academies and Post 16)
- Early Years- £18.828m
- Central Schools Services- £2.417m

5.2 For a number of years there has been considerable financial pressure on the DSG, particularly in the High Needs Block. At the start of 2022/23, the cumulative DSG deficit was £2.773m having been in deficit since 2016/17. This is historically due to expenditure exceeding the High Needs budget available each year. As can be seen from the table below, the cumulative High Needs Block Deficit, if taken as a stand-alone element was £15.269m at the start of 2022/23. The key contributors to this pressure 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 , £168.789m after excluding the recoupment for academies and Post 16 FE provision 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, which must agree the allocation of the DSG, has historically approved transfers between the Schools and High Needs Blocks (£8.296m between 2016/17 and 2021/22). Due to the increased funding received in 2022/23 there was no requirement for a transfer in this financial year.

5.3 The High Needs Block is currently forecasting an in year surplus of £3.473m. Excluding the cumulative support from the Schools Block this reduces the forecast cumulative deficit forecast to £11.796m as of 31 March 2023. The deficit is offset by cumulative virements (£8.296m) and savings from the Schools and Early Years Blocks (£4.014m) to leave a net forecast, cumulative High Needs Block surplus of £0.514m (as illustrated in the table below).

**Table 11 – DSG High Needs Block**

<b>DSG High Needs Block Key Issues</b>	<b>£000</b>
Original High Needs Budget Allocation including adjustment for imports/exports, special free school funding and hospital education	(52,251)
Estimated Expenditure	48,778
<b>Projected in Year (Surplus)</b>	<b>(3,473)</b>
Deficit Brought Forward 01/04/2022	15,269
<b>Cumulative Net Deficit</b>	<b>11,796</b>
Offset by;	
- Virement from Schools Block- 2016/17 to 2021/22	(8,296)
- Savings in Schools and Early Years Block and Central Schools Services Block- 2015/16 to 2022/23	(4,014)
<b>Projected High Needs Block (Surplus) 31/03/2023</b>	<b>(514)</b>

### Overall DSG Position and Recovery Plan

- 5.4 As the DSG has been in deficit for a number of years, the Council has been required to agree a DSG Financial Recovery Plan to demonstrate how, at least a balanced position could be achieved. This was first submitted to the Department for Education in 2019. The financial elements of the Recovery Plan have been continuously updated to take account of estimated additional cost pressures, formal notifications of additional funding and the agreed funding methodology including the transfer of DSG funding between the Schools and the High Needs Funding Blocks that has been undertaken in prior years.
- 5.5 Oldham has been supported by the Education and Skills Funding Agency (ESFA) in its monitoring and management of the DSG with the Recovery Plan having been subject to review. In more recent developments, Oldham has been invited by the Government to take part in the Delivering Better Value (DBV) in SEND Programme which provides dedicated support for the reform to high needs systems to Local Authorities with historical deficit issues, the aim being to put more Local Authorities on a more sustainable footing so that they are better placed to respond to the forthcoming SEND Review reforms.
- 5.6 Oldham was selected as one of the Local Authorities to be invited to take part in the programme, as it had a significant percentage DSG deficit in 2020/21. The first 20 of the 55 Authorities started the programme in June 2022, the second round (which includes Oldham) has now launched. The Government is initially providing external consultancy advice to the Council to enable it to plan and agree improvements and a change programme. There is also funding available for the Council to fund new activities identified through the DBV initiative, an initial sum of £0.045m has been received in the current financial year, with core funding of £1.000m being available to the Authority on successful submission of a grant application, outlining the use and expected outcomes from the funding to the Department for Education. A series of workshops have now commenced with the wave 2 authorities culminating in the grant application submission in late June/ early July of 2023.
- 5.7 The Schools Forum is regularly updated on the status of the Recovery Plan and it remains appropriate to present information in this format. The Council will therefore continue to use the Recovery Plan arrangements as an effective means of monitoring the DSG position. The last meeting of the Schools Forum on 18 January 2023 received an update in relation to the DSG including the Recovery Plan, which had again been updated to take

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account of the most recent funding announcements, the latest expenditure predictions and their impact on the projections from the current financial year through to 2024/25.

- 5.8 The Autumn Statement of 17 November 2022 announced additional funding of £2.3bn for schools in 2023/24 with a further £2.3bn for 2024/25. The additional funding is for schools and High Needs, of which £400m is for Local Authorities on top of their high needs National Funding Formula (NFF) allocations. The additional funding for schools will be allocated as a separate grant in 2023/24 and then rolled into the NFF from 2024/25. The 2023/24 grant will be allocated to schools as per the NFF formula distribution as if it was part of NFF from April 2023 for Academies and Maintained schools and to Local Authorities for the High Needs block to allocate to Special Schools and other providers funded from the High Needs Block.
- 5.9 Following confirmation of the Authority's funding allocation on 16 December 2022, the DSG Recovery Plan has been remodelled. The table below shows the latest Recovery Plan as at January 2023 and illustrates that with the increased funding and the planned actions to address new operating arrangements to generate efficiencies, the DSG should be brought into a position where there is an in-year surplus in 2022/23 of £3.287m, which is sufficient to offset the deficit brought forward of £2.773m leaving a cumulative surplus of £0.514m to be carried forward into 2023/24. The updated position was reported to the Schools Forum on 18 January 2023. Increases to High Needs funding are offset by the prudent inclusion in the Recovery Plan of a Service Improvement Development Fund to support a range of initiatives, the full detail of which is still to be agreed but will complement the DBV in SEND programme as outlined above.

**Table 12 – Overall DSG Position**

	2022/23 £000	2023/24 £000	2024/25 £000
<b>Opening Balance brought forward – Deficit/ (Surplus)</b>	<b>2,773</b>	<b>(514)</b>	<b>(2,438)</b>
Estimated Additional Pressures	2,896	5,117	6,573
2022/23 High Needs Block Increase	(4,852)	(4,852)	(4,852)
Additional High Needs Funding (announced December 2021)	(1,756)	(1,756)	(1,756)
Additional High Needs Funding (announced December 2022)	0	(2,178)	(2,178)
Reverse Indicative Transfer (initially planned but not required for 2022/23)	1,124	-	-
Estimated change additional funding including Special Free School	(1,092)	-	-
Estimated adjustment for Special Free School funding	-	252	252
Additional High Needs Funding 2023/24 - 6.7%	-	(4,294)	(4,294)
Estimated Additional High Needs Funding 2024/25 - 3%	-	-	(1,601)
Estimated cost increases Special Schools re inflation etc.	393	409	415
Contribution to Central Education Support Services including HI/VI Services	-	200	200
Additional spend re High Needs funding announcement December 2022 still to be allocated	-	2,178	2,178
Service Improvements Development Fund (SIDF)	-	2,150	4,800
Drawdown of the SIDF Proposed one-off funding to support the Special Sector	-	850	-
<b>In Year (Surplus)</b>	<b>(3,287)</b>	<b>(1,924)</b>	<b>(263)</b>
<b>Current Net Forecast (Surplus)</b>	<b>(514)</b>	<b>(2,438)</b>	<b>(2,701)</b>
Previously Reported Net Forecast (Surplus) as at Quarter 2	(442)	(3,273)	(3,830)

5.10 The DSG financial position has improved; the current estimates show that there will be surpluses in each of the three years of the current recovery plan, which is a change to the trends of the last few years and is largely due to the additional funding expected from Central Government. Work will continue for the remainder of 2022/23 and beyond to ensure that the forecast surplus position for 2023/24 and 2024/25 is actually achieved and maintained and that the Service Improvement Development Fund is effectively deployed. An update will be provided to the Schools Forum at its next meeting on 22 March 2023.

## 6 Housing Revenue Account (HRA)

6.1 The current HRA position is presented in Table 13 and compares the initially approved HRA position to the current estimated outturn. The actual closing balance for 2021/22 at £21.721m was £0.570m lower than the final estimate of £22.291m. The original HRA forecast for 2022/23 was for a planned in-year decrease in balances of £1.808m, mainly to support housing related expenditure in the Capital Programme.

6.2 The current forecast is for an in-year surplus of £0.934m, a net favourable movement of £2.742m. The variance is attributable to the cessation of planned HRA expenditure within the Capital Programme offset by increased utility costs. The projected year end HRA balance is £22.655m, a £2.172m favourable movement.



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

HRA Income & Expenditure Account	Original Budget £000	Actual 2021/22 & Latest 2022/23 Forecast £000	Variance to Budget £000
HRA Balances Brought forward from 2021/22	(22,291)	(21,721)	570
(Surplus)/ Deficit on HRA Services for 2022/23	1,808	(934)	(2,742)
<b>HRA Surplus Balances Carried Forward</b>	<b>(20,483)</b>	<b>(22,655)</b>	<b>(2,172)</b>

## 7 Collection Fund

7.1 The tables below show the forecast outturn position for the Collection Fund (the technical account within which Council Tax and Business Rates (National Non Domestic Rates (NDR) are managed) and the forecast position in relation to the share of balances between the Council and the Greater Manchester Combined Authority precepting Authorities.

**Table 14 - Collection Fund Forecast Position**

Collection Fund Balance	Council Tax £000	NDR £000	Total £000
Balance Brought Forward	2,958	6,175	9,133
Contribution to deficit carried forward from 2021/22	(2,873)	(10,379)	(13,252)
<b>Prior Year Balance Brought Forward</b>	<b>85</b>	<b>(4,204)</b>	<b>(4,119)</b>
(Surplus) /Deficit for the Year	(133)	73	(60)
<b>Net (Surplus)/Deficit Carried Forward</b>	<b>(48)</b>	<b>(4,131)</b>	<b>(4,179)</b>

**Table 15 - Collection Fund – 2022/23 Share of Balances; Forecast Position**

Collection Fund Balance	Council Tax £000	NDR £000	Total £000
Share - Oldham Council	(40)	(4,090)	(4,130)
Share – Greater Manchester Combined Authority Mayoral Police and Crime Commissioner	(5)	-	(5)
Share – Greater Manchester Combined Authority Mayoral General Precept (including Fire Services)	(3)	(41)	(44)
<b>Total (Surplus)</b>	<b>(48)</b>	<b>(4,131)</b>	<b>(4,179)</b>

7.2 Council Tax and Business Rates remain a significant source of funding for Council services. However, these areas can be volatile, the 2022/23 financial year is no different with the lingering impact of COVID-19 and the ongoing impact of the cost of living crisis, as such the financial position of the Collection Fund is under constant review. With regards to the Business Rates surplus brought forward from 2021/22, this was due to the delayed rollout of the £4.204m of COVID-19 Additional Relief Fund (CARF) allocations. The Business Rates reliefs available under the CARF scheme were originally assumed to be fully allocated within 2021/22, thus increasing the estimated deficit as the level of

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Business Rates to be collected would be reduced. This was expected to be compensated for by un-ringfenced Section 31 grant of £4.204m included within the 2022/23 Revenue Budget. The £4.204m grant has, however, been applied to Collection Fund expenditure in 2022/23.

- 7.3 The Greater Manchester 100% Business Rates Retention Pilot has continued into 2022/23. Any financial benefits arising from membership within the pilot scheme will continue to be monitored and upon realisation, any beneficial financial resource will be used to support the Council's budget.
- 7.4 As highlighted in Table 14 and 15 above, current year end Collection Fund projections are showing an overall surplus of £4.179m, with the Council's proportion of this surplus being £4.130m. This is a particularly volatile area to forecast with many unknowns, therefore, this area will be closely monitored over the remaining months. However, the sum of £4.130m has been incorporated into the 2023/24 budget.

## **8 Use of Reserves**

- 8.1 Members will recall that at the Council budget meeting of 2 March 2022, it was agreed that a proposed use of Earmarked Reserves of £24.971m be used to support the 2022/23 budget including £0.405m to support the delivery of Budget Reductions for 2023/24 with an offsetting transfer to reserves of £1.710m for Retained Business Rates. Of the Earmarked Reserves to be used, £11.879m were to be met from the specific balancing budget reserve. A further £13.092m of reserves were to be used in 2022/23 as a result of Business Rates compensation funding received in 2021/22 and held in reserve to support the Collection Fund Deficit in 2022/23. Since the Budget Council meeting and as part of the closure of accounts, the completion of the Business Rates Year End Return (NNDR3) and using guidance issued by CIPFA, it was determined that the Business Rate compensation related Collection Fund Deficit for 2022/23 would be revised downwards by £4.285m to £8.807m; a revision of £0.081m for Grant in Lieu of Business Rates and £4.204m in relation to the COVID-19 Additional Relief Fund (CARF) scheme. This resulted in the initial, total net call on reserves to support the revenue budget in 2022/23 of £20.686m, reducing to £18.976m with the transfer of £1.710m to reserves in relation to Business Rates Retention Pilot gains referred to above.
- 8.2 In addition to the above transfer to reserves the quarter 3 position incorporates additional Directorate requests to use reserves with a total (net) value of £12.676m, therefore the budget as a whole currently relies upon the application of a net £31.652m of reserves, the resultant impact is for an estimated combined closing value of £84.894m, comprising £80.809m of Earmarked Reserves and £4.085m of Revenue Grant Reserves, as illustrated in the table below. It is however anticipated that this position will change as the year draws to a close and the final outturn is determined. Should the adverse variance of £1.280m need to be addressed by the use of earmarked reserves at the year end the £80.809m will reduce to £79.529m.

**Table 16 – Reserves Summary**

	<b>Earmarked Reserves £000</b>	<b>Revenue Grant Reserves £000</b>	<b>Total Reserves £000</b>
<b>Opening Balance as at 1 April 2022</b>	<b>(99,227)</b>	<b>(10,731)</b>	<b>(109,958)</b>
Reserves applied to balance the Budget	11,879	-	11,879
Use of Reserves to offset Collection Fund Deficit	13,092	-	13,092
Reduction in Reserve to offset Collection Fund Deficit	(4,285)	-	(4,285)
Transfer to Earmarked Reserves - Business Rates Retention Pilot Gain	(1,710)	-	(1,710)
<b>In Year Balance</b>	<b>(80,251)</b>	<b>(10,731)</b>	<b>(90,982)</b>
<b>Directorate Transfers from Reserve</b>			
Community Health and Adult Social Care	3,090	-	3,090
Children's Services	422	1,890	2,312
Public Health	-	3,369	3,369
Communities	551	-	551
Place and Economic Growth	1,899	187	2,086
Corporate Services	1,397	46	1,443
Capital Treasury and Technical Accounting	1,640	-	1,640
<b>Total Directorate Transfers from Reserve</b>	<b>8,999</b>	<b>5,491</b>	<b>14,490</b>
<b>Directorate Transfers to Reserves</b>			
Community Health and Adult Social Care	-	(200)	(200)
Children's Services	-	-	-
Public Health	(321)	-	(321)
Communities	-	-	-
Place and Economic Growth	(49)	-	(49)
Corporate Services	(200)	-	(200)
Capital Treasury and Technical Accounting	(1,044)	-	(1,044)
<b>Total Directorate Transfers to Reserve</b>	<b>(1,614)</b>	<b>(200)</b>	<b>(1,814)</b>
<b>Total Directorate Use of Reserves</b>	<b>7,385</b>	<b>5,291</b>	<b>12,676</b>
<b>2022/23 Reserves review</b>	<b>(1,355)</b>	<b>1,355</b>	<b>-</b>
<b>2022/23 Resources and Provisions review</b>	<b>(6,588)</b>		<b>(6,588)</b>
<b>Closing Balance as at Quarter 3</b>	<b>(80,809)</b>	<b>(4,085)</b>	<b>(84,894)</b>

8.3 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.

8.4 A full review of all Reserves, Provisions and Council Resources has been undertaken, identifying a total of £6.588m of resources that can be re-purposed and transferred into earmarked reserves to support any year-end overspend within the 2022/23 revenue budget; currently forecast as £1.280m and to support the overall financial resilience of the Council.

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8.5 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 2023/24 and future years budget setting processes and Medium-Term Financial Strategy. In addition to use in the current financial year, as part of the 2023/24 Budget setting process agreed by Council on 1 March 2023, Members have approved a further use of £12.786m of reserves to balance the budget in 2023/24, offset slightly by a contribution to reserves of £1.209m which nets the total use of reserves to £11.577m for the forthcoming year. There is also a further £3.932m approved commitment of reserves for 2024/25.

## **9 Flexible Use of Capital Receipts**

9.1 Members will recall that at the Council meeting of 2 March 2022, it was approved that up to £2.500m 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. In April 2022, guidance on the flexible use of capital receipts was updated by the Department for Levelling Up, Housing and Communities which extends the flexibility that has been in place since 2016. This allows the freedom to continue up to 2024/25 to help Authorities plan for the long-term.

9.2 A number of schemes in support of the transformation programme which meet the qualifying expenditure requirements as detailed within the statutory guidance issued by the DLUHC have been identified and are itemised within the approved 2022/23 Capital Programme. The contribution to the Flexible Use of Capital Receipts is the first call on any receipts generated by the Council and processes are in place to monitor progress throughout the year. Annex 2 to this report which sets out the Capital Programme position confirms that receipts totalling £2.802m have been received to date, sufficient to underpin the revenue budget requirement of £2.500m.

## **10 Conclusion**

10.1 During 2022/23 there has been uncertainty about the financial position created by the lasting impact of COVID-19 and also due to emerging cost pressures in relation to utilities and fuel, the impact of cost of living pressures on future pay awards and also interest rates. The forecasting of the likely impact of all these factors on the Council's budget has been based on both the actual expenditure and the income loss recorded but also relies on a series of assumptions which during the year have been both unpredictable and constantly changing.

10.2 The current projected position, after adjustment for reserves and the application of the full £12.000m of the Council funded provision for COVID-19 legacy pressures is showing an operational overspend of £2.055m, reducing to £1.280m with the anticipated effect of management actions and spending restrictions. The legacy funding is supporting £9.272m of expenditure, the balance of £2.728m is reducing a business as usual, operational overspend from £4.783m to £2.055m.

10.3 The business as usual pressure, whilst reduced, is obviously of concern, driven in part by the uncertainty in relation to achieving Budget Reductions, provision for which has prudently been incorporated in the 2023/24 budget setting process, as outlined in sections 2.14 and 2.15. For this reason, corporate measures aimed at scrutinising and limiting expenditure and monitoring the recruitment of staff to vacant posts have been reviewed, strengthened and expanded. These together with the full year effect of management actions were initially estimated to reduce the overspend by £1.720m as reported at month

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6. The measures have had an impact with £0.925m of the required reduction now delivered, leaving a balance of £0.775m expected to produce a £1.280m deficit outturn.

10.4 The reserves position is important in the context of financial resilience. Whilst the year started with healthy balances of earmarked reserves (£99.227m) and Revenue Grants Reserves (£10.731m), as advised in this report, net earmarked reserves of £26.631m and net Revenue Grant reserves of £5.291m are forecast to be called into support the 2022/23 budget. As highlighted in table 16 above, and previously reported, further adjustments including a Reserves and Provisions review has increased in year reserves by £6.588m, after which there is an anticipated combined reserves balance of £84.894m. It is also important to note that there is an already approved £16.718m use of reserves to balance the 2023/24 and 2024/25 budgets. At this level of utilisation, it is vitally important to minimise the use of reserves in year to maintain financial resilience of the Council.

FINANCING OF THE 2022/23 BUDGET	Original Budget	Additions to Month 8	Additions to Quarter 3	Revised Budget
	£'000	£'000	£'000	£'000
<b>Net Expenditure Budget</b>	<b>(260,686)</b>			<b>(260,686)</b>
<b>Financed by:</b>				
Business Rates Top-up Grant	(42,923)			(42,923)
Grant in Lieu of Business Rates	(19,471)			(19,471)
Social Care Support Grant	(12,132)			(12,132)
Improved Better Care Fund Grant	(11,188)			(11,188)
2022/23 Services Grant	(4,467)			(4,467)
Independent Living Fund (ILF) Grant	(2,580)			(2,580)
Housing Benefit Administration Grant	(824)			(824)
Council Tax Administration Grant	(371)			(371)
Market Sustainability and Fair Cost of Care Fund	(758)	758		0
Local Authority Domestic Abuse Duty Grant	(580)	580		0
Lower Tier Services Support Grant	(437)			(437)
New Homes Bonus Grant	(562)			(562)
Revenue and Benefits Service New Burdens Grant	(13)	(78)		(91)
School Improvement Monitoring and Brokerage Grant		(110)		(110)
Verify Earnings and Pension Service Grant		(19)		(19)
Rough Sleeping Drug & Alcohol Treatment Grant		(432)		(432)
Capital Grants		(10,777)	(2,718)	(13,495)
Botox and Fillers Children's Act Grant		(8)		(8)
Substance Misuse Treatment and Recovery Funding Grant		(505)		(505)
Adult Social Care charging reform: implementation support funding		(99)		(99)
Extended Rights to Free Travel Grant		(49)		(49)
Homes for Ukraine Grant		(441)	(294)	(735)
Temporary Pavement Licensing New Burden Grant		(8)		(8)
Family Court Fees - New Burdens Grant		(9)		(9)
Family Annexe Council Tax Discount Grant		(4)		(4)
Local Reform and Community Voices Grant			(161)	(161)
War Pensions Disregard Grant			(45)	(45)
Client-Level Data Flows Support Grant			(19)	(19)
Family Hubs and Start for Life Grant			(707)	(707)
<b>Total Government Grant Funding</b>	<b>(96,306)</b>	<b>(11,202)</b>	<b>(3,944)</b>	<b>(111,451)</b>
Council Tax Income - General (Including parish precepts)	(90,697)			(90,697)
Council Tax Income - Adult Social Care Precept	(12,549)			(12,549)
Collection Fund - Council Tax Deficit 2020/21	2,192			2,192
Collection Fund - Council Tax Surplus 2021/22	(1,307)			(1,307)
Collection Fund Deficit	13,092	(4,285)		8,807
Retained Business Rates	(51,850)			(51,850)
<b>Total Locally Generated Income</b>	<b>(141,119)</b>	<b>(4,285)</b>	<b>0</b>	<b>(145,404)</b>
<b>Total Grant and Income</b>	<b>(237,425)</b>	<b>(15,487)</b>	<b>(3,944)</b>	<b>(256,856)</b>
Use of General Earmarked Reserves	(10,074)			(10,074)
Use of Specific Earmarked Reserves	(1,805)			(1,805)
Use of Earmarked Reserves - Collection Fund	(13,092)	4,285		(8,807)
Transfer to Earmarked Reserves - Business Rates				
Retention Pilot Gain	1,710			1,710
<b>Total Use of Reserves</b>	<b>(23,261)</b>	<b>4,285</b>	<b>0</b>	<b>(18,976)</b>
<b>Total Financing</b>	<b>(260,686)</b>	<b>(11,202)</b>	<b>(3,944)</b>	<b>(275,831)</b>

**Appendix 2- Analysis of Grants**

Grant Name	Grant Type	Carried Forward from 2021/22 £000	New Allocations 2022/23 £000	Forecast £000
<b>Community Health and Adult Social Care</b>				
Market Sustainability and Fair Cost of Care Fund	Govt.	0	(758)	(758)
Changing Futures in GM	Govt.	0	(322)	(322)
Community Discharge Grant	Govt.	0	(1,437)	(1,437)
Better Care Fund	Other	0	(16,797)	(16,797)
Adult Social Care Discharge Fund- OMBC	Govt.	0	(935)	(935)
Adult Social Care Discharge Fund- GM Integrated Care Board	Govt.		(1,638)	(1,638)
Balance: Grants less than £0.150m	Govt.	0	(19)	(19)
<b>Sub Total</b>		<b>0</b>	<b>(21,906)</b>	<b>(21,906)</b>
<b>Children's Services</b>				
PFI Credits (2 contracts)	Govt. (x2)	0	(8,891)	(8,891)
Pupil Premium	Govt.	0	(8,701)	(8,701)
Staying Put Grant	Govt.	0	(201)	(201)
Skills Funding Agency Adult Education Grant	Govt.	0	(2,852)	(2,852)
Holiday Activities and Food Grant	Govt.	0	(1,166)	(1,166)
Youth Justice Board Grant	Govt.	0	(496)	(496)
Support to Victims of Domestic Abuse within Safe Accommodation	Govt.	0	(580)	(580)
Virtual School Head Extension	Govt.	0	(150)	(150)
Unaccompanied Asylum Seeking Children and Care Leavers	Govt. (x2)	0	(808)	(808)
Kickstart Grant	Other	0	(186)	(186)
Balance: Government Grants less than £0.150m	Govt. (x11) Other (x1)	(137)	(511)	(648)
<b>Sub-Total</b>		<b>(137)</b>	<b>(24,543)</b>	<b>(24,680)</b>
<b>Public Health</b>				
PFI Credits	Govt.	0	(1,803)	(1,803)
Additional Drug Treatment Crime and Harm Reduction	Govt.	(297)	0	(297)
Balance: Grants less than £0.150m	Govt. (x3)	(68)	(194)	(262)
<b>Sub -Total</b>		<b>(365)</b>	<b>(1,998)</b>	<b>(2,363)</b>
<b>Communities</b>				
Serious Violence Grant	Govt.	0	(175)	(175)
Community Safety	Other	(171)	(372)	(543)
Balance: Grants less than £0.150m	Govt. (x7) Other (x1)	(115)	(188)	(303)
<b>Sub-Total</b>		<b>(286)</b>	<b>(735)</b>	<b>(1,021)</b>
<b>Place and Economic Growth</b>				
PFI Credits	Govt.	0	(2,471)	(2,471)
Homelessness Prevention Grant	Govt.	0	(553)	(553)
A Bed Every Night (ABEN)	Govt.	0	(277)	(277)
Community Accommodation Services - Tier 3 Grant	Govt.	0	(296)	(296)
Sustainable Transport Fund	Govt.	0	(455)	(455)
Balance: Other Government Grants less than £0.150m	Govt. (x9)	(60)	(626)	(686)
<b>Sub-Total</b>		<b>(60)</b>	<b>(4,678)</b>	<b>(4,738)</b>
<b>Corporate Services</b>				
European Regional Development Fund	Other	0	(184)	(184)
Household Support Fund	Govt.	0	(4,839)	(4,839)
Balance: Other Government Grants less than £0.150m	Govt. (x4)	0	(193)	(193)
<b>Sub-Total</b>		<b>0</b>	<b>(5,215)</b>	<b>(5,215)</b>
<b>Capital and Treasury</b>				
Housing Benefit Subsidy- Rent Allowances	Govt.		(35,467)	(35,467)
Housing Benefit Subsidy- Rent Rebates	Govt.		(5,431)	(5,431)
<b>Sub-Total</b>		<b>0</b>	<b>(40,898)</b>	<b>(40,898)</b>
<b>Total Ringfenced Grants include within the Net Revenue Budget</b>		<b>(848)</b>	<b>(99,974)</b>	<b>(100,822)</b>
<b>Housing Revenue Account</b>				29
PFI Credits (2 contracts)	Govt. (x2)	0	(18,799)	(18,799)
<b>Total</b>	<b>69</b>	<b>(848)</b>	<b>(118,773)</b>	<b>(119,621)</b>

**Summary of 2022/23 Approved Budget Reductions and deliverability**

**Appendix 3**

**Community Health and Adult Social Care**

Reference	Budget Reduction	Rating	Approved Budget Reduction £000	Deliverable £000	Shortfall £000
CSA-BR1-423	Maximising independence through alternative models of care		(1,000)	(1,000)	0
CSA-BR1-424	CHASC Workforce Reduction	Green	(50)	(50)	0
CSA-BR1-429	KeyRing	Green	(20)	(20)	0
CSA-BR1-430	Achieving Better Outcomes: Supported Living & Learning Disabilities	Green	(500)	(500)	0
ASC-BR1-548	Smarter Ways of Working	Green	(100)	(100)	0
ASC-BR1-549	Income Maximisation for Adult Social Care	Green	(1,380)	(1,380)	0
ASC-BR1-550	CHASC 'Other' - General Operational	Green	(174)	(174)	0
ASC-BR1-551	Core Management Fee Reduction - MioCare Group	Green	(115)	(115)	0
ASC-BR1-553	Increasing Community Enablement Throughput	Green	(292)	(292)	0
ASC-BR1-554	Learning Disability Consultant Psychiatrist	Green	(73)	(73)	0
ASC-BR1-555	Supported Living Voids Budget	Green	(45)	(45)	0
ASC-BR1-556	Housing Related Support (Short Term Supported Housing)	Green	(225)	(225)	0
			<b>(3,974)</b>	<b>(3,974)</b>	<b>0</b>



Children's Services					
Reference	Budget Reduction	Rating	Approved Budget Reduction £000	Deliverable £000	Shortfall £000
CHS-BR1-441	Special Educational Needs & Disability (SEND) Education Provision	Green	(114)	(114)	0
CHS-BR1-443	External Placements Cost Avoidance	Red	(500)	0	500
CHS-BR1-445	Early Help Re-modelling	Green	(200)	(200)	0
PPL-BR1-504	Visit Oldham, Training Budget and Oldham Enterprise Trust	Green	(38)	(38)	0
CHS-BR1-532	Income Generation- Educational Psychologists/ QEST	Green	(150)	(150)	0
CHS-BR1-534	Virtual School Team Manager- Pupil Premium Plus	Green	(58)	(58)	0
CHS-BR1-535	Governor Services- Reduce Expenditure	Green	(15)	(15)	0
CHS-BR1-536	Oldham Learning reduced de-delegated funding	Green	(85)	(85)	0
CHS-BR1-537	General (non-staffing) Expenditure	Green	(10)	(10)	0
CHS-BR1-538	Early Years Staffing Reduction	Green	(21)	(21)	0
REF-BR1-527	Oldham Music Service - Fees & Charges	Green	(27)	(27)	0
CHS-BR1-539	Delete post-Designated Missing from Home	Green	(16)	(16)	0
CHS-BR1-540	Reduce FTE of Children with Disabilities (CWD) Team	Green	(26)	(26)	0
CHS-BR1-541	Delete Post- Corporate Parenting Manager	Green	(54)	(54)	0
CHS-BR1-542	Delete 2 Social Workers from the Adoption Service	Green	(83)	(83)	0
CHS-BR1-545	Do not renew MOMO	Green	(10)	(10)	0
CHS-BR1-547	Savings on Targeted Youth Lot 3	Green	(25)	(25)	0
			(1,432)	(932)	500

Public Health					
Reference	Budget Reduction	Rating	Approved Budget Reduction £000	Deliverable £000	Shortfall £000
REF-BR1-521	Smoking in Pregnancy Midwife	Green	(50)	(50)	0
REF-BR1-522	Medicines Management	Green	(10)	(10)	0
REF-BR1-523	NHS Health Checks EMIS Contract	Green	(32)	(32)	0
REF-BR1-524	Sexual Health - Various	Green	(245)	(245)	0
REF-BR1-525	Public Health Staffing	Green	(112)	(112)	0
REF-BR1-526	Get Oldham Growing	Green	(62)	(62)	0
REF-BR1-528	Oldham Theatre Workshop - Fees & Charges	Green	(11)	(11)	0
			(522)	(522)	0

Communities					
Reference	Budget Reduction	Rating	Approved Budget Reduction £000	Deliverable £000	Shortfall £000
REF-BR1-519	Electric Cars	Green	(18)	(18)	0
REF-BR1-520	Reduction of FTE in Community Safety Services	Green	(45)	(45)	0
			(63)	(63)	0

Place and Economic Growth					
Reference	Budget Reduction	Rating	Approved Budget Reduction £000	Deliverable £000	Shortfall £000
PPL-BR1-401	Creating a Better Place - Projects & Assets	Amber/Red	(2,620)	(658)	1,962
PPL-BR1-403	Digital Mail	Green	(100)	(100)	0
PPL-BR1-501	Creating a Better Place - Income Generation	Amber/Red	(100)	(50)	50
PPL-BR1-502	Additional Income Generation from new Flexi Parking Permit	Green	(75)	(75)	0
PPL-BR1-506	Cemetery and Cremations	Green	(118)	(118)	0
PPL-BR1-507	Highways and Highways Unity	Green	(245)	(245)	0
PPL-BR1-508	Increase External Customer Base - Trade Waste	Green	(32)	(32)	0
PPL-BR1-509	Increase Trade Fees and Charges - Trade Waste	Green	(74)	(74)	0
PPL-BR1-510	Public Protection Restructures - Environmental Health & First Response	Green	(37)	(37)	0
PPL-BR1-511	Public Protection Restructures - Building Control	Green	(23)	(23)	0
PPL-BR1-503	Planning Income Fees	Green	(50)	(50)	0
PPL-BR1-504	Visit Oldham, Training Budget and Oldham Enterprise Trust	Green	(18)	(18)	0
PPL-BR1-505	Corporate Landlord and Facilities Management	Green	(120)	(120)	0
			(3,612)	(1,600)	2,012

Corporate Services					
Reference	Budget Reduction	Rating	Approved Budget Reduction £000	Deliverable £000	Shortfall £000
PPL-BR1-439	Internal Efficiency Initiatives (Unity Partnership)	Red	(363)	0	363
CEX-BR1-513	Review of Executive Support Service	Green	(45)	(45)	0
CEX-BR1-514	Chief Executive Management	Green	(186)	(186)	0
CEX-BR1-515	Elections	Green	(15)	(15)	0
CEX-BR1-516	Finance Service	Green	(180)	(180)	0
CEX-BR1-516	Finance Service	Green	(199)	(199)	0
PPL-BR1-512	Information and Communications Technology (ICT)	Red	(20)	0	20
REF-BR1-529	Human Resources & Organisational Development	Amber/Red	(250)	(227)	23
REF-BR1-530	Transformation & Reform - Vacant Posts Deletion	Green	(124)	(124)	0
			(1,382)	(976)	406

Capital, Treasury and Technical Accounting					
Reference	Budget Reduction	Rating	Approved Budget Reduction £000	Deliverable £000	Shortfall £000
CEX-BR1-518	Treasury Management	Green	(750)	(750)	0
			(750)	(750)	0

## CAPITAL INVESTMENT PROGRAMME REPORT 2022/23

### Month 9 – December 2022

#### 1 Background

- 1.1 The original capital programme for 2022/23 reflected the priorities outlined in the capital strategy as approved at Cabinet on 14 February 2022 and confirmed at the Council meeting on 2 March 2022.
- 1.2 The position as at 31 December 2022 (updated for more recent information where possible) is highlighted in this report. It is anticipated that this report will, as far as possible, reflect the outturn position.
- 1.3 Although this report is presented close to the year-end, 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 2022/23 to 2026/27, approved by Council on 2 March 2022 is summarised in Table 1 and shows capital programme expenditure of £100.248m in 2022/23.

**Table 1 : Original Budget - Capital Programme 2022/23 to 2026/27**

2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	TOTAL £000
100,248	86,993	64,253	48,810	47,083	347,387

- 2.2 Table 2 shows the revised capital programme for 2022/23 as at 31 December 2022 updated where possible for the most up to date position. It therefore shows an overall expenditure level of £50.361m, following a number of changes explained in the following paragraphs.
- 2.3 The up to date, actual expenditure position is £44.073m (87.51% of forecast outturn). This spending profile is lower than in previous years. The position will be kept under review and budgets will be managed in accordance with forecasts.

**Table 2 – 2022/23 Capital Programme**

Directorate	Revised Budget (M08) £000	Approved Virements (M09) £000	Proposed Virement/ Rephase £000	Revised Budget (M09) £000	Forecast £000	Variance £000
Community Health and Adult Social Care	2,366	16	-	2,382	2,382	-
Children's Services	6,712	-	(811)	5,901	5,901	-
Communities	196	-	(142)	54	54	-
Place and Economic Growth	43,639	30	(6,327)	37,342	37,342	-
Housing Revenue Account (HRA)	-	-	-	-	-	-
Corporate/ Information Technology (IT)	3,701	-	(1,519)	2,182	2,182	-
Capital, Treasury & Technical Accounting	2,500	-	-	2,500	2,500	-
Funding for Emerging Priorities	-	-	-	-	-	-
<b>Overall Total</b>	<b>59,113</b>	<b>46</b>	<b>(8,799)</b>	<b>50,361</b>	<b>50,361</b>	<b>-</b>

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

- 2.4 The approved virement of £0.046m (a decrease to the 2022/23 budget) represents the agreed changes since the month 8 position as shown in Table 3 below and the proposed budget changes for the period, totalling £8.799m are presented at Appendix I

**Table 3 – Approved Virements Month 9**

£000's	Project
16	Disabled Facilities Grant – Private Contributions
30	Manchester Street Viaduct refurbishment
<b>46</b>	<b>Total approved movements</b>

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

### Re-profiling of the Capital Programme

- 2.5 The Council meeting of 2 March 2022 approved the 2022/23 to 2026/27 Capital Strategy and Programme, since which time the capital programme has been extended for a further financial year to 2027/28. Taking into account the above amendments and the recently approved 2023/24 to 2027/28 Capital Strategy and Programme, the updated position is shown in Table 4 together with the projected financing profile.

**Table 4 – 2022/2028 Capital Programme**

Directorate Budget	Revised Budget 2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Community Health and Adult Social Care	2,382	3,023	2,643	846	400	-	<b>9,294</b>
Children's Services	5,901	11,058	4,850	2,913	1,500	1,500	<b>27,722</b>
Communities	54	542	100				<b>696</b>
Place and Economic Growth	37,342	91,146	80,263	26,088	36,507	3,054	<b>274,400</b>
Housing Revenue Account	0	1,000	500	95	0	0	<b>1,595</b>
Corporate/ Information Technology	2,182	6,792	4,455	2,840	2,150	0	<b>18,419</b>
Capital, Treasury & Technical Accounting	2,500	4,238	2,738	234	10,120	0	<b>19,831</b>
Funding for Emerging Priorities	0	1,492	12,486	13,836	4,885	0	<b>32,699</b>
<b>Overall Total</b>	<b>50,361</b>	<b>119,292</b>	<b>108,035</b>	<b>46,852</b>	<b>55,562</b>	<b>4,554</b>	<b>384,656</b>

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

Funding	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Grants and Other Contributions	(33,361)	(44,607)	(42,457)	(6,483)	(5,554)	(3,054)	<b>(135,516)</b>
Prudential Borrowing	(13,210)	(63,663)	(62,213)	(39,218)	(49,038)	(1,500)	<b>(228,842)</b>
Revenue Contribution	(90)	(1,000)	(500)	(95)	-	-	<b>(1,685)</b>
Capital Receipts	(3,700)	(10,022)	(2,865)	(1,056)	(970)	-	<b>(18,613)</b>
<b>Overall Total</b>	<b>(50,361)</b>	<b>(119,292)</b>	<b>(108,035)</b>	<b>(46,852)</b>	<b>(55,562)</b>	<b>(4,554)</b>	<b>(384,656)</b>

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

- 2.6 The revised Funding for Emerging Priorities allocation for 2022/23 to 2027/28, shows the resources available to support new projects from Council resources over the life of the capital programme.

### Capital Receipts

- 2.7 The revised capital programme requires the availability of £3,700m of capital receipts in 2022/23 for financing purposes. The total net usable capital receipts currently received in year is £2.802m. This ensures that there is no shortfall in the support for the revenue budget as the first £2.500m of capital receipts have been earmarked to be used to provide funding under the flexible use of capital receipts initiative.

- 2.8 The current capital receipts position is as follows:

**Table 6 – Capital Receipts 2022/23**

	£000	£000
Capital Receipts Financing Requirement		3,700
Usable Capital Receipt b/fwd.	-	
Actual received to date	(2,802)	
<b>Further Required in 2022/23</b>		<b>898</b>

- 2.9 Given the significant amounts 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 for the remainder of the year and beyond. It is of course recognised that the lasting effects of the pandemic has had an impact of business/economic activities making capital disposals more challenging.
- 2.10 The Capital Strategy and Capital Programme 2022/23 to 2026/27 now updated to take account of the Capital Strategy and Capital Programme 2023/24 to 2027/28 includes 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 programme. The revised and updated position is illustrated in the table below:

**Table 7 – Capital Receipts 2022/28**

<b>Capital Receipts</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>	<b>2024/25 £000</b>	<b>2025/26 £000</b>	<b>2026/27 £000</b>	<b>2027/28 £000</b>
Capital Receipts Carried Forward	-	(1,548)	1,517	(1,118)	(4,562)	(6,842)
Estimated Capital Receipts	(2,446)	(6,957)	(5,500)	(4,500)	(3,250)	(1,250)
Received in year	(2,802)					
<b>Total Receipts</b>	<b>(5,248)</b>	<b>(8,505)</b>	<b>(3,983)</b>	<b>(5,618)</b>	<b>(7,812)</b>	<b>(8,092)</b>
Capital Receipts Financing Requirement	3,700	10,022	2,865	1,056	970	-
<b>Over/(Under) programming</b>	<b>(1,548)</b>	<b>1,517</b>	<b>(1,118)</b>	<b>(4,562)</b>	<b>(6,842)</b>	<b>(8,092)</b>

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

- 2.11 There is a projected surplus in the capital receipts required to finance the capital programme in the current year 2022/23, however this is offset with a forecast shortfall for 2023/24. Future years re-profiling of the Capital Programme may reduce the receipts requirement, there is however potential to create an increase in the borrowing requirement if unaddressed. The remainder of the Capital Programme is currently projecting a surplus position, but this will depend on the movement of expenditure over the life of the programme. Officers will therefore look to accelerate the disposal of some assets to minimise the potential shortfall during 2023/24. This position will be kept under review given the opportunity for the projections to change up to 2027/28 and a prudent approach has been taken with regard to the use of capital receipts in the latter years of the capital programme.

### 3 Conclusion

- 3.1 The capital programme has seen considerable reprofiling in year. Whilst the current estimated forecast outturn position is £50.361m, it is possible that as the year draws to an end, further re-profiling may still be required. This will be addressed as part of the year end process.



## 4 **Appendices**

- 4.1 Appendix A - SUMMARY – Month 9 - Community Health and Adult Social Care
- Appendix B - SUMMARY – Month 9 - Children’s Service
- Appendix C - SUMMARY – Month 9 - Communities
- Appendix D - SUMMARY – Month 9 - Place and Economic Growth
- Appendix E - SUMMARY – Month 9 - Housing Revenue Account (HRA)
- Appendix F - SUMMARY – Month 9 - Corporate/Information Technology
- Appendix G - SUMMARY – Month 9 - Capital Treasury and Technical Accounting
- Appendix H - SUMMARY – Month 9 - Funding for Emerging Priorities
- Appendix I - SUMMARY – Month 9 - Proposed Changes

**SUMMARY – Month 9 (December 2022) - Community Health and Adult Social Care**

APPENDIX A

Service area	Revised Budget (M08) £000	Approved Changes /Virements (to M09) £000	Proposed Virement (M09) £000	Revised Budget (M09) £000	Forecast £000	Year End Variance £000
Adult Services	2,366	16	-	2,382	2,382	-
<b>Community Health and Adult Social Care Total</b>	<b>2,366</b>	<b>16</b>	<b>-</b>	<b>2,382</b>	<b>2,382</b>	<b>-</b>

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

**Major Variances Commentary**

No additional variances to report

**SUMMARY – Month 9 (December 2022) – Children’s Service**

APPENDIX B

Service area	Revised Budget (M08) £000	Approved Changes /Virements (to M09) £000	Proposed Virement (M09) £000	Revised Budget (M09) £000	Forecast £000	Year End Variance £000
Childrens, Young People and Families (CYPF)	174	-	-	174	174	-
Schools - General Provision	429	-	(421)	8	8	-
Schools - Primary	2,016	-	(267)	1,749	1,749	-
Schools - Secondary	4,090	-	(123)	3,967	3,967	-
Schools - Special	3	-	-	3	3	-
Schools New Build	-	-	-	-	-	-
<b>Children’s Service Total</b>	<b>6,712</b>	<b>-</b>	<b>(811)</b>	<b>5,901</b>	<b>5,901</b>	<b>-</b>

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

**Major Variances Commentary**

No additional variances to report

**SUMMARY – Month 9 (December 2022) – Communities**

**APPENDIX C**

<b>Service area</b>	<b>Revised Budget (M08) £000</b>	<b>Approved Changes /Virements (to M09) £000</b>	<b>Proposed Virement (M09) £000</b>	<b>Revised Budget (M09) £000</b>	<b>Forecast £000</b>	<b>Year End Variance £000</b>
Local Investment Fund	196	-	(142)	54	54	-
<b>Communities Total</b>	<b>196</b>	<b>-</b>	<b>(142)</b>	<b>54</b>	<b>54</b>	<b>-</b>

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

**Major Variances Commentary**

No additional variances to report

**SUMMARY – Month 9 (December 2022) – Place and Economic Growth**

**APPENDIX D**

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<b>Service area</b>	<b>Revised Budget (M08) £000</b>	<b>Approved Changes /Virements (to M09) £000</b>	<b>Proposed Virement (M09) £000</b>	<b>Revised Budget (M09) £000</b>	<b>Forecast £000</b>	<b>Year End Variance £000</b>
Asset Mgt - Asset Management	2,813	-	(915)	1,898	1,898	-
Asset Mgt - Education Premises	1,400	-	(856)	544	544	-
Boroughwide Developments	8,064	-	(903)	7,161	7,161	-
Development	12	-	-	12	12	-
Boroughwide Projects	80	-	(75)	5	5	-
Cemeteries and Crematorium	9	-	(9)	-	-	-
Countryside	155	-	(25)	130	130	-
Parks	142	-	47	189	189	-
Playing Fields & Facilities	2	-	-	2	2	-
Parks & Playing Fields	13	-	(13)	-	-	-
Private Housing - HMRF	129	-	(50)	79	79	-
Private Housing - Non-HMRF	63	-	-	63	63	-
Strategic Acquisitions	75	-	(75)	-	-	-
Public Realm	250	-	(250)	250	250	-
Town Centre Developments	14,108	-	(1,508)	12,600	12,600	-
Accident Reduction	1,746	-	(275)	1,471	1,471	-
Bridges & Structures	3,443	30	(355)	3,118	3,118	-
Fleet Management	1,443	-	-	1,443	1,443	-
Highway Major Works/Drainage schemes	4,357	-	(97)	4,260	4,260	-
Minor Works	1,021	-	(466)	555	555	-
Miscellaneous	4,317	-	(506)	3,811	3,811	-
Street Lighting	-	-	-	-	-	-
<b>Place and Economic Growth Total</b>	<b>43,639</b>	<b>30</b>	<b>(6,327)</b>	<b>37,342</b>	<b>37,342</b>	<b>-</b>

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

**Major Variances Commentary**

No additional variances to report

**SUMMARY – Month 9 (December 2022) - Housing Revenue Account (HRA)****APPENDIX E**

Service area	Revised Budget (M08) £000	Approved Changes /Virements (to M09) £000	Proposed Virement (M09) £000	Revised Budget (M09) £000	Forecast £000	Year End Variance £000
Housing Revenue Account	-	-	-	-	-	-
<b>HRA Total</b>	-	-	-	-	-	-

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

**Major Variances Commentary**

No additional variances to report

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**SUMMARY – Month 9 (December 2022) – Corporate/Information Technology (IT)****APPENDIX F**

Service area	Revised Budget (M08) £000	Approved Changes /Virements (to M09) £000	Proposed Virement (M09) £000	Revised Budget (M09) £000	Forecast £000	Year End Variance £000
Information Technology	3,701	-	(1,519)	2,182	2,182	-
<b>Information Technology Total</b>	<b>3,701</b>	-	<b>(1,519)</b>	<b>2,182</b>	<b>2,182</b>	-

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

**Major Variances Commentary**

No additional variances to report

**SUMMARY – Month 9 (December 2022) – Capital Treasury and Technical Accounting****APPENDIX G**

<b>Service area</b>	<b>Revised Budget (M06) £000</b>	<b>Approved Changes /Virements (to M08) £000</b>	<b>Proposed Virement (M08) £000</b>	<b>Revised Budget (M08) £000</b>	<b>Forecast £000</b>	<b>Year End Variance £000</b>
Cross Cutting /Corporate	2,500	-	-	2,500	2,500	-
<b>Capital Treasury and Technical Accounting Total</b>	<b>2,500</b>	<b>-</b>	<b>-</b>	<b>2,500</b>	<b>2,500</b>	<b>-</b>

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

**Major Variances Commentary**

No additional variances to report

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**SUMMARY – Month 9 (December 2022) - Funding for Emerging Priorities****APPENDIX H**

<b>Service area</b>	<b>Revised Budget (M06) £000</b>	<b>Approved Changes /Virements (to M08) £000</b>	<b>Proposed Virement (M08) £000</b>	<b>Revised Budget (M08) £000</b>	<b>Forecast £000</b>	<b>Year End Variance £000</b>
Funding for Emerging Priorities	-	-	-	-	-	-
<b>Funding for Emerging Priorities Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

**Major Variances Commentary**

No additional variances to report

**SUMMARY – Month 9 (December 2022) Proposed Changes**

**APPENDIX I**

<b>EXPENDITURE BUDGETS TO BE REPROFILED AS AT 31 DECEMBER 2022</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Comments</b>
<b>Directorate / Scheme</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	
<b>Children's Services</b>					
The Oldham Academy North - Additional 2FE	(10)	-	-	-	Prior year creditor correction
Various scheme adjustments	(801)	801	-	-	Rephase to future years
<b>Children's Services TOTAL</b>	<b>(811)</b>	<b>801</b>	<b>-</b>	<b>-</b>	
<b>Place and Economic Growth</b>					
Eastern Gateway Improvements (Prince's Gate)	(121)	121	-	-	Rephase to future years
Transport Investment	(17)	17	-	-	Rephase to future years
Growth Deal 3 - Programme Management Support	(3)	3	-	-	Rephase to future years
Chadderton Pedestrian & Cycle Access Improvements	(107)	107	-	-	Rephase to future years
Park Road NCN 626 to Town Centre	(80)	80	-	-	Rephase to future years
Park Bridge NCN 626 to Ashton	(60)	60	-	-	Rephase to future years
Sandy Lane, Royton - Traffic calming	(94)	-	-	-	Remove Grant – project completed
Golburn Clough, Greenfield	(297)	430	-	-	Realign & Rephase to future years and additional grant
Waterloo & Wellington Bridges	(295)	295	-	-	Rephase to future years
Wellington Street	(34)	34	-	-	Rephase to future years
Oldham Town Centre - Lees - Grotton Linear Park	(75)	147	-	-	Realign & Rephase to future years
Coal Pit Lane	(72)	-	-	-	Realign within service
Spindles	(916)	916	-	-	Rephase to future years
Northern Roots	(725)	725	-	-	Rephase to future years
Oasis Leesbrook Signalised Junction	(61)	-	-	-	Remove Grant – project completed
Salmon Fields Highway improvement	(25)	25	-	-	Rephase to future years
Bee Network Crossings	(269)	269	-	-	Rephase to future years
Church Road, Shaw – Highway Improvements	(90)	90	-	-	Rephase to future years
Levelling Up Parks	67	-	-	-	New Grant
Various scheme adjustments	(3,057)	3,057	-	-	Rephase to future years

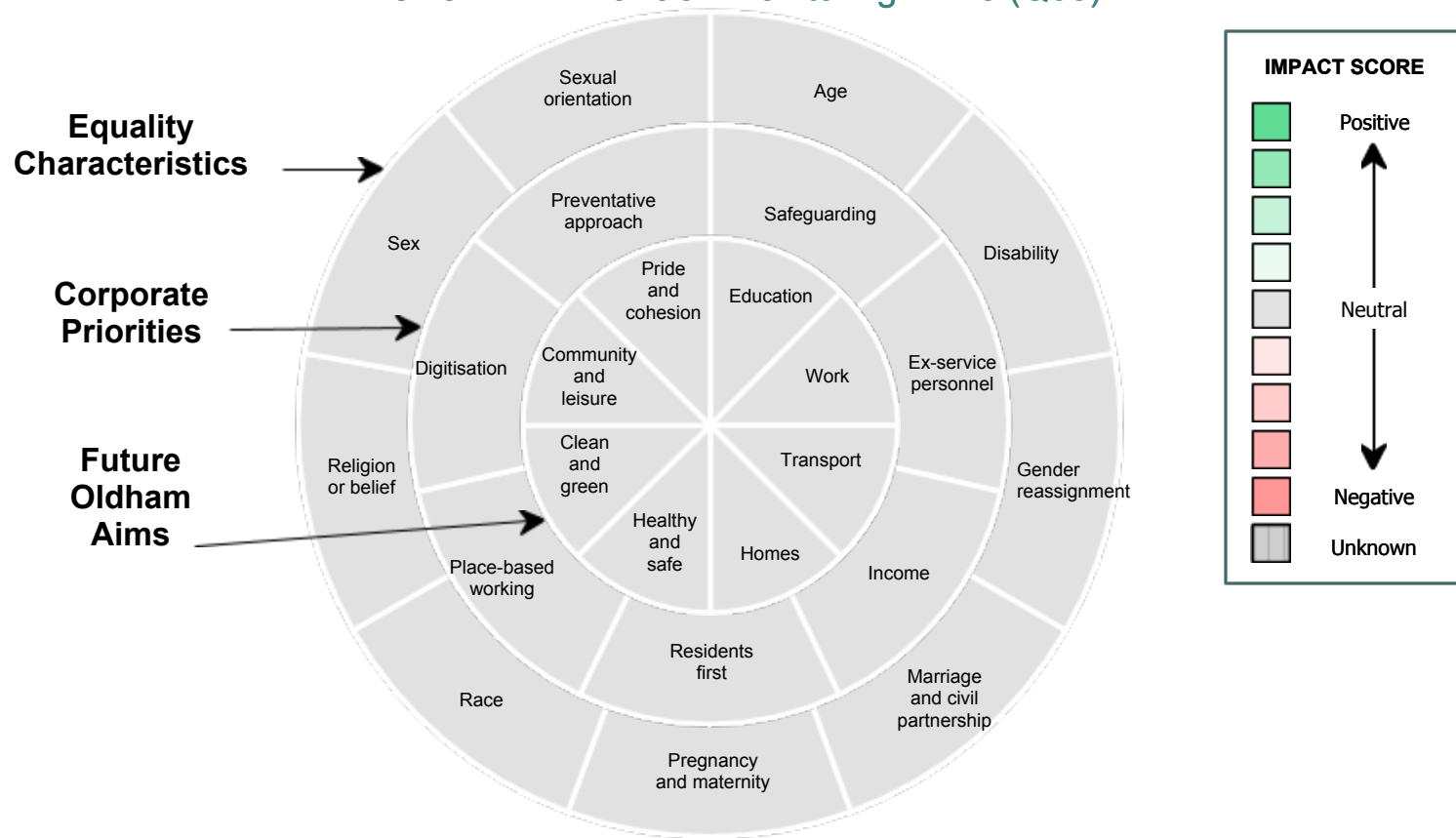
<b>Place and Economic Growth TOTAL</b>	<b>(6,327)</b>	<b>6,373</b>	<b>-</b>	<b>-</b>	
<b>Corporate / Information Technology</b>					
Financial Systems Development	(15)	-	(50)	-	Rephase and Realign budget
Technology Roadmap Digital and Technology Foundations	(420)	230	100	90	Rephase to future years
Application Portfolio Management Line of Business Systems	(266)	186	30	50	Rephase to future years
Digital Workforce Workforce Collaboration and Productivity	(100)	(300)	350	50	Rephase to future years
Digital Services Customer Experience	(200)	200	-	-	Rephase to future years
Digital Communities Business Insight Performance, Strategy & Policy Foundations	82	(82)	-	-	Acceleration from future years
IT General Provision			65	-	Realign budget
Various scheme adjustments	(600)	600	-	-	Rephase to future years
<b>Corporate / Information Technology TOTAL</b>	<b>(1,519)</b>	<b>834</b>	<b>495</b>	<b>190</b>	
<b>Communities</b>					
Local Investment Fund	(142)	142	-	-	Rephase to future years
<b>Communities TOTAL</b>	<b>(142)</b>	<b>142</b>	<b>-</b>	<b>-</b>	
<b>TOTAL</b>	<b>(8,799)</b>	<b>8,149</b>	<b>495</b>	<b>190</b>	

<b>FINANCING BUDGETS TO BE REPROFILED AS AT 31 DECEMBER 2022</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
<b>Fund Source</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Grants and Contributions	3,990	(4,055)	-	-
Prudential Borrowing	2,354	(1,639)	(495)	(190)
Capital Receipts	2,455	(2,455)	-	-
<b>TOTAL</b>	<b>8,799</b>	<b>(8,149)</b>	<b>(495)</b>	<b>(190)</b>

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



Annex 3- EIA: Financial Monitoring 22/23 (Q03)



Annex 3- EIA: Financial Monitoring 22/23 (Q03)				
	Impact	Likelihood	Duration	Comment
<b>Equality Characteristics</b>				
Age	Neutral	Possible	Short Term	The report considers the financial position of the Council at December 2022 and as such, in isolation has no direct impact on Equality
Disability	Neutral	Possible	Short Term	
Gender reassignment	Neutral	Possible	Short Term	
Marriage and civil partnership	Neutral	Possible	Short Term	
Pregnancy and maternity	Neutral	Possible	Short Term	
Race	Neutral	Possible	Short Term	
Religion or belief	Neutral	Possible	Short Term	
Sex	Neutral	Possible	Short Term	
Sexual orientation	Neutral	Possible	Short Term	
<b>Corporate Priorities</b>				
Safeguarding	Neutral	Possible	Short Term	The report considers the financial position of the Council at December 2022 and as such, in isolation has no direct impact on Equality
Ex-service personnel	Neutral	Possible	Short Term	
Income	Neutral	Possible	Short Term	
Residents first	Neutral	Possible	Short Term	
Place-based working	Neutral	Possible	Short Term	
Digitisation	Neutral	Possible	Short Term	
Preventative approach	Neutral	Possible	Short Term	
<b>Future Oldham Aims</b>				
Education	Neutral	Possible	Short Term	The report considers the financial position of the Council at December 2022 and as such, in isolation has no direct impact on Equality
Work	Neutral	Possible	Short Term	
Transport	Neutral	Possible	Short Term	
Homes	Neutral	Possible	Short Term	
Healthy and safe	Neutral	Possible	Short Term	
Clean and green	Neutral	Possible	Short Term	
Community and leisure	Neutral	Possible	Short Term	
Pride and cohesion	Neutral	Possible	Short Term	



## Report to PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE

### Children's Services - update on Financial Performance and Getting to Good Programme

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

**Officer Contact:** Julie Daniels, Acting Director of Children's Social Care

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

**23 March 2023**

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

This is an update to a previous report to the committee on 10 February 2022 titled 'Children's Services - update on Financial Performance and Improvement Plan' on progress in relation to Children's Social Care improvement plans and financial performance.

#### **Executive Summary**

##### **Financial position**

The current financial position of Children's Social Care is a forecast pressure of £13,171k after the planned use of £851k of reserves. The variance comprises a pressure in relation to COVID expenditure of £3,555k and a business as usual overspend of £9,615.

##### **Getting to Good (GtG) programme update**

The GtG programme continues to drive improvements in compliance performance in Children's Social Care. The programme has expanded its focus to include specific actions and support to drive improvements in the quality of social work and early help practice.

##### **Children's Transformation Programme (CTP) update**

A relaunched CTP, supported by the recent £14.7m investment into Children's Social Care by the council, targets transformational change in six strategic areas. The programme has made quick progress and has direct oversight from the Chief Executive's Strategy Group.

##### **Children's Social Care demand**

The service continues to experience significant sustained volumes and complexity of demand demonstrating the impact of contextual factors facing families in Oldham. Service leaders have responded by recruiting additional capacity across the workforce in order to reduce caseloads to be able to provide timely and sufficiently intensive support and intervention work with children, young people and families.

##### **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 Getting to Good Plan****1 The current financial position of Children's Social Care**

- 1.1 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, strengthen the 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. Clearly COVID has had a significant and prolonged impact in both 2021/22 and 2022/23 and the service continues to experience sustained demand and cost pressures as a result.

**Financial Performance during 2021/22**

- 1.2 Members of the Committee will recall that the report 'Children's Services - Update on Financial Performance and Improvement Plan' was presented to the meeting of the Committee on 20 February 2022. In terms of financial performance, the report gave an update as to the latest budget position which at the time was 2021/22 Month 8 (November 2021), which compared to a budget of £37,505k, was forecasting an overspend of £4,308k, being £2,718k in relation to COVID and the balance of £1,590k attributable to 'business as usual' (BAU).
- 1.3 Compared to the overspend reported to the Committee, the final 2021/22 outturn was an overspend of £4,985k, an adverse movement of £677k. The final outturn overspend comprised a COVID variance of £2,629k and a BAU pressure of £2,356k. In summary, the increase was in the main due to an increase in the number of commissioned placements in the final quarter of the financial year.

**Financial Performance during 2022/23**

- 1.4 There has been a net increase of £740k in the resources available for 2022/23, an allocation of £1,125k to acknowledge demand pressures (included at the time the budget was set) plus £304k to fund pay awards. This was offset by approved cost avoidance/budget reduction proposals totaling £689k, including the second £500k in relation to a reduction in Placement Costs that was approved as part of the 2021/22 Budget Setting process.
- 1.5 The month 9 financial position of the Council is also being considered elsewhere on this agenda; this includes a forecast pressure of £13,171k for Children's Social Care, this is after the planned use of £851k of reserves, as shown in the table below. The current pressure is £1,919k higher than the month 6 adverse variance of £11,252k that was reported to the Committee on 15 December 2022.

**Table 1 – Financial Position at Month 9**

Children's Social Care	Budget £k	Forecast £k	Reserves £k	Variance M09	COVID £k	COVID/ Additional Agency £k	BAU Agency £k	BAU Staffing £k	BAU Non- pay £k
Children in Care	24,923	33,594	0	8,671	2,644	26	1,267	(1,270)	6,004
Fieldwork & Family Support	11,722	17,010	(851)	4,437	248	505	6,307	(3,040)	417
Children's Safeguarding	2,336	2,398	0	62	0	132	285	(358)	3
<b>Total Month 9</b>	<b>38,980</b>	<b>53,002</b>	<b>(851)</b>	<b>13,171</b>	<b>2,893</b>	<b>663</b>	<b>7,859</b>	<b>(4,668)</b>	<b>6,424</b>
						3,555		3,191	6,424
<b>Total Month 6</b>	<b>38,302</b>	<b>50,400</b>	<b>(841)</b>	<b>11,252</b>	<b>3,144</b>	<b>817</b>	<b>7,160</b>	<b>(4,469)</b>	<b>4,599</b>

1.6 From 1 April 2022 Local Authorities have not been required to report the financial impact of COVID to the Department of Levelling Up, Housing and Communities (DLUHC) and general grant support for the pandemic has not been received in the current financial year. Recognising the legacy impact that COVID would have, the Council prudently set aside a corporate provision of £12,000m specifically to deal with this issue and has continued to separately identify COVID related costs which in the current financial year have been confined to Children's and Adult Social Care. At month 9, the COVID related pressure for Children's Social Care accounts for £3,555k of the total adverse variance, within which there are two distinct components:

- 1) a non-pay pressure of £2,890k which in the main (£2,644k) is attributable to cost pressures associated with external placements with a further £248k attributable to specialist legal fees.
- 2) the use of agency staff, mainly social workers, employed to deal with the increased demands that COVID initially placed on the service. The staff are still deployed with a resultant pressure of £663k.

1.7 It should be noted that none of the specific corporate funding has been directly applied to offset or mitigate the costs that Children's Social Care have incurred. The total COVID pressure currently anticipated for 2022/23 is £9,272k, which when deducted from the £12,000k funding available leaves a balance of £2,728k which is being used to reduce the Councils operational deficit (as reported elsewhere on the agenda).

1.8 The residual net BAU pressure is therefore £9,615k and is also split into two distinct categories as follow:

- 1) The variance relating to staffing costs which is £3,191k.

There are a number of vacant posts throughout the service which in isolation would generate an underspend of £4,668k, however this is completely offset by the deployment of agency staff in some but not all of the vacant posts at cost of £6,021k; a net operational staffing overspend of £1,353k. In addition, there are supernumerary agency staff being engaged to address service demand and to reduce social worker caseload holding to acceptable levels thus incurring an additional cost of £1,838k.

The cost of agency staff is current impacting on Children's Social Care nationally, rates have increased from an average of £35 per hour pre the pandemic to currently be in excess of £50 per hour, based on the average current salary of a social worker in Oldham the weekly cost differential is £37k

per annum. Aside from the cost increase this is also impacting on recruitment and retention, moves towards legislator restriction are gathering pace but will take time to be agreed and implemented.

- 2) A range of business as usual, non-pay variances delivering a net adverse variance of £6,424k

The largest single pressure is £5,461k in relation to placement costs. The main areas of concern are 'out of borough' and semi-independence and is an increase of £1,617k from the £3,844k reported at month 6.

There are further variances in relation to Adoption (£0.341m), Children with Disabilities Short Breaks (£0.296m), No Recourse to Public Funds/ Assistance to Families/ Setting up Home Grants (£0.309m); £6.407m in total

A number of small miscellaneous variances account for the remaining (net) pressure of £0.018m.

- 1.9 A summary of the current month 8 variances together with the previously reported comparative amounts at month 6 is provided in the following table.

**Table 2- Analysis of Overspend**

<b>Overspend Analysis- Children's Social Care</b>	<b>Month 6 £k</b>	<b>Month 9 £k</b>
<b>COVID Pressures</b>		
Placements	2,886	2,644
Disbursement costs (Legal)	257	248
<b>Non Pay Sub Total</b>	<b>3,144</b>	<b>2,893</b>
Agency Staffing (COVID)	817	663
<b>Total COVID Related Costs</b>	<b>3,961</b>	<b>3,555</b>
<b>Business as Usual Pressures (BAU)</b>		
Staffing Establishment Underspend	(4,469)	(4,668)
Agency Covering Established posts	5,823	6,021
Additional Agency Workers	1,337	1,838
<b>Current Establishment Net</b>	<b>2,692</b>	<b>3,191</b>
Placements	3,844	5,461
Adoption Placement Costs	251	341
CWD Short Breaks	236	296
No Recourse to Public Funds	64	64
Assistance to Families, Nursery Fees & Interpreters	133	209
Young People's Setting up Home Allowance	32	36
Other Minor Variances	40	18
<b>Non Pay BAU Variances</b>	<b>4,600</b>	<b>6,424</b>
<b>Total BAU Variance</b>	<b>7,292</b>	<b>9,915</b>
<b>Total Forecast Overspend</b>	<b>11,252</b>	<b>13,171</b>

- 1.10 The single largest area of financial pressure is within Placements, the COVID and BAU pressures combined produce a forecast overspend of £8,105k, the table below analyses the cost and number of the main placement types. The largest single area of pressure is Out of Borough Placements, the current average weekly cost is £5,075 per week (£264k p.a.), there are 18 placements with a weekly cost that is higher than the average weekly

cost and the highest cost is £9,373 per week, equivalent to £487k per annum. Numbers have increased by 6 over the course of the last financial year, the full year impact of a spike in placements in the final quarter of 2021/22 is a key driver in the increased cost in 2022/23. The other area of significant pressure is within semi-independence, a pressure of £2,150k is predominantly driven by increasing numbers which have risen by 19, from 26 at the start of the financial year to the current 45.

**Table 3- Analysis of Placement Types**

Placement Type	Revised Budget £k	Forecast £k	Variance £k	Month 9	Month 6	Month 3	Mar-22
Out of Borough Placement (OoB)	7,383	12,862	5,477	55	50	51	49
CCG Financial Contribution to OoB	(1,539)	(1,519)	20	18	11	17	17
Semi - Independent Unit	1,155	3,305	2,150	45	37	30	26
Childrens Independent Foster Agency	1,900	2,097	197	44	43	41	42
Allowances To Foster-parents	4,905	5,092	186	221	211	228	228
Parent and Baby Assessment	62	219	157	1	2	1	1
Foster Care- Relatives/ Friends	914	1,043	129	85	73	76	89
Staying Put Scheme	201	307	105	4	23	22	18
Special Guardianship Payments	1,335	1,347	12	227	229	234	232
Miscellaneous	208	194	(14)	35	39	47	47
Adoption Allowances	316	300	(16)	65	58	59	61
Unaccompanied Asylum-Seeking Children/ Care Leavers	(510)	(808)	(298)	-	-	-	-
<b>Total</b>	<b>16,331</b>	<b>24,437</b>	<b>8,105</b>	<b>782</b>	<b>765</b>	<b>789</b>	<b>793</b>

- 1.11 Recognising the on-going budgetary and operational pressures and the need to invest to deliver the Councils priority of supporting children and young people, Cabinet at its meeting on 12 December 2022, approved the report 'Children's Services Investment Proposals'. This outlined an investment of £14.700m, comprising; one off funding of £2.900m funded from reserves to pump prime a number of invest to save initiatives that the Council wished to make and recurrent funding of £11.800m to stabilise the financial position, further details are provided in section 4. However, it is important to note that the £2.900m of pump priming investment is expected to deliver budget reductions over the period 2025/26 and this has been built into the Council's Medium Term Financial Strategy which was approved at Budget Council on 1 March 2023. The table below presents the expected financial returns.

**Table 4- Children's Social Care Investment Plan**

Investment Plan	2023/24 £k	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k	2028/29 £k
Providing The Best Care	583	(548)	(181)	(102)	14	(71)
A Better Place to be a Social Worker	2,941	(1,610)	(1,097)	(730)	(650)	(791)
Supporting Foster Carers	(624)	(742)	(908)	(461)	(362)	(432)
Investment Initiatives - Reserves	(2,900)	2,900	0	0	0	0
<b>Return on Investment</b>	<b>0</b>	<b>0</b>	<b>(2,186)</b>	<b>(1,293)</b>	<b>(998)</b>	<b>(1,294)</b>

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## 2 Getting to Good programme update

2.1 Within the Children's Social Care 'Getting to Good' programme, a focused plan of work was initiated with the aim to recover the performance of some key indicators of social work practice, following a decline due to significant demand pressures in spring and summer 2022, as outlined in section 4 of this report.

### Getting to Good 1 (October – December 2022)

2.2 GtG1 ran for 12 weeks from 3 October to 19 December 2022. The programme focused on the compliance performance of seven fundamental areas of practice underpinned by a range of quality assurance activities.

2.3 The following achievements were made under GtG1:

- Successfully delivered performance improvements across all service areas.
- The focus on the seven fundamentals of practice provided clarity and simplicity across the workforce.
- Deeper insight and understanding of quality of practice challenges through our targeted quality assurance activity.
- Addressed challenges quickly and developed responses to long running problems.
- Developed a better management grip of compliance and quality issues.

### Getting to Good 2 (January – April 2023)

2.4 GtG2 has been designed to build upon the achievements from GtG1 and address the lessons learned. Consequently, there is a dual focus across the programme:

- Sustain (and complete for some areas) the compliance improvements achieved in GtG1.
- Complete the diagnostics, planning and implementation to secure further measurable improvements in the quality of social work and early help practice.

2.5 Our design approach has been to:

- Complete detailed diagnostic work within service areas to determine, within each team, where and how quality needs to improve (and how to measure that improvement).
- Arrange dedicated support from consultant social workers who will work intensively with senior leaders to ensure all teams know where/how to improve quality, and to track the impact of the work.
- Take a bottom-up rather than top-down approach. Teams have developed their own plans which have then been quality assured by the Managing Director of Children and Young People and the Director of Children's Social Care.

2.6 Governance:

- Throughout the programme the Managing Director of Children and Young People and the Director of Children's Social Care chair a meeting to assess the delivery of these plans and their impact on both quality and performance targets.
- They attend the Chief Executive Strategy Group monthly to give an overview of progress against the plan. This is supported with a Children's Services performance dashboard.



- 
- 2.7 In terms of quality standards, the mid-point review of GtG2 has shown consistent evidence of improvements in the quality of practice across services. The role of consultant social workers (CSW) has been pivotal. CSWs have been aligned with each service, and they have worked with service management teams to design, deliver and assess a range of activities to improve the quality of practice.
- 2.8 GtG2 is due to complete on Friday 21 April (the programme has extended beyond 12 weeks due to Easter) with an end-point review of the programme. At this point, a full assessment of the impact on the quality of practice will be made. Along with the final position on compliance performance, this will inform our approach to the next phase of the Getting to Good programme.

### **3 Children's transformation programme update**

- 3.1 The Children's Transformation Programme (CTP) was approved by the Council's change board in February 2023. The programme consists of six strands of activity:
1. Placement sufficiency
  2. Workforce
  3. Early intervention and prevention
  4. Children and young people's mental health
  5. Speech, language, and communication
  6. SEND improvement
- 3.2 Strands 1-3 are the subject of the Council's £14.7m investment into children's services. As such, this is where most focus has been placed since January 2023. Governance of the programme is through the CTP board (chaired by the Managing Director of Children and Young People). Any issues are escalated to the Council's Change Board (chaired by the Deputy Chief Executive).
- 3.3 Strand activities are shown below:

#### **Strand 1: placement sufficiency**

**Foster carers:** we have increased foster carer allowances and are developing an enhanced staff benefits package.

**Specialist foster care support:** we will have specialist foster carers for the provision of advice, development and outreach support, including short-term respite, to our mainstream foster carers in order to provide placement stability throughout the child's placement.

**Increased residential and semi-residential provision:** we will deliver:

- New semi-independent accommodation contracts in Oldham to better meet the needs of young people aged 16 – 19 to move onto independence.
- A new Oldham based residential contract to provide more, and better value, placements.
- The purchase of a residential home for children with learning disabilities.

#### **Strand 2: workforce**

**Social work academy:** there is now a fully staffed social work academy to attract new staff into Children's Social Care and develop and retain existing staff.

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**Social work recruitment:** as outlined in section 1 of this report, increased funding has been available to increase and stabilise staffing within the service. This will be supported by a bespoke recruitment campaign: *Choose Oldham*.

**Business support restructure:** in order to allow social workers to concentrate on work with children and families, both the size and structure of the business support function in children social care will be transformed. We plan to recruit an additional 17 FTE into this part of the service.

**Pay and reward:**

- The entry level salary of social workers has been increased to make Oldham's pay structure one of the most attractive in the Northwest.
- We have introduced a £2000 retention payment after two years complete service.
- We will pay for annual Social Work England registration fees (£90 per year from November 2023).

**Strand 3: early intervention and prevention**

**Family hubs:** we are using the £3 million government investment into Family Hubs to provide nine enhanced children's centres across the borough with more on-site support, advice, and activities available for all local families.

**Supporting families:** we will use Oldham's allocation of the Reform Investment Fund to invest £1.5m in targeted family support services for those families struggling the most and invest another £1.2 million to provide earlier support to a wider range (c6,500) of families needing less intensive support.

**Small grants:** As part of the above we are investing £180k in small grants (average £1k per award) from the reform funding to voluntary, community and faith groups who support children and families in their local community.

**Strand 4: children's and young people's mental health**

Oldham's mental health locality board is developing the borough-wide strategy for children and young people's (CYP) mental health. The ambition is that by the end of 2024:

- CYP aged 0-25 will have access to support via NHS-funded mental health services and school or college based Mental Health Support Teams.
- There will be 24/7 mental health crisis provision for CYP that combines crisis assessment, brief response, and intensive home treatment functions.
- There will be a comprehensive offer for 0–25-year-olds that reaches across mental health services for CYP and adults.
- CYP mental health plans will align with those for CYP with learning disability, autism, special educational needs, and disability (SEND), children and young people services, and health and justice.

**Strand 5: speech, language, and communication needs (SLCN)**

This strand has the following objectives:

- Schools/settings are supported to ensure they have high quality teaching practice that supports and promotes spoken language skills for all children and young people.
- Children and young people with SLCN will have their needs identified at the earliest stage.

- 
- Children and young people with delayed language skills will benefit from effective, targeted support.

A full range of jointly commissioned SLCN services and jointly operated delivery models will be put in place by April 2024. Areas for development include:

- New parent help sessions
- Balanced system optimisation
- Online help and engagement
- Joint funded/commissioned services and delivery

### **Strand 6: SEND improvement**

This strand aims to drive improvements in provision and services across the local area. The strand has been specifically designed to improve outcomes for children and young people so that they have the best possible experiences and opportunities to equip them for their future.

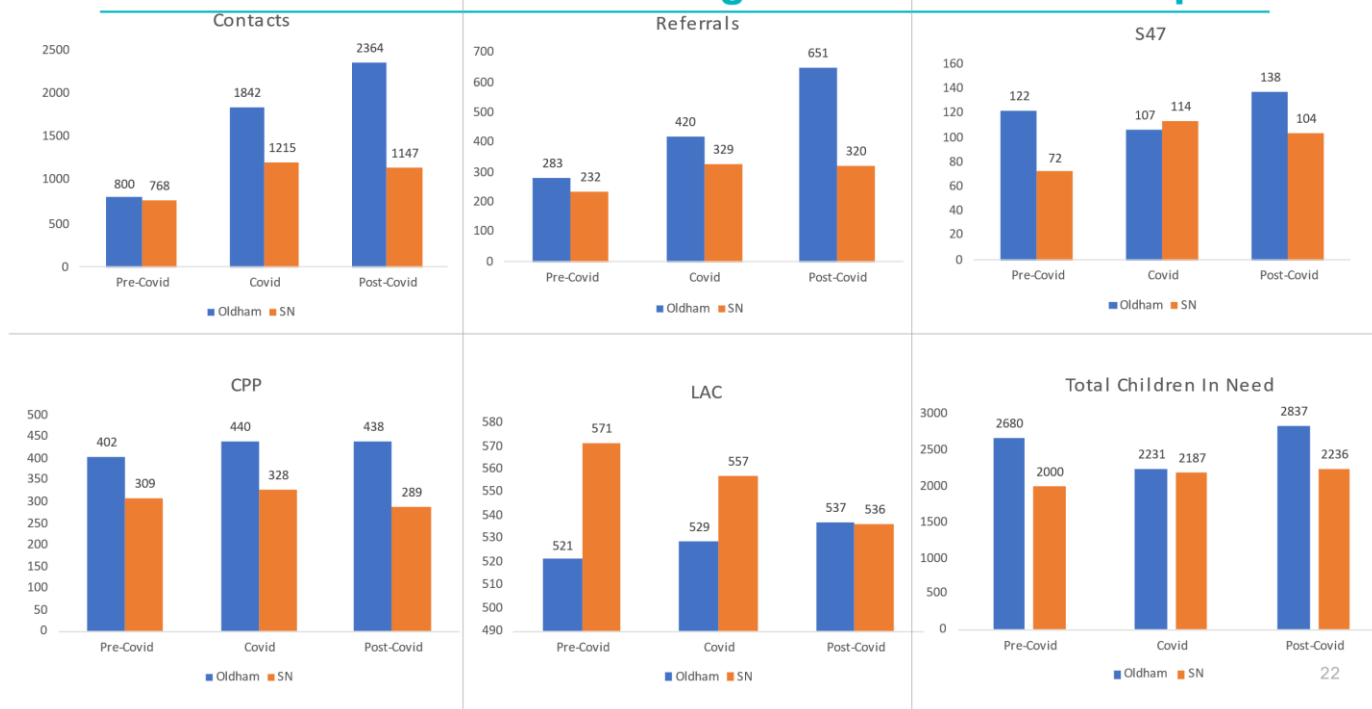
Priorities include:

- Early identification of need and appropriate support
- A focus on positive health and wellbeing
- Effective joint commissioning and sufficiency of specialist support and provision
- Preparing for adulthood

## **4 Children's Social Care demand**

- 4.1 Against a backdrop of increased demand nationally over the past 15 years and particularly in the Northwest, contextual factors such as poverty, deprivation, the pandemic, and cost of living crisis are having a significant impact on children and young people in Oldham enjoying a happy, healthy, and safe childhood in their families.
- 4.2 There has been an increase in the amount of people contacting Children's Social Care for advice and support since March 2020 and an associated increase in referrals for statutory social work services since March 2020. This has led to increases in the numbers of children and young people across all our cohorts (children in need, children subject to child protection plans and children looked after) as demonstrated in the charts below comparing Oldham to our GM statistical neighbours. Pre-covid refers to March 2020, Covid March 2021, and Post-Covid March 2022.

## Oldham and GM Statistical Neighbours Demand Comparison



4.3 This high level of volume and complexity of demand had been sustained throughout 2022 and increased at the start of 2023. In the month of January 2023, contacts into Children’s Social Care peaked at 2,597 with 545 referrals into statutory services. Our children and young people cohorts were 2,826 total children in need including 487 subject to child protection plans and 548 children looked after. All higher than Post-Covid (March 2022), demonstrating the impact of contextual factors facing families in Oldham.

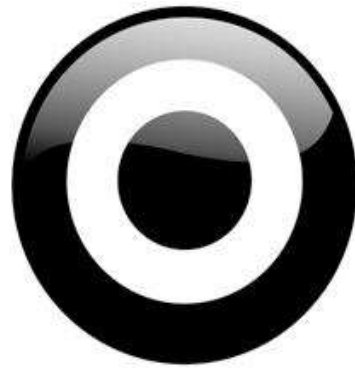
4.4 Service leaders have responded by recruiting additional capacity across the workforce, as outlined in section 1 of this report, in order to reduce caseloads to an average of 16 to be able to provide timely and sufficiently intensive support and intervention work with children, young people and families. The progressive improvements and impact of this work can be demonstrated through the Getting to Good programme as outlined in section 2 of this report.

## 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 that need help and protection in Oldham is central to the co-operative values of the Council and our ambitions to deliver the Our Future Oldham vision.

## 6 Conclusion

6.1 Demand for children’s services in Oldham has risen post-pandemic and remains at a high-level. Council-wide strategies such as place-based integration of services and an increased focus on early intervention and prevention seeks to address this. Additionally, with the recent £14.7m investment, the delivery of the getting to Good programme, and the development of the Children’s Transformation Programme, Children’s Services in Oldham are in a strong position to deliver timely and high-quality services to children, young people and their families.



**Oldham**  
Council

**Standing Advisory Council on Religious  
Education  
(SACRE)**

**Annual Report 2021-22**

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# Section One: Introduction and the Work of SACRE

## Words from the Chair

I am delighted to have served as chair of Oldham SACRE for another year, working alongside a truly committed group of people. I particularly wish to thank our local authority colleagues: Tony Shepherd, Shajia Begum and of course, Alastair Ross, our RE consultant/adviser. Alastair continues to be an immense personal support, guiding me through the myriad of issues to consider, in order to deliver high quality RE in Oldham. My focus remains on how our excellent teachers can best be supported by Oldham SACRE and what we can do to encourage them in their work. The annual questionnaire to all schools, provides a snapshot of RE provision and highlights areas where we can offer targeted support.

We are planning a Teacher CPD Conference for June 2023 to bring RE teachers together to network and share resources. This conference will be held at Ashton Sixth Form College with invitations extended to all RE teachers across Oldham and Tameside. This further illustrates our desire as neighbouring SACREs to collaborate where possible.

The publication of a booklet focusing on cultural and religious sensitivities in school settings was a practical way to utilise the knowledge and understanding of SACRE members, to inform classroom teachers, as well as our senior leaders.

In addition to our focus on staff, we are seeking to develop leadership skills and growth within our SACRE members by encouraging them to participate in national training and attending local events. I am particularly grateful for our close working relationship with Oldham Inter Faith Forum and GM Inter Faith Network in enhancing these opportunities. Although we have a fair spread of faith representation at meetings, we look to increase this and also to develop a succession plan for building members skills and confidence to take on the roles of sub group chairs/convenors and ultimately as the next Oldham SACRE chair.

Huge thanks to everyone who has played a part in #TeamOldhamSACRE

The Rev Canon Jean Hurlston  
Chair of Oldham SACRE 2021 - 22

## Overview

This annual report is prepared by Oldham SACRE. SACRE as a body is required to advise the Local Authority on matters relating to Religious Education and Collective Worship. This report provides a picture of the support given for Religious Education and Collective Worship during 2021-22. The report is a public document which is also sent to the National Association of SACREs (NASACRE) and the Department for Education.

For further information on the report or on RE and Collective Worship, contact Alastair Ross at [alastair@penninelearning.com](mailto:alastair@penninelearning.com). The clerk to SACRE is Shajia Begum [shajia.begum@oldham.gov.uk](mailto:shajia.begum@oldham.gov.uk).

## Dates and content of meetings

There were three meetings of Oldham SACRE during the year 2021-22, all held virtually via Teams. Meetings are open to the public and minutes are also available on-line. These meetings were held on 25<sup>th</sup> November 2021, 23<sup>rd</sup> March 2022 and 30<sup>th</sup> June 2022.

As well as considering the general position of RE and collective worship in Oldham, SACRE discussed the following issues at its meetings during the year:

- Annual Report
- CPD for teachers including possible conference
- Secondary RE provision
- SACRE audit and work plan
- Organisation of SACRE – exploring roles for SACRE members
- ‘Still Standing’ – report from NASACRE on future of RE
- Reports from regional and national bodies (NASACRE and GM Faiths Forum)
- Reports from network and schools
- Questions to be included in enquiry to schools
- Collective Worship: Update on Advice
- Drafting advice for schools on sensitive issues about faith in schools.
- Self-evaluation form (SEF)
- Development Plan



## Self-evaluation

During the year, Oldham SACRE completed a process of self-evaluation based on the NASACRE template. Arising from this the following areas future development were identified and will be built into the development plan for the next two years.

### SACRE

1. Membership should be widened, in particular to include attendance from more representatives from faith communities and the inclusion of non-religious viewpoints, such as Humanism. Contacts with partners, such as HE providers, should be developed.
2. Attendance and participation should be improved and care taken to include more interesting items
3. Members should be encouraged to attend NASACRE training courses and consideration should be given to induction for new members.
4. The development plan should be continually reviewed, revised and evaluated as part of meetings
5. An annual questionnaire should also be sent to all schools to elicit relevant information and to enquire about what support might be needed
6. More opportunities should be found to hear from pupils and teachers and
7. Explore whether a more structured link with MATs is feasible and beneficial.

### Religious Education

1. An annual questionnaire should be used to enquire about RE and collective worship. Members should undertake a website trawl.
2. Data analysis can now be restored. SACRE could explore if there are ways in which information can be more systematic and what capacity there would be for using this to support schools.
3. The relationship between SACRE and school senior leaders could be developed further.
4. Explore whether a more structured link with MATs is feasible and beneficial.

### Local Agreed Syllabus

1. Planning for the review and revision of the agreed syllabus should follow the criteria outlined in the SEF when the process starts in 2024.
2. A reminder and briefing on the LAS may be offered in 2022-23

### Collective Worship

1. Advice should be produced
2. Consideration should be given to including questions about CW in an annual enquiry and to the provision of professional development

### Community Cohesion

1. Membership should be widened, in particular to include attendance from more representatives from faith communities and the inclusion of non-religious viewpoints, such as Humanism. Contacts with partners, such as HE providers, should be developed.
2. Advice should be prepared to support schools in dealing with sensitive issues connected to faith and beliefs.

## **SACRE Priorities for 2022-23**

Self-evaluation has helped to identify key areas for development which are included in SACRE's development plan for 2022-24:

### Developing the effectiveness of SACRE and building partnership

- maintain and build wide and participative membership
- distribute leadership and responsibility within SACRE
- make training available to members
- develop regional collaboration
- produce annual report
- 

### Promote continuing improvement in standards, quality of teaching and provision in RE (including the syllabus)

- monitor provision
- monitor standards
- keep abreast of wider developments and share information with schools and local authority
- provide or publicise opportunities for professional development
- liaise with teacher networks
- review local agreed syllabus

### Promoting continuing improvement in the provision and quality of collective worship

- ensure practical advice is in place
- offer peered support or review
- publicise or make available professional development

#### Contributing to cohesion across the community

- nurture partnership with local authority and other agencies and groups
- develop practical guidance for sensitivity to faith in schools
- encourage educational collaboration between faith communities and schools

Further details of the self-evaluation or the development plan can be obtained via the clerk to SACRE.

### **Meetings for 2022-23**

SACRE meetings for 2022-2023 have been provisionally arranged for these dates: 3<sup>rd</sup> October 2022, 21<sup>st</sup> March 2023 and 7<sup>th</sup> June 2023. For more information contact the clerk, Shajia Begum [shajia.begum@oldham.gov.uk](mailto:shajia.begum@oldham.gov.uk).

## Section Two: Statutory Responsibilities: Religious Education

### The Local Agreed Syllabus

The current Agreed Syllabus for Religious Education was produced by RE Today Services and implemented in September 2020. The agreed syllabus is due to be reviewed and updated by 2025. The process for this review will be introduced at the SACRE meeting in September 2023 and a timeline for completion will be put in place. Following the recent completion of the SACRE self-evaluation (SEF), it was agreed that 'Section 3: The effectiveness of the locally agreed syllabus' will be used as a framework for the syllabus review.

### Standards and Monitoring

#### SACRE enquiry

At the end of the summer term 2022, Oldham SACRE asked secondary and primary schools to complete a brief survey about the provision of RE. The questions asked about the time provision given to RE and whether this was taught by teachers or support assistants, specialist or non-specialist. It also asked what support would be valued by schools.

The results of this will be analysed in the autumn of 2022 and responses made to all schools. Information will also help to sculpt the priorities of SACRE's work and support for schools.

#### Examination results

GCSE results from Oldham are outlined below. These will be discussed by SACRE in the spring term.

	on roll	entries	% 5+	%7+
Waterhead	277	60	56.7%	28.3%
Co-op Failsworth	272	11	45.5%	27.3%
Oasis Leesbrook	86	83	44.6%	13.3%
Royton and Crompton	221	9	44.4%	0.0%
Hathershaw	206	0	n/a	n/a
Saddleworth	274	29	58.6%	20.7%
North Chadderton	260	14	57.1%	14.3%

Radclyffe	298	139	69.1%	41.0%
Blue Coat	264	264	83.3%	59.5%
Crompton House	227	221	62.0%	24.9%
Newman	294	287	43.6%	18.1%
Oasis Academy	293	36	63.9%	41.7%
TOAN	237	66	86.4%	66.7%

total Oldham	3209	1219	62.6%	34.4%
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### RE Quality Mark

No Oldham schools applied for the REQM this year. There have been just over 40 REQM awards across the country in 2021-22, of which 12 were from the north of England.

## Professional development and support for schools

### General support

During the year this professional support continued through the RE consultant, Alastair Ross who is contracted through Pennine Learning, a small regional company specialising in RE and community cohesion. The team also includes three other experienced consultants in primary and secondary RE. Oldham Council contacted ten days during the year though this time is arranged as flexibly as possible to facilitate effective working with schools and others. Pennine Learning also supports SACREs and RE in neighbouring Tameside, Calderdale and Kirklees, enabling appropriate collaboration and partnership.

Support is available to schools in a number of ways, including:

- Advice on the local agreed syllabus;
- Consultancy over specific or general RE issues, including advice about withdrawal from RE;
- Support for schools wishing to develop and improve RE following Ofsted inspections.

### Training

This year the primary RE network has been re-established and is led by a local head and member of SACRE, Sue Callaghan.

A secondary network has been established for Oldham and Tameside and is run by the Northern Teaching Alliance based at The Blue Coat School and led by Kate O'Neill.

A successful series of five twilight webinars on subject knowledge of world faiths took place over the academic year and included guests from faith communities. These were held in cooperation with partner local authorities.

A half termly newsletter and CPD digest is sent to all schools and this includes information about professional development opportunities in RE regionally and nationally. Oldham teachers have been able to access training for RE coordinators and sessions for subject knowledge development.

A day course for new RE coordinators in Oldham is being held in October 2022.

A 'Deep Dive' in Religious Education is also offered to schools. This half-day session focuses on a review of curriculum provision, looking at its scope, rigour and sequencing. RE Policy.

Oldham Schools are particularly fortunate to have access to visits provided through Oldham Interfaith Forum and to the Oldham Pledge project.

During the year Oldham SACRE has worked with partners in Calderdale, Kirklees, Leeds and Tameside to produce advice on sensitivity to issues relating to faith in schools. This will be signed off in the autumn of 2022 and be available to schools as practical information and support to school leaders.

## **Section Three: Statutory Responsibilities: Collective Worship**

### **Standards and Monitoring of Collective Worship**

Guidance is offered to schools and Ofsted reports are scrutinised in order to keep up to date with current issues and concerns. It has been difficult for schools to maintain an effective programme of collective worship during the pandemic and one of SACRE's key priorities in the coming year will be to remind, facilitate and support schools. This will include offering light-touch review conversations with practical suggestions.

### **Complaints and determinations**

There were no complaints made during the year to SACRE about Collective Worship. There were no new or reviewed determinations to vary statutory requirements in any maintained school in Oldham. Responsibility for determinations in English academies and free schools rest with the Schools Funding Agency.

### **Professional development and support for schools**

SACRE is always ready to advise or support schools on request. A half-day course on planning for collective worship/ inclusive assemblies will be available to Oldham schools in the summer of 2023 to aid schools in developing an effective and inspiring programme.

SACRE is currently in the process of producing revised advice on collective worship and it is expected this will be ready for schools during the autumn of 2022.

These questions may be helpful in reflecting on the value and effectiveness of collective worship in school:

1. Collective: How does the assembly celebrate and promote a sense of community within the whole school (or group)?
2. Educational: Is there a clear aim and focus, with appropriate learning? Does it engage and interest pupils and staff?

3. Spiritual: How does the assembly nurture pupils' awareness of their beliefs and values - and those of others (including non-religious beliefs)? How does it develop a sense of the meaning, purpose and value in their lives?
4. Reflective: Is there space and opportunity for thoughtful reflection, in the assembly or as a follow up? If prayers are used do these allow for different approaches and responses?
5. Inclusive: How does the assembly programme develop understanding of different perspectives and cultures? How does it promote values of tolerance, diversity and equality?
6. Responsive: How did pupils respond and participate?

### **Other information**

Parents have a statutory right to withdraw their children from collective worship. Guidance on good practice and protocols for withdrawal is available to schools; consultants are available if further support is needed. SACRE recognises parents' legal rights but hopes all children will be enabled to receive stimulating and balanced RE as part of their entitlement to a broad curriculum.



## Section Four: Links with other organisations

SACRE has active links with the following organisations:

- National Association of SACREs (NASACRE)
- The North-north-west SACRE Hub
- RE Today
- The Association of RE Inspectors, Advisers and Consultants (AREIAC)
- Faith communities and organisations
- Oldham School Performance Team
- Northern Teaching Alliance based at The Blue Coat School
- The Oldham Inter Faith Forum
- Greater Manchester Interfaith Network
- Oldham and Tameside RE Practitioner Network

## Section Five: Other areas of involvement

### The Oldham Interfaith Forum

SACRE is grateful to the work of the Interfaith Forum in, among other things, supporting links between schools and local faith communities. This helps to fulfil our obligation to promote fundamental values of respect and tolerance.

The virtual faith trail, *Many Faiths, One Community*, is also a great resource for schools and comprises a set of videos for schools, exploring what goes on in four places of worship: a Christian Church, a Hindu Temple, a Mosque, and a Synagogue. Schools should contact the Interfaith Forum or the SACRE consultants for the link.

### Faith sensitivities

During the year SACRE has worked with partners in Calderdale, Kirklees, Leeds and Tameside to produce advice on sensitivity to issues relating to faith in schools. This will be signed off in the autumn of 2022 and be available to schools as practical information and support to school leaders.

## Section Six: SACRE arrangements

Oldham Council funds the operation of SACRE by contracting its consultant, providing a clerk and supporting its work through links with senior education officers.

SACRE membership includes representatives from all four constituent committees.

Committee A	Faith communities except for the Church of England
Committee B	Anglican representatives
Committee C	Teachers and schools
Committee D	Oldham Council

Buddhist	A	<b>Vacancy</b>
Hindu	A	Mrs Krishna Sisodia
Hindu	A	Nitiksha Raghvani
Jewish	A	Rabbi Daniel Walker
Muslim	A	Mr Nasim Ashraf
Muslim	A	Mr Bilal Brown
Sikh	A	<b>Vacancy</b>
Humanist	A	<b>Vacancy</b>
Oldham Interfaith forum	A	The Rev Howard Sutcliffe
Salvation Army	A	Major Annette Allen
Free churches	A	Mr Peter Butler
Free churches	A	Ms Jenny McGhee
Free churches	A	Mr Ian Whitehead
Roman Catholic Church	A	Mr Patrick McMahon
Church of England	B	The Rev Canon Jean Hurlston
Church of England	B	Mr Graham McGuffie
Church of England	B	The Rev Dr Paul Monk
Church of England	B	<b>Vacancy</b>
Primary head (Ch Ch Denshaw) & network lead	C	Sue Callaghan
Secondary head	C	<b>Vacancy</b>
Special School head	C	Ms R Lomax
NEU	C	Mrs Mary Butt
NEU	C	Miss Jacqueline Beattie
Secondary academies (Hathershaw)	C	Ms Claire Harwood

Special schools (Kingfisher)	C	Ms Nicola Smith
Teaching school (N Tchg Alliance)	C	Laura Almond
SLE and network lead	C	Ms Kate O'Connell
Teachers associations and HE	C	Francesca Frazer-Davies
Local authority	D	Cllr Pam Byrne
Local authority	D	Cllr Mohon Ali
Local authority	D	Mr Tony Shepherd
Coopted	Z	<b>Available</b>
Coopted	Z	<b>Available</b>
Coopted	<b>Z</b>	<b>Available</b>

SACRE needs to ensure there continues to be consistent attendance and needs more teacher representatives. Contacts with partners, such as HE providers, should be developed. It is worth exploring whether a more structured link with MATs is feasible and beneficial

Training is provided by NASACRE and offered to SACRE members, though better induction is needed locally.

## Section Seven: Advice to the Local authority

The following advice is given by SACRE to the local authority:

1. Ensure SACRE's annual report is considered carefully by the Scrutiny Panel of the Council and any of its content noted.
2. The local authority should ensure that SACRE has its full complement of attending local representatives, especially from faith communities.
3. The local authority should encourage the best local provision for skilled and specialist RE teaching in Oldham.

No appendices are attached to this report; all the relevant information is contained within the main body. However, any further information can be requested via the clerk, [shajia.begum@oldham.gov.uk](mailto:shajia.begum@oldham.gov.uk).



This annual report is prepared for Oldham Standing Advisory Council on RE (SACRE) as part of its statutory responsibility. For further information on the report or on RE and Collective Worship, please contact Alastair Ross at [alastair@penninelearning.com](mailto:alastair@penninelearning.com).



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

### **Repeat Referrals in Children's Social Care**

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

**Officer Contact:** Julie Daniels, Interim Director of Children's Social Care

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

**9<sup>th</sup> March 23**

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#### **Purpose of the report**

This is an update to a previous report to the committee on 10<sup>th</sup> February 22 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.

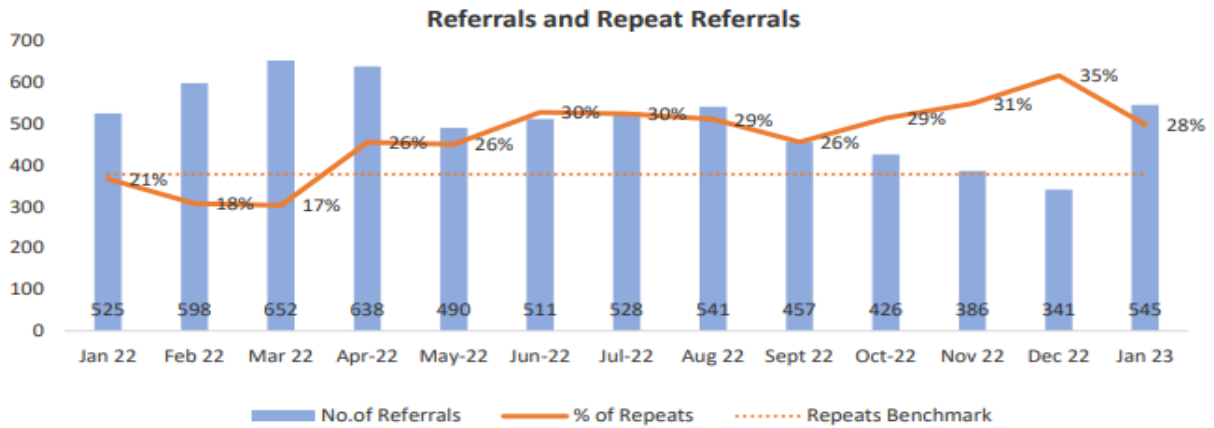
Repeat Referrals in Children’s Social Care

**1 Background**

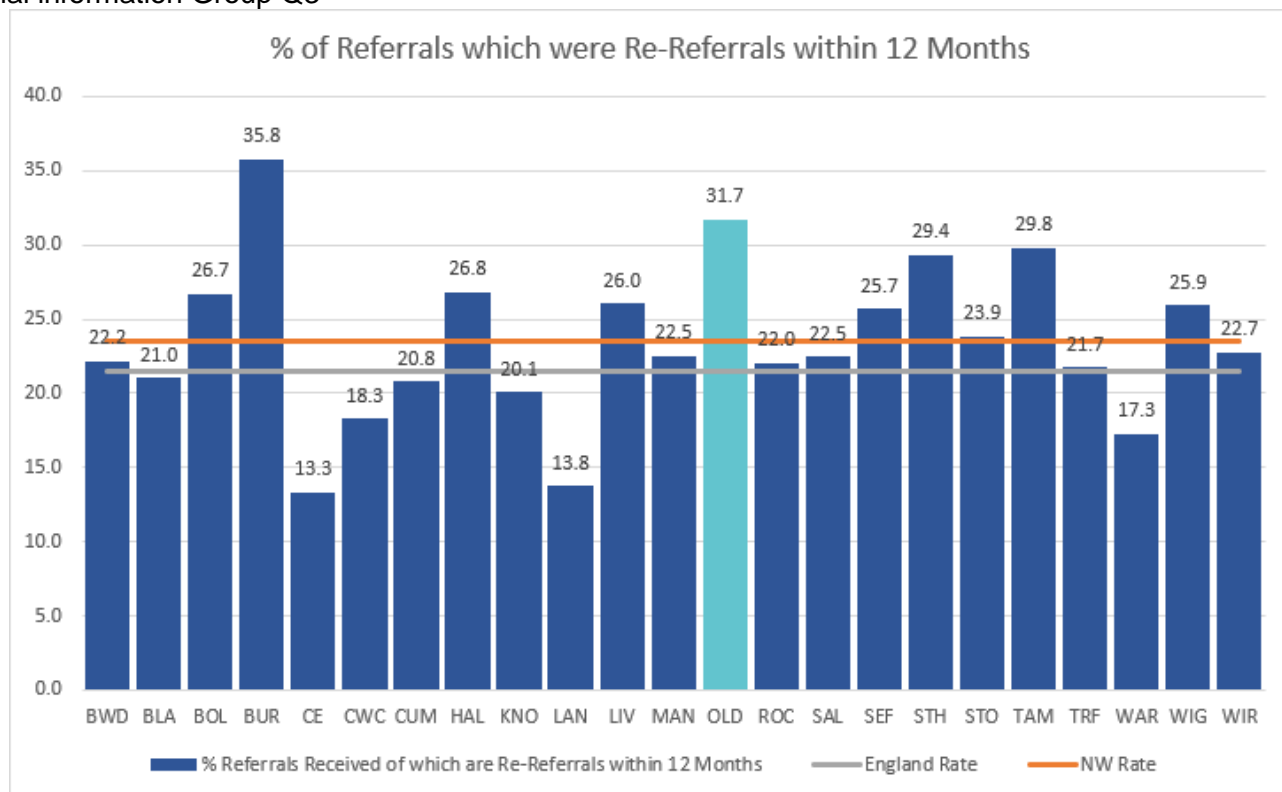
1.1 This report to the committee considers the current challenges across the Children’s Social Work Service, focusing in particular on the variable trajectory of repeat referrals within the last six months. A re-referral relates to a family who has received two or more referrals through to Children’s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

**2 Current position**

2.1 Since April 22 the trajectory of re-referrals into Children Services has steadily increased with a peak of 35% in December. There was a reduction in January 23 to 28% however it is noteworthy that we remain higher than both Statistical Neighbours and England averages as demonstrated in the below tables.



## Regional information Group Q3



- 2.2 Recent deep dive review completed in February 23 identified some missed opportunities to prevent re-referrals through earliest targeted intervention. There was a clear correlation between the increase in referrals in April, May 22, and the increase in re-referrals in December.
- 2.4 Whilst we have seen an increase in our rate of re-referrals, we take some reassurance from the Regional Information Group 2022 quarter 3 data recognises that 8 of the 23 North West local authorities have seen similar increases in re-referrals above Statistical Neighbours and England.
- 2.5 The deep dive review identified that there were several families where new concerns were identified. In those cases where the decision to close to Children Services, there were missed opportunities to step down to Early Help for further targeted support and intervention. It is therefore reasonable to hypothesise that a repeat referral may have been prevented.

### 3 Key challenges and service response

- 3.1 The review findings have been shared with all team managers across the children assessment and intervention service. All managers are aware of the expectations and minimum standards, as defined within the practice standards, in regard to how parents contribute to assessment. In order to strengthen this, we have embedded weekly head of service case reviews that have been re-referred into the service within a 12-month period, where the decision to close following assessment has been made by the team manager.

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- 3.2 The head of service will review the proposed decision within the wider context of assessment and evidence of intervention, prior to the case closing. These case reviews will be reflected on the child's file.
- 3.3 The introduction of a management review has been implemented in recent weeks to review all children who are re-referred into the service by the previous team manager. Findings in regard to common themes will be shared as part of fortnightly learning circles, in collaboration with the consultant social worker. The findings will be collected on a monthly basis and shared within the Children Assurance Board.
- 3.4 A recent review of the step-down case transfer policy from Children Services into Early Help will strengthen the transition of families across both services, thus: improving the co-production of the step down child's plan.
- 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 the implementation of a new model of practice within the multi-agency safeguarding hub.
- 3.3 A new model of practice is about to be launched in the multi-agency safeguarding hub. The council have commissioned Professor David Thorpe to support a relational model of practice, encouraging partners to contact the hub by telephone, and not email. This will provide greater opportunities to discuss a professional's concern for a child and/or family to encourage a conversation about who is best placed to provide support and intervention. The model has been implemented across other Northwest Authorities and is reported to have reduced demand through to Children Services by up to 30%. We are hopeful that by implementing this approach, this will reduce unnecessary statutory intervention for those families who often go on to receive no further action following assessment.
- 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 campaign. It is a national issue that Local Authorities are facing challenges in permanent recruitment and are therefore over relying on agency staff. The Northwest Local Authorities are currently paying significantly inflated rates to practitioners – including up to £45phr. 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 Whilst demand remained high, 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.
- 3.6 Following recent investment from the council, the service has increased the assessment and intervention establishment by 55%. The transformation from assessment to assessment and intervention, coupled with the growth in establishment,



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has enabled a critical eye on the quality and implementation of providing earliest possible support and intervention to those children and families in need. These changes are still in the implementation stage, and further review of success and barriers continues to be identified. It is noteworthy that since the investment, caseloads have significantly reduced from approx. 55 children per social worker, to around 22. This provides practitioners with the time to reflect and undertake meaningful intervention with families.

#### **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 earlier in the year of 2022. The investment from the Council has provided an increase of 125% in the establishment, reducing caseloads significantly. This will provide practitioners with the time to reflect and undertake meaningful intervention.

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## PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE

### WORK PROGRAMME 2022/23

Thursday 23 <sup>rd</sup> June 2022	Performance Report – Quarter 4, 2022/23	To scrutinise Council performance against agreed performance measures	Portfolio – Leader of the Council. Assistant Chief Executive. Matt Drogan, Head of Strategy and Performance.	Service performance reporting
	Update on Implementation of the Housing Strategy	Updates on delivery of the Strategy, including Brownfield Sites, Provision against demand, Affordable Housing, Land retention and Performance of External Providers	Portfolio – Regeneration and Housing. Executive Director Place and Economic Growth Bryn Cooke, Head of Housing	Service performance reporting
	Miocare Group – Annual report	To scrutinise the performance of the MioCare Group	Portfolio – Health and Social Care Deputy Chief Executive. Karl Dean, Managing Director, MioCare Group	Annual Report consideration/service performance reporting
Thursday 1 <sup>st</sup> September 2022				
	Annual Accounts/ Financial Outturn for 2021/22	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	To scrutinise the Council's financial performance against the agreed Budget.	Portfolio – Finance and Low Carbon. Anne Ryans, Director of Finance.	Budget performance reporting

	Programme 2022/23 Quarter 1			
Thursday 6 <sup>th</sup> October 2022	SEND Review Update	To review and monitor progress to provide assurance of sustained improvement.	Portfolio – Education and Skills Managing Director – Children and Young People Assistant Director SEND.	Annual update report required By Committee, October 2021
	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	Service performance reporting – annual report.
	Performance report – Quarter 1, 2022/23	To scrutinise Council performance against agreed performance measures.	Portfolio – Leader of the Council. Assistant Chief Executive. Matt Drogan, Head of Strategy and Performance.	Service performance reporting
Thursday 17 <sup>th</sup> November 2022	Oldham Safeguarding Adults Board Annual Report 2021/22	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.
	Oldham Safeguarding Children Board Annual Report 2020/21	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.

	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.
Thursday 15 <sup>th</sup> December 2022	Performance Report Quarter 2, 2022/23	To scrutinise Council performance against agreed performance measures.	Portfolio – Leader of the Council. Assistant Chief Executive. Matt Drogan, Head of Strategy and Performance.	Service performance reporting
	Revenue Monitor and Capital Investment Programme 2022/23 Quarter 2	To scrutinise the Council’s financial performance against the agreed Budget.	Portfolio – Finance and Low Carbon. Anne Ryans, Director of Finance.	Budget performance reporting
	Partnership Risk Dashboard	To assess the overall risk on partnerships to the Council.	Portfolio – Finance and Low Carbon. Anne Ryans, Director of Finance. Mark Stenson, Assistant Director Corporate Governance and Strategic Financial Management.	Budget performance reporting
Thursday 9 <sup>th</sup> February 2023	Review of Oldham Community Leisure and the operation of the Leisure Contract	Annual Report	Portfolio – Culture and Leisure. Deputy Chief Executive. Neil Consterdine, Assistant Director Youth, Leisure and Communities	Financial and Performance Report
	Children’s Services - update on	To receive updates in respect of financial performance in	Portfolio – Education and Skills.	Periodic performance update report; previous report

	financial performance and Improvement Plan	Children's Services and delivery of the Improvement Plan	Managing Director – Children and Young People.	January 2021 (deferred from 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.	Periodic performance update report; previous report January 2021 (deferred from December 2020).
Thursday 23 <sup>rd</sup> March 2022	Performance report Quarter 3, 2022/23	To scrutinise Council performance against agreed performance measures	Portfolio – Leader of the Council. Assistant Chief Executive. Matt Drogan, Head of Strategy and Performance.	Service performance reporting.
	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/ Service performance reporting.
	Revenue Monitor and Capital Investment Programme 2021/22 Quarter 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

#### PENDING ISSUES

Primary and Secondary School Performance	Portfolio – Children and Young People. Managing Director – Children and Young People.	Consideration subject to consultation with the Chair, Portfolio Holder and Officers.
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	Richard Lynch, Director of Education, Skills and Early Years/Tony Shepherd, Head of Learning.	
The impact of the proposed health integration on the Council and its future operations.	To be confirmed	Budget and Performance Monitoring.
Unity Partnership – monitoring arrangements following decision to bring services in-house.	To be confirmed	Budget and Performance Monitoring. Item may be incorporated into future corporate Performance reports.
Review of Oldham Community Leisure and the operation of the Leisure Contract - Update report to show a full year recovery, from Covid-19.	Portfolio – Culture and Leisure Deputy Chief Executive. Neil Consterdine, Assistant Director Youth, Leisure and Communities	Report requested for autumn 2022 by Committee, 10 <sup>th</sup> February 2022. Requirement for report to be reviewed with Chair.
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.
Update on contract monitoring within the Council for a selected operational area	Appropriate Portfolio Holder and Director responsible for the Service.	Issues and scheduling to be determined by the Committee

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