

GOVERNANCE, STRATEGY AND RESOURCES SCRUTINY BOARD Overview & Scrutiny Committee Agenda

Date Thursday 22 June 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

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 19 June 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.

Please note that anyone using recording equipment both audio and visual will not be permitted to leave the equipment in the room where a private meeting is held.

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

Please also note the Public attendance Protocol on the Council's Website

https://www.oldham.gov.uk/homepage/1449/attending_council_meetings

MEMBERSHIP OF THE GOVERNANCE, STRATEGY AND RESOURCES SCRUTINY BOARD

Councillors Al-Hamdani, Hobin, A Hussain, J. Hussain, McLaren (Chair), Moores, Surjan and Woodvine

Item No

- 1 Appointment of Vice-Chair
To appoint a Vice-Chair for the 2023/24 Municipal Year.
- 2 Minutes of Previous Meeting (Pages 1 - 8)
For information, to receive the minutes of the Performance Overview and Scrutiny Committee meeting held on 23 March 2023.
- 3 Apologies
- 4 Declaration of Interests
To Receive Declarations of Interest in any Contract or matter to be discussed at the meeting.
- 5 Urgent Business
Urgent business, if any, introduced by the Chair.
- 6 Public Question Time
To receive Questions from the Public, in accordance with the Council's Constitution.
- 7 Terms of Reference (Pages 9 - 10)
To note the Terms of Reference previously agreed at Annual Council on 24 May 2023.
- 8 Corporate Performance Report 2022/23 for Quarter 4 - 1 January to 31 March 2023. (Pages 11 - 46)
To consider and discuss Corporate Performance Report 2022/23 for Quarter 4: 1st January to 31st March 2023.
- 9 Absence Trends Across the Authority
Report to follow.
- 10 A Councillors Workbook on Scrutiny of Finance (Pages 47 - 62)
- 11 Work Book on Scrutiny (Pages 63 - 94)
To note and discuss the Work Book on Scrutiny produced by the Local Government Association as a guide for elected Members.



- 12 Proposed Audit Committee Work Programme for 2023-24 (Pages 95 - 102)
To consider the Proposed Audit Committee Work Programme for 2023/24 in terms of some of the issues that are included within the programme.
- 13 Key Decision Document (Pages 103 - 124)

This page is intentionally left blank



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

Also in Attendance:

Andy Cooper	Senior Finance Manager
Julie Daniels	Director of Childrens Services
Jonathan Downs	Strategy, Partnerships and Policy
Matt Bulmer	Assistant Director, Childrens Services Integration
Paul Rogers	Constitutional Services
Anne Ryans	Director of Finance
Tony Shepherd	Assistant Director Education and Early Years
Jake Womack	Sacre Consultatnt, Penine Learning
Alistair Ross	Sacre Consultant, Penine Learning

1 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors
Bashforth, Hussain, Rea and Shuttleworth.

2 **URGENT BUSINESS**

There were no items of urgent business received.

3 **DECLARATIONS OF INTEREST**

Councillor Byrne declared a non-pecuniary interest in item 9 –
Standing Advisory Council on Religious Education as she had
been appointed as the Council's representative on the Board.

4 **PUBLIC QUESTION TIME**

There were no public questions for the Committee to consider.

5 **MINUTES OF PREVIOUS MEETING**

RESOLVED that the minutes of the meeting of the Performance
Overview and Scrutiny Committee held on 15 December 2022
be approved as a correct record.

6 **CORPORATE PERFORMANCE REPORT - QUARTER
THREE 2022/23**

The Committee scrutinised a report which presented a review of
the Council performance for the third quarter of 2022/23 9 (April
2022 to March 2023). The Committee was invited to examine
areas on under performance and where appropriate recommend
remedial action. The Committee was 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 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 (e.g staff capacity) and external factors including increased demand due to cost of living, reduction in resources, changes in legislation and policies on all its services

The Committee was informed of the following regarding actions during the third quarter:

Members were informed that

12 actions were certain to achieve target
24 actions were likely to achieve
11 were unlikely to achieve
27 no prediction

- 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.
- These figures are as expected for the third quarter of the reporting year

Members were informed that 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 (attached to the report) gives an overview of progress against each priority and shows the Council is on track in most areas.

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

Pages 4-14 of Appendix A give an overview of progress against business plan measures within each service area and shows green areas – Actions and Risks on track, and red areas where risks are raised.

It was emphasized to Members that the Council is still operating in the context of the cost of living crisis and the impact of Covid cannot be underestimated.

A Member referred to Performance measure M498 (C) which indicated 100 per cent compliance and it is evident that some street lights in the Borough are unlit.

Members were informed that a formal response would be sought and reported back to this Committee regarding the street lighting EON contract.

A Member drew attention to M333a (C) - Percentage of Council Spend in Oldham where there was no description of any Action.

Members were informed that a formal response on the action being taken would be reported to the next meeting on this Committee.

Resolved: That

1. the Committee notes the progress in implementing current business plans;
2. the Committee notes the comments on progress, in particular the narrative that relates to any red measures;
3. the Committee notes the interconnection of the actions with ongoing activities in other portfolio areas and key projects such as Cost of Living Response and Don't Trash Oldham.
4. Celebrates the areas of good or improving performance.
5. reports on the performance response relating to the Street lighting contract with EON and, where there was no description of any Action Percentage of Council Spend in Oldham be submitted to the next meeting of this Committee.

7

REVENUE MONITOR AND CAPITAL INVESTMENT PROGRAMME 2022/23 QUARTER 3

Consideration was given to a report of the Director of Finance which provided the Committee with an update on the Council's 2022/23 forecast revenue budget position at Annex 1 of the report 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 of the report. The report was presented to and approved by Cabinet at its meeting on 20 March 2023.

Revenue Position

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

The position included additional costs and pressures that had been identified by the Authority in this financial year because of the lasting impact of the COVID-19 pandemic. There were currently two areas which continued to experience significant pressures attributed to the on-going impact of the pandemic; Community Health and Adult Social Care was reporting an

adverse variance of £5.717m and Children's Social Care was recording £3.555m. These pressures were 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 was being used to reduce the operational pressure. This would be monitored for the remainder of the 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 was detailed within Annex 1 of the report.

The forecast pressure of £1.280m at Quarter 3 was a £0.953m decrease to the adverse position of £2.233m reported at month 8 and forecasted the impact of, as previously reported, the management actions that had 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 was also outlined in the report.

Against a generally improving position, the DSG was 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 would continue to be taken with the aim of mitigating cost pressures and delivering and maintaining a surplus position. To assist, Oldham had been invited by the Government to take part in the Delivering Better Value in SEND (Special Educational Needs and Disabilities) Programme which would 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 had commenced on compiling the grant application for submission in late June/ early July.

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

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

Capital Position

The report outlined 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 was £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 was likely that the forecast position would continue to change as the year draws to a close with additional re-profiling into future years.

Resolved:

That the Committee notes the financial position of the Council as presented in the report.

8

CHILDREN'S SERVICES IMPROVEMENT PLAN AND FINANCE UPDATE MARCH 2023

The Committee received 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.

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 £9,616.

The Getting to Good 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.

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

The Children's Social Care 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.

Regarding the recruitment of Social Workers, Members were informed that the Council is experiencing challenging times with this issue. Staff being recruited at a junior level, being trained and the service is then losing those people to Agencies. The Council is having to employ Agency staff at an additional cost as a consequence. The Council is then addressing staff retention and has put in place a package which provides competitive rates of pay and conditions whereby caseloads are not excessive together with positive support from management.

Resolved: That the Committee notes the report and progress to date.

9

STANDING ADVISORY COUNCIL ON RELIGIOUS EDUCATION (SACRE) ANNUAL REPORT 2021/2022

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. The 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.

Resolved:

That the report be noted.

10

REPEAT REFERRALS IN CHILDREN'S SOCIAL CARE

The Committee scrutinised a report which gave an update to a previous report to the committee on 10th 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.

This report 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.

Members were informed that since April 2022 re-referrals has shown a consistent upward trajectory throughout 2022.

A new model of practice was launched recently 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.

Even today there is a positive feedback.

Members suggested that update reports be submitted to future meetings of this Committee showing the impact of the new model.



Resolved: That

1. the Committee notes the report and progress to date; and
2. update reports be submitted to future meetings of this Committee setting out the impact the new model has made on referrals.

11

**PERFORMANCE OVERVIEW AND SCRUTINY WORK
PROGRAMME 2022/23**

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

Resolved:

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

The meeting started at 6.00 pm and ended at 7.35 pm

This page is intentionally left blank

The Governance, Strategy and Resources Scrutiny Board

Terms of Reference

Officer contact: Peter Thompson – Principal Constitutional Services Officer

14 June 2023

Purpose of the report

(1) The purpose of this report is for Members information and requests Members to Note the report.

(2) Terms of Reference as agreed at Annual Council 24 May 2023

The Governance, Strategy and Resources Board role includes the scrutiny of key policy items, the annual budget proposals, proposals with significant service and or budgetary implications, risk and performance. The Board will also scrutinise particular proposals being developed at the Greater Manchester level and by the Council's strategic partners, considering the implications for the Borough and for the Council.

The Board will also monitor and hold to account the performance of service delivery within Oldham Council and of strategic partners etc with particular reference to the Corporate Plan and all other strategic plans and monitor organisational risk.

Areas covered by the Governance, Strategy and Resources Board in scrutinising how the Council meets the required outcomes could include:

- Oldham Plan (sustainable community strategy);
- The Council's Corporate Plan;
- Fair Employment Charter;
- Integrated Commissioning Framework; and
- Pay Policy Statement.
- Performance monitoring including performance reports
- Risk reports – Governance
- Annual Budget Setting
- To scrutinise the financial performance of the Council against the approved budget and efficiency savings identified
- To scrutinise issues identified as requiring improvement by external assessors (with the exception of social care matters) ensuring that there is appropriate statutory representation of co-opted members in respect of education matters.
- In reviewing the performance of Council and other services, to scrutinise plans for improvement where performance is weak and to maintain oversight until performance improves.
- The Scrutiny Board (Governance, Strategy and Resources) is the allocated residual responsibility for any function not otherwise allocated to a Scrutiny Board.

This page is intentionally left blank



Report to Governance, Strategy and Resources Scrutiny Board

Corporate Performance Report 2022/23 for Quarter 4: 1st January to 31st March 2023

Portfolio Holder:

Councillor Abdul Jabbar, Cabinet Member for Finance & Corporate Resources

Officer Contact:

Shelley Kipling, Assistant Chief Executive

Report Author:

Gail M. Stott, Performance Improvement Lead

22nd June 2023

Reason for decision

The overview and scrutiny of performance aims to provide assurance that:

- our business plan 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 business plan priorities for the period 1st January to 31st March 2023 (Quarter 4) and where applicable the End of Year targets.

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

Appendix B (attached) comprises the response to a query raised at the March meeting of the Performance Overview & Scrutiny 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.

Over the final quarter of the 2022/23 business plan year, our services continued to make satisfactory progress towards achieving the actions set out in their business plans.

All services are now in the final stages of reviewing their performance and setting new targets as part of the 2023/27 business planning cycle.

Recommendations

Scrutiny Board members are asked to:

- note the progress in implementing the 2022/23 business plan objectives
- celebrate areas of consistent good 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 during 2023/24
- 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 Quarter Q4: 1st January to 31st March 2023

1. Background

1.1 Annual business plans ran from 1st April 2022 to 31st March 2023; it is now year-end. The business plans included 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; going forward our business plans will be closely aligned to the priorities set out in the Plan and will run from 1st April 2023 to 31st March 2027.

1.3 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 uses the CorVu system to generate its performance management reports; from April 2023 this system will no longer be in use; this will be the final report generated by the system.

2. Context

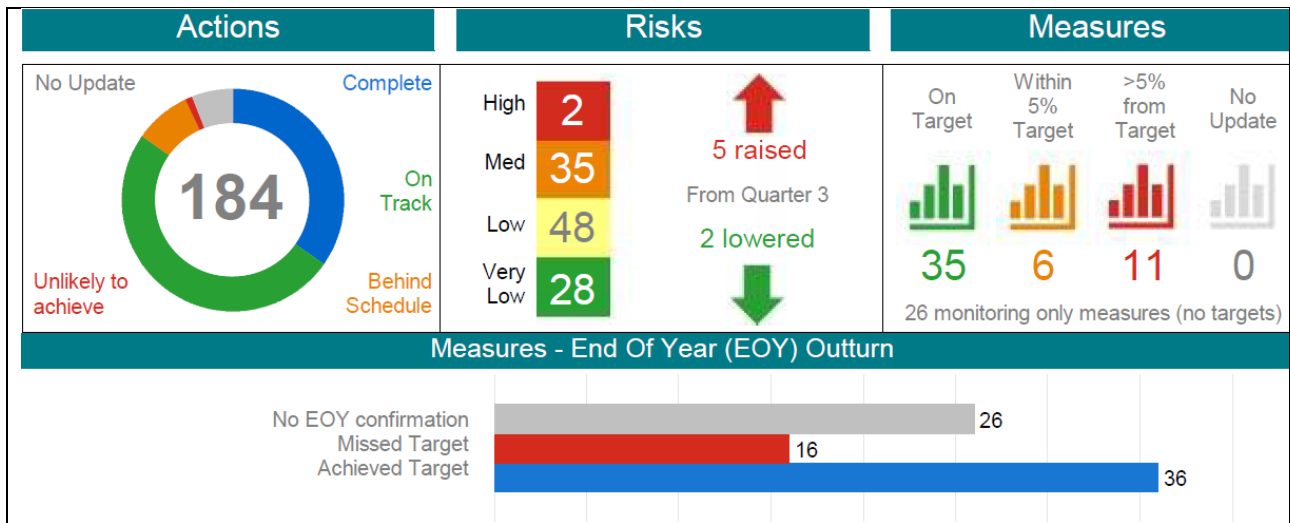
2.1 It is important that our performance is viewed in the context of our borough, the demand for our services and the resources available to us.

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 25 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 throughout 2022/23 – more information can be found on the [website](#). It is also noted that our ward boundaries changed on the 4th May 2023.

3. Q4 CPR



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

- 89% (163/184) 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
- 79% (41/52) of targeted measures are on or within target
- 69% (36/52) of measures with end of year targets are predicted to achieve them.
- **NOTE: 0 measures, 3 actions & 5 risks have not been updated by the service**
- These figures are as expected for the end 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 met their end of year outputs in full.

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 (to reflect final EOY figures)
- benchmarking information & its source where available or applicable.

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 resulted in increased in demand.

CDTT (Customer, Digital, Technology & Transformation) – demand for customer support via various channels continues to increase 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 over the winter months. Whilst several measures are red, they are heading in the direction of their target; the service is in the second phase of its improvement plan.

Economy – this business plan area covers a wide range of services. All 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 or fluctuating demand.

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

Financial Services – performance in these services remains steady however, 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, a plan is in place to bring the measure into target.

Public Health, Heritage Libraries & Arts – this is a wide-ranging business plan area; libraries and visitor services saw reduced usage over the winter months but this has picked up.

Workforce & Organisational Development – this is an internal business plan area; Council wide 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.

6. Red measures

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

For the **11 red measures this quarter**:

Service	No. red measures	Key factors
Adults Social Care	2	<ul style="list-style-type: none">• increased demand in all sectors• partnership working• CQC rating of 2 large nursing homes• market challenges
Children's Social Care	4	<ul style="list-style-type: none">• increased demand in all sectors• legacy impact of the pandemic• market forces (agency working)
CDTT	1	<ul style="list-style-type: none">• increased demand
Education	1	<ul style="list-style-type: none">• legacy impact of the pandemic
Environment	1	<ul style="list-style-type: none">• target re-setting
Procurement	1	<ul style="list-style-type: none">• internal reorganisation of services.
Public Health	1	<ul style="list-style-type: none">• difficulty obtaining data

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

7. Actions

7.1 **Pages 21 to 23 of Appendix A** provide details of actions that have been highlighted as unlikely to achieve their end of year target and describes the plan to resolve this.

There are nine actions behind schedule: seven have a plan to resolve in place; two are unlikely to achieve their targets.

8. Risks

8.1 **Page 24 of Appendix A** details red risks that have been highlighted this quarter and explains what we are doing about them.

There are two red risks this quarter: the Legal / Regulatory risk has been concluded and will revert to business as usual; mitigation is in place with regard to the operational risk.

9. Appendices

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

9.2 **Appendix B** (below) comprises a response to a query in relation to the Q3 CPR raised at the March meeting of the committee.

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

Appendix B:

Responses to queries raised in relation to the Q3 CPR at the meeting of the Performance Overview & Scrutiny Committee on 23rd March 2023

1. Cllr Kenyon again raised his query regarding **M498 Street Lighting at 100%** reiterating that if EoN can't use the management information systems (CMS) that reports on faults, how can they say they hit targets or deliver honest figures:

- how are contract managers assuring themselves of the validity of the figures given?
- are figures set against a response time we don't know about?
- how can we be 100% compliant?

It is noted that Cllr Kenyon raised this query on three previous occasions; he was assured there was a report forthcoming, but the February O&S meeting was cancelled. He remains concerned about the Council's ability to monitor contracts.

Response:

The Management Information System (MIS) and Central Management System (CMS) are two different systems delivering two separate functions. In December 2022, there was a period where the Council Monitoring Team lost access to the MIS and couldn't check faults or access asset details when dealing with resident contacts. However, E.ON provided information and access when requested during this period. This was down to Oldham IT access issues from the PFI Depot after the MIS was upgraded to a new server.

The MIS (software called GeoWorks) is used to manage our lighting assets, including the reporting of faults to the Service Provider and has a system that automatically produces a report of all monthly KPIs required under the terms of the PFI contract. The report uses fault data in GeoWorks including attendance and repair data for each fault reported in the previous month.

The MIS takes in fault reports from residents (via website, call centre and direct calls) along with E.ON night scouting and Council Monitoring Team reports and issues them for repair. Measure M498 is reporting '*what percentage of reported street lighting faults have been repaired in PFI contractual timescales*'. Note this covers 'reported faults only' and does not include non-reported faults that may exist on the highway network; not all faults are reported.

The PFI is a 'self-reporting contract' where the Service Provider reports under several Performance Standards including any failures. The Council Monitoring Team carry out regular checks on the MIS, especially when residents report issues/faults direct to the team and are confident that the monthly KPIs are correct. The checks are not extensive due to the very small team we have monitoring the project across two Councils and the number of day-to-day contacts including non-PFI we receive and deal with.

Sometimes faults cannot be repaired directly by E.ON within contractual timescales and these are mainly faults on the Electricity North West (ENW) Limited underground mains supply network. These are passed onto ENW as Distribution Network Operator (DNO) and reported in the KPIs as DNO faults. ENW have a legal response time of up to twenty-five (25) working days for a single fault, or twenty (20) working days for three (3) or more consecutive lights. The Council has no jurisdiction over ENW and are unable to 'fast-track' faults.

With reference to the question 'does measure M333a (% spent in Oldham 12 months rolling) include spend on community lighting partnership

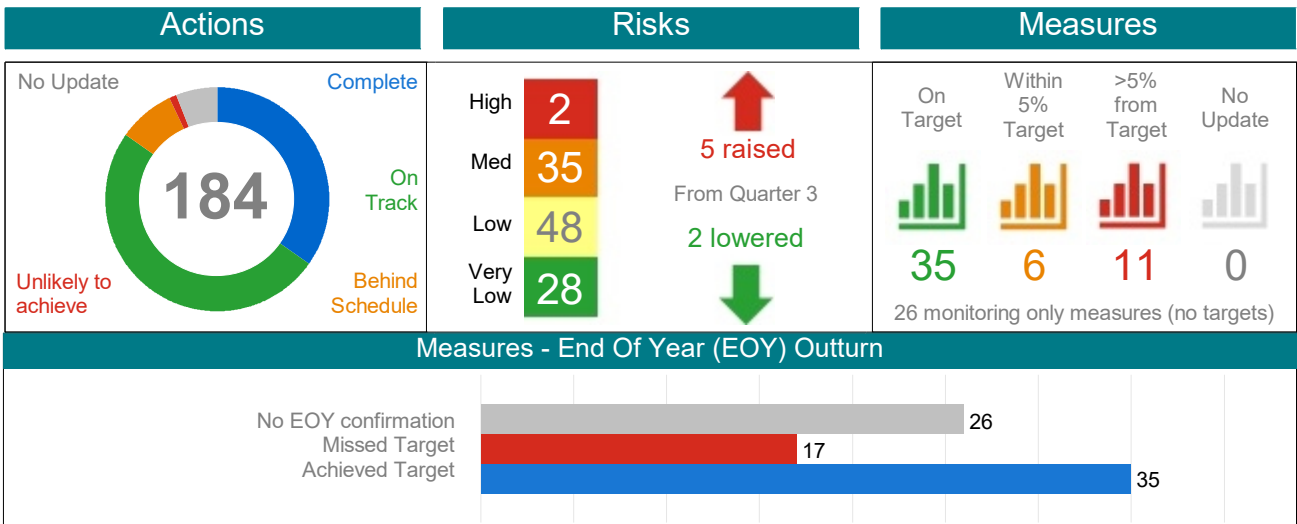
The joint-authority Street Lighting PFI is run solely from the PFI Depot located on Kingsway Business Park, Milnrow, Rochdale; 100% of E.ON employees are resident in Oldham and Rochdale borough areas.

This page is intentionally left blank






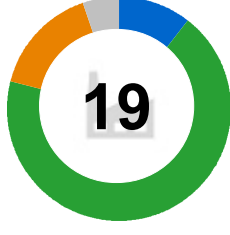

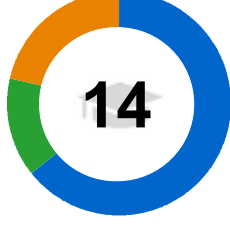

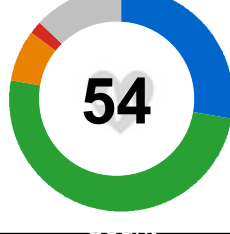

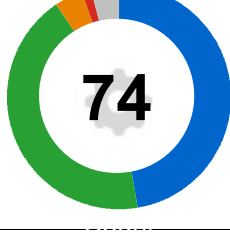
Council Performance Report 2022/23

for period 1 January to 31 March 2023 (Quarter 4)

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 2 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		High 0 Med 3 Low 1 Very Low 5 0 raised 0 lowered	0 0 1 0 2 monitoring only measures (no targets)
 Better jobs and dynamic businesses		High 0 Med 6 Low 8 Very Low 4 1 raised 0 lowered	3 1 3 0 6 monitoring only measures (no targets)
 A great start and skills for life		High 0 Med 2 Low 4 Very Low 0 0 raised 0 lowered	3 2 0 0 4 monitoring only measures (no targets)
 Healthy, safe and well supported residents		High 0 Med 11 Low 13 Very Low 3 0 raised 2 lowered	16 2 7 0 11 monitoring only measures (no targets)
 Service Specific		High 2 Med 9 Low 17 Very Low 10 2 raised 0 lowered	6 1 0 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	Q3 Actual	Q3 Target	Period for Q4 Actual	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	178	200	March 2023	173	200	200			
M548 (C) Proportion of adults with learning disabilities in paid employment	Q	↑	3.4%	3.0%	2.7%	3.9%	3.0%	4.0%	3.0%	3.6%	3.0%	March 2023	3.3%	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%	93.4%	96.0%	March 2023	93.5%	96.0%	96.0%	GM	95.7%	Q2 22/23
M552 (C) Percentage of completed annual (planned) reviews	Q	↑			81.6%	78.4%	50.0%	75.9%	55.0%	81.0%	60.0%	Q4 22/23	86.7%	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%	---	-2.2%	---	Q4 22-23 / Q3 22-23	-3.4%	---	---	GM	0.6%	Q2 22/23
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%	---	30.8%	---	Q4 22/23	44.6%	---	---	Eng	28.4%	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%	---	66.7%	---	Q4 22/23	46.4%	---	---	Eng	62.8%	2021/22
M556 (CM) Percentage Service Users receiving Direct Payments	Q		45.4%	41.9%	31.1%	31.1%	---	30.6%	---	30.5%	---	March 2023	30.7%	---	---	GM	25.3%	Q2 22/23

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	Q3 Actual	Q3 Target	Period for Q4 Actual	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%	87.3%	89.0%	Q4 22/23	88.0%	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%	70.0%	75.0%	March 2023	70.0%	75.0%	75.0%	GM	73.8%	Jan-23
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%	96.9%	90.0%	March 2023	90.9%	90.0%	90.0%	GM	92.1%	Jan-23
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%	77.3%	76.0%	March 2023	77.0%	76.0%	76.0%	GM	72.9%	Q2 22/23
M569 (C) Percentage of Service Users Receiving Domiciliary Care	Q	↑	35.9%	36.3%	31.9%	31.3%	34.0%	34.8%	34.0%	35.0%	34.0%	March 2023	34.4%	34.0%	34.0%	GM	37.2%	Q2 22/23

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	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				

Customer, Digital, Technology & Transformation

M286 (CM) Number of new cases accessing Welfare Rights Service	Q	↑				439	---	334	---	483	---	Q4 22/23	491	---	---			
M886 (CM) Total number of visitors to Access Oldham	M	↓				2,622	---	3,855	---	3,711	---	March 2023	3,864	---	---			
M894 (COM) Percentage of addresses with Superfast broadband availability	A	↑	98.2%	98.2%	98.2%	98.2%	---	98.2%	---	98.5%	---	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	7	7	Q4 22/23 - Targets to be agreed	11	11	11			
M918 (C) Percentage of calls answered in total	Q	↑	89.59%	87.23%	84.36%	84.01%	89.00%	83.38%	89.00%	87.08%	89.00%	Q4 22/23	81.17%	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	Q3 Actual	Q3 Target	Period for Q4 Actual	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%	53.6%	60.0%	March 2023	47.2%	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%	68.2%	70.0%	March 2023	59.4%	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%	96.9%	70.0%	Q4 22/23	83.6%	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%	35.2%	23.0%	March 2023	21.2%	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	---	93.9	---	March 2023	91.2	---	---	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	15.8	18.0	March 23	16.9	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%	35.0%	20.0%	March 2023	32.6%	20.0%	20.0%	Stat	16.0%	Q2 2021/22
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%	73.3%	60.0%	March 2023	72.9%	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%	48.0%	70.0%	March 2023	50.5%	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%	90.1%	85.0%	March 2023	86.8%	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	Q3 Actual	Q3 Target	Period for Q4 Actual	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%	11.7%	10.0%	March 2023	9.4%	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	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
Economy																		
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%	100.0%	80.0%	Q4 22/23	100.0%	80.0%	80.0%	GM	96.0%	2022/23 Q4
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%	96.5%	80.0%	Q4 22/23	93.6%	80.0%	80.0%	GM	97.0%	2022/23 Q4
M310a (CM) Number of private sector enterprises	A		6,865	7,195		7,195	---	7,140	---	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	---	57.1	---	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%	104%	100%	Q4 22/23	195%	100%	100%			
M361 (COM) Unemployment rate in Oldham	M	↓	5.1%	9.9%	7.3%	6.7%	---	6.5%	---	6.4%	---	March 2023	6.7%	---	---	GM	5.0%	Apr 2023
M362 (COM) Youth Unemployment rate in Oldham	M	↓	8.0%	16.2%	9.8%	9.1%	---	9.2%	---	8.9%	---	March 2023	9.4%	---	---	GM	6.4%	Mar-23
M393 (C) Number of businesses supported through the GM programme	Q	↑	288		308	75	78	151	156	219	234	Q1 to Q4 22/23	311	312	312			
M408a (C) Total new homes completed	Q	↑	728	373	503	42	88	139	176	214	176	Q1 - Q4 22/23	403	352	352	Eng	699	2021/22
M409a (C) Percentage of completed homes that are affordable	Q	↑	23.2%	33.2%	34.0%	0.0%	25.0%	23.7%	25.0%	42.5%	25.0%	Q4 22/23	48.1%	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	91	44	Q1 - Q4 22/23	194	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	199	80	Q1 - Q4 22/23	251	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	Q3 Actual	Q3 Target	Period for Q4 Actual	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	4,568	2,400	Q1 - Q4 22/23	5,959	3,600	3,600			
M460 (COM) Percentage of households in fuel poverty	A	↓	15.2%	15.2%		14.4%	---	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	---	£27K	---	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%	---	15.00%	---	Jan 2023	15.00%	---	---			
M891 (C) Preventative maintenance: proportion of network resurfaced per £100k of allocated budget	Q	↑			100%	0%	0%	69%	40%	69%	75%	Q4 22/23	100%	100%	100%			
M892 (C) Highway maintenance: proportion of the network resurfaced per £100k of allocated budget	Q	↑			100%	0%	0%	40%	40%	81%	75%	Q4 22/23	100%	100%	100%			
S13 (C) Percentage of vacant properties in town centre	Q	↓			25%	22%	25%	22%	25%	22%	25%	Q4 22/23	22%	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	Q3 Actual	Q3 Target	Period for Q4 Actual	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%	4.3%	3.5%	March 2023	4.8%	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%	86.8%	75.0%	Spring Term 2022-23	84.9%	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%	---	93.2%	---	2022/23 Autumn Term	93.6%	---	---	Eng	93.4%	2022/23 Autumn and S
M703 (CM) Attendance rates in Oldham Secondary Schools	M	↑	94.4%	93.9%	91.8%	91.8%	---	91.8%	---	91.4%	---	2022/23 Autumn Term	91.6%	---	---	Eng	91.3%	2022/23 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%	---	58.3%	---	March 2023	50.0%	---	---	Eng	90.0%	Mar-23
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%	---	86.0%	---	March 2023	87.2%	---	---	Eng	81.0%	Mar-23
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%	95.0%	95.0%	Jan 22 to Mar 23	98.0%	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%	84.0%	85.0%	Jan 22 to Mar 23	84.6%	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%	98.4%	97.0%	Sept 2023 allocation	96.6%	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	Q3 Actual	Q3 Target	Period for Q4 Actual	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%	91.2%	93.0%	Sept 2023 allocation	94.1%	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%	---	3.3%	---	March 2023	3.6%	---	---	Eng	4.7%	2021

Environmental Services

M497 (CM) Total number of fly-tipping enforcement actions	Q		3,034	2,167	1,533	1,755	---	1,572	---	1,573	---	Q4 22/23	1,718	---	---	GM	2,950	2021/22
M498 (C) Street lighting - Percentage of issues resolved within target time	Q	↑	100%	100%	100%	100%	95%	100%	95%	100%	95%	Q4 22/23	100%	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%	41.12%	43.50%	Mar 23	41.15%	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%	81.17%	85.00%	Q1 - Q4 22/23	94.18%	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%	83.05%	76.89%	Q1 to Q4 22/23	97.13%	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	11 days	21 days	March 2023	12 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	Q3 Actual	Q3 Target	Period for Q4 Actual	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%	46.40%	55.00%	April 22 - March 23	42.90%	55.00%	55.00%			
Public Health, Heritage, Libraries and Arts																		
M62 (C) Total number of loans per quarter (physical and digital, books, magazines and newspapers)	Q	↑				104,169	80,000	118,010	80,000	103,055	80,000	Q4 22/23	114,113	80,000	320,000			
M63 (C) Number of visitors to Gallery Oldham	Q	↑			5,500	6,633	6,000	6,815	6,000	5,915	6,000	Q4 22/23	7,509	6,000	24,000			
M634 (CM) Number of adults in drug treatment services	M				1,187	1,217	---	1,222	---	1,203	---	Feb 2023	1,175	---	---			
M635 (CM) Number of adults in alcohol treatment services	M				445	473	---	489	---	500	---	Feb 2023	480	---	---			
M636 (C) Percentage who quit smoking at 4 weeks	Q	↑	46.0%	59.0%	55.5%	59.9%	50.0%	55.3%	50.0%	60.1%	50.0%	Q3 22/23	57.1%	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%	83.3%	88.0%	Q1 22/23	83.3%	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	2,639	2,150	Q4 22/23	2,865	2,441	2,441	GM	1,339	2021/22
Workforce & Organisational Development																		
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	3.8 days	7.1 days	March 2023	4.2 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	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
Youth, Leisure & Communities																		
M197 (C) Number of visits to OCL Leisure Centres per 1000 population	Q	↑			3,608	1,478	1,325	2,951	2,650	4,283	3,975	Q1 - Q4 22/23	5,840	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%	---	42.0%	---	Up to 31 Mar 2023	41.0%	---	---			
M218 (COM) Percentage of people who agree that people of different backgrounds get along in their area	Q	↑			67.0%	67.0%	---	67.0%	---	67.0%	---	Up to 31 Mar 2023	67.0%	---	---			
M222 (COM) Percentage of physically active adults (aged 19+)	A	↑	59.2%	59.2%	59.2%	59.2%	---	59.6%	---	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	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
Adult Social Care																		
M548 (C) Proportion of adults with learning disabilities in paid employment	Q	↑	3.4%	3.0%	2.7%	3.9%	3.0%	4.0%	3.0%	3.6%	3.0%	March 2023	3.3%	4.0%	4.0%	GM	4.6%	2021/22

Accountable Lead (Charlotte Walker) Follow-up Action	Director (Jayne Ratcliffe) Assurance
Activity to improve performance against this target is ongoing, but remains challenging. Specific focus is now in place via the sub group of the Health and Wellbeing Board relating to Health Inequalities across the Borough, as well as ongoing work across the local strategies relating to Learning Disabilities & Autism, in line with the same across Greater Manchester.	The Redesign of adult social care currently underway, will embed a strengths based approach to working with clients focussing on alternatives to paid support, with employment options being a key priority. Improving performance in this area continues to be difficult & is reliant on relevant system partners' support & engagement. However, employment is a focus of both Learning Disability (LD) strategy & the Partnership Board. Recruitment to new Head of Service for LD service is currently underway.

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	Q3 Actual	Q3 Target	Period for Q4 Actual	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%	70.0%	75.0%	March 2023	70.0%	75.0%	75.0%	GM	73.8%	Jan-23

Accountable Lead (Helen Ramsden) Follow-up Action	Director (Jayne Ratcliffe) Assurance
The percentage of care home beds rated good or outstanding with CQC at year end was 70%. The percentage of care homes rated good or outstanding was 79.5%. The two largest care homes in the borough, accounting for c300 beds both have a rating of requires improvement, which is impacting on the achievement of the target. Improvement plans are in place to address.	There are significant challenges in the market in relation to nursing care provision and we are working on plans to address these from a sustainability and quality perspective, in partnership with the regulators and the ICB. Director oversight is in place through the Adult Social Care Risk Assurance Board and DMT.

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	Q3 Actual	Q3 Target	Period for Q4 Actual	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%	53.6%	60.0%	March 2023	47.2%	60.0%	60.0%	Stat	47.0%	31-Mar-21

Accountable Lead (Nick Whitbread) Follow-up Action	Director (Julie Daniels) Assurance
<p>A disappointing quarter has seen a reduction in the number of young people in education, employment & training. Service has completed a review of young people with the following findings / actions:</p> <ul style="list-style-type: none"> - Increase in young people signed off work due to illness / disability. We know a number of young people with their zero hour contracts end as businesses try to manage during the rise in the cost of living. - Increase in the number of young people claiming higher rate universal credit which increases benefit dependency & even more unlikely to risk income instability by stepping into employment or training. - There needs to be learning & development completed with Personal Advisers about understanding qualifications & opportunities linked to qualifications that young people have achieved. - There needs to be partnership action in order to ensure opportunities are available, shared & young people enabled to access. This is being completed via a partnership action plan. 	<p>EET steering group has been re-established with key partners including Get Oldham Working and Education partners to agree the action plan to improve this measure.</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	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				
Childrens Social Care																		
M619c (C) Percentage of Care Leavers aged 17-18 in Education, Employment or Training	Q	↑				63.0%	70.0%	66.0%	70.0%	68.2%	70.0%	March 2023	59.4%	70.0%	70.0%			

Accountable Lead (Nick Whitbread) Follow-up Action	Director (Julie Daniels) Assurance
<p>A disappointing quarter has seen a reduction in the number of young people in education, employment & training. Service has completed a review of young people with the following findings / actions:</p> <ul style="list-style-type: none"> - Increase in young people signed off work due to illness / disability. We know a number of young people with their zero hour contracts end as businesses try to manage during the rise in the cost of living. - Increase in the number of young people claiming higher rate universal credit which increases benefit dependency & even more unlikely to risk income instability by stepping into employment or training. - There needs to be learning & development completed with Personal Advisers about understanding qualifications & opportunities linked to qualifications that young people have achieved. - There needs to be partnership action in order to ensure opportunities are available, shared & young people enabled to access. This is being completed via a partnership action plan. 	<p>EET steering group has been re-established with key partners including Get Oldham Working and Education partners to agree the action plan to improve this measure.</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	Q3 Actual	Q3 Target	Period for Q4 Actual	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%	35.0%	20.0%	March 2023	32.6%	20.0%	20.0%	Stat	16.0%	Q2 2021/22
--	---	---	-------	--	-------	-------	-------	-------	-------	-------	-------	------------	-------	-------	-------	------	-------	------------

Accountable Lead (Sharon Moore) Follow-up Action

The Service is slowly reducing the number of agency workers employed. We are in the process of recruiting to a number of permanent management roles and there has been a significant level of interest which will have a significant impact on higher level agency expenditure. In addition, our Community Care advertorial is now live and we anticipate that this will boost our recruitment success. We have had a number of agency social workers applying for permanent roles in the Service and we are hopeful that as we head towards the Government imposed 'cap' on agency rates in Spring 2024 the volume of agency applications will increase significantly.

Director (Julie Daniels) Assurance

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. National campaign is live and recruitment is underway.

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	Q3 Actual	Q3 Target	Period for Q4 Actual	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%	48.0%	70.0%	March 2023	50.5%	70.0%	70.0%	Stat	71.0%	31-Mar-21
--	---	---	-------	-------	-------	-------	-------	-------	-------	-------	-------	------------	-------	-------	-------	------	-------	-----------

Accountable Lead (Nick Whitbread) Follow-up Action

This is an improvement from 47% at the last report. Although takes time to impact given the metrics (children need to be in care for 2.5 years and in the same placement for 2 years). Permanence planning, effective multi-agency care planning and foster carer support / capability are all key actions needed to make further improvements in this measure.

Director (Julie Daniels) Assurance

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. There has been improved performance linked to care planning and IRO oversight.

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	Q3 Actual	Q3 Target	Period for Q4 Actual	Actual	Target				

Customer, Digital, Technology & Transformation

M918 (C) Percentage of calls answered in total	Q	↑	89.59%	87.23%	84.36%	84.01%	89.00%	83.38%	89.00%	87.08%	89.00%	Q4 22/23	81.17%	89.00%	89.00%			
--	---	---	--------	--------	--------	--------	--------	--------	--------	--------	--------	----------	--------	--------	--------	--	--	--

Accountable Lead (Pam Siddall) Follow-up Action											Director (Dominic Whelan) Assurance							
<p>We have seen this year an increase in lengthy complex calls due to the cost of living crisis, and have suffered from long term sickness and delays in onboarding new recruits. We are reviewing with services what can be done to reduce failure demand, digital options, and managing expectation of service delivery timescales; we have also done a review of resource requirements whilst improvements to demand reduction are designed and implemented.</p>											<p>The service are currently seeing significant challenges in responding within target to residents, which requires immediate attention. Actions are in motion to address resource concerns, with complementary work on Top 10 reasons for contact being carried out in order to reduce avoidable demand.</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	Q3 Actual	Q3 Target	Period for Q4 Actual	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%	4.3%	3.5%	March 2023	4.8%	3.5%	3.5%	Eng	5.0%	2021
---	---	---	------	--	------	------	------	------	------	------	------	------------	------	------	------	-----	------	------

Accountable Lead (Amanda Youlden) Follow-up Action											Director (Richard Lynch) Assurance							
<p>Monthly contract monitoring meetings and a NEET Action Plan updated monthly to address rise in NEET and unknown figures.</p> <p>Y13's who were most affected by COVID account for the large increase in NEET/Unknown. This age group is prioritised by Positive Steps for support.</p>											<p>NEET action plan agreed and monthly monitoring meetings are supported by Leadership as a plan to improve NEET and unknown in Oldham. We are confident we understand who are NEET young people are and why they are struggling to engage and are working with a wide range of partners and initiatives to support young people to re-engage in EET, including the development of the Post 16 strategy.</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	Q3 Actual	Q3 Target	Period for Q4 Actual	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%	41.12%	43.50%	Mar 23	41.15%	44.71%	45.80%			
--	---	---	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--	--	--

Accountable Lead (Craig Dale) Follow-up Action	Director (Nasir Dad) Assurance
<p>The actual is the quarterly target and the target the annual. Our 22/23 figures are all still draft at the moment as we are waiting for March's actuals (due off the GMCA now). Final year figures for 2022/23 are looking at 46.30%. A slight down turn on last year 46.7% which is down to poor garden waste tonnages due to a really dry summer which reduced our garden tonnages on previous years.</p>	<p>The recycling rates will be revised once the March 2023 figures have been validated by DEFRA. This said, overall target is still achievable and on track to be met.</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	Q3 Actual	Q3 Target	Period for Q4 Actual	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%	46.40%	55.00%	April 22 - March 23	42.90%	55.00%	55.00%			
---	---	---	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------------------	--------	--------	--------	--	--	--

Accountable Lead (Steve Boyd) Follow-up Action	Director (Sayyed Osman) Assurance
<p>Local spend has been impacted by Unity Partnership coming in-house. We will endeavour to address this by way of increased engagement with the Local Business Community.</p>	<p>It was discovered that the latest figure did not include suppliers that had been paid via Mosaic Social Care system. The figure was not edited before acceptance. The new calculation for the 12 Month rolling measure is 52.7%, still under target. The figure from March 2023 was 54.1%. We are struggling with the change in Unity spend being taken out of the local figures, but with our work to better analyse the local spend data we have, we will be able to gather insights that we can take action on.</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	Q3 Actual	Q3 Target	Period for Q4 Actual	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%	83.3%	88.0%	Q1 22/23	83.3%	88.0%	88.0%	Eng	82.0%	2019/20

Accountable Lead (Rebecca Fletcher) Follow-up Action	Director (Katrina Stephens) Assurance
<p>The NCA are experiencing ongoing challenges at extracting this data from their systems. They have managed to resolve this for their service in another GM borough and are currently applying the same methodology to the Oldham service. This should enable us to report accurate figures in the next quarter.</p>	<p>The lack of up to date data is disappointing and we are continuing to challenge the NCA to ensure that their updates to SystemOne will enable accurate reporting. We are working with the NCA and the service leads to ensure that quality continues despite issues in extracting the data. We anticipate accurate reporting to be available for the next quarter if the data quality programme runs to time. The service regularly provides updates to provide assurance on quality.</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)	Mar 23 comments
Better Jobs and dynamic businesses						
DN024 Refresh and update the Business Growth & Investment to provide an economic recovery roadmap that aligns with the Oldham Economic Review	31-Mar-2023	On Track	On Track	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)	Review of OERB recommendations complete. UKSPF investment plan prepared and approved for E1, E3 E6 and E22. Next phase will be to understand UKSPF deliverables for Business Support (start 2024) and then develop a deliverable strategy and action plan linked to the emerging governance arrangements.
DN029 Creating a Better Place: Economy - Develop and implement the Night Time Economy strategy - delivering a transitional day/night economy supporting a diverse and safe evening offer that is accessible to all citizens	31-Mar-2024	On Track	On Track	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)	Night Time Economy Strategy hasn't been developed. Work has however been underway to develop a Creative Improvement District Strategy, which will feed into it.
A great start and good education						
DN023 Refresh and update the Employment & Skills strategies to provide an overview of opportunities for residents in support of economic recovery that aligns with the Oldham Economic Review	31-Mar-2023	On Track	On Track	Behind Schedule (Plan to Resolve)	Behind Schedule (Plan to Resolve)	Review of OERB recommendations complete. UKSPF investment plan prepared. Employment and Skills Board has met and developed 5 key themes which are being drafted into a strategy and action plan with initial draft due in May 2023. Next phase will be to understand UKSPF deliverables and then develop a partnership response.

* 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)	Mar 23 comments
-------------	--------------------------	-------------	-------------	-------------	-------------	-----------------

Healthy, safe and well supported residents

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.	23-Apr-2023	Behind Schedule (Plan to Resolve)	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 23rd April 2023. Any changes to the focus of Miocare will be determined by the workshops and align to the ASC Target Operating Model.
---	-------------	-----------------------------------	-----------------------------------	-----------------------------------	-----------------------------------	---

DC003 (DC105) Remodel the Edge of Care and Child in Need offer to provide timely and effective preventative interventions to manage the demand of children subject to Child Protection Plans and Children becoming Looked After	31-Mar-2023	On Track	On Track	On Track	Behind Schedule (Unlikely to Achieve)	ASU is the current Edge of Care provision which is performing well. Priority action in remodeling Edge of Care has reduced in light of sufficiency / transformation plans and business case being put on hold.
---	-------------	----------	----------	----------	---------------------------------------	---

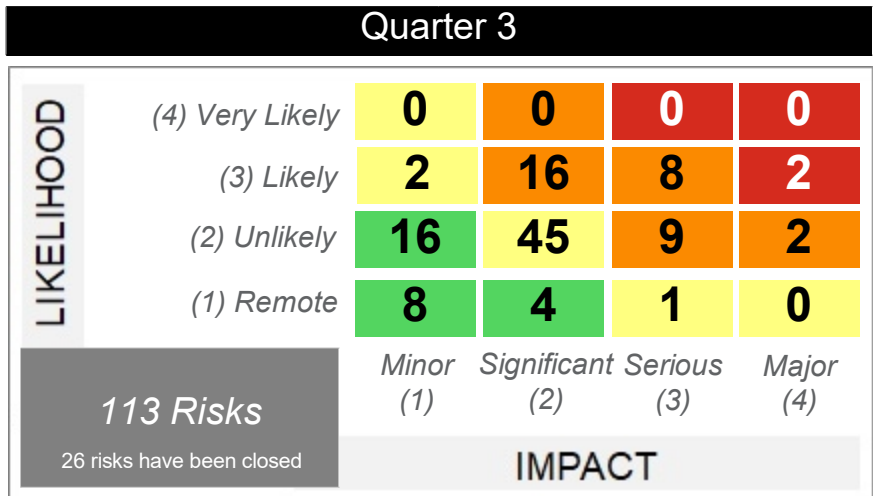
Service Specific

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)	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.
--	-------------	----------	-----------------------------------	-----------------------------------	-----------------------------------	---

Action name	Forecast Complete Date *	Q1 (Jun 22)	Q2 (Sep 22)	Q3 (Dec 22)	Q4 (Mar 23)	Mar 23 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)	Behind Schedule (Plan to Resolve)	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)	Behind Schedule (Unlikely to Achieve)	Clarity still awaited from Oldham ICS in regard to plans for next stage of integration. Currently no plans, resources in place. Transformation & Technology resources will struggle to deliver; will most likely require external support once plan is agreed. ICS have now written to OMBC to say ICT services to be brought back in house at some point this year
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-Jun-2023	On Track	Behind Schedule (Plan to Resolve)	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

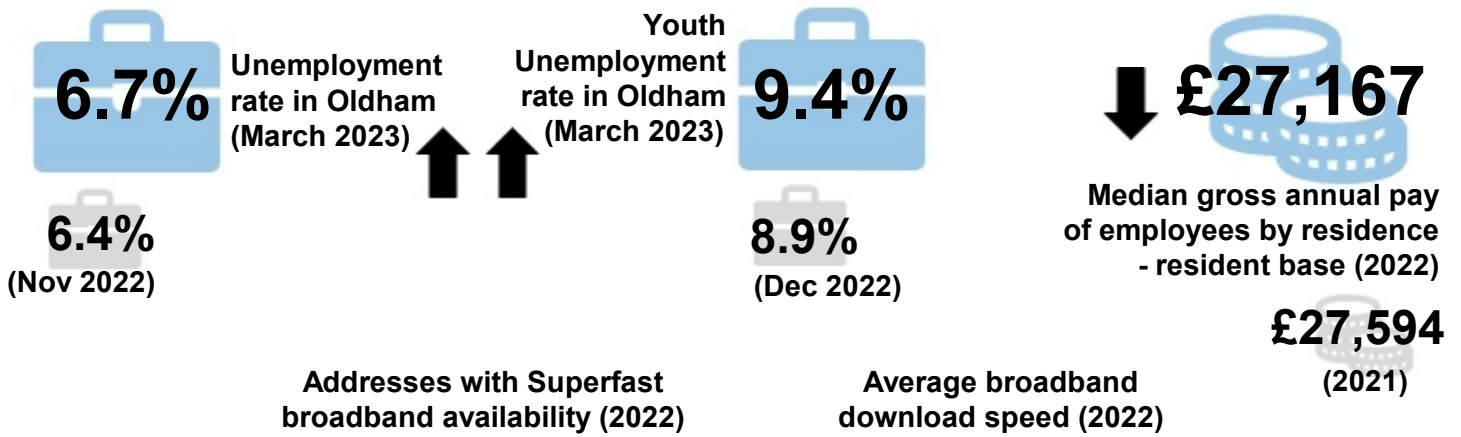
Risks

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

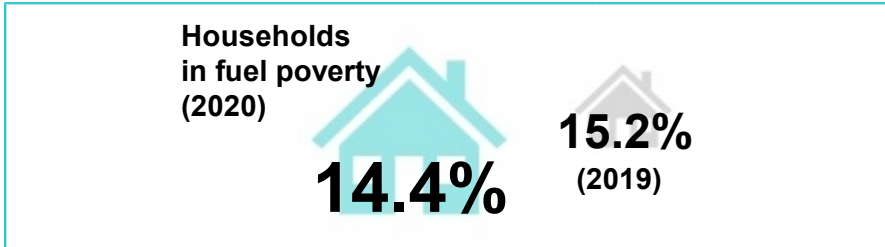


Linked to Action	Risk Name	Risk Category	Implication	Mitigation	Revised		
					Impact	Likely	Rating
DL005 (DX112) Consider the implications of Brexit on Family Law and continue to try to anticipate all issues before they arise and reviewing all current policies and protocols as appropriate	RL005a (RX112a) 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	12
DU009 Work with colleagues to improve Business Continuity & Resilience arrangements, relating to increased risk from cyber incidents. Phase 1 discover current status & baseline (31/12/2022). Phase 2 design & implement appropriate solutions	RU009a Failure to effectively safeguard and manage Council assets could negatively impact on the Council's ability to deliver services.	Operational	The recent global situation in respect of specific state sponsored or encouraged cyber-attacks which target government and local government institutions indicate that the likelihood of an attack on Oldham Council data has risen. The sophistication and scale of recent attacks mean that if an attack is experienced the potentially adverse effect on Oldham Council data availability is significantly increased.	<p>The Council engages proactively with the National Cyber Security Centre (NCSC) and with cyber defence suppliers to ensure systems designed to protect the Council's infrastructure are working as effectively as possible.</p> <p>Oldham ICT are in the process of deploying new asset tracking software; however, until the whole Council tackles the issues around the Leaver Process then the risk will stay 'High'</p> <p>Childrens, particularly within the Social care teams, are a key contributor to this risk through poor people management when starting and leaving the organisation.</p>	4	3	12

Oldham Profile

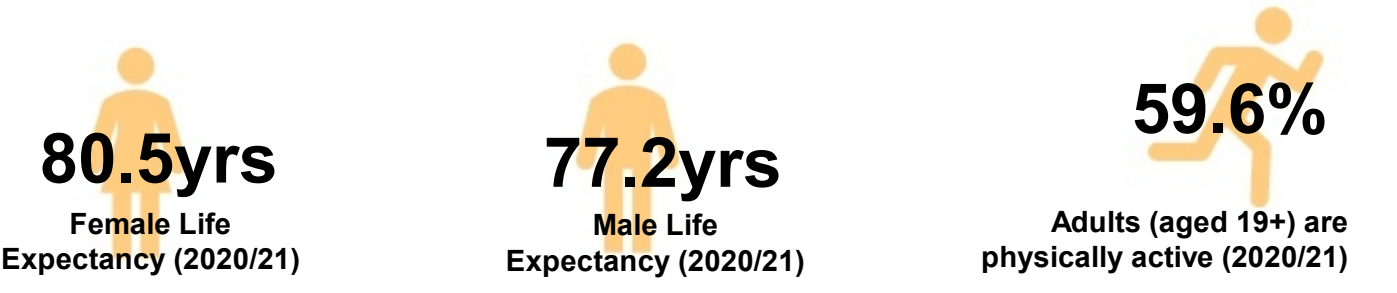
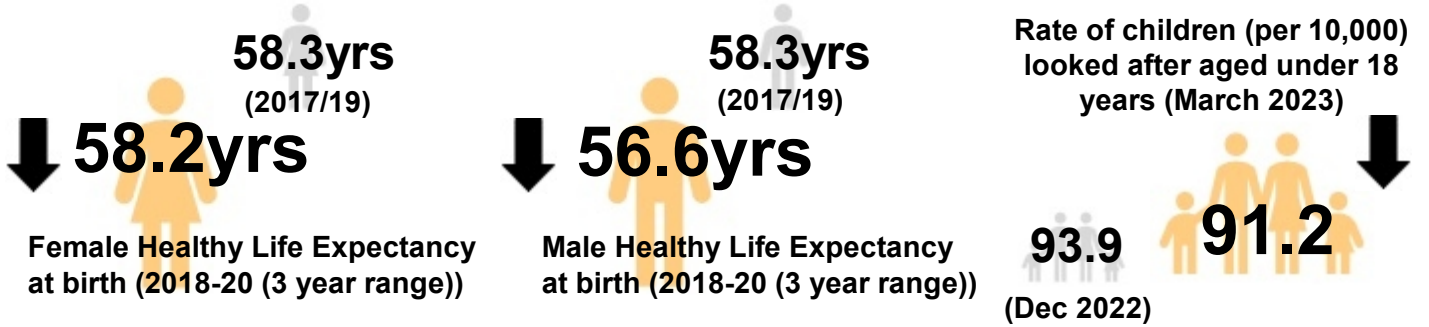
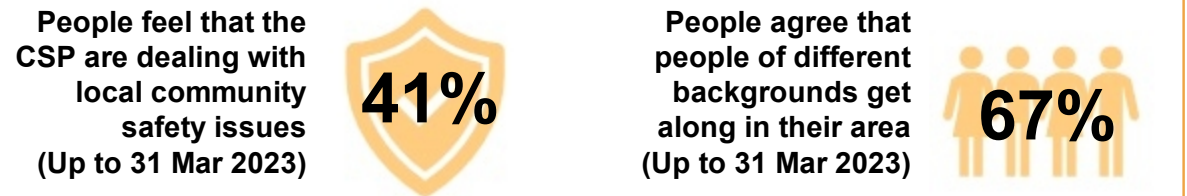


Better jobs and dynamic businesses

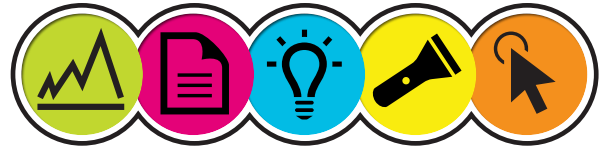


Quality homes for everyone

Health, safe and well supported residents



This page is intentionally left blank



A councillor's workbook on scrutiny of finance



Contents

Introduction	3
The importance of financial scrutiny	4
The councillor's role: scrutiny of finance	5
Scrutiny of the council's financial affairs	7
Overcoming the challenges of financial scrutiny	12
A final word – summary	13
Appendix: sources of further information	14

Introduction

This Local Government Association (LGA) workbook has been designed as a distance learning aid for local councillors. It is intended to provide councillors with insight and assistance and develop the key skills which will help you to be most effective in your role. Some of the content may be of most use to more newly elected councillors, but nonetheless if you have been a councillor for some time, the workbook should serve as a useful reminder of some skills, approaches and tactics that make up the key features of financial scrutiny. If you fall into the latter category the workbook should serve as a useful reminder. It may even challenge you to reconsider how you have approached aspects of the role to date. This workbook will provide you with an understanding of the principles and practicalities of scrutinising the financial affairs of your council.

The workbook offers few firm rules for councillors as it is recognised that each individual must decide how best to approach their role in relation to financial scrutiny. This will be influenced by the type of area you represent, any specialist roles you have taken on and the nature of the financial management arrangements in your council.

The workbook can be used as a standalone learning aid or alongside other material you may cover such as training courses, e-learning modules or sessions within your own council. As such, the workbook should serve more as a direction marker rather than a road map.

You do not need to complete it all in one session and may prefer to work through the material at your own pace. In working through the material contained in this workbook you will encounter a number of features designed to help you think about your role in scrutiny of finance.

These features are represented by the symbols shown below:



Guidance – this is used to indicate research, quotations, explanations and definitions that you may find helpful.



Challenges – these are questions or queries raised in the text which ask you to reflect on your role or approach – in essence, they are designed to be thought-provokers.



Case studies – these are 'pen pictures' of approaches used by other people or organisations.



Hints and tips – these represent a selection of good practices which you may find useful.



Useful links – these are signposts to sources of further information and support, outside the workbook, which may help with principles, processes, methods and approaches.

The importance of financial scrutiny

Financial scrutiny is the term used to describe the process of applying overview and scrutiny (O&S) to the financial management arrangements of a council:

- **Overview** – a proactive policy development and review process. In effect, gathering and using evidence to consider whether the financial plans and strategies of the council are sound and have taken into consideration all relevant factors.
- **Scrutiny** – a reactive challenge to decision-making, budgeting, service delivery or performance issues. In effect, using evidence to hold the council to account for its expenditure or to investigate pertinent financial concerns.

For simplicity, the shorthand term scrutiny is used throughout this workbook to describe both the overview and scrutiny element.

The legal framework for financial scrutiny

The Local Government Act 2000 states that it is the responsibility of the full council, on the recommendation of the executive, to approve the budget and related council tax demand. The Act makes it clear that the role of scrutiny in the financial process is to hold the executive to account and to ensure that its decisions are in the best interests of the community. Some scrutiny of budget setting and other financial planning processes is therefore essential.

The Local Government Act 2003 provides the central legislation surrounding a council's financial planning and budgeting arrangements. Sections 28 and 29 of the Act require members to be involved in budget monitoring throughout the year, although it is not specified whether this is primarily an executive or scrutiny function.

The council's financial affairs – who's interested?



Challenge 1

Write down who you think might wish to know about the financial affairs of your council and why:

Who has to know?

Why?

Who might need to know?

Why?

Who might want to know?

Why?

The councillor's role: scrutiny of finance

As a councillor, you have an essential role to play in understanding and scrutinising your council's use of public money. The sums of money involved can often be sizeable and the task can be one of the most challenging elements of the wider scrutiny function.

There are many stakeholders who have a vested interest in the financial affairs of your council, including central government, partner agencies, local public auditors and the various communities you serve. All of these look to you to act with a degree of financial stewardship to help ensure that your council spends its money wisely. This, therefore, is a key task of financial scrutiny.

Why financial scrutiny is important

From a council perspective, there are many good reasons for undertaking financial scrutiny. For example, to:

- reality check budgets and financial plans prior to their approval
- ensure that there are clear links between budget setting and strategic/operational plans
- assess the value for money provided by local public services or provided by council grant funding programmes
- research and learn best practice in other local authorities
- investigate matters in the public interest or address financial issues raised by constituents or community groups
- oversee how the council is pooling its resources with partner agencies to tackle jointly agreed priorities
- identify evidenced based options for reducing costs, generating income or introducing new models of delivery
- challenge how resources are allocated and used and examining their impact
- provide an additional and transparent challenge to the executive's management of the council's finances.



Challenge 2 – financial scrutiny in your council

Write down some examples of financial scrutiny in your council. Using the information available to you (members' library, internet/intranet site, committee papers), identify what happened as a result of each scrutiny activity, ie

a) no evidence of action by the executive/council

b) some recommendations accepted by the executive/council, or

c) most or all recommendations accepted by the executive/council.

Having completed the activity, what lessons can you draw from the council's choice of financial scrutiny work?

Being a good financial scrutineer does not require you to be a financial expert. But it does require you to ask questions and challenge when you are not clear about how the council is spending its money and how it is ensuring that there are sufficient financial resources to fund its current and future plans. Similarly, don't be put off by the columns of detailed figures you may be presented with as a member. The same principle applies – if the key messages are not clear to you, ask your cabinet members or financial officers to explain what the information is supposed to tell you. Good financial scrutiny will require you to develop a reasonable knowledge of the council's financial standing, but it will require you to ask pertinent questions even more.



Guidance

“Understanding local government finance is not just about understanding where the money comes from, but also about understanding how we can make this money work for the local community and meet local needs.”

Scrutiny of the council's financial affairs

The constitution of your council will make it clear who has the principal responsibility for monitoring important aspects of the organisation's financial health: from issues of budget monitoring and financial probity to long term financial planning and fiscal stability. In most cases, it is not usually an effective use of scrutiny time to duplicate these roles if they are being carried out in a clear, transparent and effective way.

That said, there are some important scrutiny tasks in this area that can add value. For example:

- Reviewing draft financial plans (eg the medium term financial plan) to challenge the forecasts, affordability, risks, clarity and feasibility of what is proposed. In particular, how any financial plans will affect other important corporate or service plans? It is also a good idea not to review these plans only once per year. Scrutiny can follow the budget reporting cycle of the executive/cabinet.
- Monitoring some internal and external audit reports or the council's risk registers to identify areas where further, more detailed, scrutiny may be beneficial in improving financial systems, reporting processes, resource allocation or resource prioritisation.
- Responding to requests from the public for greater clarity on the council's finances and spending plans, eg reviewing the financial plans and financial reports made available to the public, to ensure that they are sufficiently clear and understandable.
- Carrying out periodic 'post implementation reviews' of large revenue or capital projects to determine whether these were delivered on time and within budget, achieved their stated aims and delivered the outcomes and value for money anticipated.

- Challenging decisions relating to new service commitments, investments and previously un-budgeted demands.
- Scrutinising the financial implications of greater partnership working, eg how partnerships are financially managed, the impact of pooled budgets on the council's spending, the financial rationale for entering into partnerships and what impact, if any, spending is having in cross-cutting policy areas.
- Keeping a regular 'watching brief' on important matters affecting general resource management, eg improvements in procurement or programme/project management.



Guidance

"Members need to get an understanding of how the spending matches against policies, and so must get to grips with the numbers. Don't be mesmerised by the big numbers – as councillors you are here to deliver on programme – you don't need to be a financial expert but understanding the figures is a useful skill for members to have."



Case study

Bristol City Council's Overview and Scrutiny Management Board reviewed how scrutiny was working to find new and better ways of working. Eleven priority topics were identified and each piece of scrutiny would be conducted in the way that was considered most appropriate for the topic. One of the priority areas identified was the council's medium term financial plan (MTFP). Due to the importance of this work, it was agreed that a scrutiny commission would meet regularly to carry out this ongoing scrutiny.

"For any large organisation a clear financial strategy is essential. The work which is being undertaken will ensure a robust and rigorous framework for the MTFP, which will be reviewed on an annual basis.

It will improve transparency and ensure that all officers, residents, interested parties and members can have a single view of council finances".

Councillor Graham Morris, Chair of the Resources Scrutiny Commission



Hints and tips

Scrutiny checklist – financial planning

- Has the council got an MTFP?
- How well is it integrated with other corporate strategies and plans in the council?
- How is the MTFP used in the annual budget setting process?
- How is the MTFP monitored on an on-going basis by members?

Budget setting and monitoring – the importance of scrutiny

Just as the budget process in your council is carried out on a cyclical basis throughout the financial year, budget scrutiny must also be carried out on a rolling programme. This work can involve:

- Challenging how the budget has been constructed before it is agreed and before the level of council tax has been set. In particular, probing any assumptions that lie behind the executive's budget strategy, ie is the approach incremental or is it starting from a base budget, what are the main savings proposals, how will any growth be funded, are the financial implications of proposals from departments or committees built into the overall budget and has an appropriate level of reserves been set?
- Carrying out budget monitoring activity, for example in areas where expenditure against budget looks to be well above or below forecasts and where growth/savings targets and revised forecasts are involved. As a scrutiny chair with responsibility for financial scrutiny, a relationship with the chief finance officer and relevant executive member is essential.
- Undertaking some evaluation of performance and value for money.
- Maintaining a 'big picture' view of the financial pressures affecting the council and continuously challenging how these might impact on existing budgets and budget setting in subsequent years.

An important area for members to constantly bear in mind is the format and content of any budget monitoring information. Many councils now use summary information, exception reporting or 'traffic light' style indicators to cut down on detailed financial information and to provide 'early warnings' of potential problems. If this type of information is not available or could be improved to enable better scrutiny, members could suggest it to their executive/ cabinet and/or officer colleagues to make such information available.



Scrutiny checklist – questions to ask during budget setting

- Do the proposed spending plans fit with the council's overall aims, objectives and priorities?
- Is it clear how outcomes/outputs will be measured?
- What opportunities are there to generate income for the council? (eg from fees, charges etc)?
- Have targets been established? Are these targets acceptable and how will they be monitored by members?
- Has the budget been reviewed thoroughly by members and set in accordance with the medium term financial plan?
- How well does the budget link with expected service demand?



Scrutiny checklist – questions to ask during budget monitoring

- Did expenditure meet (or help to meet) the performance objectives set by members?
- Are officers aware of the reasons for any under or overspends?
- What impact do under/overspends have on the achievement of the council's plans and policies?
- Has this impact been taken into account for next years' budget and future budgets?
- Have revenue generation targets been reached?
- What are the risks if they are not? How will these be monitored and addressed?



Challenge 3 – budget scrutiny: getting the full picture

Imagine you are scrutinising the budget performance of a service in your council.

You are presented with the following scenario:

a) performance in the particular service area looks to have fallen short of a key corporate target, and

b) expenditure in the service area concerned is below budget.

Are the two indicators linked in any way? Why?

The simple answer to the question posed is 'they might be'. But without further questioning and analysis it would be difficult to draw any conclusions. Analysis of basic budget information and performance indicators can help to flag up areas of concern and matters that need to be further investigated but only further scrutiny can give you a more complete picture of performance.

Scrutinising performance, efficiency and value for money

Scrutiny can play a major role in improving performance, delivering efficiencies and demonstrating value for money. In examining these issues, members might have questions on the following:

- **Inputs** – the resources used in delivering a service, eg the financial and staffing costs of delivering a housing benefits service each year. In value for money terms, a service that operates to minimise the inputs required is described as economic in its use of resources.
- **Processes** – the approach that an organisation takes in using its available financial and staffing resources to deliver a customer service, eg the method of processing housing benefits claims. In value for money terms, a service which makes best use of the inputs it has available in delivering high quality processes is described as efficient in its use of resources.
- **Outputs** – the services that are delivered as a result of the inputs and processes of the council, eg the number of customers receiving their housing benefits payments as planned each month.
- **Outcomes** – the improvements in the quality of life experienced by those in the community as a result of the outputs delivered by the council, eg the reduction in poverty resulting from the efficient delivery of housing benefits payments to those in need.

In value for money terms, a service which delivers a high volume of quality outputs and/or outcomes is described as effective in its use of resources.

Planning and structuring financial scrutiny work

Most councils use a variety of approaches in carrying out financial scrutiny. This can include:

- specific financial and budget scrutiny activity as part of the regular work of standing scrutiny committees
- budget scrutiny panels which ‘shadow’ the financial monitoring work carried out by executive members
- service scrutiny panels which take the lead in scrutinising all aspects of individual service performance, including departmental budget performance and value for money issues
- time limited ‘task and finish’ groups which can investigate a particular financial issue or look in more depth at the scope for efficiency savings or value for money improvements.

Whatever structural arrangements are adopted, financial scrutiny work should be programmed and planned as efficiently as all other elements of the scrutiny function and will rely on three essential ingredients:

- robust and effective work planning which is owned and driven by members
- the development of an effective culture of scrutiny, based on consensual politics, robust challenge and accountability (as opposed to party politics, opposition and blame) (see text box)
- a reliance on evidence and reasoned judgement rather than opinions and speculation.



Financial scrutiny – characteristics of an effective culture of scrutiny

New scrutiny culture:

- inquisitorial
- questioning
- cross-examination
- probing the ‘heart of the matter’
- dialogue and debate
- variety of views
- holding to account

As with other scrutiny work, good information is needed for members to form opinions and draw conclusions. In financial scrutiny it is likely that quantitative evidence will be the main source of information, ie numerical data or information that can be converted into numbers, eg financial accounts, budget reports, performance indicators or analyses of user or population statistics. This can provide answers to the essential questions of 'how many?', 'how much?', 'how often?' and 'at what cost?'

However, in budget monitoring and value for money reviews, the importance of qualitative evidence should not be overlooked in helping members to understand the processes and procedures that lie behind any analysis of costs and performance. Much of this can be gathered through the effective questioning of expert witnesses and other relevant stakeholders as illustrated below:



Effective questioning during financial scrutiny

Positive practice

- **Free narratives and open questions** – asking an open question and allowing the respondent to give a free narrative of the situation from their perspective, eg “What are your thoughts regarding the cost overrun...?”
- **Probing** – using a range of techniques to elicit information and deepen understanding:
- **Challenging** – “What exactly did this cost?”
- **Encouraging** – “That is a significant underspend!” (with a pause for a further response).
- **Acknowledging/repeating** – “You said that no overspend was predicted in this area, can you explain more about how these conclusions were reached?”

- **Probing for details** – “Did you do anything else to make savings?”
- **Direct questions** – “How do other authorities manage to stay within budget?”
- **Showing understanding** – “I see” (allowing time for the respondent to elaborate).

Unhelpful practice

- **Double bind questions** – impossible to answer without incrimination,
- **Biased question** – which have an inbuilt bias, eg “What do you think about the problems that the lack of budget is causing?”
- **Leading questions** – which unfairly lead the respondent to a particular answer, eg “I think the financial controls are poor – what do you think?”
- **Terminating statements** – which prevent the respondent from answering, and implicitly assume that the person agrees with the point raised, eg “I could ask you what cost controls were in place, but your earlier comments have already confirmed that you believe no financial control was evident”
- **Tag questions** – which are small additions to the end of a statement in order to prompt a response, eg “This is the best course of action, isn't it?”
- **By focusing on good information** – gathering techniques and making best use of a range of questioning approaches, those involved in financial scrutiny should be able to form sound judgements, conclusions and recommendations.

Overcoming the challenges of financial scrutiny

In earlier sections of this workbook we hinted at some of the inherent challenges presented by financial scrutiny. This includes the fact that it is often seen as a technical pursuit and can be viewed as overly 'political', highlighting financial shortcomings at both a corporate and service level and potentially bringing scrutiny members into conflict with executive members and/or officers.

Many of these problems can be overcome by building an effective culture of scrutiny (see text box on page 10) and by considering the following good practice tips:

- be positive and seek to enhance and influence, not criticise or undermine
- challenge the jargon, technical language and acronyms. If you can't understand the information presented, it is likely that others won't be able to either
- concentrate on adding value, rather than opposing for its own sake
- be clear about the value of different roles at different times, eg challenging the budget setting process at a time when it can make a difference rather than attacking it after the event.
- focus on the big picture – don't scrutinise the budget or financial plans in isolation and don't demand unnecessary detail
- challenge issues of integration within the planning process, eg how the longer term capital strategy is aligned with the annual budgeting process and medium term financial plan.

In overall terms, remember that while financial scrutiny should be critical, it should also be constructive: scrutiny is often deemed the 'critical friend'.

A final word – summary

Financial scrutiny is an important element of the overall scrutiny armoury. If council services are to be run economically, efficiently and effectively, they must make best use of the scarce resources allocated to them. This requires sensible financial planning, transparent processes for resource allocation, robust fiscal controls and strong budgetary and performance monitoring. In all of these areas, financial scrutiny can add value in challenging how councils make best use of the public money they receive.



Challenge 4 – where do you go from here?

Look back over the material contained in earlier sections of this workbook and consider the following:

a) What key action points can you identify to improve your contribution to financial scrutiny, ie what three or four things might you start doing, keep doing or stop doing?

b) Have you identified any gaps in your knowledge or shortcomings in your personal skills? If so, please set these out below and identify how any further training or development might help you, eg further reading/research, attending courses, coaching, mentoring, work shadowing etc.

Appendix

Sources of further information

Printed publications

LGA Councillors' Guide

www.local.gov.uk

The LGA website has many pages discussing community leadership and a number of publications, a series of case studies, the Knowledge Hub, and development programmes for councillors and council officers.

For more information please go to www.local.gov.uk/our-support/highlighting-political-leadership

The Centre for Public Scrutiny website has extensive resources for scrutiny: publications, events, a library of review reports and a discussion forum.

www.cfps.org.uk

The website of the **Chartered Institute of Public Finance and Accountancy**

www.cipfa.org.uk

Local Government Information Unit (LGIU)

The Local Government Information Unit website gives information on publications and other scrutiny work.

www.lgiu.org.uk

Useful websites

The LGA website is an invaluable source of help and advice for all those in local government.

www.local.gov.uk

Leadership Essentials: Effective Scrutiny

The LGA delivers a two day programme for new or aspiring scrutiny chairs or task-and-finish group review lead members covering:

- leading and managing a scrutiny review
- chairing scrutiny meetings in all their forms
- increasing participation by members and the public
- ensuring impact of scrutiny recommendations.

Drawing on experts in their field, the programme offers the opportunity to focus in depth on the hot topics that are currently most relevant to your work, whether that is children's safeguarding, welfare reform, changes in health services or pressure on budgets driving major changes in how services are delivered or commissioned.

For further details on how to apply and dates: <https://www.local.gov.uk/our-support/highlighting-political-leadership/leadership-essentials>



Local Government Association

18 Smith Square
London SW1P 3HZ

Telephone 020 7664 3000

Fax 020 7664 3030

Email info@local.gov.uk

www.local.gov.uk

© Local Government Association, November 2017

For a copy in Braille, larger print or audio,
please contact us on 020 7664 3000.
We consider requests on an individual basis.



A councillor's workbook on scrutiny



Contents

Foreword	3	Working with others	21
Scrutiny in local government	4	The council executive and officers	21
Introduction	4	Statutory officers	22
Powers of scrutiny	4	The scrutiny officer	22
Effective scrutiny	5	The monitoring officer	23
Adding value	5	Scrutiny and partner organisations	23
Being cost-effective	8	Other scrutineers	24
Public scrutiny	8	Useful skills	25
Work programming	10	Questioning techniques	25
How scrutiny works	11	Listening skills	27
The overview and scrutiny committee	11	Chairing scrutiny	27
Scrutiny meetings	12	Final summary	28
Task and finish groups	14	Appendix	
Co-optees	14	Sources of further information and support	29
Combined authorities	14		
Joint committees	15		
The scrutiny review process	15		
Pre-decision scrutiny	16		
Post-decision scrutiny and call-in	18		
Gathering evidence	19		
Sources of information	19		
Using evidence effectively	20		
Making a recommendation	21		
Monitoring recommendations	21		

This councillor workbook includes references to materials published by the Local Government Association (LGA) and the Centre for Public Scrutiny (CfPS). Further information can be found at www.lga.gov.uk and www.cfps.org.uk.

All documents published by the CfPS and referenced in this workbook can be found in full on the CfPS website www.cfps.org.uk.

Foreword

This workbook has been designed as a learning aid for elected councillors. It makes no judgement about whether you have been a councillor for some time, or whether you have been elected more recently. If you fall into the former category the workbook should serve as a useful reminder of some of the key skills, approaches and tactics that make for an effective ward councillor – it may even challenge you to reconsider how you have approached aspects of the role to date.

Those councillors who are new to local government will recognise that they have much to learn. The workbook will help you to get up to speed with key aspects of the ward councillor role that require focus and attention. In effect, it should provide you with some pointers on how to develop a style and approach that you are comfortable with, and that enables you to be most effective in your day to day duties.

The workbook can be used as a standalone learning aid or as an adjunct to other material you may cover. It offers few firm rules for councillors as it is recognised that each individual must decide how best to use and develop their influencing skills, based on individual preference and confidence. As such, the workbook should serve more as a direction marker rather than a road map.

In practical terms, the document will take between two to three hours to work through. You do not need to complete it all in one session and may prefer to work through the material at your own pace. The key requirement is to think about your own approach in influencing other people – how the material relates to your local situation, the people you serve and the council you represent.

In working through the material contained in this workbook you will encounter a number of features designed to help you think about the ward councillor role. These features are represented by the symbols shown below:



Guidance – this is used to indicate research, quotations, explanations and definitions that you may find helpful.



Challenges – these are questions or queries raised in the text which ask you to reflect on your role or approach – in essence, they are designed to be thought-provokers.



Case studies – these are ‘pen pictures’ of approaches used by other people or organisations.



Hints and tips – these represent a selection of good practices which you may find useful.



Useful links – these are signposts to sources of further information and support, outside the workbook, which may help with principles, processes, methods and approaches

Scrutiny in local government

Introduction

The Local Government Act 2000 introduced a new political management system for local councils in England and Wales, requiring them to have a separate 'executive' in the form of a leader, or elected mayor, and cabinet.

To provide a counterweight for this, the Act also introduced the concept of 'overview and scrutiny', whereby every council with an executive management structure is required to have an overview and scrutiny committee. This enables the rest of the council to scrutinise the executive by investigating their decisions and policies, and issuing reports and recommendations where any shortcomings are identified.

The Localism Act 2011 gave councils the option of converting to a committee system form of governance. Councils that have chosen this option are not required to have a separate overview and scrutiny committee, although they may choose to do so. It is still expected that scrutiny will take place within committees to identify where improvements need to be made.

Whichever governance system a council operates, scrutiny is an essential part of ensuring that local government remains transparent, accountable and open, resulting in improved public policies and services.

As a councillor, you have been elected by your local community because they believe you will represent them in ensuring the council provides the services they need, to the standard they expect. By understanding their needs you can bring a different perspective to the decision-making process to that provided by the council executive or officers, which helps decisions to be more robust.

Whether or not you are directly involved in the scrutiny function, it is important that you understand how scrutiny works and the benefits that it can bring. This workbook will:

- explain what scrutiny is and how it works in practice
- describe the scrutiny review process
- look at who is involved in scrutiny
- give an overview of useful skills for carrying out scrutiny.

Powers of scrutiny

The principal power of a scrutiny committee is to influence the policies and decisions made by the council and other organisations involved in delivering public services. The scrutiny committee gathers evidence on issues affecting local people and makes recommendations based on its findings.

Scrutiny can investigate any issue which affects the local area or the area's inhabitants. However, effective scrutiny work relies on scrutiny's 'soft' influencing power, as it has no formal power to compel anyone to make changes. For this reason, before undertaking any scrutiny work it is important to think about not only scrutiny's legal powers but also about how to build a positive working relationship with those who are the subject of scrutiny's recommendations. This ensures a much higher chance of scrutiny's recommendations being implemented.

Generally, a scrutiny committee has the legal power to:

- require that the council makes information available to it, both in the form of written reports and by officer and cabinet member attendance at committee meetings
- require that the cabinet responds to its recommendations within a set time frame.

Scrutiny also has powers relating to certain external partners. More information can be found on the CfPS website (www.cfps.org.uk/practice-guides).

Effective scrutiny

For scrutiny to be effective it needs to be seen as a ‘critical friend’ and it is important to identify where decisions could be improved and how to prevent mistakes being made or repeated. However, the focus should be on forward thinking and making positive changes, rather than apportioning blame and focusing on the negatives. This will help to foster positive and constructive relationships between scrutiny, councillors and officers.

Successful scrutiny relies on the following conditions:

Effective work programming

Work programming is the planning stage of scrutiny, where subjects for further investigation are identified. It is most effective when there are clear criteria for the selection of subjects and agenda items. This is covered in more detail later in the workbook.

Positive attitude of the council executive and council officers

Scrutiny works well when the council’s executive views it in a positive light and as an opportunity to improve council performance. Scrutiny’s effectiveness will be reduced if the executive sees it as aggressively critical, which will lead to defensive behaviour and make it difficult for scrutiny to influence change.

Similarly, scrutiny will be more effective if council officers are willing to provide information and assistance when required. Ideally, officers should see scrutiny as an essential partner in improving services, where non-executive councillors can help them to better understand local people and make robust judgements about priorities.

Positive attitude of scrutiny councillors

Scrutiny councillors need to be committed to making the function work and to developing the conditions necessary for working effectively with the council’s executive and officers, and any other relevant partner organisations.

It is also important that scrutiny is seen as impartial and stays separate from party politics. However, scrutiny work includes looking at issues that are locally politically contentious and high profile, and as such an element of political disagreement is inevitable. The challenge for you, as a scrutiny councillor is to use your political skills and understanding of the needs of local people to shape the discussions, whilst not acting in a party political manner or using the discussions to further party political objectives

More information can be found in ‘Overview and scrutiny in local government: a handbook for elected members’ (CfPS, 2013), accessible from: www.cfps.org.uk



Guidance What is good scrutiny?

Fundamentally, all scrutiny work must add value: it must make a positive contribution to the lives of local people and scrutiny committee members must be very clear about how their work will do this. When scrutiny is carried out properly it is constructive and focuses on the priorities of local people, which feeds into the priorities of the council and its partners. Good scrutiny:

- tackles issues of direct relevance to local people
- tackles issues where, through the unique perspective of elected councillors, it can add the most value
- is about talking to a wide range of people, drawing them together and building consensus
- is about challenging the accepted ways of doing things and acting as a champion for developing a culture of improvement in the local area.

Adding value

The purpose of scrutiny is ultimately to improve the lives of local people through improved public services. To justify the resources allocated to scrutiny it is important to be able to demonstrate that scrutiny work adds value and makes a difference to local people.

A scrutiny review is successful if it fulfils one or more of the following conditions:

- it meets the objectives set out by the scrutiny committee
- feedback from the public shows that they think there has been the service improvement they desired
- the work has helped to achieve corporate or partnership priorities
- there is a return on investment, demonstrating scrutiny's impact and outcomes in financial terms.

The impact scrutiny has can be measured in two ways:

Outputs – quantitative expressions of the activities being reviewed, for example 'waste bin collections have increased to 10,000 every week'. These can be expressed in financial terms to show return on investment.

Outcomes – what stakeholders experience as a result of the review, for example if the local community recognises an improvement. The council and its partners could also be stakeholders, for example where scrutiny recommendations relate to internal processes.

The CfPS publication 'Tipping the Scales' details a model for measuring return on investment for overview and scrutiny.



Case study Adur, Arun and Worthing – measuring the return on investment

A scrutiny review was undertaken to consider the ROI of improving the health and wellbeing of homeless people, after evidence showed that Arun District has the fourth highest number of people in the UK who sleep rough on its streets.

Return on investment

The review explored whether the demand on A&E and hospital admissions for homeless people was linked to whether or not they were registered with a GP. The following conclusions were reached:

- on average, homeless people who were not registered with a GP were eight times more likely to visit A&E
- this meant the burden on A&E services could be reduced if homeless people were registered with a GP
- it cost less when a homeless person registered and visited a GP than when they attended A&E.

Further work then identified the cost of undertaking the review, which made it possible to calculate how many homeless people needed to be registered with a GP for there to be an overall net saving.

Return on investment calculation

Review costs: 334 review hours x average wage £11.60/hr = £3874

Estimated cost per visit to A&E = £131

Cost of registration and visit to GP = £79

Potential saving if registered with GP = £52 (£131-£79)

Return on Investment = £52 x 8 visits = £416

Number of homeless people needed to register to balance review = 10 (£416 x 10 = £4160)

You can find more Scrutiny Return on Investment (SROI) examples in the CfPS publication 'Tipping the Scales', which is available at: www.cfps.org.uk

Being cost-effective

Scrutiny committees need to work effectively with limited resources. They can do this by:

Carrying out work more efficiently – for example, holding single-topic committee meetings, so a group of councillors can speak to a large number of witnesses in a round-table format.

Targeted work programming – having processes in place to decide what will and what will not be reviewed and investigated.

Providing officer support more efficiently – for example, by thinking more carefully about what support scrutiny committee members want and need from officers and what skill set officers have and require.

Resource availability – work programming should be influenced by what resources are available.

Circulating information – providing or making information available to councillors prior to meetings on a more regular and informal basis, so they spend less time in meetings reading reports. Councillors and officers can work together to limit the volume of material councillors are sent to material that is relevant and useful to them.

Public scrutiny

The involvement of the public provides a unique perspective on how well public services are being delivered and how they could be improved, from the point of view of those receiving and using the services.

Members of the public can attend scrutiny meetings and can make their views known to their local councillors and members of the scrutiny committee. There are also opportunities for the public to get involved in a more meaningful way in task and finish reviews, which are covered in more detail later in the workbook.



Case study Successful scrutiny – Lincoln Against Poverty

Every year, the Centre for Public Scrutiny presents the Good Scrutiny Awards, which recognise councils who have undertaken successful scrutiny work. The 2015 top winner was the City of Lincoln Council for their Lincoln Against Poverty scrutiny work. Here is a summary of the project.

Objective

To build an effective plan to tackle poverty that includes and is supported by over 120 partners from a wide range of organisations.

Scope

The review covered a wide range of topics including benefits and low income, accessing work, child poverty and education, health and housing. In Lincoln, one in four children lives in poverty, a significant number of residents are in fuel poverty, and the city is recognised as having one of the highest rates of acute deprivation in England.

Approach

In 2014, the Lincoln Against Poverty Conference was a key forum for delivering workshop sessions that focused on areas that had been reviewed, and enabled partners to explore and discuss the different facets of poverty and the support required to move beyond it in the coming year. The council used a wide range of data including statistical data, academic and organisational journals and reports, and case studies on those in the city experiencing poverty first hand.

Recommendations

From this extensive review project, and input from partners, 100 suggestions were put forward and used to develop the Lincoln Anti-Poverty Action Plan 2014/15. The impressive number of suggested actions implemented demonstrated not only the council's dedication to tackling this issue but the positive and effective outcomes that can be achieved by engaging relevant partners and the community.

Outcomes

Some of the key actions that were recommended or directly influenced by the Community Leadership Scrutiny Committee include:

- Relocating the Lincolnshire Credit Union from the outskirts of the city into Lincoln City Hall in the city centre. As a result, there were 78 new customers, 78 small loans were issued – key in challenging doorstep loans and resulting in an estimated £121,000 savings to customers by not using a doorstep lender.
- In partnership with City of Lincoln Council, Lincoln Christ's Hospital School, Lincolnshire Credit Union, and Barclay's Bank, Year 7 students undertook money awareness and the benefits of savings courses. Students were provided with the opportunity to open savings accounts and were encouraged to start the savings programme through an incentive scheme set up by the City of Lincoln Council.
- A loan shark awareness programme was undertaken involving the extensive use of multiple media platforms to deliver the message. As a result, 48 per cent of clients surveyed at the JobCentre were aware of the campaign, the Lincoln Citizens Advice Bureau saw a 12.4 per cent increase in people seeking advice compared to the year before, and the Lincoln Christians Against Poverty saw a five-fold increase in waiting times for debt advice.
- Finally, the re-distribution and recycling of large household items was improved, as well as a better alignment of food bank and welfare services to address changing situations of those in need.

You will find more examples in Successful Scrutiny Good Scrutiny Awards, which is published on the CfPS website: www.cfps.org.uk

Work programming

The role of scrutiny is to achieve positive outcomes for local people by undertaking a thorough, targeted examination of the council's service provision and procedures. However, it is not possible to examine every service in detail, so it is important for the scrutiny committee to prioritise and plan its workload. Some councils do this at the beginning of each year and some do it on an ongoing basis.

Planned scrutiny

Work programming is the process for determining which topics scrutiny will look at over the coming year, either at committee meetings or

in task and finish groups. This involves evaluating a number of factors to decide which topics are to be investigated and when. The process will typically involve long-listing and then short-listing topics before making a final decision.

Responsive scrutiny

Whether planned scrutiny takes place at the beginning of the year or on an ongoing basis, the priorities for scrutiny need to be monitored and evaluated on an ongoing basis. This makes sure scrutiny can be flexible and responsive to high-priority issues or policy changes that occur throughout the year.



Hints and tips

The scrutiny topic selection process

Each council has its own method for selecting topics for scrutiny; in some councils there may be a very structured selection process, whilst in others it may be more informal. Whatever level of detail is involved, the general process should include the following activities.

1. Identify issues

You can identify potential issues by:

- consulting with all members of scrutiny committees, senior officers, cabinet members and council officers
- looking at corporate priorities, business plans and the Forward Plan of the council (and the council's neighbours)
- considering events and decisions in the council's calendar that could require an input from scrutiny, such as setting budgets
- evaluating previous council performance and identifying any follow-up work required to previous scrutiny work
- carrying out work to engage with local people, for example through surgeries, local media, opinion surveys and online forums.

2. Prioritise topics

Identify and prioritise potential scrutiny topics, considering the resources they would require and the level of impact they could achieve.

3. Plan scrutiny work

Decide which scrutiny topics to review and include them in the work programme.

4. Review and evaluate

Review progress and evaluate outcomes to demonstrate the value added by scrutiny.



Guidance Criteria for selecting scrutiny topics

The following criteria provide a useful guide for prioritising and selecting which topics are suitable for scrutiny to review.

Topics **are** suitable for scrutiny when:

- scrutiny could have an impact and add value
- the topic is of high local importance and reflects the concerns of local people
- the resources are available that would be required to conduct the review, in terms of manpower and budget
- it avoids work duplication elsewhere
- the issue is one that the committee can realistically influence
- the issue is related to an area where the council, or one of its partners, is not performing well
- the issue is relevant to all or large parts of the local area
- the review would be in the council's interests.

Topics **are not** suitable for scrutiny when:

- the issue is already being addressed elsewhere and change is imminent
- the topic would be better addressed elsewhere (and will be referred there)
- scrutiny involvement would have limited or no impact upon outcomes
- the topic may be sub-judice or prejudicial to the council's interest
- the topic is too broad to make a review realistic
- new legislation or guidance relating to the topic is expected within the next year
- the topic area is currently subject to inspection or has recently undergone substantial change.

Defining scrutiny topics

For every item on the work programme/new referral, it should be clear:

- What is the issue/activity/project under consideration?
- What is scrutiny being asked to do?
- What are the reasons for/expected benefits of involving scrutiny in the matter?
- Is there a specific deadline for the piece of work?



Challenge 1 – prioritising topics

Consider the issues that are important to the people you represent in your ward. List the five issues you think are the most important, then put them in order of priority; make a note of your reasoning. Do you know all the information you need to handle complaints effectively? Consider these statements to identify any gaps. If you answer ‘no’ to any of them, take some time to find the answers from your council’s website or your work colleagues.

1

2

3

4

5

Think about how you would translate these into strategic issues. Here is an example:

The issue

A number of residents have been complaining that the trees in the local area are not being pruned regularly enough, becoming a hazard and presenting a potential danger to the public. Complaints include difficulty in walking on the pavement, damage to tall vehicles, trip hazards from tree roots and gardens being overshadowed by trees.

Strategic considerations

The council needs to consider how it allocates its Environmental Services’ resources so that it can be efficient whilst also meeting the needs of local residents. It can look at:

- how services are procured, commissioned and contracted
- which are the most hazardous streets and where the biggest improvements can be made
- prioritising and planning a programme of work for tree pruning.

How scrutiny works

The ongoing formal business of scrutiny is usually carried out by committees, the purpose and composition of which is defined by legislation. The scrutiny committee chair is usually proposed by the council executive, although Full Council votes on the membership of committees and chairs at council AGM.

Scrutiny work is also carried out in smaller, informal ‘task and finish’ groups, which are not covered in legislation. These are time-limited bodies established by scrutiny committees to gather evidence and produce recommendations on a specific subject.

The overview and scrutiny committee

Councils that operate under executive arrangements are required by law to have an overview and scrutiny committee. This must be composed to reflect the political proportions of the council as a whole (so, for example, in a council with 25 Conservatives and 20 Labour councillors, a scrutiny committee may have five Conservative and four Labour members). The chair of the scrutiny committee can represent any political party; when considered collectively they do not need to be politically balanced.

Councils using a committee system of governance are not required by law to create an overview and scrutiny committee, but they may do so if they wish.

Members of the council's executive **may not** sit on the overview and scrutiny committee; cabinet assistants **may** sit on scrutiny committees, since the executive's decision-making powers cannot be delegated to them. However, to avoid a conflict of interests it is common for assistants to be assigned to committees that do not reflect their portfolios.



Challenge 2 – scrutiny in your council

There is no prescribed structure for implementing scrutiny in a council – there may be one overview and scrutiny committee, or several committees and sub-committees. Find out how scrutiny is implemented in your council.

Scrutiny meetings

Scrutiny committee meetings are formal and public. They provide a forum whereby councillors can:

- discuss written information they have received, from the council and external bodies
- hear evidence from witnesses, which could include other councillors, council officers, experts, representatives from other organisations and members of the public
- question witnesses to gain a better understanding of the issues
- draw conclusions from their discussions and the evidence examined, in the form of an outcome.

Committee meetings usually involve one or more substantive written reports being tabled on issues selected by the committee and its chair on the basis of the work programme. The purpose of scrutiny is to provide recommendations for improvement, so it is important to have a clearly defined outcome at the end of the meeting.

The Local Government Act 1972 sets out a variety of requirements around formal committee meetings:

- They must be in public. The public may only be excluded if it is likely that confidential or exempt information will be disclosed.
- The agenda and related papers must also be made public at least five working days before the meeting, unless the meeting is convened at shorter notice. Certain papers may be excluded from publication if they contain confidential or exempt information.
- The council's constitution must have rules of procedure for overview and scrutiny committees, including provisions on:
 - public questions and the public's right to speak at the meeting
 - length of meetings and the use of motions to extend meetings where necessary
 - how witnesses will be managed
 - how the chair will conduct the meeting.

Task and finish groups

Task and finish groups are informal, usually small and time-limited bodies comprised of councillors and, often, co-optees brought in from outside the council for their specific skills and experiences. They are established by a parent committee to undertake a discrete piece of scrutiny work, and report back to that committee with their findings and recommendations.

Task and finish groups are not mentioned in legislation, although most councils make provision for them in their constitution. The following rules of thumb have been developed by CfPS:

- membership should be defined and agreed by the group's parent committee
- the parent committee should also decide on who should chair
- while party whips may nominate other councillors to sit on groups, the ultimate decision rests with the committee and the committee chair
- as far as possible, membership should loosely reflect the political proportionality of the authority (the only caveat being that attempts are usually made to involve smaller parties where they otherwise would not be entitled to a seat)
- members of the group (and even the chair) need not be drawn exclusively from the group's parent committee – any councillor can be nominated to participate
- decision-making in the group (ie deciding on the wording of a final report and deciding on recommendations) should be undertaken through consensus rather than through a vote, given the fact that the membership may not directly reflect political proportionality.

To demonstrate transparency and accountability, it is also recommended that task and finish groups make published information, minutes and evidence-gathering sessions accessible to the public.



Guidance

Effective scrutiny meetings

The role of the committee chair is critical in making sure the committee works as a team and fully understands the issues under discussion in scrutiny meetings. The chair takes an active role in leading and directing the discussion and managing any disagreement between committee members. This is covered in more detail later in the workbook.

There are a number of ways that scrutiny meetings can be made more effective, although a council's ability to do all of these will be limited by the resources it has available.

Agenda

Having clear criteria for assessing agenda items means that only necessary items make it onto the agenda.

Limiting the number of agenda items helps to keep meetings focused and easier to manage. Evidence from the CfPS Annual Survey suggests that any more than three substantive items per meeting is detrimental to its effectiveness.

Preparation

You can make the best use of your time in preparing and attending meetings by prioritising and planning any information you need to prepare or read beforehand.

Effective agenda management, where councillors are provided with a short briefing and key sources of corporate information prior to meetings, can also help to minimise the amount of time spent during the meeting on reading documents, and means more time can be spent on analysis and discussion.

Pre-meeting

If time and resources allow, holding a pre-meeting to plan questions can help to ensure that topic selection is based on councillor interests, so everyone will be willing to make a contribution.

Objectives

Having clearly defined and agreed objectives and outcomes for the meeting means that:

- councillors can work towards a common target in their questioning and witnesses can be fully prepared
- discussions can be easily summarised at the end of the meeting and in the minutes, with a focus on actions, post-meeting communication and follow-up work
- findings and conclusions can be more easily converted into clear, concrete recommendations at the meeting.

Outcomes

Defining outcomes at the end of the meeting makes sure that agenda items are concluded with certainty and there are no 'repeat items' at the next meeting.

It also makes it possible to monitor progress on outcomes and commitments at the following meeting.

Co-optees

Council scrutiny functions have the opportunity to co-opt people from outside the council to sit either on scrutiny committees (as voting or non-voting co-optees) or on task and finish groups.

The formal appointment of a co-optee onto an overview and scrutiny committee is provided for in the Local Government Act 2000. Task and finish groups may co-opt group members without restriction.

For councils responsible for education functions, there is a requirement for certain co-optees to be appointed to the relevant committee. The provisions in the 1996 Act apply to overview and scrutiny committees by virtue of Schedule 1 of the 2000 Act.

For most councils, this will be two diocesan representatives (one Church of England, one Catholic) and two parent governor representatives (one primary, one secondary, and both from maintained schools). Such co-optees have voting rights and are treated as opposition councillors for the purposes of political proportionality (in order to assure that the largest party retains an absolute majority at committee).

For task and finish groups, the parent committee chooses co-optees at the scoping stage. The co-optee's role is identical to that of a councillor member of the review group, but when it comes to making a final decision on a report or recommendations, in practice it will be councillors' views that take precedence.

Combined authorities

The Cities and Local Government Devolution Act 2016 requires that combined authorities in England have their own overview and scrutiny committee.

Combined authorities are bodies formed jointly by a number of councils in a geographic area. They are the formal basis for the devolution of powers from central government to local areas. As such, combined authorities will have a significant part to play in big decisions around economic development, skills and transport, as well as other areas such as health and social care. The scope and nature of these decisions mean that having robust scrutiny arrangements in place is particularly important.

A combined authority has been in existence in Greater Manchester for several years, but others have recently been established such as in the West Midlands, Tees Valley and Liverpool City Region. Government has not set out any national expectations – it is for local areas to decide how arrangements will work.

The large areas covered by combined authorities means that there will be logistical difficulties about getting councillors together for overview and scrutiny meetings. These meetings will be additional to those held in individual local councils, so there will be an additional workload for some councillors too. This means that it will be vital for combined authority overview and scrutiny committees to be extremely focused and targeted in their work.

In practice, combined authority overview and scrutiny committees will work similarly to joint committees (see below) although some of the legal and practical issues are slightly different.

General issues around governance under devolved arrangements are discussed in the CfPS paper 'Devo why, devo how?' (2015).

Joint committees

Joint committees are committees which have representatives from two or more local authorities. In particular, they have an important role to play in health scrutiny.

There are a number of considerations which need to be taken into account for a joint scrutiny committee to work effectively:

Logistics – finding mutually convenient venues to ensure no one councillor or authority loses out.

Work objectives – gaining broad agreement on the committee's aims and objectives.

Political and personal opinions – bringing together a larger number of people to sit on a committee makes it harder to find consensus and manage differences of opinion.

Resources – establishing and managing a joint committee requires a significant expense, which needs to be shared between the participating authorities.

The scrutiny review process

Scrutiny reviews can take place before or after a decision has been made.



Hints and tips

The scrutiny review process

Each council has its own process for conducting a scrutiny review, which will be influenced in part by the resources it has available. Here is a generic scrutiny review process.

Scope the review

- determine the key issues and objectives
- identify key stakeholders
- identify who needs to be involved
- decide what evidence needs to be gathered and how
- determine how the work will be managed
- consider potential risks and ways of managing them

Gather evidence

- undertake consultation through public meetings, surveys, workshops and focus groups
- carry out site visits
- source data and reports
- interview experts and witnesses
- conduct focus groups and workshops
- work with officers and councillors to research issues

Evaluate evidence

- consider all the evidence in the context of the scope of the project
- look at evidence alongside other sources of data to gain a comprehensive view of the performance of a given service

Report and make recommendations

- document the work carried out and what conclusions have been reached
- make recommendations
- distribute the reports and recommendations to the relevant stakeholders for approval

Implement

- agree and develop an implementation plan
- action the agreed recommendations
- feedback outcomes to stakeholders, including the local community

Monitor

- track progress of the changes being implemented
- evaluate and assess impact
- conduct further investigation and make additional recommendations if necessary

Pre-decision scrutiny

Pre-decision scrutiny is planned during the work programming activity and could take place immediately before a decision is made, or a more significant amount of time beforehand. By challenging assumptions and assessing what risks might arise from the implementation of a decision, scrutiny provides the opportunity to influence and improve decisions before they are finalised.

Councils are required to give 28 days' notice of a planned decision. The majority of councils publish their planned decisions in a Forward Plan, often with longer than 28 days' notice, so this is a useful scrutiny tool in identifying pre-decision topics. The decisions are brought to scrutiny as drafts of the final cabinet report.

Pre-decision scrutiny that is carried out immediately before a decision is made will have obvious time limitations, so it is best focused on key questions around the decision's implementation, risks and measures of success.

Scrutiny carried out several months before a decision is made will have more time and resources with which to delve into the fundamentals of the decision and propose alternative options. This is the best way to scrutinise major decisions and significant strategic matters. Overall, pre-decision scrutiny can help the decision-making process by:

Providing an impartial perspective – scrutiny can gather its own evidence to contribute towards the decision-making process, and consult those directly affected by the decision impartially and independently.

Challenging assumptions and making evidence-gathering more robust – scrutiny can look at projections relating to the impact of the decision – financial, social, economic, environmental – and consider whether those projections and assumptions are justified.

Developing realistic plans and targets – scrutiny can help to develop challenging but realistic targets that will be impartial and focused on outcomes rather than outputs.

Securing ownership and buy-in to the final decision – engaging with scrutiny will help the executive to understand the expectations of the wider group of elected councillors and, by extension, the public.

Engaging with and satisfying the public – scrutiny can help the council to understand local needs, with public engagement being led by councillors who approach discussions with no vested interest or stake in the final decision.

Post-decision scrutiny and call-in

Post-decision scrutiny takes place in response to decisions that have already been made. This is particularly useful for influencing policy changes in the medium to long term.

For decisions that have been made but not implemented, scrutiny has the power to call-in the executive to revisit a decision and delay its implementation. This applies only to 'key decisions', which are predominantly decisions made by the executive, either as individuals or as a whole. Councils define key decisions in different ways, but usually these are decisions with implications over a certain financial threshold, eg over £250,000, and which affect two or more council wards.

The purpose of call-in is to provoke further debate on a topic of political contention. It acts as a means to draw attention to opposition to a decision, and provides a forum for that opposition to be voiced.

Call-in is a tool that should be used in exceptional circumstances and for issues of particular contention. To use it otherwise would prolong the decision-making process overall and create unnecessary tension between the executive and the scrutiny committee. Effective pre-decision scrutiny will help to avoid the need for call-in.



Challenge 3 – the call-in process in your council

The call-in process, and the approach to managing call-in meetings, differs from council to council. Make a note here about how your council manages call-in.



Case study Scrutiny and policy development

Brighton and Hove's Traveller Strategy Scrutiny Review Panel (2011) conducted its scrutiny review alongside the executive's preparation of a Traveller Strategy. The strategy was amended in response to recommendations in the scrutiny review.

Brighton and Hove City Council was looking to create a strategy for Gypsies and Travellers which was forward thinking and inclusive. The council hoped to pioneer new ways of addressing their needs while remaining sensitive to their traditional lifestyle, as well as providing basic services such as education and health, and fostering good relationships with local Traveller and Gypsy communities.

Unauthorised encampment was an unwelcome and costly issue for the council. The scrutiny panel's recommendations recognised that the creation of a permanent

site, managed by the council, was key to reducing tensions and could help facilitate mutual understanding. Evidence showed that solving the issue of accommodation could significantly curb economic costs. Also, when Gypsies and Travellers are in authorised sites returns are generated in rent, council tax and utility bills.

The recommendations were supported by evidence gathered from 31 expert witnesses as well as written evidence.

www.brighton-hove.gov.uk

Gathering evidence

There are several methods for using meetings to gather evidence.

‘Scrutiny day’ or ‘challenge panel’

This is a half-day or full-day session where scrutiny councillors, and others, come together to gather evidence on a topic and to make recommendations. This is the standard approach taken by a number of councils.

Light touch review

This is a review of a narrow topic which might involve holding two or three evidence-gathering meetings over the course of about a month.

Full length review

This involves members meeting periodically over the course of several months and was the traditional approach to scrutiny reviews in many councils until quite recently. The resource involved can be significant.

Standing panels

Standing panels are bodies set up to provide oversight for an ongoing council process. They are used when scrutiny is shadowing a time-limited piece of work carried out by someone else – for example, the council’s budget preparation or a major NHS reconfiguration.

Sources of information

The information gathered during a scrutiny review, and where to find it, will depend on the topic under review. In the interests of efficiency, scrutiny councillors have a responsibility to actively seek out information for themselves, so it is important that you are aware of what information is available and how to access it. Here are some examples of information that could be useful.

Information on performance, finance and risk

- quarterly performance and finance reports
- programme and project management information
- risk registers
- complaints logs
- internal reviews and action plans

Strategic information

- budget and policy frameworks
- external inspection reports
- corporate peer challenge letters, reports and information
- departmental plans and strategies
- partnership plans and strategies
- council or partnership programmes
- cross-departmental strategies
- improvement plans
- information from benchmarking clubs, where councils share information

Feedback

- from consultations and residents’ panels
- from frontline staff



Challenge 4 – where to find information

You will have direct access to much of the information you need through your council's website or internal computer systems. There is a benefit to reviewing raw data, rather than a report prepared by an officer, in that it allows you to use your unique perspective as an elected representative, with detailed knowledge of your ward, to make your own links and connections between performance issues.

Do you know where to find management information for your council?

Make a note of where your council makes this kind of information available.

Using evidence effectively

Using evidence effectively means looking at it alongside other sources of data, to see what themes emerge and whether different evidence sources disagree about services being provided on the ground.

For example, customer complaints data can be compared with performance information, finance information and risk registers, to take a comprehensive view of the performance of a given service. While performance information may suggest that all targets are being met, the service may be overspending and complaints data may demonstrate that the public are unhappy with the level of service being provided – an issue which has not been identified in the risk register as needing action. Linking together information in this way allows judgements to be made about difficulties which can help to frame and focus solutions in a way that will be useful to officers delivering the service on the ground.

Making a recommendation

Recommendations are the way that scrutiny can have an impact. Making good recommendations, and monitoring them, makes it more likely that scrutiny's work will add value.

A good recommendation is:

- specific about the change recommended
- evidence-based and realistic
- focused on measurable outcomes
- addressed to a specific person or group
- realistic about financing requirements
- developed in partnership with the executive, council officers and council partners.

There is a legal requirement for the executive to respond to recommendations within two months of them being made. If recommendations are made to a named partner organisation, however,

they do not have a duty to formally respond, although they do have a responsibility to 'have regard to' the recommendations.

The response to a recommendation from a decision-maker should consist of:

- a clear commitment to delivering the measure within the timescale set out
- a commitment to be held to account on that delivery in six months' or a year's time
- where it is not proposed that a recommendation be accepted, the provision of detailed, substantive reasons why not.

Scrutiny can help decision-makers to view recommendations in a positive light, and submit acceptable responses, by agreeing beforehand when and how recommendations will be made, and what an acceptable response will look like.

Monitoring recommendations

It is scrutiny's responsibility to monitor and evaluate recommendations once they are implemented, even though it is not their responsibility to deliver the changes.

Tracking the progress of recommendations does not require full scrutiny reviews, but a simple check that after six or twelve months they are being implemented and the outcomes detailed in the decision-maker's response are being fulfilled. Action can be taken if required; if everything is on track, scrutiny can trust the implementations are being made satisfactorily and move on.

Working with others

The effectiveness of the scrutiny committee relies on it establishing positive relationships with the council's executive, its officers and partner organisations.

The council executive and officers

The responsibility for scrutiny working well is shared with the council's executive, which has a duty to ensure its members do not undermine or denigrate scrutiny.

The Local Government Act 2000 requires the council executive and officers to:

- Attend meetings when required to do so. The word “require” is not defined in the Act but it can be assumed that it does not confer a choice as to whether or not to attend.
- Provide information, where required to do so. Again, this must be complied with.
- Respond to recommendations.

With some planning and consideration, scrutiny can make it easier for the executive and officers to engage with scrutiny, therefore making it more likely that they will accept and implement recommendations. The scrutiny committee can do this by:

- being clear about why topics have been chosen for scrutiny review and demonstrating, where possible, how they fit with the executive's priorities
- making invitations to scrutiny committee meetings far enough in advance that people are more likely to have availability
- being clear about the purpose of committee meetings and why people are being invited to attend

- where possible, sharing scrutiny reports and recommendations in draft form; this makes sure there are no unpleasant surprises for anyone, and allows the executive to highlight where it feels recommendations may require alteration for practical reasons
- defining the content and format of the executive's response to recommendations
- involving the executive and officers in discussion and dialogue as the work programme is put together
- making sure the executive's viewpoint is fully understood and reflected in scrutiny review reports.

A number of councils have developed a protocol to manage the scrutiny/executive relationship.

Statutory officers

Councils are required to designate two statutory officers who, between them, share the responsibility to protect and promote the scrutiny function: the scrutiny officer and the monitoring officer. They are ultimately responsible for securing good governance within the authority.

From time to time, questions and concerns will arise about the operation of the scrutiny function, and an officer will need to make a determination about what the law says, and how this should be applied to that particular situation. The scrutiny officer and monitoring officer need to have a nuanced and meaningful understanding of the scrutiny function in order to accurately make judgements about its operation when disagreements or other issues arise.

The scrutiny officer

The scrutiny officer has the responsibility for promoting the role of overview and scrutiny, supporting overview and scrutiny committees, and providing advice to officers and councillors about overview and scrutiny committees. This includes activities such as:

- providing, or managing, administrative work
- undertaking research
- analysing data
- preparing reports.

The scrutiny officer cannot be the council's head of paid service, the monitoring officer or the chief finance officer (s151 officer). They will not necessarily have the word 'scrutiny' in their job title; similarly, someone with the job title 'scrutiny officer' will not necessarily be the council's statutory scrutiny officer.

District councils in areas where there is also a county council, and shire districts in two-tier areas, do not have a duty to designate a statutory scrutiny officer.

The monitoring officer

The monitoring officer is responsible for ensuring that the council operates within the law. Their principal responsibilities are:

- to report on matters they believe are, or may be, illegal or amount to maladministration
- to be responsible for the conduct of councillors and officers
- to be responsible for the operation, review and updating of the constitution; this includes providing advice on the interpretation of the constitution, and making determinations where necessary.

The view of the monitoring officer on the meaning of the law as it relates to local government, and the council's constitution, is final. When issues arise around the scrutiny function, the scrutiny officer can provide advice

to the monitoring officer to assist them in reaching a decision or determination.

Scrutiny and partner organisations

Councils often work with partner organisations to deliver services. These could be in the private, public or voluntary sectors and include:

- contractors
- organisations with whom the council has jointly commissioned services
- organisations that the council funds to deliver certain services by means of grant funding or service level agreements.

It is likely that any service a council delivers, and therefore any scrutiny review, will involve a partner organisation in some way. Scrutiny has statutory powers to investigate the work of a council's partners.

Health

Health scrutiny committees may investigate any health-related issue in their area, and have an obligation to invite interested parties when they choose to carry out such investigations. When they make recommendations to local NHS bodies, scrutiny committees have the right to require a response within 28 days. Scrutiny can carry out investigations on its own initiative, or at the suggestion of Local HealthWatch.

Where scrutiny finds issues around substantial developments or reconfigurations of local health services, the council (rather than the scrutiny committee) has the power to refer it to the Secretary of State.

Community safety

Under the Police and Justice Act 2006, a committee of the council designated as a community safety scrutiny committee has the power to ask local community safety partners for information, request that those partners attend meetings (given reasonable notice) and require that those partners consider recommendations submitted to them.

Flood risk management

Following recommendations made by the Pitt Review, scrutiny committees have a formal role with regard to flood risk management, which allows for the review and scrutiny of such functions carried out by upper tier authorities.

Other partners

Scrutiny has some loose legal powers in relation to partner organisations working with the council to deliver public services. In real terms, though, it does not have any more rights than a private citizen, so it is important to foster positive working relationships with partners in order for scrutiny to achieve its objectives.

Scrutiny can, however, ask these partners to attend meetings, request information from them and require them to 'have regard to' their recommendations. There is no legal definition for 'having regard to', but some councils have defined it through scrutiny/partner protocols.

Contracted-out and commissioned services

These are not specifically provided for in legislation. However, scrutiny has a general responsibility to hold to account those people who commission services and manage contracts. This requires discussion and liaison with council officers in 'client-side' positions who are responsible for managing the relationship with contractors and providers.

Scrutiny is beneficial in this context because its perspective is informed by listening to and understanding the experiences of local people, thereby measuring services in terms of value to the community.



Hints and tips How to engage partners in scrutiny

Early planning and dialogue, to set out mutual expectations, is critical for encouraging partners to engage in scrutiny.

- Talk to partners early on to discuss the work programme (talking about topics you're considering looking at, and thinking about how they can be cast so as to better complement partners' own work).
- Ensure that partners know what to expect and understand the purpose of whatever meetings they are invited to and the overall purpose of the work on which you're engaged.
- Make sure that the scrutiny process is made transparent for partners, by providing them with agendas and associated information well in advance.
- Use one-off 'challenge panels' or 'scrutiny days' rather than expecting partners to be able to support a detailed piece of ongoing work.
- Be clear about how the information provided by partners will be used.

You can find more information in the CfPS 'Practice Guide 9: Engaging with partners'.

Other scrutineers

There are other organisations that also have a responsibility to scrutinise distinct public policy areas. It is important that scrutineers work together in the interest of streamlining governance and with a view to sharing the limited resources available to scrutiny.

Joint working includes activities such as sharing information, carrying out informal background research and working on a formal joint task force or committee.

Other scrutineers include:

Local government

- other tiers of government
- local neighbourhood and area structures
- the Local Government Association (LGA), which carries out corporate peer challenges
- OFSTED for children's services inspections
- the audit committee

Health

- Local HealthWatch
- Care Quality Commission
- NHS regulation organisations
- Education
- school governing bodies
- Policing
- police and crime panels
- police and crime commissioners

Fire

- fire and rescue authorities

Useful skills

Questioning techniques

Questioning is a crucial component of the 'critical friend' challenge and an important principle of good public scrutiny. The key to successful questioning is balancing the need to get answers with the need to build strong relationships. This can be achieved by a combination of good preparation, knowing what questions to ask and when to ask them, and understanding which style is appropriate for different situations.

Questioning is best carried out after some preliminary evidence gathering and research has been undertaken, so that questions can be targeted on the appropriate issues and the appropriate witnesses can be identified for questioning.

A pre-meeting can be a useful preparation tool to decide how to carry out the questioning, for example:

- Who will ask the questions?
- How the questions will be organised?
- Will the chair call people to ask questions in a free format, or will the use of supplementary questions will be tightly defined?
- Which types of question to use for different witnesses?
- How to respond to a witness who is unhelpful or evasive?



Hints and tips Selecting witnesses for questioning

- How will speaking to this witness help to achieve scrutiny's objectives?
- Will this witness be willing to help?
- Can this evidence be acquired from anywhere else?
- Will it be necessary to balance this witness's views with the views of others, as part of the wider evidence gathering?



Hints and tips Question types

Open questions

Open questions allow the witness to open up and to share all the information they have. Encouraging the witness to elaborate early on will allow them to speak and will calm their nerves. This will help them to relax, and can be helpful in ensuring the witness will answer further questions in a more helpful manner.

Useful phrases:

- How...?
- Why...?
- When...?
- Who...?
- What...?

Closed questions

Where a simple yes or no answer will suffice it is advisable to stick to closed questions (such as when checking a fact). Closed questions are harder to avoid and easier to challenge.

Useful phrases:

- Did you ...?
- Have you told.....?
- What I think I'm hearing is... is that right?

Reflecting questions

These are used to clarify something which has been said, and/or to get the respondent to speak about a subject in more depth.

Useful phrases:

- You said that...
- You sound as if
- I get the feeling that

Extending questions

Extending questions invite the witness to offer more information, and to elaborate on what they have already said.

Useful phrases:

- How else could...?
- Could you tell me more about..?

Comparative questions

These can be used to compare situations (for example on a before and after basis).

Useful phrases:

- What has it been like since...?
- What difference has...?

Hypothetical questions

The use of hypothetical frameworks allows the witness to answer a question from a safer theoretical position and may encourage them to explore issues in more depth.

Useful phrases:

- If...
- Imagine...

Rephrasing or paraphrasing

Another technique that can be used to clarify something that has been said by the witness, it may also encourage the witness to elaborate on their previous answer and provide more detail.

Useful phrases:

- Are you saying that...?
- Let me see if I understand the problem completely...

Linking questions

Linking questions rely on active listening on the part of the scrutineer (see below). By linking previous responses offered by the witness to other issues the scrutineer is able to demonstrate that he has valued the witness's input. This technique may then encourage the witness to offer further explanation

Useful phrases:

- You mentioned earlier that...
- How would you....?

The CfPS provides more detail in their 'Skills Briefing 1: Questioning Skills'.

Listening skills

Listening skills are an important part of the scrutineer's role and are closely linked with questioning. Active listening ensures the witness feels that they are being properly heard and understood, which can help to facilitate further questioning.

The basic principles of active listening are:

Positive body language – look attentive and show positive signs of encouragement; consider the body language of the witness to gain a fuller understanding of their response.

Check understanding – use paraphrasing and repetition to check that you have understood the witness.

Take notes – these can be referred to later or used to challenge the witness if an explanation has not been fully understood, or where a contradiction has appeared in the witnesses statements.

Chairing scrutiny

The chair of a scrutiny committee should seek to provide, through strong leadership, a good environment for the constructive challenge of decision-makers. They should foster discussion and encourage all concerned stakeholders to be involved in the process, whilst ensuring that all opinions are expressed in a constructive manner that contributes to the intended outcomes of the process.

The chair is also responsible for ensuring that the scrutiny process – within and outside the context of formal committee meetings – is managed in a way that creates a fair and balanced environment, keeping the scrutiny process free from political point scoring and allowing for the effective scrutiny of all evidence that is produced.

In summary, the chair needs to ensure that all work being delivered by the committee, or panel:

- makes a positive impact on services
- promotes good practice
- challenges underperformance
- acts as a catalyst for change
- deals, where appropriate, with relevant partnership issues.

The CfPS 'Skills Briefing 2: Chairing and Leadership in Scrutiny' provides an in-depth look at the role of the scrutiny committee chair.

Final summary

It is important that all levels of government are scrutinised and held accountable for the decisions they make and the impact they have on local communities. In local government, the scrutiny function ensures that decisions made by the council executive are transparent and robust, and ultimately focused on improving public services.

Being an effective councillor, representing the needs of your community, requires a commitment to promoting scrutiny and ensuring that it takes place. It is a tool which you can use to make sure your local community's needs are reflected in the decisions made by the council – a unique perspective afforded to you by being a councillor.

Effective scrutiny involves:

Effective work programming – planning ahead, selecting appropriate topics, allocating time and resources, scoping and planning activities.

Positive relationships – fostered through effective communication with the council's executive, officers, partners and other scrutineers.

Effective research and analysis – examining raw data and prepared reports, using appropriate questioning techniques and selecting appropriate witnesses.

Effective meetings – preparing the meeting and the invitees, communicating in advance and afterwards, staying on topic, summarising and confirming decisions.

Specific recommendations – stating what needs to change, associated time scales, who needs to be involved and how it should be implemented.

Good monitoring and evaluation – ensuring that recommendations are being implemented and measuring success in terms of outcomes.

Appendix – sources of further information and support



The Centre for Public Scrutiny (CfPS) has published a series of practice guides and skills briefings which are available from its website www.cfps.org.uk.

The Local Government Association (LGA) produces a number of development materials for councillors, including resources on how to chair meetings. All materials are published on their website www.local.gov.uk.



Local Government Association

Local Government House
Smith Square
London SW1P 3HZ

Telephone 020 7664 3000
Fax 020 7664 3030
Email info@local.gov.uk
www.local.gov.uk

© Local Government Association, August 2017

For a copy in Braille, larger print or audio,
please contact us on 020 7664 3000.
We consider requests on an individual basis.



Report to Audit Committee

Proposed Audit Committee Work Programme for 2023/24

Portfolio Holder: Councillor Abdul Jabbar MBE, Cabinet Member for Finance and Corporate Resources

Officer Contact: Anne Ryans, Director of Finance

Report Author: Mark Stenson, Assistant Director of Corporate Governance and Strategic Financial Management.

8 June 2023

Purpose of Report

To present to the Audit Committee, a proposed work programme for 2023/24.

Executive Summary

Appendix 1 sets out a proposed work programme for the Audit Committee for 2023/24. Members are therefore asked to consider the content of the Appendix and advise of any amendments or revisions.

Recommendation

That Members of the Audit Committee consider the attached Appendix setting out the proposed work programme for 2023/24 and comment as required.

Updated Audit Committee Work Programme for the 2023/24 Municipal Year

Appendix 1

Meeting Date & Venue	Agenda Item	Summary of Report Issue
Thursday 8 June 2023 at 6.00 pm	Audit Committee Chair – Charged with Governance, Management Processes and Arrangements.	The draft response of the Audit Committee Chair to provide key assurances to support the Audit Process which are then discussed by the Committee.
	Director of Finance – Charged with Governance, Management Processes and Arrangements.	The draft response of the Director of Finance to provide key assurances to support the Audit Process which are then discussed by the Committee.
	Update on Key Developments within the remit of the Committee.	This report provides an update on matters pertinent to this Committee including an update on the final accounts, developments linked into the future oversight of local audit and planned training for the Committee.
Page 08	Local Code of Corporate Governance	This is an update to the previously agreed Local Code of Corporate Governance.
Page 08	Internal Audit and Counter Fraud Progress Report on 2022/23	An update report on the progress made by the Internal Audit Service.
	Proposed Audit Committee Work Programme for 2023/24	This report detailing the proposed work programme for 2023/24 including actions required to support the approval of the Statement of Final Accounts which are not yet closed.
	Private Report; Partnership Risk Dashboard	This is the regular report produced for the Committee to assess the ongoing risk to the Council from its key partnerships.
	Private Report, Senior Information Risk Owner Update	An update report by the Senior Information Risk Owner of key developments in Information Governance impacting on Oldham Council.

Updated Audit Committee Work Programme for the 2023/24 Municipal Year

Appendix 1

Meeting Date & Venue	Agenda Item	Summary of Report Issue
Tuesday 27 June 2023 at 6.00 pm	Update on External Audit Matters	An update if required, on national developments linked into the on-going developments and consultations on the provision of external audit to Local Government Bodies.
	2022/23 Annual Report to Audit Committee	This is the Annual Report of the Chief Internal Auditor on the overall Internal Control Environment of the Council for the financial year 2022/23.
	Draft 2022/23 Annual Statement of Accounts	This is the report to the Audit Committee on the draft Statement of Accounts which also details the outturn for the financial year 2022/23.
	Draft Annual Governance Statement for 2022/23	The detailed review of the Draft Annual Governance Statement by the Audit Committee in advance of the Statement of Final Accounts.
Page 983	Reserves Policy for 2022/23 to 2023/24	This is the annual update to the Reserves Policy considering the provisional out-turn for the financial year 2022/23.
	Treasury Management Review 2022/23	The annual review of Treasury Management for 2022/23 by the Audit Committee.
	Feedback on the Chartered Institute of Public Finance and Accountancy (CIPFA) Review of the Internal Audit Service	This is the feedback to the Committee of the review undertaken of the Internal Audit Service and whether its working practices comply with International Auditing Standards.
	Private Report; Update on the Corporate Risk Register	A report on the Corporate Risk Register as at 31 March 2023.
Thursday 20 July 2023, 6.00pm.	Update on External Audit Matters	An update if required, on national developments linked into the on-going developments and consultations on the provision of external audit to Local Government Bodies.

Updated Audit Committee Work Programme for the 2023/24 Municipal Year

Appendix 1

Meeting Date & Venue	Agenda Item	Summary of Report Issue
	Update on 2020/21 and 2021/22 Annual Statement of Accounts	This is an update on the accounts for these two financial years which still require formal audit sign off.
	Internal Control Matters for Adult Social Care	This is the report to Committee on Internal Control Matters within the Adult Social Care Service.
	Compliance with the CIPFA Code of Financial Management	This report details the assessment within Oldham Council on how it complies with the CIPFA Code of Financial Management with appropriate recommendations for improvement.
Page 98	Update on Financial Administration in Local Authorities	A report detailing challenges experienced in the financial administration at other Local Authorities including Section 114 Notices issued as reported in the public domain.
	Proposed Audit Committee Work Programme for the Municipal Year 2023/24	A report detailing the proposed work programme for 2023/24 including actions required to support the approval of the Statement of Final Accounts which are not yet closed.
	Private Report; Update on the Annual Governance Statement for 2022/23 and new issues for 2023/24	This updates the Audit Committee on key matters included within the Annual Governance Statement and ad hoc matters the Assistant Director of Corporate Governance and Strategic Financial Management highlights to the Audit Committee.
Tuesday 5 September 2023, 6.00 pm	Update on External Audit Matters	An update produced by the External Auditor of issues to be brought to the attention of this Committee.
	2022/23 Statement of Final Accounts	This report provides an update on the 2022/23 draft Statement of Accounts and associated issues arising from the external audit.
	The CIPFA Audit Committee Guidance Documents	This report sets out the updated guidance issued by CIPFA in respect of the best practice to follow in operating an Audit Committee.

Updated Audit Committee Work Programme for the 2023/24 Municipal Year

Appendix 1

Meeting Date & Venue	Agenda Item	Summary of Report Issue
	Audit and Counter Fraud Progress Report including significant issues highlighted on internal control	This is the routine report on the progress made against the agreed audit and counter fraud plan detailing any control weaknesses identified.
	Proposed Audit Committee Work Programme for 2023/24	This report detailing the proposed work programme for 2023/24 including actions required to support the approval of the Statement of Final Accounts which are not yet closed.
	Private Report; Update on the Annual Governance Statement for 2022/23 and new issues for 2023/24	This updates the Audit Committee on key matters included within the Annual Governance Statement and ad hoc matters the Assistant Director of Corporate Governance and Strategic Financial Management highlights to the Audit Committee.
	Private Report; Update on the Corporate Risk Register	This sets out the position as of 30 June 2023 in relation to matters included on the Corporate Risk Register.
<p>Tuesday 31 October 2023, 6.00pm</p>	External Audit Progress Report	An update produced by the External Auditor of issues to be brought to the attention of this Committee.
	Treasury Management Mid-Year Review 2023/24	The planned scrutiny of the 2023/24 Treasury Management Mid-Year review before submission to Cabinet in November.
	Update on General Matters	This is an update on regulatory developments to inform the Audit Committee in support of its Governance role.
	The Financial Reporting Council (FRC) 2023 reports	This report updates the Committee on the transition of the FRC to the Auditing Reporting and Governance Authority. It also details the findings from the Quality Review of Local Authority and National Health Service audits undertaken across the public sector in the calendar year 2023.
	2023/24 Internal Audit and Counter Fraud Progress Report including significant issues highlighted on internal control	This is the routine report on the progress made against the agreed audit and counter fraud plan detailing any control weaknesses identified.

Page 95

Updated Audit Committee Work Programme for the 2023/24 Municipal Year

Appendix 1

Meeting Date & Venue	Agenda Item	Summary of Report Issue
	Updated Audit Committee Work Programme for 2023/24	This report detailing the proposed work programme for 2023/24 including actions required to support the approval of the Statement of Final Accounts which are not yet closed.
	Private Report; Partnership Risk Dashboard	This is the regular report produced for the Committee to assess the on-going risk to the Council from its key partnerships.
	Private Report; Update on the Annual Governance Statement for 2022/23 and new issues for 2023/24	This updates the Audit Committee on key matters included within the Annual Governance Statement and ad hoc matters the Assistant Director of Corporate Governance and Strategic Financial Management highlights to the Audit Committee.
Page 106	Private Report; Update on the Corporate Risk Register	This sets out the position as of 30 September 2023 in relation to matters included on the Corporate Risk Register.
	Private Report; Senior Information Risk Owner update	This updates the Audit Committee on the key matters relating to data protection and information security breaches
Monday 15 January 2024, 6.00 pm	External Audit Progress Report	An update produced by the External Auditor of issues to be brought to the attention of the Committee.
	External Audit of Teachers' Pensions Agency Return 2022/23	This report considers the feedback following the external audit of the Teachers' Pension Agency return.
	Treasury Management Strategy Statement 2023/24	This report sets out the Proposed Treasury Management Strategy for 2023/24 to support the Corporate Objectives of the Council.
	Internal Control Matters; Payroll	This is the report to Committee on Internal Control Matters within the administration of payroll.
	Audit and Counter Fraud Progress Report including significant issues highlighted on internal control	This is the routine report on the progress made against the agreed Audit and Counter Fraud plan detailing any control weaknesses identified.

Updated Audit Committee Work Programme for the 2023/24 Municipal Year

Appendix 1

Meeting Date & Venue	Agenda Item	Summary of Report Issue
	Proposed Audit Committee Work Programme for the remainder of 2023/24 and the 2024/25 financial year	This report detailing the proposed work programme for 2023/24 including actions required to support the approval of the Statement of Final Accounts which are not yet closed.
	Private Report; Update on the Annual Governance Statement for 2022/23 and new issues	This updates the Audit Committee on key matters included within the Annual Governance Statement, the Corporate Risk Register and ad hoc matters the Assistant Director of Corporate Governance and Strategic Financial Management highlights to the Audit Committee.
	Private Report; Partnership Risk Dashboard	This is the regular update requested by the Committee on partnership governance considering potential issues identified on governance elsewhere.
	Private Report; Update on the Corporate Risk Register	This sets out the position as of 30 September 2023 in relation to matters included on the Corporate Risk Register.
Tuesday 6 March 2024, 6.00pm	2022/23 Annual Statement of Accounts - Update	Update on the progress of the audit of the 2022/23 accounts and related matters.
	2023/24 Final Accounts – Proposed Accounting Policies and Critical Judgements	In line with best practice, approval is sought for the significant accounting policies and critical judgements to be adopted in preparation for the completion of the 2023/24 Statement of Accounts.
	Housing Benefit Subsidy Audit 2022/23	This report considers the feedback on the external audit of the Housing Benefit Subsidy Grant claim.
	Internal Audit Charter 2024/25	An updated Internal Audit Charter for the financial year 2024/25.
	Update on General Matters	This is an update on regulatory developments to inform the Audit Committee in support of its Governance role.

Page 187

Updated Audit Committee Work Programme for the 2023/24 Municipal Year

Appendix 1

Meeting Date & Venue	Agenda Item	Summary of Report Issue
	Proposed Audit Committee Work Programme for the remainder of 2023/24 and the future 2024/25 financial year	This report detailing the proposed work programme for the remainder of 2023/24 including actions required to support the approval of the Statement of Final Accounts which are not yet closed and setting out the future plan of work for 2024/25.
	Private Report; 2024/25 Internal Audit and Counter Fraud Plan	The proposed plan of work for the financial year 2024/25 to enable review by the Committee.
	Private Report; Update on the Corporate Risk Register	An update on the Corporate Risk Register as of 31 December 2023.
Page 188	Private Report; Update on the Annual Governance Statement for 2022/23 and new issues	This updates the Audit Committee on key matters included within the Annual Governance Statement, the Corporate Risk Register and ad hoc matters the Assistant Director of Corporate Governance and Strategic Financial Management highlights to the Audit Committee.

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 19TH MAY 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	Wrigley Head Solar Farm	Executive Director for Place & Economic Growth - Emma Barton		Cabinet
Description: Update report on the Wrigley Head Solar Farm project and options for taking the project forward. Document(s) to be considered in public or private:				
Page 63	Backlog Maintenance 2022/2025	Executive Director for Place & Economic Growth - Emma Barton	February 2023	Cabinet
Description: Backlog Maintenance Priorities for the Council Corporate Property Portfolio Document(s) to be considered in public or private: Private - NOT FOR PUBLICATION by virtue of Paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972 and it is not in the public interest to disclose the information because it relates to the financial or business affairs of the Council.				
	LA Policy on Academy Conversion and Guidance for Schools		February 2023	Cabinet
Description: Document(s) to be considered in public or private:				
	Strategic Housing Land Availability Assessment	Executive Director for Place & Economic Growth - Emma Barton	February 2023	

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 19TH MAY 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: To seek approval for the publication of Oldham Council’s Strategic Housing Land Availability Assessment (SHLAA) as of 1 April 2022. Document(s) to be considered in public or private:</p>				
	Specialist Health & Social Care Provision at Oldham College	Executive Director for Place & Economic Growth - Emma Barton	March 2023	Cabinet
<p>Description: Proposal for a new facility at Oldham College to accommodate specialise Health & Social Care Provision including the relocation of UCO onto the main campus. Document(s) to be considered in public or private: N/A</p>				
104	Wrigley Head Solar Farm – delivery options	Director of Economy – Paul Clifford	March 2023	Cabinet
<p>Description: To provide a decision on the recommended delivery option for Wrigley Head Solar Farm Document(s) to be considered in public or private: Public</p>				
	Acceptance of Adult Education Budget funding	Director of Education, Skills & Early Years - Richard Lynch	March 2023	Cabinet
<p>Description: The report details funding offer received from the Education & Skills Funding Agency (ESFA) and Greater Manchester Combined Authority (GMCA) funding allocations of the Adult Education Budget grant for the 2022-2023 academic year and highlights how this funding will be used to meet the ESFA’s, GMCA’s and Council’s key priorities. Document(s) to be considered in public or private:</p>				
	Establishment of the Greater Manchester Integrated Care Partnership Board			Cabinet
<p>Description: Document(s) to be considered in public or private:</p>				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 19TH MAY 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	Spindles - Pre-Construction Services Agreement (PCSA) Extension	Director of Economy – Paul Clifford	April 2023	Cabinet Member - Regeneration and Housing (Leader - Councillor Amanda Chadderton)
<p>Description: Extension of Wilmott Dixon Appointment to undertake pre-construction services relating to the market, event and archive (Spindles).</p> <p>Document(s) to be considered in public or private: Creating a Better Place Cabinet Report - July 2022</p>				
Page 105	Spindles - Creating a Better Place - Piling	Director of Economy – Paul Clifford	April 2023	Cabinet Member - Regeneration and Housing (Leader - Councillor Amanda Chadderton)
<p>Description: Early order of piling for the new build of the Market, Events and Archive element of the Spindles redevelopment as authorised in the July 22 Creating a Better Place cabinet report. This is required to maintain programme continuity and provide greater cost certainty.</p> <p>Document(s) to be considered in public or private: Creating a Better Place Cabinet Report – July 2022</p>				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 19TH MAY 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	Works Required to treat Mineshaft to continue progress of Spindles Redevelopment	Director of Economy – Paul Clifford	April 2023	Cabinet Member - Regeneration and Housing (Leader - Councillor Amanda Chadderton)
Page 106	Description: Any works required by the Coal Authority to infill or cap the existing mineshaft that sits beneath the former TJ Hughes building			
	Document(s) to be considered in public or private: Creating a Better Place Cabinet Report – July 2022			
	Spindles - Creating a Better Place - Variation	Director of Economy – Paul Clifford	April 2023	Cabinet Member - Regeneration and Housing (Leader - Councillor Amanda Chadderton)
Description: Variation related to Creating a Better Place Programme				
Document(s) to be considered in public or private: Creating a Better Place Cabinet Report – July 2022				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 19TH MAY 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
New!	Exempt Contract Procedure Rules and put a contract in place with The Pennine Care NHS Foundation Trust		April 2023	Director of Education, Skills & Early Years - Richard Lynch, Managing Director Children and Young People (DCS) - Gerard Jones

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 19TH MAY 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	<p>Description: Family Hubs is a new national initiative which looks to connect a range of services that support families at a universal and targeted level. The expectations for delivery include providing a range of support for families & babies, breastfeeding parents; vulnerable or underserved parents; fathers, co-parents and carers; parents/carers with mild-moderate mental health needs in improving the Perinatal Mental Health. This workstream represents the 31.1% of the Family Hubs funding.</p> <p>Agreement is being sought to exempt contract procedure rules and put a contract in place with The Pennine Care NHS Foundation Trust to provide perinatal mental health and parent-infant – PIMH - relationship support within the Family Hubs Programme. This service would be for two years from 1st April 2023 – 31st March 2025.</p> <p>If approved, this will enhance the current PIMH offer in Oldham as the organisation is already working in partnership with the Council.</p> <p>The Pennine Care NHS Foundation Trust is a valued partner both strategically and operationally within Oldham and Greater Manchester. The service is well-regarded and is a vital contributor at a strategic and operational level supporting a variety of PIMH actives e.g., lower level/ universal mental health support; one-to-one support to parents and carers with mild mental health difficulties and parent–infant relationship difficulties.</p>			
Document(s) to be considered in public or private:	6			

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 19TH MAY 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	Northern Roots VC and LC PCSA Award	Director of Economy – Paul Clifford	April 2023	Cabinet Member - Regeneration and Housing (Leader - Councillor Amanda Chadderton)
Description: The purpose of the report would be to award a contract to the successful bidder in respect to the Construction of a Visitor Centre and External Works and a Learning Centre Document(s) to be considered in public or private:				
Page 109	Exempt Contract Procedure Rules and put a contract in place with Home-Start		April 2023	Director of Education, Skills & Early Years - Richard Lynch, Managing Director Children and Young People (DCS) - Gerard Jones

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 19TH MAY 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	<p>Description: The implementation of a Family Hubs Framework in Oldham will require changes & new ways of working both in our current 0-19 service and with partners. Additionally, a series of activities and services need to be implemented to achieve the minimum and go further Family Hubs National requirements. According to the DfE requirements, the Family Hubs Programme should strengthen working in partnership with VCSFE organisations to deliver Family Hubs activities/services and outcomes. This report seeks approval to make a direct contract award to Home-Start Host Limited as a key local and valued organisation to deliver elements of the Oldham’s Family Hubs programme in year 2 and year 3 (April 2023 – March 2025). If approved, this will enhance the current Home-Start offer in Oldham as the organisation has already been commissioned by Oldham to deliver a peer support Befriending Service for 2023-24 as part of the Reform Investment Fund. This early support improves outcomes for families and reduces the need for escalation to Early Help and other higher cost services. Home-Start is a valued partner both strategically and operationally within Oldham and Greater Manchester. The service is well-regarded and is a vital contributor at a strategic level supporting a variety of work areas in Oldham e.g., outreach to increase take up of the 2-year-old free entitlement offer.</p> <p>Document(s) to be considered in public or private:</p>			

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 19TH MAY 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
New!	Exempt Contract Procedure Rules and put a contract in place with Home-Start		April 2023	Director of Education, Skills & Early Years - Richard Lynch, Managing Director Children and Young People (DCS) - Gerard Jones

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 19TH MAY 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	<p>Description: The implementation of a Family Hubs Framework in Oldham will require changes & new ways of working both in our current 0-19 service and with partners. Additionally, a series of activities and services need to be implemented to achieve the minimum and go further Family Hubs National requirements. According to the DfE requirements, the Family Hubs Programme should strengthen working in partnership with VCSFE organisations to deliver Family Hubs activities/services and outcomes. This report seeks approval to make a direct contract award to Home-Start Host Limited as a key local and valued organisation to deliver elements of the Oldham’s Family Hubs programme in year 2 and year 3 (April 2023 – March 2025). If approved, this will enhance the current Home-Start offer in Oldham as the organisation has already been commissioned by Oldham to deliver a peer support Befriending Service for 2023-24 as part of the Reform Investment Fund. This early support improves outcomes for families and reduces the need for escalation to Early Help and other higher cost services. Home-Start is a valued partner both strategically and operationally within Oldham and Greater Manchester. The service is well-regarded and is a vital contributor at a strategic level supporting a variety of work areas in Oldham e.g., outreach to increase take up of the 2-year-old free entitlement offer.</p>			

Document(s) to be considered in public or private:

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 19TH MAY 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
New!	Spindles Transition Programme and Project Management Capacity		April 2023	Cabinet Member - Regeneration and Housing (Leader - Councillor Amanda Chadderton)
Description: Appointment of programme and project management resource to provide additional organisational capacity supporting the delivery of number of key workstreams associated with transition to and occupancy of the refurbished Spindles Centre. Document(s) to be considered in public or private:				
Page 113	Exempt Contract Procedure Rules and put a contract in place with The Pennine Care NHS Foundation Trust		April 2023	Director of Education, Skills & Early Years - Richard Lynch, Managing Director Children and Young People (DCS) - Gerard Jones

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 19TH MAY 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	<p>Description: Family Hubs is a new national initiative which looks to connect a range of services that support families at a universal and targeted level. The expectations for delivery include providing a range of support for families & babies, breastfeeding parents; vulnerable or underserved parents; fathers, co-parents and carers; parents/carers with mild-moderate mental health needs in improving the Perinatal Mental Health. This workstream represents the 31.1% of the Family Hubs funding.</p> <p>Agreement is being sought to exempt contract procedure rules and put a contract in place with The Pennine Care NHS Foundation Trust to provide perinatal mental health and parent-infant – PIMH - relationship support within the Family Hubs Programme. This service would be for two years from 1st April 2023 – 31st March 2025.</p> <p>If approved, this will enhance the current PIMH offer in Oldham as the organisation is already working in partnership with the Council.</p> <p>The Pennine Care NHS Foundation Trust is a valued partner both strategically and operationally within Oldham and Greater Manchester. The service is well-regarded and is a vital contributor at a strategic and operational level supporting a variety of PIMH actives e.g., lower level/ universal mental health support; one-to-one support to parents and carers with mild mental health difficulties and parent–infant relationship difficulties</p> <p>Document(s) to be considered in public or private:</p>			

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 19TH MAY 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	Old Library Phase 2 PCSA enabling works package	Director of Economy – Paul Clifford	April 2023	Cabinet Member - Regeneration and Housing (Leader - Councillor Amanda Chadderton)
<p>Description: Variation to the Pre-construction Services Agreement (PCSA)</p> <p>Document(s) to be considered in public or private: Delegated report (private)</p> <p>NOT FOR PUBLICATION by virtue of Paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972 and it is not in the public interest to disclose the information because it relates to the business and financial affairs of the Council</p>				
<p>11 New!</p>	<p>Grant Acceptance: Active Travel Capability and Ambition Fund 2022/23</p>		April 2023	Cabinet Member - Regeneration and Housing (Leader - Councillor Amanda Chadderton)

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 19TH MAY 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	<p>Description: GMCA has been awarded £3.4 million of revenue funding from the Department for Transport's Active Travel Capability and Ambition Fund, to be used to develop active travel schemes, support network planning, and support activation activity to enable more people to walk and cycle. Oldham Council has been allocated £175,000 of this funding by GMCA for cycling and walking network and scheme design/planning.</p> <p>The purpose of this report is to seek approval to accept the award, enter into a grant agreement with GMCA for the award and spend £175,000 of Department for Transport (DfT) Local Authority Capability and Ambition Fund revenue funding from GMCA to deliver a programme of cycling and walking network development and scheme design/planning.</p> <p>Document(s) to be considered in public or private:</p>			
New!	Woodhouses Play 106		April 2023	Director of Environment - Nasir Dad
	<p>Description: Decision to allocate Section 106 resources from DB 432 (PA/343302) Land at rear of Dog & Partridge Public House, Medlock Road, & DB427 (PA/34055) Land at 165 Medlock Road, Failsworth for improvements to Stamford Drive/Woodhouse Park Playspace, plus ongoing future maintenance and the award of the contract</p> <p>Document(s) to be considered in public or private:</p>			

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 19TH MAY 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	Hollinwood Junction - Kaskenmoor site	Executive Director for Place & Economic Growth - Emma Barton	May 2023	
<p>Description: Proposed residential development of Kaskenmoor site, Hollinwood Junction Document(s) to be considered in public or private: Private because it is not in the public interest to disclose the information because it contains information relating to the financial or business affairs of any particular person.</p>				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 19TH MAY 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>The decision is deemed to be a Key Decision by virtue of the fact that the expected expenditure for Oldham Council over the duration of the contract (4 Years) has the potential to exceed the £250k threshold dependent on service demand, although a considerable part of this expenditure is schools</p>	<p>DBS Contract Renewal</p>	<p>Assistant Chief Executive - Shelley Kipling</p>	<p>Before May 2023</p>	<p>Cabinet Member - Corporate Services (Councillor Shaid Mushtaq)</p>

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 19TH MAY 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: The awarding of the contract is a Greater Manchester wide decision with an expected decision to be made n late December 2022 followed by a 10-day cooling off period - and the decision to be formally confirmed by mid- January 2023.</p> <p>It is the responsibility of officers at individual authorities to seek separate internal approvals (At both an Executive and Political level) in line with respective Procurement/ / Legal / Constitutional Services governance arrangements.</p> <p>Document(s) to be considered in public or private: The Document and report will be private due to the nature of information relating to the awarding of the contract - deemed commercially sensitive</p>				
<p>New!</p>	<p>Assessment of Safe and Active Travel Infrastructure to Oldham’s Primary and Secondary Schools</p>		<p>May 2023</p>	<p>Director of Economy – Paul Clifford</p>
<p>Description: This report seeks approval for Oldham Council to spend £79,418.00 of funding, awarded by the Department for Transport (DfT), from its Capability Fund, to undertake an assessment of all Active Travel Infrastructure around primary and secondary schools in Oldham. The assessment will form the basis of a wider strategy to improve walking and cycling infrastructure in Oldham, by means of building a pipeline of deliverable schemes in the short, medium and long term</p> <p>Document(s) to be considered in public or private:</p>				
	<p>Priority Programme Fund Community Grants</p>		<p>May 2023</p>	<p>Cabinet Member - Employment and Enterprise (Councillor Shoab Akhtar)</p>

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 19TH MAY 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: To allocate grant funding from the Priority Programme Fund (PPF) to community grants, renewing existing grants for one year (23/24).</p> <p>Document(s) to be considered in public or private:</p>				
<p>Page 120</p>	<p>Social Prescribing Contract Extension</p>	<p>Deputy Chief Executive – Sayyed Osman</p>	<p>May 2023</p>	<p>Cabinet Member - Health and Social Care (Councillor Barbara Brownridge)</p>
<p>Description: To extend the Social Prescribing Innovation Partnership contract which ends on 31st March 2023 for 1 year until 31st March 2024, including continuing the offer for children developed over the last year. The report requests a one-year extension as allowed within the provision of the current contractual terms.</p> <p>Document(s) to be considered in public or private:</p>				
<p>New!</p>	<p>Egyptian Room</p>	<p>Director of Economy – Paul Clifford</p>	<p>June 2023</p>	<p>Cabinet Member - Finance and Low Carbon (Deputy Leader - Councillor Abdul Jabbar)</p>
<p>Description: Variation to existing contract</p> <p>Document(s) to be considered in public or private: NOT FOR PUBLICATION by virtue of Paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972 and it is not in the public interest to disclose the information because it relates to the financial and business affairs of the Council</p>				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 19TH MAY 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
TBC	Town Centre Procurement / Oldham Town Centre – Master Developer	Director of Economy – Paul Clifford	June 2023	Cabinet
Description: To enter into a strategic partnership contributing to the ongoing delivery of the Creating a Better Place programme in Oldham Town Centre. Document(s) to be considered in public or private: N/A				
	Care at Home Market Changes.		June 2023	Cabinet
Description: Document(s) to be considered in public or private:				
Page 121	Carriageway Investment Funding	Director of Environment - Nasir Dad	June 2023	Cabinet
Description: Additional funding for carriageway surfacing/treatments Document(s) to be considered in public or private:				
New!	Grant Acceptance: City Region Sustainable Transport Settlement (CRSTS) - Oldham Town Centre: St Marys Way	Executive Director for Place & Economic Growth - Emma Barton	June 2023	Cabinet
Description: Oldham Council has secured additional funding for scheme design and development via: <ul style="list-style-type: none"> • City Region Sustainable Transport Settlement (CRSTS) The purpose of this report is to confirm the value of the grant available to Oldham and to notify Cabinet of the intention to bring this additional resource into the transport capital programme to commence development of the full business case. Document(s) to be considered in public or private: N/A				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 19TH MAY 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	City Region Sustainable Transport Settlement (CRSTS) – Transport Capital Programme 2023/24	Director of Environment - Nasir Dad	June 2023	Cabinet
Description: With the strategic approach for the 5-year CRSTS funding having been approved in March 2022, this report seeks delegated approval of the programmes recommended for delivery in 2023/24 to utilise this funding. Document(s) to be considered in public or private:				
	Contractual Arrangements - Human Resources and Payroll System (MHR iTrent)	Assistant Chief Executive - Shelley Kipling	June 2023	Cabinet
	Description: Review of the contract arrangements in relation to the HR and Payroll system (iTrent). The current contract with MHR International UK Limited (MHR) was due to expire on 18th April 2023 with an initial three months' contract extension being approved via Delegated Cabinet Member Decision Report from 19th April 2023 to 18th July 2023. Document(s) to be considered in public or private: Cabinet Report			
	Future Commissioning intentions for the Hospital to Home Service (Care at Home)		June 2023	Cabinet
Description: Document(s) to be considered in public or private:				

Page 25

Key:

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

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 19TH MAY 2023

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

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

This page is intentionally left blank