

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

Date Thursday 14 December 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 11th December 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.

**MEMBERSHIP OF THE GOVERNANCE, STRATEGY AND RESOURCES
SCRUTINY BOARD**

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

Item No

- 1 Apologies For Absence
- 2 Urgent Business
Urgent business, if any, introduced by the Chair
- 3 Declarations of Interest

To Receive Declarations of Interest in any Contract or matter to be discussed at the meeting.

4 Public Question Time

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

5 Minutes of Previous Governance, Strategy and Resources Scrutiny Board Meeting (Pages 1 - 8)

The Minutes of the Governance, Strategy and Resources Scrutiny Board held on 5th October 2023 are attached for approval.

6 Revenue Monitor and Capital Investment Programme 2023/24 (Pages 9 - 70)

Report covers the quarter two period 2023/24 (July – September 2024)

7 Corporate Performance report (Pages 71 - 164)

Report to follow

8 GMCA Overview and Scrutiny Committee - Minutes (Pages 165 - 174)

To consider the minutes of the meeting of the GMCA Scrutiny Committee held on 22nd November 2023

9 Work Programme

Report to follow

10 Key Decision Document (Pages 175 - 194)

To consider the Key Decision Document

11 Rule 13 and 14

To consider any rule 13 or 14 decisions taken since the previous meeting.

12 Exclusion of the Press and Public

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

13 MioCare Group – Annual Update on Financial Performance (Pages 195 - 204)

To consider the MIOCARE Annual Financial Report

14 Partnerships Risk Update (Pages 205 - 216)



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Report of Director of Finance

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Present: Councillor McLaren (Chair)
Councillors Al-Hamdani, J. Hussain, Moores and Surjan

Also in Attendance:

Shelley Kipling (Assistant Chief Executive)
Chris Kelsall (Assistant Director – Finance)
Lee Walsh (Finance Manager – Capital and Treasury)
Andy Cooper (Senior Finance Manager)
Kirsty Adderley (Complaints Manager)
Gail Stott (Performance Improvement Lead)
Jonathan Downs (Corporate Policy Lead)
Beth Capper (Performance Improvement Advisor)
Peter Thompson (Constitutional Services)

1 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Hobin, A. Hussain and Woodvine.

2 **URGENT BUSINESS**

There were no items of urgent business received.

3 **DECLARATIONS OF INTEREST**

There were no declarations of interest received.

4 **PUBLIC QUESTION TIME**

There were no public questions for the meeting to consider.

5 **MINUTES**

Resolved:

That the Minutes of the meeting of the Governance, Strategy and Resources Scrutiny Board held 22nd June 2023, be approved as a correct record.

6 **LOCAL GOVERNMENT AND SOCIAL CARE OMBUDSMAN
ANNUAL REVIEW OF COMPLAINTS 2022/23**

The Board scrutinised a report of the Complaints Manager that provided members with an update regarding the Council's performance in relation to enquiries received from the Local Government and Social Care Ombudsman (LGSCO) in the financial year 2022/23.

The LGSCO had received 59 complaints/enquiries relating to Oldham Council in 2022/23, a slight increase from 55 in 2021/22. Despite the increase, the overall number of contacts the LGSCO received regarding Oldham remained relatively low. In total, the LGSCO issued 53 decisions relating to Oldham Council in 2022/23. The majority of cases were not taken forward for detailed investigation but of the six cases that were taken forward, fault was found in two cases, giving an upheld rate of 33%. The LGSCO's Annual Review showed that in 2022/23, the overall upheld rate for Metropolitan Authorities

increased from 68% to 77%. However, Oldham Council's upheld rate reduced significantly from 76% to 33%. On average, Greater Manchester (GM) Authorities had an average upheld rate of 70%.

In July 2023, the LGSCO published the Annual Review of Complaints for 2022/23. The review highlighted that nationally, the number of complaints the LGSCO received had reduced from 15,826 in 2021/22 to 15,488 in 2022/23. Of the complaints considered by the Ombudsman in the year, the response was agreed as follows:

- in 5,714 cases after an initial check of information;
- in 6,015 cases following an initial investigation; and
- in 4,089 cases following a detailed investigation.

Of those cases that were subject to a detailed investigation, 3,035 complaints were ultimately upheld.

The Annual Review of Complaints highlights that the LGSCO had been prioritising cases where it is in the public interest to investigate and explained that fewer investigations had been carried out into 'borderline' issues. As a result, a higher proportion of complaints have been upheld nationally (74%).

The report showed that in 2022/23, the upheld rate for Metropolitan Authorities increased from 68% to 77%. The LGSCO's upheld rate increased across all service areas but most notably there was an increase in the percentage of complaints upheld regarding Benefits and Taxation (an increase from 59% in 2021/22 to 79% in 2022/23).

The LGSCO continued to uphold the highest proportion of complaints in relation to Education and Children's Services (84%).

The LGSCO advised that compliance with recommendations remains high and commends Local Authorities for their commitment to significant service changes. The LGSCO had stressed the importance of investment in complaint functions in order to attend to the experience of residents and achieve good outcomes.

The Board were informed that the LGSCO was working with the Housing Ombudsman to produce a joint complaint handling Code of Practice, which would provide a standard for Local Authorities to work to. The LGSCO aimed to consult on the Code and its implications later in 2023/24.

Resolved:

1. That the report be noted and welcomed
2. That the 2023/24 Local Government Ombudsman Annual Review of Complaints be submitted to the Scrutiny Board in approximately 12 months.

UPDATE ON QUARTER 1 MEASURES

The Board scrutinised a report of the Assistant Chief Executive which outlined the current position on Corporate Performance reporting, which was in a developmental phase due to the decommissioning of Corvu and the ongoing Business Insight Performance Strategy (BIPS) programme.

The report detailed the proposed interim format for corporate reporting and describes the work which has been carried out to produce a Quarter 1 summary of performance.

Additionally, the report looked at the wider process currently in place for corporate reporting and proposed that this be adhered to until further notice.

The Performance Improvement Team is currently pulling together the Corporate Performance Reports for Quarter 1. These reports are being presented in PowerPoint due to previous comments regarding the Corvu reporting system being overly data focused and lacking the nuanced insight and context which underpins each services' performance.

The new format of the Quarterly CPR includes a 1-page infographic summary for the service, a 1-page summary of 'what's good' ('health of the service'), a 1-page summary of 'red' measures with Director's comments, and a 1-page summary of performance improvement approach / plan to move forwards.

This layout had been chosen as it allowed for key data to be presented whilst also allowing space for discussion and context surrounding the quarter's performance, as a result each service has more opportunity to consider their performance holistically and take any necessary actions to improve or maintain performance levels.

For some of the more data driven services PowerBI dashboards have also been utilised to allow for further analysis of the KPIs (referred to in Appendix 1 of the report). This is an option that few services have yet had the capacity to explore, however, if there is a strong desire for this method of reporting to be utilized, the Performance Improvement Team is able to assist with this. It should be noted however that this method is not necessary for every service and should be produced only in relation to its suitability. The roll-out of a corporate Power BI license will allow users across services to access data via Power BI securely and for reports to be automated effectively. There will need to be clearly defined roles of "creators" and "consumers" so that those who do not require in depth training (consumers) are simply given the skills to navigate and interact with the dashboards and reports.

Where possible LG Inform Data and OfLog data has been used to provide benchmarking figures for relevant data, and services have been assisted in accessing and utilizing these open data sets. As these data sets become more dependable, as it is

expected they will be, corporate reporting could potentially rely on them more heavily.



Oldham
Council

Resolved:

1. That the report be noted and Members of the Board acknowledge that PowerBI is the format on which all future performance reports will be produced.
2. That the Scrutiny Board request that a training session be provided for members of all four of the Council's Scrutiny Boards regarding the operational workings of the PowerBI system.

8

TREASURY MANAGEMENT REVIEW 2022/23

The Board received a report of the Director of Finance, which described that the Council was required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2022/23. The submitted report met the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

During 2022/23 the minimum reporting requirements were that full Council meetings should receive the following reports:

- a. an annual treasury strategy in advance of the year (that was approved by Council on 2nd March 2022)
- b. a mid-year (minimum) treasury update report (that was approved by Council on 14th November 2022)
- c. an annual review following the end of the year describing the activity compared to the strategy (this report – the Scrutiny Board noted that the report had previously been submitted to the Council on 6th September 2023, the Audit Committee on 27th June 2023 and to the Cabinet on 24th July 2023)

The regulatory environment placed responsibility on Scrutiny Board Members for the review and the scrutiny of treasury management policy and activities. This report was therefore considered to be important in that respect, as it provided details of the outturn position for treasury activities and highlighted compliance with the Council's policies previously approved by members.

The Council had confirmed that it had complied with the requirements under the Code to give prior scrutiny to the treasury strategy and the mid-year update.

Resolved:

1. The Scrutiny Board notes the actual 2022/23 prudential and treasury indicators presented in the submitted report.
2. The Scrutiny Board notes the annual Treasury Management Review report for 2022/23.

9

TREASURY MANAGEMENT QUARTER ONE REPORT 2023/24

The Scrutiny Board received a report, of the Director of Finance that explained the key issues within the 2023/24 Treasury Management Quarter One Review. The consideration of a Quarter One report, was a new requirement with effect from the commencement of the 2023/24 financial year. In considering the report Members were made aware that the report had previously been considered by the Audit Committee, at its meeting on 5th September 2023 and by the Cabinet on 18th September 2023.

The Scrutiny Board was informed that from the start of 2023/24, following a competitive tendering process, the Council had changed its treasury management advisors from The Link Group, Treasury Solutions to Arlingclose Ltd. The format of the Treasury Management reports had therefore changed in line with the advice received from Arlingclose Ltd.

The 2021 Prudential Code requires Treasury Management to be reported quarterly from the financial year 2023/24. The presentation of the Treasury Management Quarter One Review 2023/24 would enable scrutiny of the statutory requirements.

The level of capital expenditure formed one of the required prudential indicators. The 2023/24 projected outturn, based on actual expenditure to month 3 was £103.748m, a reduction of £6.557m compared to the original budget expenditure of £110.305m. Projects and their associated financing packages will be reprofiled into 2024/25 and future years.

Capital Grants (£39.962m), capital receipts (£8.295m), Revenue and other resources (£1.063m) and prudential borrowing (£54.428m) were the sources of capital financing of the revised position.

The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Council's debt position. Part of the Council's treasury activity is to address the funding requirements for this borrowing need. Depending on the capital expenditure programme, the treasury service organises the Council's cash position to ensure sufficient cash is available to meet the capital plans and cash flow requirements.

At the end of 2022/23, the CFR was £465.723m, and was forecast for the year 2023/24 to be £503.278m. The estimated quarter one CFR, based on the projected expenditure referred to above is £493.124m. The decrease is as a result of the reduction in actual capital expenditure in 2022/23 and the projected position in 2023/24.

At the end of June 2023, the Treasury position was such that the net borrowing position was £80.516m. This was made up of: Total external borrowing £160.996m and: Investments £80.480m

Comparing this to the estimated borrowing CFR (CFR less PFI) of £299.337m means that the Council is estimating to be under-

borrowed by £113.341m, compared to actual 2022/23 under borrowed position of £100.338m.



Oldham
Council

No borrowing or debt rescheduling has been undertaken to date in the current financial year. It is anticipated that if the capital programme expenditure continues as projected then £25m of new borrowing will be required to fund this. The value of new borrowing is well within the approved £54.428m of prudential borrowing in the programme. Furthermore, it is confirmed that the Council operated within the prudential indicators as set out in the annual treasury management strategy for the first quarter of the 2023/24 financial year

The authorised limit is the “affordable borrowing limit” required by Section 3 of the Local Government Act 2003 and represents a control on the maximum level of borrowing. The operational boundary is the expected borrowing position of the Council during the year and reflects the maximum anticipated level of external debt.

There has been no change to these limits to those that were set in the 2023/24 Strategy presented to Council on 1st March 2023.

There was another new indicator which compares the Authority’s actual existing borrowing against a liability benchmark that has been calculated to show the lowest risk level of borrowing. The liability benchmark is an important tool to help establish whether the Council is likely to be a long-term borrower or long-term investor in the future, and so shape its strategic focus and decision making.

The liability benchmark calculation expects that the Council will be a long-term borrower to finance the expected capital spend. There could be timing differences between when the Council externally borrows compared to when the expenditure is required due to the nature of capital works, but new treasury investments are therefore primarily made to manage day-to-day cash flows using short-term low risk instruments.

Oldham Council has several Lender Option Borrower Option (LOBO) loans that have a call date during the summer months. The lender had the option to increase the interest rate when each loan reaches its call date. As the Council was operating in a rising interest rate environment, there may be opportunities to repay the Council’s historical LOBO borrowing. The Council would continue to investigate all opportunities and would ensure any repayments created revenue savings. LOBO loans were held by banks and are not Government loans.

The Treasury Management activities followed the pattern of the established experience and good practice further evidenced with a rating of ‘good’ (the highest possible rating) in the recently issued Fundamental Financial Systems audit undertaken by the Internal Audit Team on the Treasury Management function.

Resolved:

That the Scrutiny Board notes the report.

REVENUE MONITOR AND CAPITAL INVESTMENT PROGRAMME 2023/24: QUARTER 1: APRIL - JUNE 2023

The Scrutiny Board received a report of the Director of Finance that provided Members 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 30th June 2023 (end of Quarter 1 2023/24) 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. In considering the report Members noted that Cabinet had approved the recommendations contained therein at its meeting on 21st August 2023 (minute 6 refers).

The forecast outturn position for 2022/23 was a projected deficit variance of £12.104m after allowing for approved and pending transfers to and from reserves. Unlike 2022/23, when 12.00m of corporate resources were held to offset costs arising from the legacy of the COVID-19 pandemic, the budget for 2023/24 had been prepared so that anticipated COVID-19 legacy costs were consolidated with the mainstream budgets of Children's Social Care and Community Health and Adult Social Care. 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.

As the financial monitoring report reflected the financial position as Quarter 1, it could be regarded as an 'early warning' of the potential year end position, if no further action was taken to reduce net expenditure where possible. The management action initiated in 2022/23 across all service areas to review and challenge planned expenditure and to maximise income had to be continued in 2023/24. Although the impact of this action had yet to take full effect in the current financial year, it was anticipated that by the year end the current outturn deficit position should be reduced.

An update on the major issues driving the projections was detailed within Annex 1, section 2. Information on the Quarter 1 position of the Dedicated Schools Grant (DSG), Housing Revenue Account (HRA) and Collection Fund was also outlined in the report.

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

The Collection Fund was forecasting an in-year surplus of £1.638m which in turn contributed to an estimated surplus of £1.700m. Whilst currently in surplus, the position would continue to be closely monitored throughout the year as any surplus or deficit at the end of the financial year would have a direct budgetary impact in future financial years.

The report outlined the most up to date capital spending position for 2023/24 to 2027/28 for approved schemes. The revised capital programme budget for 2023/24 was £103.748m at the

close of Quarter 1 a net decrease of £6.557m from the original budget approved at Full Council on 1st March 2023 of £110.305m. Actual expenditure to 30th June 2023 was £12.405m (11.96% of the forecast outturn).

It was likely that the forecast position will continue to change throughout the year with additional re-profiling into future years.

Resolved – That:

1. The forecast revenue outturn for 2023/24 at Quarter 1 being a £12.104m adverse variance having regard to the action being taken to manage expenditure be noted.
2. The forecast positions for the Dedicated Schools Grant, Housing Revenue Account and Collection Fund be noted.
3. The revised capital programme for 2023/24 and the forecast for the financial years to 2027/28 as at Quarter 1 be noted.

11 **KEY DECISION DOCUMENT**

Consideration was given to the Key Decision Document covering Decisions take from 18th September 2023.

Resolved:

That the Key Decision Document covering decisions taken from 18th September 2023 be noted.

12 **RULE 13 AND 14**

The Chair advised that there was nothing to report at this item.

13 **WORK PROGRAMME**

The Scrutiny Board considered its Work Programme for 2023/24.

Resolved:

That the Governance, Strategy and Resources Scrutiny Board's Work Programme 2023/24, be noted.

The meeting started at 6.00pm and ended at 8.15pm



Report to Governance, Strategy and Resources Scrutiny Board

Oldham
Council

Revenue Monitor and Capital Investment Programme 2023/24 Quarter 2 – September 2023

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

Officer Contact: Sarah Johnston, Director of Finance

Report Author: Lee Walsh, Assistant Director of Finance

14 December 2023

Purpose of Report

The report provides the Governance, Strategy and Resources Scrutiny Board the opportunity to review the second budget monitoring report for the financial year 2023/24. It is therefore able to consider the key information relating to the forecast revenue budget position and the financial position of the capital programme at 30 September 2023 (Quarter 2), together with the revised capital programme covering the period 2023/24 to 2027/28.

Executive Summary

The Governance, Strategy and Resources Scrutiny Board is presented with the report: Revenue Monitor and Capital Investment Programme 2023/24 Quarter 2 – September 2023 (Attachment 1), enabling the Board to review the financial position of the Council. The report is scheduled for consideration at the Cabinet meeting on 11 December 2023, a verbal update will be provided to the Board at the meeting on 14 December 2023.

The report presents the current forecast revenue outturn position for 2023/24 at Quarter 2 together with the forecast outturn for the Dedicated Schools Grant (DSG), Housing Revenue Account (HRA) and Collection Fund. The report also outlines the most up to date capital spending forecasts for 2023/24 to 2027/28 for approved schemes.

As this financial monitoring report reflects the financial position at Quarter 2, it can be regarded as an indicator of the likely year end position if continued corrective action is not successfully pursued. Every effort will be made to reduce the forecast variance by the year end to mitigate any potential impact on the 2024/25 budget. If expenditure cannot be controlled in year and there is a consequent increased budget reduction requirement for 2024/25, it is likely that further reserves will have to be used to balance the budget and this will have an impact on the financial resilience of the Council.

Recommendation

That the Governance, Strategy and Resources Scrutiny Board considers the financial position of the Council as presented in the attached report.



Report to Cabinet

Revenue Monitor and Capital Investment Programme 2023/24 Quarter 2 – September 2023

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

Officer Contact: Sarah Johnston, Director of Finance

Report Author: Lee Walsh, Assistant Director of Finance

11 December 2023

Reason for Decision

The report provides Cabinet with an update as at 30 September (Quarter 2) of the Council's 2023/24 forecast revenue budget position (at Annex 1) and the financial position of the capital programme together with the revised capital programme 2023/24 to 2027/28 (at Annex 2), as outlined in section two of the report.

Executive Summary

Revenue Position

The forecast outturn position for 2023/24 is a projected deficit variance of £14.588m after allowing for approved and pending transfers to and from reserves.

Unlike 2022/23, when £12.000m of corporate resources were held to offset costs arising from the legacy of the COVID-19 pandemic, the budget for 2023/24 has been prepared so that anticipated COVID legacy costs are consolidated within the mainstream budgets of Children's Social Care and Community Health and Adult Social Care.

An update on the major issues driving the projections is detailed within Annex 1, Sections 2 and 3.

It is of concern that the overall financial position has worsened between quarters 1 and 2. In view of the projected adverse variance, it is important to ensure that measures are taken to address the overspending, namely:

- management actions across all service areas to review and challenge planned expenditure and to maximise income;

-
- processes to monitor the recruitment of staff to vacant posts and significant items of expenditure; and
 - ensuring non-essential expenditure is minimised.

Information on the Quarter 2 position of the Dedicated Schools Grant (DSG), Housing Revenue Account (HRA) and Collection Fund is also outlined in the report.

The 2022/23 DSG outturn was a cumulative surplus of £0.899m; the first time that a surplus has been reported since 2016/17, representing the achievement of a major financial milestone for the Council. Future projections continue to improve with forecast surpluses of £3.193m and £4.025m in 2023/24 and 2024/25 respectively. Action will continue to be taken with the aim of mitigating cost pressures and delivering and maintaining the surplus position.

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

The Collection Fund is forecasting a surplus with the Council's proportion of this surplus being £1.054m. The Collection Fund is a particularly volatile area to forecast with many variables, including the impact of Government Business Rate reliefs, therefore, this area will be closely monitored over the remaining months. Information will be available later in the year to determine if / how a surplus or deficit on the Collection Fund will impact on the 2024/25 Council budget.

Capital Position

The report outlines the most up to date capital spending position for 2023/24 to 2027/28 for approved schemes. The revised capital programme budget for 2023/24 is £76.595m, a net decrease of £27.153m from the £103.748m reported at the close of Quarter 1 and a net decrease of £33.710m from the original budget approved at Council on 1 March 2023 of £110.305m. Actual expenditure to 30 September 2023 was £33.700m (44.0% of the forecast outturn).

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

Recommendations

That Cabinet approves the:

1. Forecast revenue outturn for 2023/24 at Quarter 2 being a £14.588m adverse variance and action being taken to manage expenditure
2. Forecast positions for the Dedicated Schools Grant, Housing Revenue Account and Collection Fund
3. Revised capital programme for 2023/24 and the forecast for the financial years to 2027/28 as at Quarter 2.

Revenue Monitor and Capital Investment Programme 2023/24 Quarter 2 – September 2023**1 Background**

- 1.1 The Authority's 2022/23 revenue budget and capital programme was approved by Council on 1 March 2023. Under established budget procedures, all services are required to monitor and review their approved revenue and capital budgets during the financial year. This is reported to Cabinet on a quarterly basis with an additional report at month 8 which is used to inform the budget setting process for the following financial year.
- 1.2 As part of the budget monitoring process, the forecast year-end position for revenue and capital has been prepared by all services as follows:
- a) The revenue forecast is based on a comparison of profiled budgets to the actual position as at the end of Quarter 2 together with known commitments, issues and planned management actions.
 - b) The capital programme forecast has been based on notified revisions to the approved 2023/24 position including the final 2022/23 outturn, new grant notifications and a re-phasing of the approved capital programme following the Annual Review.
- 1.3 As the year progresses the outturn projections will reflect the evolving position and the impact of management actions put in place to mitigate in-year pressures, new developments and changes in the profile of planned expenditure and of course any additional support that the Government may provide.

2. Current position

- 2.1 The forecast revenue outturn for 2023/24 is an adverse variance of £14.588m after the application of £13.282m of reserves. Further details of the current revenue budget position and a full description of the forecast can be found in Annex 1. There are three areas which are forecasting pressures at Quarter 2, totalling £17.948m. There are pressures within Community Health and Adult Social Care of £0.558m, Place and Economic Growth of £4.797m and Children's Services of £12.593m. Favourable variances totalling £3.360m which are offsetting these pressures are reported in Public Health at £0.238m, Communities at £0.092m, Corporate Services at £1.157m and Capital, Treasury and Technical Accounting at £1.873m.
- 2.2 It should be noted that three of the approved 2023/24 Budget Reductions are classified 'Red' and are forecast not to be delivered, one each within Children's Services, Public Health and Place and Economic Growth all with a combined value of £0.407m which have been factored into the forecasts. In addition, one Budget Reduction within Children's Services is rated 'Amber/Red' and will only deliver £0.020m of the approved £0.060m, therefore, £0.040m has been factored into the forecasts as undeliverable. A further four Budget Reductions have been rated as 'Amber' with a combined value of £1.755m. These will continue to be monitored throughout the year with the aim of maximising deliverability. At quarter 2, these have been assumed to deliver and so no impact has been built into the forecasts.
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2.3 The projected net adverse variance is of concern and as a result, management action is required across all service areas to review and challenge planned expenditure and to maximise income to support the financial resilience of the Council. This management action replicates that which was introduced during previous financial years:

- the review and challenge of planned expenditure across all services and the maximisation of income;
- processes to monitor the recruitment of staff to vacant posts and significant items of expenditure; and
- ensuring non-essential expenditure is minimised.

2.4 There remains in 2023/24 a high degree of estimation with regard to emerging cost and demand pressures, particularly within Children's and Adult Social Care, together with the impact of cost of living pressures on pay awards and also increases in interest rates. The forecasting of the likely impact of all these factors on the Council's budget is based on both the actual expenditure and the income position recorded to date but also relies on a series of assumptions. These assumptions will be constantly updated in the light of national and indeed international influences. The month 8 and 9 reports will advise of the progress of mitigating factors and management actions to control and reduce the forecast deficit.

2.5 As this financial monitoring report reflects the financial position at Quarter 2, it can be regarded as an indicator of the likely year end position if continued corrective action is not successfully pursued. Every effort will be made to reduce the forecast variance by the year end to mitigate any potential impact on the 2024/25 budget. If expenditure cannot be controlled in year and there is a consequent increased budget reduction requirement for 2024/25, it is likely that further reserves will have to be used to balance the budget and this will have an impact on the financial resilience of the Council.

2.6 The original capital programme for 2023/24 totalled £110.305m. The revised capital programme as at Quarter 2 taking account of approved carry forwards, approved new funding, new schemes and variations and proposed variations/ re-phasing and the also the outcome of the Annual Review gives projected revised expenditure of £76.595m. Actual expenditure at Quarter 2 was £33.700m (44.0% of the forecast outturn). Further details of expenditure and schemes within the capital programme can be found in Annex 2.

3 Options/Alternatives

3.1 The options that Cabinet might consider in relation to the contents of this report are;

- a) to consider the forecast revenue and capital positions presented in the report including proposed changes
- b) to propose alternative forecasts

4 Preferred Option

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

5 Consultation

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

6 Financial Implications

6.1 The full financial implications are detailed in the report.

7 Legal Services Comments

7.1 There are no legal issues at this time.

8 Co-operative Agenda

8.1 Improving the quality and timeliness of the financial information available to citizens of Oldham supports the co-operative ethos of the Council.

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

9 Human Resources Comments

9.1 There are no Human Resource implications.

10 Risk Assessments

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

11 IT Implications

11.1 There are no IT implications.

12 Property Implications

12.1 There are no Property implications.

13 Procurement Implications

13.1 There are no Procurement implications.

14 Environmental and Health & Safety Implications

14.1 There are no Environmental and Health and Safety implications.

15 Equality, Community Cohesion and Crime Implications

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

16 Implications for Children and Young People

16.1 There are no direct implications for Children and Young People

17 Equality Impact Assessment Completed

17.1 An equality impact assessment has been included at Annex 3.

18 Key Decision

18.1 Yes

19 Key Decision Reference

19.1 FLC-05-23

20 Background Papers

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

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

Officer Name: Andy Cooper

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21 Appendices

Annex 1 Revenue Budget Monitoring Report 2023/24 Quarter 2 - September 2023

Appendix 1 Financing of the 2023/24 Revenue Budget at Quarter 2

Appendix 2 Analysis of Grants

Appendix 3 Summary of 2023/24 Budget reductions and Deliverability

Annex 2 Capital Investment Programme Report 2023/24 Quarter 2 - September 2023

Appendix A SUMMARY – Quarter 2 - Community Health & Adult Social Care

Appendix B SUMMARY – Quarter 2 - Children's Services

Appendix C SUMMARY – Quarter 2 - Communities

Appendix D SUMMARY – Quarter 2 - Place and Economic Growth

Appendix E	SUMMARY – Quarter 2 - Housing Revenue Account (HRA)
Appendix F	SUMMARY – Quarter 2 – Corporate/ Information Technology
Appendix G	SUMMARY – Quarter 2 - Capital, Treasury & Technical Accounting
Appendix H	SUMMARY – Quarter 2 - Funds for Emerging Priorities
Appendix I	SUMMARY – Quarter 2 - Proposed Variations
Annex 3	Equality Impact Assessment- Financial Monitoring 23-24 (Q02)

REVENUE BUDGET MONITORING REPORT 2023/24

Quarter 2 - September 2023

1 Background

1.1 The Authority's 2023/24 revenue budget was approved by Council on 1 March 2023 at a sum of £287.051m incorporating:

- The use of £4.130m of surplus Collection Fund resources to support the 2023/24 revenue budget;
- Budget Reductions approved in 2021/22 and 2022/23 resulting in a budgetary impact of £3.655m for 2023/24;
- £16.313m of Budget Reductions approved within the 2023/24 budget;
- £12.786m use of corporate and specific reserves with an offsetting transfer to reserves of £1.209m reflecting the requirement, under the Business Rates Retention Pilot scheme, to pay the Greater Manchester Combined Authority a share of Retained Business Rates income; and
- £2.600m of capital receipts in line with the flexibilities agreed by Secretary of State for Levelling Up, Housing and Communities.

1.2 Under established budget procedures all services are required to monitor and review their approved budgets during the financial year. As part of this process, a forecast of the year-end position has been prepared by all services. The forecast is based on a comparison of profiled budgets to the actual position as at the end of Quarter 2 together with known commitments, issues and planned management actions.

1.3 Unlike 2022/23 when £12.000m of corporate resources were held to offset costs arising from the legacy of the COVID-19 pandemic, the budget for 2023/24 has been prepared so that anticipated COVID legacy costs are consolidated within the mainstream budgets of Children's Social Care and Community Health and Adult Social Care.

2 Current Position

2.1 The current net revenue budget of £294.408m represents an increase of £7.357m against the originally approved budget of £287.051m and an increase of £2.092m from the £292.316m reported at quarter 1. This is due an increase in the utilisation of capital grants of £1.916m reflecting the reporting arrangements when preparing the Statement of Accounts. In addition, three un-ringfenced Government grants totalling £0.176m have been received between quarters 1 and 2, table 1 shows the movement in funding. A full funding analysis can be found at Appendix 1.

Table 1 – Movement in Funding

Movement in Funding	£000
Capital Grants	(1,916)
Leaving Care Allowance Grant	(61)
Capacity and Capability Grant	(70)
Levelling Up Partnership (LUP) Local Authority Capacity Payment Grant	(45)
Net Movement in Funding	(2,092)

2.2 The current position for 2023/24 at Quarter 2 is a projected adverse variance of £14.588m, a forecast of the year-end position has been prepared by all services. The table below shows the year-end forecast position against budget for each Portfolio.

Table 2 – Summary Forecast Revenue Outturn

	Budget	Forecast	In Year Transfer To/ (From) Reserves	Variance Quarter 2	Variance Quarter 1
	£000	£000	£000	£000	£000
Community Health and Adult Social Care	77,796	80,909	(2,554)	558	518
Children's Services	69,611	85,329	(3,125)	12,593	10,886
Public Health	23,677	25,552	(2,113)	(238)	(250)
Communities	8,988	9,467	(571)	(92)	(128)
Place and Economic Growth	60,005	67,029	(2,227)	4,797	3,553
Corporate Services	30,285	30,385	(1,257)	(1,157)	(586)
Capital, Treasury and Technical Accounting	24,045	23,607	(1,436)	(1,873)	(1,888)
NET EXPENDITURE	294,408	322,278	(13,282)	14,588	12,104
FINANCED BY:					
Collection Fund Surplus	(4,130)	(4,130)	-	-	-
General Use of Reserves	(12,786)	(12,786)	-	-	-
Transfer to Earmarked Reserves - Business Rates Retention Pilot Gain	1,209	1,209	-	-	-
Other Financing	(278,701)	(278,701)	-	-	-
TOTAL FINANCING	(294,408)	(294,408)	-	-	-
NET FORECAST VARIANCE	-	27,871	(13,282)	14,588	12,104

2.3 The forecast outturn to the end of the year, after a predicted and proposed (net) in-year transfer from reserves totalling £13.282m is an adverse variance of £14.588m, an increase of £2.484m from the quarter 1 deficit of £12.104m, section 8 provides more detail about the approved and planned use of reserves at Quarter 2.

2.4 There are significant variances contained within the projected net overspend. There are currently three areas which are forecasting pressures at Quarter 2;

- Children's Services is forecasting a pressure of £12.593m, the most significant contributing factor to the adverse variance;

-
- Place and Economic Growth is forecasting a pressure of £4.797m; and
 - Community Health and Adult Social Care is forecasting a pressure of £0.558m.

Favourable variances totalling £3.360m which are offsetting these pressures are reported in Public Health at £0.238m, Communities at £0.092m, Corporate Services at £1.157m and Capital, Treasury and Technical Accounting at £1.873m.

More information on these variances is provided in summary in the following paragraphs and in detail in Section 3.

- 2.5 Community Health and Adult Social Care (CHASC) is reporting a net adverse variance of £0.558m, after a £2.554m use of reserves compare to an adverse variance of £0.518m at quarter. The adverse variance is due to an additional temporary team of Social Workers deployed to undertake emergency Care Act assessments together with operational pressures within the Learning Disability and Mental Health services.
- 2.6 Children's Services is forecasting a net adverse variance of £12.593m (£10.886m at quarter 1), after a £3.1258m use of reserves. The main pressure is within Children's Social Care (CSC) which is showing an overspend of £12.011m. The adverse variance within CSC is in the main due to an increased demand for social care placements with many complex cases plus additional costs relating to the use of agency workers to reflect the increase in demand for services and hence case numbers. Education, Skills and Early Years is reporting an overspend of £0.582m and Preventative Services is showing a balanced position.
- 2.7 Public Health is forecasting an underspend of £0.238m after a net £2.113m use of reserves primarily related to the use of the Contain Outbreak Management Fund grant which was brought forward from 2022/23.
- 2.8 Communities is showing an underspend of £0.092m after utilising £0.571m of reserves.
- 2.9 The Place and Economic Growth Portfolio is forecasting an adverse variance of £4.797m net of a £2.227m use of reserves, in the main due to pressures within the Waste Management, Estates and Property Management and Strategic Housing services.
- 2.10 The Corporate Services Portfolio is forecast to underspend by £1.157m after the utilisation of £1.257m use of reserves. There are minor pressures totalling £0.248m Legal Services (£0.246m) and Strategy and Performance (£0.002). The pressures are offset by favourable variances totalling £1.405m relating to; Chief Executive, Management and Executive Office (£0.098m), Commissioning and Procurement (£0.064m), Finance (£0.551m), Communications and Research (£0.037m), Customer, Digital and Transformation (£0.633m) and HR and Organisational Development (£0.024m).
- 2.11 Capital, Treasury and Technical Accounting is showing a favourable variance of £1.873m.
- 2.12 A more detailed analysis of the financial performance, the major variances and contributing factors can be found by Portfolio in Section 3.

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- 2.13 It is important to note that three of the 2023/24 approved Budget Reductions, one within Children's Services (see section 3.2.13), one within Public Health (see section 3.3.5) and one within Place and Economic Growth (see section 3.5.5) with a combined value of £0.407m are currently forecast not to be achieved and are therefore rated 'Red - Will not/ is not expected be delivered in full' and have been factored into the forecast position.
- 2.14 There is currently one Budget Reduction with a value of £0.060m within Children's Services rated 'Amber/Red - Being closely monitored in year with elements expected not to be delivered'. It is expected that £0.040m will not be achieved and this has been factored into the forecast position.
- 2.15 In addition, there are a further four Budget Reductions, two within Place and Economic Growth (see section 3.5.5), one within Corporate Services (see section 3.6.10) and one within Public Health (see section 3.3.5) with a combined value of £1.755m rated 'Amber - Being closely monitored but expected to deliver'. These will continue to be monitored for the remainder of the year with the aim of maximising deliverability. At Quarter 2, these have been assumed to deliver and so no impact has been built into the financial forecast. A schedule and assessment of all the 2023/24 Budget reductions is attached as Appendix 3.
- 2.16 In view of the increasing projected adverse variance, it is important to ensure that measures are taken to address the overspending, namely:
- management actions across all service areas to review and challenge planned expenditure and to maximise income;
 - processes to monitor the recruitment of staff to vacant posts and significant items of expenditure; and
 - ensuring non-essential expenditure is minimised.

In effect this is a continuation of actions that were initiated last year (and previous years), however, the variance at quarter 2 is much more significant than that at the same point in 2022/23. It is therefore essential that this approach is rigorously applied and where possible, any transformation programme projects linked to savings are accelerated.

- 2.17 The effectiveness of management action and corporate procedures will continue to be closely monitored by Management Teams right up to the end of the financial year. Management action should ease the overall financial pressures, but the impact of such action has not been included in the forecast as it has yet to be demonstrated.

3 Portfolio Summaries

3.1 Community Health and Adult Social Care

- 3.1.1 The Portfolio provides social care support to adults and carers across Oldham with a key aim of integrating and aligning the work with health partners to achieve greater efficiency in service delivery and better outcomes for the resident or patient. This covers both the commissioning and the provision of services. The following table shows the forecast position for the Portfolio at Quarter 2.

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

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Clusters	3,016	2,974	-	(41)
Commissioning	16,621	18,253	(1,500)	132
Community Business Services	1,247	1,887	(797)	(157)
Community Health & Social Care	28,249	28,247	-	(1)
Director Adult Social Care	1,916	2,183	(257)	10
Learning Disability	15,888	16,188	-	300
Mental Health	9,846	10,161	-	314
Safeguarding	1,013	1,015	-	1
Total Forecast Net Expenditure	77,796	80,909	(2,554)	558

Summary

- 3.1.2 The Portfolio has a projected overspend of £0.558m, an increase of £0.40m compared to the £0.518m reported at Quarter 1 and incorporates the use of reserves of £2.554m.
- 3.1.3 Short stay provision that has been repurchased as permanent placements following Care Act reassessments which has resulted in a significant number of residential and nursing care packages becoming a long-term requirement which has consequently presented the service with an increase of backdated and previously unbudgeted costs of £0.634m between quarters 1 and 2.
- 3.1.4 There is a further pressure of £0.076m due to additional resources being deployed in the Client Services and Brokerage Teams to support with on-going pressures and delays in financial assessments.
- 3.1.5 The quarter 1 report advised of the receipt of the Market Improvement and Sustainability Fund (£1.707m) this together with a further funding award; the Urgent Emergency Grant (£0.527m) have been partially deployed to support the bottom line and to offset the use of reserves, all in support of the grant conditions. This together with a number of smaller favourable variances across the Portfolio, mainly in relation to staffing have contained the adverse movements outlined above and limited the adverse movement between the two quarters to £0.040m.

Clusters

- 3.1.6 The Cluster service area is reporting an underspend forecast position of £0.041m. The variance relates to vacant posts, mostly Social Worker posts across the service.

Commissioning

- 3.1.7 The service is reporting an overspend of £0.132m. An expected cost of £0.215m is for a temporary team of Social Workers deployed to undertake emergency Care Act assessments linked to establishment of Oldham Total Care. The pressure is offset by an underspend of £0.083m which relates primarily to vacant posts following a service restructure. Costs have increased due to contract awards for the extension of Day Service provision and Bank Holiday enhancements which has been mitigated by a decrease in Community Equipment within the Millbrook contract.

Community Business Services

- 3.1.8 Community Business Services is forecasting a £0.157m underspend which in the main relates to the recovery of unexpected income from a deferred payment. The Reform and Improvement Programme forms part of this Service Area and is fully funded from reserves with an expected drawdown in 2023/24 of £0.797m. An updated report was presented to Management Board outlining the programmes revised priorities and the implications of the Care Quality Commission statutory reforms.

Community Health and Social Care

- 3.1.9 Community Health and Social Care service area is forecasting a marginal underspend of £0.001m. A favourable variance of £0.068m relates to vacant posts within the Integrated Discharge Team (IDT) and Sensory Teams and this is offset by an overspend on care costs of £0.067m which relates mostly to residential placements.

Director of Adult Social Care (DASS)

- 3.1.10 The overspend of £0.010m relates to additional in year Mosaic costs of £0.055m which are partially offset by a £0.045m forecast underspend on vacant posts.

Learning Disability

- 3.1.11 The Learning Disability service is forecasting an adverse variance of £0.300m, mainly due to the increase in the hourly rate for Direct Payments (DP) from £10 to £10.90 per hour, with an associated cost of £0.530m. In addition, changes to existing DP packages following Care Act assessments have increased costs by a further of £0.330m. Mitigating the pressure is an increase of 31 service users contributing to their care packages generating income of £0.440m and an increase in Continuing Health Care (CHC) income of £0.120m.

Mental Health

- 3.1.12 The Mental Health (MH) service is projecting an overspend of £0.314m. The increase in costs is due to the rising number of individuals in MH and the uplift in care provider fees totalling £0.350m and £0.730m respectively. The pressure is offset by an increase in Continuing Health Care funding of £0.293m, additional backdated DP audit clawbacks

totalling £0.083m, an increase of £0.120m of reallocated Better Care Fund income together with an underspend of £0.270m in relation to vacant posts.

Safeguarding

- 3.1.13 Safeguarding is reporting a minor adverse variance of £0.001m with favourable variances within the Safeguarding Team of £0.029m and Safeguarding Board £0.009m counteracting a £0.039m overspend in the MASH Team.

Achievement of Budget Reductions

- 3.1.14 The Portfolio has approved Budget Reductions of £3.574m in 2023/24 all of which are rated 'Green - Has / is expected to be fully delivered'. To Quarter 2, £2.049m has been delivered with the remaining on track by the end of the financial year.

3.2 Children's Services

- 3.2.1 The following table shows the forecast position after the approved and planned use of reserves for the Portfolio at Quarter 1.

Table 4 – Children's Services

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Children's Social Care	54,473	66,753	(269)	12,011
Education, Skills & Early Years	11,585	13,830	(1,663)	582
Preventative Services	3,592	4,774	(1,182)	-
Schools	(39)	(28)	(11)	-
Total Forecast Net Expenditure	69,611	85,329	(3,125)	12,593

Summary

- 3.2.2 The Portfolio has a projected overspend £12.593m an increase of £1.707m on the £10.886m reported at Quarter 1, incorporating a £3.125m use of reserves. The principal underlying reasons are detailed in the following paragraphs.

Children's Social Care

- 3.2.3 This Directorate is projecting a £12.011m overspend at quarter 2 compared to £10.820m at quarter 1 the forecast incorporates a £0.269m use of reserves; an increase of £1.191m. The principal underlying reasons are detailed below.

Children in Care

- 3.2.4 The area is forecasting a pressure of £9.418m an increase of £1.371m compared to the £8.047m reported at quarter 1. The main pressure is £9.868m in relation to External placements, the main constituents being; a net pressure, after incorporating the

application of Continuing Health Care funding of £8.160m relating to placements for Children Looked After within high-cost external residential packages (£6.302m at quarter 1), with a further pressure against external semi-independent placements of £1.980m (£1.804m at quarter 1). The placement variance is being offset by a net favourable variance of £0.450m across a range of service areas throughout the Directorate.

Children's Fieldwork and Family Support

- 3.2.5 The area is forecasting a pressure of £2.758m, a £0.365m reduction compared to quarter 1. This is due to a net overspend of £1.992m on staffing costs; a reduction of £0.558m compared to quarter 1. In addition, Provisions for short breaks for children with disabilities is showing a net pressure of £0.389m, No Recourse to Public Funds £0.107m, Assistance to Families of £0.207m and other small adverse variances totalling £0.063m.

Children's Safeguarding

- 3.2.6 The area is reporting a favourable variance of £0.165m due to delays in recruiting to established posts.
- 3.2.7 Against a backdrop of increased demand nationally and particularly in the North West, factors such as poverty, deprivation, the legacy of the pandemic, and cost of living crisis continue to have a significant impact on the ability of children and young people in Oldham to enjoy a happy, healthy, and safe childhood. The main pressures that have carried forward into 2023/24 and which are driving the current financial position are the number and cost of children placed out of borough and the continued reliance on agency staff to address additional demand and also to help maintain a fully established workforce. The hourly rates paid to staff engaged in this manner have significantly increased in the last two years. Disappointingly, the projected overspend is despite the significant additional funding of £14.700m that has been invested in the service for the current financial year; £11.800m intended to stabilise the financial position with further one-off, net investment of £2.900m funded from reserves to pump prime a number of invest to save initiatives aimed at improving services but also delivering budget reductions over the period to 2028/29.
- 3.2.8 Whilst it is acknowledged that demand cannot be wholly controlled, Senior Management is dedicated to addressing the issues affecting the service. The Children's Transformation Programme (CTP) has been set up in order to drive forward the operational changes required and to facilitate delivery of the invest to save initiatives. Governance of the programme is through the CTP board, chaired by the Managing Director of Children and Young People. The programme consists of six strands of activity, as outlined below:
- Placement Sufficiency;
 - Workforce;
 - Early Intervention and Prevention;
 - Children and Young People's Mental Health;
 - Speech, Language and Communication; and
 - SEND Improvement.

3.2.9 The overall impact of the transformation programme will be monitored throughout this financial year and into the future, however, it is important to note that should the current level of overspending remain unaddressed and continue throughout the rest of this financial year, it will have a significant budgetary implication for 2024/25 and beyond as well as reduce the overall financial resilience of the Council.

Education, Skills and Early Years

3.2.10 The area is reporting a £0.582m pressure an increase of £0.516m compared to the £0.066m reported at Quarter 1 and incorporates the use of reserves totalling £1.633m.

3.2.11 The main factor producing the adverse variance and the increase between quarters 1 and 2 is an emerging pressure of £0.737m within Home to School transport. There is a further pressure of £0.040m in relation to fees received for supporting schools through the process of converting to an academy. Both the pressures are linked to the non-delivery of a related budget reduction as referred to in section 3.2.13 below. The overspend is netted down by a series of predominantly staffing related favourable variances throughout the Portfolio with a total, net value £0.195m.

Preventative Services

3.2.12 The area is incorporating a use of reserves totalling £1.182m and continues to forecast a balanced outturn at Quarter 2.

Achievement of Budget Reductions

3.2.13 Budget reductions for the Directorate in 2023/24 total £1.133m of which £0.701m are rated 'Green– Has / is expected to be fully delivered'. The Budget Reduction; School Support- Academisation (£0.060m) is currently rated 'Amber/ Red – being closely monitored in year with elements expected not to be delivered' with £0.040m currently forecast not to be achieved. In addition, the budget reduction 'Special Education Needs and Disability (SEND) Education Provision' with a value of £0.372m is now rated Red-will not / is not expected to be delivered in full' as a consequence of being linked to the pressure in relation to home to school transport (as advised as 3.5).

3.3 Public Health

3.3.1 The following table shows the forecast position after the approved and planned use of reserves for the Portfolio at Quarter 2. It should be noted that since the quarter 1 report Heritage Libraries and Arts and Youth Services have been realigned from the Public Health portfolio into Communities, performance between the two quarters is therefore not directly comparable from the last reported position.

Table 5 – Public Health

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Public Health (Client and Delivery)	19,650	20,728	(1,338)	(260)
Leisure Services	4,027	4,824	(776)	22
Total Forecast Net Expenditure	23,677	25,552	(2,113)	(238)

Summary

- 3.3.2 The Portfolio has a projected underspend of £0.260m and incorporates the use of reserves of £2.113m. The principal underlying reasons are detailed below.
- 3.3.3 Public Health (Client and Delivery)) is showing an underspend of £0.260m as at month 6 which is due to slippage on staffing costs and eligible staffing costs being charged to the Contain Outbreak Management Fund (COMF) grant, which in the main accounts for the majority of the reserves. The grant was first received in 2021/22. It has been possible to carry forward this grant into 2023/24 and in this regard, the Council has submitted a plan to Government outlining how it expects to utilise the resource in this financial year to comply with the eligibility requirements. The additional expenditure would not be incurred without the availability of this grant funding,
- 3.3.4 The Heritage, Libraries and Arts Service is reporting an overspend of £0.022m which relates to an additional payment for the running of Newman College leisure facility. Between the two quarters a pressure of £0.368m for increased energy costs for OCL which was being met from the Energy Cost reserve was nullified by the Council receiving confirmation on the 27th September 2023, that the application for £0.500m funding had been accepted from the Swimming Pool Support Fund.

Achievement of Budget Reductions

- 3.3.5 Budget reductions for the Directorate total £0.544m of which £0.459m are rated 'Green – Has / is expected to be fully delivered'. One Budget Reduction (£0.075m) is rated 'Amber – being closely monitored but expected to deliver'. In addition, the Budget Reduction 'School Swimming Service' with a value of £0.010m is rated 'Red – will not / is not expected to be delivered in full.

3.4 Communities

- 3.4.1 The following table shows the forecast position after the approved and planned use of reserves for the Portfolio at Quarter 2, as noted in section 3.3.1 above comparison due to realignments comparison between quarters is not directly comparable.

Table 6 - Communities

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Community Services	2,420	2,689	(516)	(247)
Heritage, Libraries and Arts	5,809	5,903	(55)	39
Youth Services Client	759	875	-	116
Total Forecast Net Expenditure	8,988	9,467	(571)	(92)

Summary

3.4.2 The Portfolio has a projected underspend of £0.092m and incorporates and incorporates a net use of reserves totalling £0.571m.

Community Services

3.4.3 The area is reporting an underspend of £0.247m at month 6 which relates to vacancies in the District Partnerships team.

Heritage Libraries and Arts

3.4.4 The service is reporting an overspend of £0.039m at month 6. The service has a reported pressure of £0.113m on staffing costs and non-pay budget which is offset in part from increased income.

Youth Services Client

3.4.5 The service is reporting an overspend of £0.116m at month 6. There is an ongoing income pressure of £0.109m within Outdoor Education which is offset in part by the generation of additional income in Youth Services and eligible staff time charged to the Homes for Ukraine grant.

Achievement of Budget Reductions

3.4.6 The single Budget Reductions for the Directorate has a value of £0.060m and is rated 'Green – Has / is expected to be fully delivered'.

3.5 Place and Economic Growth

3.5.1 The following table shows the forecast position after the approved and planned use of reserves for the Portfolio at Quarter 2.

Table 7 – Place and Economic Growth

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Environmental Services	56,140	56,676	54	591
Economy	3,865	10,353	(2,281)	4,207
Total Forecast Net Expenditure	60,005	67,029	(2,227)	4,797

Summary

3.5.2 The Portfolio has a projected overspend of £4.797m (£3.553m at quarter 2) and incorporates a net use of reserves totalling £2.227m. The principal underlying reasons are detailed below.

Environmental Services

3.5.3 The area is forecasting an overspend of £0.591m (£0.451m at quarter 1) and after incorporating a transfer to reserves of £0.054m. The main reasons for the adverse variance are detailed below:

- The Waste Management Services is currently expected to overspend by £0.352m (£0.365m as at quarter 2) due to increasing demands for the service and pressures around the Bulky Waste contract in total amounting to totalling £0.755m partially offset by increased trade waste income of £0.403m;
- The Highways Service is expected to overspend by £0.528m (£0.356m overspend as at quarter 1) relating to the use of agency staff cover and increased material costs. The increase is due to the prudent projection of a Winter Maintenance pressure of approximately £0.200m. Whilst the severity of the winter is obviously unknown historic pressures and the rising cost of materials have informed the projection;
- The Public Protection is expected to underspend by £0.179m (£0.168m underspend as at quarter 1) principally as a result of vacant posts within the service.
- The Street Lighting Service is expected to underspend by £0.086m (£0.078m at quarter 1) as a result of expected deductions from the PFI contract, it should be noted this is separate to the Street Lighting dimming and trimming budget option;
- The Environmental Management Service is expected to underspend by £0.009m (£0.024m underspend as at quarter 1) with pressures in supplies and services and vehicle costs totalling £0.374m, offset by vacant posts and additional income in the Cemeteries and Crematoria totalling £0.383m; and
- In addition, there are small underspends forecast in Building Control and Fleet Management totalling a further £0.017m

Economy

3.5.4 The area is forecasting an overspend of £4.207 (£3.102m at quarter 1) after a £2.281m transfer from reserves. The main reasons are detailed below:

- The Estates and Property Management Services are currently expected to overspend by £1.155m (£1.270m overspend as at quarter 1) due to pressures against the repairs and maintenance (£0.825m), rates (£0.280m) and security budgets (£0.340m). Potential management actions around property works programmed in year could reduce the forecast. The service is currently offsetting some of these pressures through vacant posts and the subsequent salary savings
- The Strategic Housing Service is currently projected to overspend by £2.801m (£1.600m overspend as at quarter 1) due to continuing demand pressures for Temporary Accommodation totalling £3.136m being offset by use of the homelessness reserve of £0.195m and underspends against the professional fees and staffing budgets totalling £0.140m.
- The Planning Service is expected to overspend by £0.167m (£0.215m overspend as at quarter 1) due to expected under-recovery of Planning Fee income. The total Planning service income budget target for 2023/24 is £0.994m
- The Facilities Management Service is currently projecting an underspend of £0.031m (£0.015m underspend as at quarter 1), this due to vacant posts and the subsequent salary savings of £0.503m. This is offset with shortfalls against income targets of £0.199m in addition to an overspend on supplies & services of £0.236m
- The Town Centre and Markets Service area is currently projecting an overspend of £0.004m balanced outturn as at quarter 1). This is due to premises related pressures of £0.036m and shortfalls against income targets totalling £0.024m offset by savings against vacant posts within the service of £0.056m;
- The Creating a Better Place service is expected to be in line with budget after application of £0.800m of reserves. Grant funding opportunities to reduce the reliance on reserves are being investigated by the service; and
- The Business Growth service is, for the first time projecting an overspend of £0.105m, as at quarter 2 due to staffing cost pressures.

Achievement of Budget Reductions

3.5.5 Budget reductions for the Portfolio in 2023/24 total £2.493m of which £0.868m are rated 'Green – Has / is expected to be fully delivered'. There are two budget reductions rated 'Amber – being closely monitored but expected to deliver' with a combined value of £1.600m. One Budget Reduction 'Reshape Bonfire Event' with a value of £0.025m is rated 'Red - Will not/ is not expected be delivered in full. I.

3.6 Corporate Services

3.6.1 The following table shows the forecast position after the approved and planned use of reserves for the Portfolio at Quarter 1.

Table 8 – Corporate Services

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Chief Executive, Management and Executive Office	4,919	4,930	(110)	(100)
Commissioning and Procurement	557	493	-	(64)
Finance	8,188	7,712	(75)	(551)
Legal Services	3,772	4,042	(24)	246
Communications and Research	997	1,320	(360)	(37)
Customer, Digital and Transformation	7,644	7,512	(500)	(633)
Strategy and Performance	965	1,105	(138)	2
HR & Organisational Development	3,243	3,270	(50)	(24)
Total Forecast Net Expenditure	30,285	30,385	(1,257)	(1,157)

Summary

3.6.2 The Portfolio has a projected underspend of £1.157m (£0.587m at quarter 1) and incorporates the use of reserves totalling £1.257m. The principal underlying reasons are detailed below.

Chief Executive, Management and Executive Office

3.6.3 The area is reporting an underspend of £0.100m (£0.063m at quarter 1), a pressure within professional fees which is being offset by a vacant post and reduced pension costs.

Commissioning and Procurement

3.6.4 The Division is reporting an underspend of £0.064m (£0.089m overspend reported at quarter 1). The service continues to experience difficulties in recruiting to permanent posts, this is resulting in the continuation of interims (£0.350m) which is offset by vacant posts of £0.405m. The service is projecting a pressure of £0.025m against the Early Payment scheme, with an offsetting reduction in non-pay cost £0.034m.

Finance

3.6.5 The Division is reporting an underspend of £0.551m (£0.442m at quarter 1). The Finance Division has a number of vacant posts, underspends on non-pay budgets and increased income for staff time spent on European grant funded projects.

Legal Services

3.6.6 The service is reporting an overspend of £0.246m (£0.002m at quarter 1). There are staffing pressures in Legal due to the use of agency staff (£0.553m) which is offset in part

by vacant posts across the Division (£0.242m). There continues to be a pressure in relation to schools buy back income which has been offset by increased income in Registrars and additional grant income received for the Local Election.

Communications and Research

- 3.6.7 The service is recording an underspend of £0.037m (£0.014m at quarter 1), primarily as a result of vacant posts.

Customer, Digital and Transformation

- 3.6.8 The Division is reporting an underspend of £0.633m (£0.314m at Quarter 1). There are vacant posts across the Division which is offset in part by agency costs in ICT and Customer Services to deliver a net staffing underspend of £0.765m this together with the use of the Transformation Reserve to support staffing cost (£0.250m) plus increased fees charged to capital (£0.113m) produces a favourable variance of £1.128m. This variance is offset by a pressure of £0.100m on the amount of income receivable from Health partners, additional costs of £0.223m on third party ICT costs and a non-pay pressure of £0.172m within Transformation and Reform.

Human Resources (HR) and Organisational Development

- 3.6.9 The service is reporting an under spend of £0.024m (overspend of £0.156m at quarter 1). A Pressures of £0.349m in relation to schools buy back and funding from Health which ceased in 2022/23 together with a pressure of £0.057m against non-pay are more than wholly offset by a favourable variance created by vacant post to deliver a forecast positive outturn.

Achievement of Budget Reductions

- 3.6.10 Budget reductions for the Portfolio in 2023/24 total £0.870m of which thirteen totaling £0.790m are rated 'Green – Has / is expected to be fully delivered'. One Budget Reduction with a value of £0.080m is rated 'Amber – being closely monitored but expected to deliver'.

3.7 Capital, Treasury and Technical Accounting

- 3.7.1 The following table shows the forecast position for the Portfolio at Quarter 1.

Table 9 – Capital, Treasury and Technical Accounting

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Capital Treasury and Technical Accounting	22,695	22,257	(1,436)	(1,873)
Corporate and Democratic Core	1,003	1,003	-	-
Parish Precepts	347	347	-	-
Total Forecast Net Expenditure	24,045	23,607	(1,436)	(1,873)

Summary

Capital, Treasury and Technical Accounting

- 3.7.2 The Portfolio holds the budgets associated with the Council's Treasury Management activities including interest payable on borrowing and interest receivable on investments and is reporting an underspend of £1.873m virtually unchanged from the £1.888m reported at Quarter 1.
- 3.7.3 There are favourable variances of £1.667m due to higher levels of interest receipts on external investments with further favourable variances of £0.112m against cash collections, bank charges and professional fees.
- 3.7.4 The Housing Benefit service is projecting a favourable variance of £0.350m at Quarter 2. This is based upon the Department for Work and Pensions Statement of Local Authority claimed Entitlement to Housing Benefit Subsidy Form for the financial year ending March 2024.
- 3.7.5 The Procurement Framework income target is showing an in-year pressure of £0.256m. However, this will continue to be monitored throughout the year.
- 3.7.6 Additional income of £2.837m has been received from the Greater Manchester Combined Authority (GMCA), this being the Council's share of a £27.000m GM wide waste reserve refund. This has been transferred to Earmarked Reserves to support the future financial resilience of the Council.

Achievement of Budget Reductions

- 3.7.7 Budget Reductions for the Portfolio in 2023/24 total £11.295m, all of which are rated 'Green – Has / is expected to be fully delivered.

4 Other Grants and Contributions Received by the Council

- 4.1 The Council has received a number of specific grants from the Government or other organisations which have been ringfenced to Portfolios to be utilised on certain defined activities. At Quarter 2, excluding the DSG as outlined in Section 5.1, Portfolios are forecasting a total of £111.844m of ringfenced grants to be used for specific purposes which have been either new notifications for 2023/24 or grants received in prior years where terms and conditions allow for usage in the current and potentially future years. The table below shows the total grants forecast by Portfolios up to Quarter 2.

Table 10 – Grants Ringfenced to Portfolios

Portfolio	Govt. Grants £000	Other Grants £000	Total 2023/24 £000
Community Health and Adult Social Care	-6,818	-15,097	-21,915
Children's Services	-16,347	-12	-16,359
Public Health	-65	-104	-168
Communities	-2,538	-715	-3,253
Place and Economic Growth	-4,350		-4,350
Corporate Services	-5,700	-303	-6,003
Capital, Treasury and Technical Accounting	-40,997		-40,997
Total Ringfenced Grants include within the Net Revenue Budget	-76,815	-16,231	-93,045
Housing Revenue Account	-18,799		-18,799
Total	-95,614	-16,231	-111,844

- 4.2 As highlighted in the table above, grants (excluding COMF and the DSG) received in previous years and carried forward into 2023/24 and new allocations for 2023/24, total £111.844m; of this sum, £93.045m is within the Net Revenue Budget and £18.799m within the Housing Revenue Account. Dependant on the terms and conditions of the individual grant, some of the above income could be carried forward into 2024/25 to be utilised in future financial years.
- 4.3 Of the £93.045m of General Fund allocations, the largest single category carries a value of £40.977m and relates to Housing Benefit Subsidy Grant which is included within the Capital, Treasury and Technical Accounting Portfolio, comprising £35.455m for Rent Allowances and £5.543m for Rent Rebates. In addition, £15.097m relates to the Better Care Fund Grant which is awarded by NHS England and distributed by Integrated Care Boards which is included within the Community Health and Adult Social Care net revenue budget. A further £13.262m relates to PFI Credits received to support unitary charge payments across the Council's four General Fund PFI schemes. A further two PFI schemes, with grant totalling £18.799m operate within in the Housing Revenue Account.
- 4.4 A total of 50 Government Grants are included in the forecasts for 2023/24 totalling £95.614m; £76.815m is within the Revenue Budget and £18.799m relates to the Housing Revenue Account PFI Credits. A further 5 grants have been awarded from other sources and classed as 'other grants' totalling £16.231m.
- 4.5 Thirty one of the grants have an individual value which is greater than £0.150m and total £110.376m. The remaining £1.4671m relates to 24 grants with individual values less than £0.150m. A full list of these grants can be found at Appendix 2.

5 Schools

5.1 The Council's expenditure on schools is funded primarily by the Dedicated Schools Grant (DSG) which is provided by the Department for Education. DSG is ring-fenced and can only be applied to meet expenditure properly included in the Schools' Budget, as defined in the School and Early Years Finance (England) Regulations 2022. The Schools' Budget includes elements for a range of educational services provided on an Authority wide basis and for the Individual Schools Budget which is divided into a budget share for each maintained school. The Dedicated Schools Grant settlement for 2023/24 was updated on July 2023, following which the total estimated Oldham funding allocation for 2023/24 is £321.458m, £179.362m after excluding the recoupment for academies and post-16 further education (FE) provision and is split across the four funding blocks that comprise the DSG as follows:

- Schools - £240.592m (£113.220m after excluding the recoupment for academies)
- High Needs - £59.146m (£43.746m after excluding the recoupment for academies and Post 16)
- Early Years - £19.757m
- Central Schools Services - £2.461m

5.2 For a number of years there was a considerable financial pressure on the DSG, particularly in the High Needs Block which had been in a deficit position since 2016/17. This was historically due to expenditure exceeding the High Needs budget available each year and is after approved transfers between the Schools and High Needs Blocks of £8.296m between 2016/17 and 2021/22. As shown in the table below, the High Needs Block Deficit, if taken as a stand-alone element without the transfers, was £11.508m at the start of 2023/24. Notwithstanding the emergence of the reducing deficit, there remain operational pressures which the serviced are working to address, these include:

- Increasing high needs population, such as special school places, resourced provision and post 16 Further Education provision;
- Increasing number of Education Health Care Plans (EHCP) requiring high needs top up funding within mainstream schools;
- Cost of providing local Pupil Referral Unit capacity to ensure that the Local Authority fulfils its statutory role;
- High cost of external placements.

5.3 The High Needs Block is currently forecasting an in year surplus of £2.733m. Excluding the cumulative support from the Schools Block this reduces the forecast cumulative deficit forecast to £8.775m as at 31 March 2024, the deficit is offset by the cumulative value of the transfers from the Schools Block to give, in isolation, a forecast cumulative High Needs deficit of £0.479m for 2023/24, as illustrated in the table below.

Table 11 – DSG High Needs Block

DSG High Needs Block	2023/24
Deficit Brought Forward 01/04/2023	11,508
2023/24	
Original High Needs Budget Allocation	(59,146)
Estimated Expenditure	56,413
Projected in Year (Surplus)	(2,733)
Cumulative Net Deficit to be Carried Forward	8,775
Offset by;	
Less- Virement from Schools Block- 2016/17 to 2021/22	(8,296)
Projected High Needs Block Deficit 31/03/2024	479

Overall DSG Position and Recovery Plan

- 5.4 The DSG had been in a deficit position since 2016/17 and Oldham was supported by the Education and Skills Funding Agency (ESFA) in its monitoring and management of the DSG. As a consequence, the Council has been required to agree a DSG Financial Recovery Plan to demonstrate how, at least a balanced position could be achieved. The plan was first submitted to the Department for Education (DfE) in 2019. The financial elements of the Recovery Plan have been continuously updated to take account of estimated additional cost pressures, formal notifications of additional funding and the agreed funding methodology including the transfer of DSG funding between the Schools and the High Needs Funding Blocks that has been undertaken in prior years.
- 5.5 The Schools Forum is regularly updated on the status of the Recovery Plan and it remains an appropriate and effective means of monitoring the DSG position. The last meeting of the Schools Forum on 11 October 2023 received an update in relation to the DSG outturn and Recovery Plan, which had again been updated to take account of the most recent funding announcements, the latest expenditure predictions and their impact on the projections from the current financial year through to 2024/25.
- 5.6 The table below shows the latest Recovery Plan as at October 2023, as agreed with the Schools Forum. As previously reported the DSG deficit of £2.773m at the end of 2021/22 had become a surplus of £0.899m at the end of 2022/23. The achievement of a surplus for the first time since 2016/17 represents a major financial milestone for the Council. Taking the opening surplus as the starting point, the in year forecast surpluses of £2.294m and £0.832m in the current and following financial years deliver cumulative surpluses of £3.193m and £4.025m in each of 2023/24 and 2024/25 respectively. The sustained and improving position will be further assisted by the work undertaken as part of the DBV programme referred to below.

Table 12 – Overall DSG Position

DSG Recovery Plan	2023/24 £k	2024/25 £k
Funding		
Schools Block (excludes Central Services)	(240,592)	(256,404)
Central Schools Services Block	(2,461)	(2,347)
High Needs Block – pre/post 16	(59,146)	(61,112)
Early Years Block	(15,748)	(15,748)
Two Year Olds' Funding	(3,653)	(3,653)
Early Years Pupil Premium	(226)	(226)
Early Years Disability Access Fund	(130)	(130)
Total Resources	(321,956)	(339,620)
Expenditure/ Distributions		
Individual Schools Budgets	241,032	256,404
Early Year Funding Delegated to Schools	7,108	7,108
High Needs Funding for Schools (incl Post 16)	44,660	46,728
Total Delegated to Schools	292,800	310,240
Central Schools Services	2,461	2,347
Central Early Years Services	1,047	1,047
Central High Needs Services	11,753	13,553
Three and Four Year old PVI's	7,765	7,765
Two Year Old Funding	3,480	3,480
Total Retained Centrally	26,506	28,192
Early Years Pupil Premium	226	226
Early Years Disability Access Fund	130	130
Total Expenditure/ Distributed	319,662	338,788
Surplus	(2,294)	(832)
Balance brought Forward	(899)	(3,193)
Revised Surplus/ (Deficit)	(3,193)	(4,025)
Previously Reported	(2,517)	(2,765)

Delivering Best Value (DBV) in SEND

- 5.7 Launched in the autumn of 2022, Oldham was selected as one of the Local Authorities invited to take part in Wave 2 of the Delivering Best Value in SEND programme. With the aim of putting Local Authorities on a more sustainable footing so that they are better placed to respond to the forthcoming SEND Review reforms. The Department for Education (DfE) has provided external consultancy advice to enable participants to plan and agree improvements and a change programme. Core funding of £1.000m will be made available to the Authority on successful submission of a grant application, to the DfE. The Authority has participated in a series of workshops and undertaken a comprehensive stakeholder case review and evaluation to identify and develop solutions for the areas of highest need and most likely return/ benefit for inclusion in the grant

/application. As previously reported the application was submitted on 17 July 2023 with a focus on the following areas:

- Early identification and intervention to reduce EHCPs;
- Development of mainstream provision to create an alternative to special schools;
- Updating the resource allocation system;
- Post 16 pathways to ensure better progression;
- Developing and targeting support for;
 - autism
 - speech, language and communication needs
 - social, emotional and mental health

5.8 The grant application was confirmed as having been successful on 15 September 2023, at which point the Council enters into the phase 2 implementation stage. By taking part in this initiative, it is expected that it will assist the Council sustain DSG financial position and reduce the financial pressure within the High Needs Block.

6 Housing Revenue Account (HRA)

6.1 The current HRA position is presented in Table 13 and compares the initially approved HRA position to the current estimated outturn. The actual closing balance for 2022/23 at £22.584m was £0.305m higher than the final estimate of £22.279m.

6.2 The original HRA forecast for 2023/24 was for a planned in-year decrease in balances of £1.427m arising from:

- The Council choosing not to implement rental increases of up to the maximum allowable of 11.1% for 2023/24. Instead, a much lower increase at just 5% was agreed leading to a call on balances; and
- A budgeted contribution of £1.000m to the capital programme.

6.3 The current forecast is for an in-year deficit against budget of £1.705m, a net adverse movement against HRA balances of £0.278m, attributable to higher than anticipated utility costs. The projected year end HRA balance of £20.879m, represents a net £0.027m favourable movement compared to the original budget.

Table 13 - Housing Revenue Account Forecast Position

HRA Income & Expenditure Account	Original Budget £000	Latest 2023/24 Forecast £000	Variance to Budget £000
HRA Balances Brought forward from 2022/23	(22,279)	(22,584)	(305)
(Surplus)/ Deficit on HRA Services for 2023/24	1,427	1,705	278
HRA Surplus Balances Carried Forward	(20,852)	(20,879)	(27)

7 Collection Fund

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

Table 14 - Collection Fund Forecast Position

Collection Fund Balance	Council Tax £000	NDR £000	Total £000
Balance Brought Forward	410	(4,127)	(3,717)
Release of estimated surplus carried forward from 2022/23	(48)	(4,131)	(4,179)
Prior Year Balance Brought Forward	458	4	462
(Surplus) /Deficit for the Year	(195)	(1,292)	(1,487)
Net (Surplus)/Deficit Carried Forward	263	(1,288)	(1,025)

Table 15 - Collection Fund – 2023/24 Share of Balances; Forecast Position

Collection Fund Balance	Council Tax £000	NDR £000	Total £000
Share - Oldham Council	221	(1,275)	(1,054)
Share – Greater Manchester Combined Authority - Mayoral Police and Crime Commissioner	29	-	29
Share – Greater Manchester Combined Authority - Mayoral General Precept (including Fire and Rescue Services)	13	(13)	-
Total Deficit/(Surplus)	263	(1,228)	(1,025)

7.2 Council Tax and Business Rates are a significant source of funding for Council services. However, income from these areas can be volatile. The 2023/24 financial year is no different with the on-going cost of living crisis impacting on Council Tax collection. As such, the financial position of the Collection Fund is under constant review.

7.3 The Business Rates surplus brought forward from 2022/23 was due in part to collection rates returning to pre-pandemic levels and as can be seen, this healthy position continues into 2023/24.

7.4 The Greater Manchester 100% Business Rates Retention Pilot has continued into 2023/24. Any financial benefits arising from membership within the pilot scheme will continue to be monitored, any beneficial financial resource will be used if possible, to support the Council's budget.

7.5 As highlighted in Table 14 and 15 above, current year end Collection Fund projections are showing an overall surplus of £1.025m. Due to the distribution methodology the Council's proportion of this surplus is £1.054m. As advised previously, the Collection Fund is a particularly volatile area to forecast with many variables, including the impact of Government Business Rate reliefs, therefore, this area will be closely monitored over the remaining months. Information will be available later in the year to determine if/ how a surplus or deficit on the Collection Fund will impact on the 2024/25 Council budget.

8 Use of Reserves

8.1 Members will recall that at the Council budget meeting of 1 March 2023, it was agreed that Earmarked Reserves of £12.786m would be used to support the 2023/24 revenue budget and a further £3.932m of Earmarked Reserves were proposed to be utilised to support the 2024/25 revenue budget. The Earmarked Reserves to be utilised in 2023/24 and 2024/25 were to be met by fully utilising the specific Balancing Budget reserve of £16.718m.

8.2 In addition, there is an offsetting transfer to reserves of £1.209m reflecting the requirement, under the Business Rates Retention Pilot scheme, to pay the Greater Manchester Combined Authority a share of Retained Business Rates income.

8.3 As previously mentioned at paragraph 3.7.6, the Council has received £2.837m this year from GMCA, being the share of a £27.000m GM wide refund of reserves from the GM Waste Disposal Service. This unbudgeted income has been transferred to Earmarked Reserves to support the financial resilience of the Council.

8.4 At the beginning of 2023/24, reserves balances totalled £87.099m comprising of Earmarked Reserves of £79.130m and Revenue Grant Reserves of £7.968m.

8.5 Table 16 below sets out the forecast use of reserves for the full financial year based on a best estimate of the likely commitments including a number of reserves that are being used to support the overall financial position. In addition to the net £11.577m required to balance the budget at the start of the year an additional £12.001m of Earmarked Reserves are expected to be called in to support Directorate budgets together with £4.173m of Revenue Grant Reserves; a total of £16.174m. After transfers to reserves of £0.054m and £2.837m, this nets down to a further £13.283m use of reserves. This will leave a total balance of reserves of £62.238m carrying forward into 2024/25 comprising £58.443m of Ear-marked reserves and £3.795m of Revenue Grant Reserves.

Table 16 – Reserves Summary

	Earmarked Reserves £000	Revenue Grant Reserves £000	Total Reserves £000
Opening Balance as at 1 April 2023	(79,130)	(7,968)	(87,099)
Reserves applied to balance the Budget	12,786	-	12,786
Transfer to Earmarked Reserves - Business Rates Retention Pilot Gain	(1,209)	-	(1,209)
In Year Balance	(67,553)	(7,968)	(75,522)
Directorate Transfers from Reserve			
Community Health and Adult Social Care	2,554	-	2,554
Children's Services	881	2,243	3,125
Public Health	776	1,337	2,113
Communities	55	516	571
Place and Economic Growth	2,229	52	2,281
Corporate Services	1,234	24	1,258
Capital Treasury and Technical Accounting	4,273	-	4,273
Total Directorate Transfers from Reserve	12,001	4,173	16,174
Directorate Transfers to Reserves			
Community Health and Adult Social Care	-	-	-
Children's Services	-	-	-
Public Health	-	-	-
Communities	-	-	-
Place and Economic Growth	(54)	-	(54)
Corporate Services	-	-	-
Capital Treasury and Technical Accounting	-	-	-
Total Directorate Transfers to Reserve	(54)	-	(54)
Directorate Use of Reserves	11,947	4,173	16,120
Return of Waste Reserve (GMCA)	(2,837)	-	(2,837)
Total Proposed In Year Use of Reserves	9,110	4,173	13,283
Closing Balance as at Quarter 2	(58,443)	(3,795)	(62,238)

- 8.6 In line with the Council's reserves policy, the recommended use of reserves to fund spend during the year have been initially approved by the appropriate officers prior to consideration by Cabinet. However, as there is a need to minimise the use of reserves in order to support the financial resilience of the Council, only those reserves supporting essential business will be utilised this year.
- 8.7 The availability of reserves is a demonstration of the financial resilience of the Council and as such the reserves must be carefully managed. However, the use of reserves is also a means by which the Council can support the 2023/24 and future years budget setting processes and Medium-Term Financial Strategy. In addition to use in the current

financial year, as part of the 2023/24 Budget setting process agreed by Council on 1 March 2023, Members approved a commitment of a further £3.932m of reserves for 2024/25. The continued reduction in the level of available reserves, will, however, reduce the financial resilience of the Council.

9 Flexible Use of Capital Receipts

- 9.1 Members will recall that at the Council meeting of 1 March 2023, it was approved that up to £2.600m of capital receipts would be used to underpin the revenue budget in line with the flexibilities agreed by Secretary of State for Housing, Communities and Local Government in March 2016. In April 2022, guidance on the flexible use of capital receipts was updated by the Department for Levelling Up, Housing and Communities which extended the flexibility that has been in place since 2016. This allows the freedom to continue up to 2024/25 to help Authorities plan for the long-term.
- 9.2 A number of schemes in support of the transformation programme which meet the qualifying expenditure requirements as detailed within the statutory guidance issued by the DLUHC have been identified and are itemised within the approved 2023/24 Capital Programme. The contribution to the Flexible Use of Capital Receipts is the first call on any receipts generated by the Council and processes are in place to monitor progress throughout the year. Annex 2 to this report which sets out the Capital Programme position confirms that receipts totalling £3.048m have been received to date, exceeding the £2.600m required to underpin the revenue budget.

10 Conclusion

- 10.1 The lasting impact of the COVID-19 pandemic is evident from the pressures being experienced by Children's Social Care Services and to a lesser degree by Adult Social Care Services (from a purely Council financial perspective). In addition, the potential impact on pay awards and also interest rates continue to be reviewed. The forecasting of the likely impact of all these factors on the Council's budget has been based on both the actual expenditure and the income impact recorded but also relies on a series of assumptions which will be reviewed and updated as the financial year progresses.
- 10.2 The current projected position, after adjustment for the use of reserves is an overspend of £14.588m. The financial pressure in Children's Social Care is especially concerning as there was £14.700m of additional funding included in the 2023/24 budget, £11.800m of which was intended to stabilise the budget plus an additional £2.900m to support a programme of change and transformation with the aim of delivering efficiency savings in future years.
- 10.3 It is of concern that the overall financial position has worsened between quarter 1 and quarter 2. The pressure caused by failure to deliver or uncertainty about the delivery of Budget Reductions remains challenging. If further Budget Reductions turn "Red" then the overall overspending could increase. At present there are no mitigating activities that have a cashable value that can be included in the forecast position.

10.4 The reserves position is important in the context of financial resilience. Although reduced from 2022/23 levels, the year started with relatively healthy levels of earmarked reserves (£79.130m) and Revenue Grant Reserves (£7,968m). However, the budget for 2023/24 relied upon the use of reserves to produce a balanced position; a net £11.577m was used comprising £12.786m of reserves to balance the budget netted off by a £1.209m transfer to reserves. Therefore, from the outset available reserves for 2023/24 reduced to £75.522m (earmarked reserves of £67.553m and £7.968m of Revenue Grant Reserves).

10.5 As advised in this report, net earmarked reserves of £9.110m and net Revenue Grant reserves of £4.173m are forecast to be called into support the 2023/24 budget, after which there is an anticipated combined reserves balance of £62.238m. With a potential additional call of £14.588m to offset the current forecast deficit and an already approved use of £3.932m of reserves to balance the 2024/25 budget and futures years, the actual availability in 2024/25 could reduce to £43.718m. At this potential level of utilisation, it is vitally important to minimise the future use of reserves in year to maintain financial resilience of the Council.

10.6 In view of the projected adverse variance, it is important to ensure that measures are taken to address the overspending, namely:

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

In effect this is a continuation of actions that were initiated last year (and previous years), however, the variance at quarter 2 is much more significant than that at the same point in 2022/23. It is therefore essential that this approach is rigorously applied and where possible, any transformation programme projects linked to savings are accelerated.

10.7 The effectiveness of management action and corporate procedures will continue to be closely monitored by Management Teams right up to the end of the financial year. Management action should ease the overall financial pressures, but the impact of such action has not been included in the forecast as it has yet to be demonstrated.

FINANCING OF THE 2023/24 BUDGET	Original Budget	Additions to Quarter 1	Additions to Quarter 2	Revised Budget
	£000	£000	£000	£000
Net Expenditure Budget	(260,686)			(260,686)
Financed by:				
Business Rates Top-up Grant	(46,016)	(577)		(46,593)
Grant in Lieu of Business Rates	(25,987)			(25,987)
Social Care Support Grant	(21,454)			(21,454)
Improved Better Care Fund Grant	(11,188)			(11,188)
2022/23 Services Grant	(2,620)			(2,620)
Housing Benefit Administration Grant	(810)			(810)
New Homes Bonus Grant	(252)			(252)
Revenue and Benefits Service New Burdens Grant	(11)			(11)
Capital Grants		(1,838)	(1,916)	(3,754)
Family Hubs and Start for Life Programme Grant		(1,444)		(1,444)
Rough Sleeping Drug & Alcohol Treatment Grant		(708)		(708)
Supplementary Substance Misuse Treatment and Recovery Funding Grant		(497)		(497)
Individual Placement and Support Grant		(156)		(156)
Leaving Care Allowance Grant			(61)	(61)
Capacity and Capability Grant			(70)	(70)
Levelling Up Partnership (LUP) Local Authority Capacity Payment Grant			(45)	(45)
Extended Rights to Free Travel Grant		(45)		(45)
Total Government Grant Funding	(108,338)	(5,265)	(2,092)	(115,695)
Council Tax Income - General (Including parish precepts)	(94,449)			(94,449)
Council Tax Income - Adult Social Care Precept	(14,874)			(14,874)
Council Tax Surplus	(4,130)			(4,130)
Retained Business Rates	(53,683)			(53,683)
Total Locally Generated Income	(167,136)	-	-	(167,136)
Total Grant and Income	(275,474)	(5,265)	(2,092)	(282,831)
Use of General Earmarked Reserves	(12,786)			(12,786)
Transfer to Earmarked Reserves - Business Rates Retention Pilot Gain	1,209			1,209
Total Use of Reserves	(11,577)	-	-	(11,577)
Total Financing	(287,051)	(5,265)	(2,092)	(294,408)

Appendix 2- Analysis of Grants		
Grant Name	Type	Forecast £000
Community Health and Adult Social Care		
Better Care Fund	Other	(15,097)
Market Sustainability and Fair Cost of Care Fund	Govt.	(2,628)
Market Sustainability & Improvement Fund	Govt.	(1,707)
Adult Social Care Discharge Fund	Govt.	(1,568)
Urgent & Emergency Care Support Fund	Govt.	(527)
Changing Futures in GM	Govt.	(370)
ASC Data Collection Grant	Govt.	(19)
Sub Total		(21,915)
Children's Services		
PFI Credits	Govt. x2	(8,988)
Skills Funding Agency Adult Education	Govt.	(3,085)
Holiday Activities and Food Grant	Govt.	(1,480)
Support to victims of Domestic Abuse within Safe Accommodation	Govt.	(592)
Unaccompanied Asylum-Seeking Children (UASC)	Govt.	(536)
Youth Justice Board	Govt.	(496)
Former UASC - Care Leavers	Govt.	(287)
Staying Put Grant	Govt.	(201)
DJUHD - Domestic Abuse	Govt.	(170)
Balance: Grants less than £0.150m	Govt.(x6) Other (x1)	(524)
Sub Total		(16,359)
Public Health		
Grants less than £0.150m	Govt.(x1) Other (x1)	(168)
		(168)
Communities		
PFI Credits	Govt.	(1,803)
Community Safety	Govt.	(715)
Home Office Full Dispersal Grant	Govt.	(683)
Balance: Grants less than £0.150m	Govt.(x2)	(52)
Sub Total		(3,253)
PEG		
PFI Credits	Govt.	(2,471)
Homelessness Prevention Grant	Govt.	(746)
A Bed Every Night (ABEN)	Govt.	(293)
CAS-3 Grant	Govt.	(247)
Rough Sleeping Initiative	Govt.	(150)
Balance: Grants less than £0.150m	Govt.(x6)	(442)
Sub Total		(4,350)
Corporate Services		
Housing Support Fund	Govt.	(4,839)
Council Tax Rebate	Govt.	(599)
Erdf	Other	(303)
Balance: Grants less than £0.150m	Govt.(x5) Other (x1)	(263)
Sub Total		(6,003)
Capital and Treasury		
Rent Allowances	Govt.	(35,455)
Housing Benefit Subsidy	Govt.	(5,542)
Sub Total		(40,997)
Total Ring-fenced Grants Included within the Net Revenue Budget		(93,045)
Housing Revenue Account		
PFI Credits	Govt.(x2)	(18,799)
Total		(111,844)

Appendix 3 - Summary of 2023/24 Budget Reductions

	Rating	Approved Budget Reduction £000	Deliverable £000	Shortfall £000
Green	Has / is expected to be fully delivered	(17,747)	(17,674)	73
Amber	Being closely monitored but expected to deliver (no impact of Financial Forecast)	(1,755)	(1,755)	0
Amber/Red	Being closely monitored in year with elements expected not to be delivered (Financial)	(60)	(20)	40
Red	Will not/ is not expected to be delivered in full (Financial Forecast updated)	(407)	0	407
		(19,969)	(19,449)	520

Reference	Proposal Name	Rating	Approved Budget Reduction £000	Deliverable £000	Shortfall £000
Community Health and Adult Social Care					
CSA-BR1-435	Residential Enablement Redesign (Medlock Court)	Green	(400)	(400)	0
ASC-BR1-548	Smarter Ways of Working	Green	(119)	(119)	0
ASC-BR1-552	Review Care and Support Plans	Green	(1,255)	(1,255)	0
ASC-BR1-601	Adult Social Care - Direct Payments	Green	(1,300)	(1,300)	0
ASC-BR1-602	Adult Social Care - Target Operating Model	Green	(500)	(500)	0
	Total		(3,574)	(3,574)	0

Reference	Proposal Name	Rating	Approved Budget Reduction £000	Deliverable £000	Shortfall £000
Childrens Services					
CHS-BR1-445	Early Help Remodelling	Green	(300)	(300)	0
CHS-BR1-441	Special Educational Needs & Disability (SEND) Education Provision	Red	(372)	0.0	372
CHS-BR1-536	Oldham Learning reduced de-delegated funding	Green	(45)	(45)	0
CHS-BR1-543	Delete Post - Social Worker in Permanence	Green	(46)	(46)	0
CHS-BR1-547	Savings on Targeted Youth Lot 3	Green	(23)	(23)	0
CHS-BR1-603	Learning Services – School Improvement and Support, Virtual School	Green	(51)	(51)	0
CHS-BR1-604	Re-alignment of SEND Central Services & Support	Green	(200)	(200)	0
CHS-BR1-605	School Support Services - Academisation	Amber/Red	(60)	(20)	40
PEG-BR1-608	Employment & Enterprise - Economic Growth (Get Oldham Working)	Green	(36)	(36)	0
	Total		(1,133)	(721)	412

Reference	Proposal Name	Rating	Approved Budget Reduction £000	Deliverable £000	Shortfall £000
Public Health					
PHT-BR1-612	Sexual Health	Green	(18)	(18)	0
PHT-BR1-613	NHS Health Checks	Green	(27)	(27)	0
PHT-BR1-614	Public Health Budget	Green	(400)	(400)	0
PHT-BR1-615	Young People's Substance Misuse & Sexual Health Service	Amber	(75)	(75)	0
COM-BR1-618	School Swimming Service	Red	(10)	0.0	10
COM-BR1-619	OCL Sports Development School Coaching Service	Green	(14)	(14)	0
	Total		(544)	(534)	10.0

Reference	Proposal Name	Rating	Approved Budget Reduction £000	Deliverable £000	Shortfall £000
Communities					
COM-BR1-616	Reduction in Councillor Ward budgets	Green	(60)	(60)	0
	Total		(60)	(60)	0

Reference	Proposal Name	Rating	Approved Budget Reduction £000	Deliverable £000	Shortfall £000
Place and Economic Growth					
PPL-BR1-401	Creating a Better Place - Projects & Assets	Amber	(800)	(800)	0
PPL-BR1-508	Increase External Customer Base - Trade Waste	Green	(10)	(10)	0
PPL-BR1-510	Public Protection Restructures - Env. Health & First Response	Green	(50)	(50)	0
PPL-BR1-504	Visit Oldham, Training Budget and Oldham Enterprise Trust	Green	(48)	(48)	0
PPL-BR1-505	Corporate Landlord and Facilities Management	Green	(100)	(100)	0
PEG-BR1-606	Capitalisation of Transport officers	Green	(80)	(80)	0
PEG-BR1-607	Increase Capitalisation of staff time on regeneration projects	Green	(79)	(79)	0
PEG-BR1-609	Employment & Enterprise - Economic Growth (Investment)	Green	(37)	(37)	0
PEG-BR1-635	Reshape Bonfire Event	Red	(25)	0.0	25
PEG-BR1-636	Don't Trash Oldham Betterment Programme	Green	(112)	(112)	0
PEG-BR1-638	Increase Fees in Cemeteries and Crematoria Service	Green	(228)	(228)	0
PEG-BR1-639	Increase Fees for Community Pitch Hire	Green	(4)	(4)	0
PEG-BR1-641	Income Generation – Trade Waste	Green	(120)	(120)	0
PEG-BR1-642	Variable Lighting Strategy	Amber	(800)	(800)	0
	Total		(2,493)	(2,468)	25

Reference	Proposal Name	Rating	Approved Budget Reduction £000	Deliverable £000	Shortfall £000
Corporate Services					
CEX-BR1-517	Finance Service - Unity Contract	Green	(73)	(73)	0
PPL-BR1-512	Information and Communications Technology (ICT)	Green	(15)	(15)	0
COR-BR1-610	Resource review of Research and Engagement	Green	(22)	(22)	0
COR-BR1-611	Realignment of Executive Assistants	Green	(17)	(17)	0
COR-BR1-617	Cease the Provision of a Meal prior to Council Meetings	Green	(10)	(10)	0
COR-BR1-620	HR and Organisational Development Service Restructure	Green	(100)	(100)	0
COR-BR1-621	MS Licences migration to cheaper licences for some staff	Green	(50)	0.0	50
COR-BR1-622	MS Licences Improved Starter / Leaver Process	Green	(23)	0.0	23
COR-BR1-624	Reduction in Customer and Digital Experience	Green	(43)	(43)	0
COR-BR1-626	Review of CDTT Operating Model including ICT	Amber	(80)	(80)	0
COR-BR1-627	CDTT operating model review and implementation of Transformation changes	Green	(145)	(145)	0
COR-BR1-628	Democratic Services Review	Green	(85)	(85)	0
COR-BR1-631	Finance Service Restructure	Green	(182)	(182)	0
COR-BR1-634	Procurement - Reduction in non-pay budgets	Green	(25)	(25)	0
	Total		(870)	(797)	73

Reference	Proposal Name	Rating	Approved Budget Reduction £000	Deliverable £000	Shortfall £000
Capital and Treasury					
COR-BR1-629	Reprofiling of the Minimum Revenue Provision	Green	(4,800)	(4,800)	0
COR-BR1-630	Service Inflation	Green	(6,350)	(6,350)	0
COR-BR1-633	PFI Insurance rebate/reduction in professional fees	Green	(145)	(145)	0
	Total		(11,295)	(11,295)	0

	Grand Total		(19,969)	(19,449)	520
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CAPITAL INVESTMENT PROGRAMME REPORT 2023/24

Month 6 - September 2023

1 Background

- 1.1 The original capital programme for 2023/24 reflected the priorities outlined in the capital strategy as approved at Cabinet on 13 February 2023 and confirmed at the Council meeting on 1 March 2023 as detailed in Table 1 below.

Table 1 : Original Budget - Capital Programme 2023/24 to 2027/28

2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	TOTAL £000
110,305	108,378	46,661	55,562	4,554	325,460

2 Current Position

- 2.1 The position as at 30 September 2023 is highlighted in this report but as the year progresses the outturn projections will reflect the evolving position.
- 2.2 Table 2 shows the revised capital programme for 2023/24 as at 30 September 2023 at an overall expenditure level of £76.595m, following a number of changes explained in the following paragraphs.
- 2.3 Actual expenditure to 30 September 2023 was £33.734m (44.04% of forecast outturn). This spending profile is higher than in previous years. The position will be kept under review and budgets will be managed in accordance with forecasts.
- 2.4 For the remainder of the financial year, the programme will continue to be monitored and revised to take account of any new developments and changes in the profile of planned expenditure.

Table 2 – 2023/24 Capital Programme

Directorate	Revised Budget (M03) £000	Approved Virements (to M06) £000	Proposed Virement/ Rephase £000	Revised Budget (M06) £000	Forecast £000	Variance £000
Community Health and Adult Social Care	3,279	600	1,425	5,304	5,304	-
Children's Services	6,655	166	(2,268)	4,553	4,553	-
Communities	590	(225)	(179)	186	186	-
Place and Economic Growth	82,278	2,135	(25,290)	59,123	59,123	-
Housing Revenue Account	1,000	-	(236)	764	764	-
Corporate/ Information Technology	4,834	-	(769)	4,065	4,065	-
Capital, Treasury & Technical Accounting	4,183	-	(1,583)	2,600	2,600	-
Funding for Emerging Priorities	929	(929)	-	-	-	-
Overall Total	103,748	1,747	(28,900)	76,595	76,595	-

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

2.4 The approved movements of a net increase of £1.747m are detailed in Table 3 below and the proposed net reduction of 2023/24 budget of £28.900m represent approved movements including new funding and realignment of existing funding, as detailed in Appendix I:

Table 3

£000	Project	Approved Movement
28	S106 Salmon Fields Path Improvements	Additional Funding
(150)	Allocation of resources for Former Saddleworth School demolition	Realignment within Service
150	Former Saddleworth School demolition	Realignment within Service
(253)	Local Investment Fund allocation to service	Realignment within Service
253	Local Investment Fund Schemes delivered by Council Services	Realignment within Service
600	Acquisition of Oldham Total Care	Additional Funding
16	Devolved Formula Capital grant budget correction	Additional Funding
13	New Grant in Aid funding for Oldham Police Station/Former Magistrates Court	Additional Funding
65	Section 106 funding for Woodhouse Playspace scheme	Realignment within Service & Additional Funding
1,000	Community Pitches	Additional Funding
510	CRSTS - Oldham Mumps Corridor Improvement	Additional Funding
(779)	Allocation to Community pitches	Realignment within Service
18	Moor Street (S106)	Additional Funding
38	Waterhead Playspace resurfacing (S106)	Additional Funding

148	Green Homes Grant - Local Authority Delivery Scheme Phase 1A & 1B	Additional Funding
90	Low Bridge Signing	Additional Funding
1,747	TOTAL	

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

- 2.5 The proposed changes of £28.900m shown in Table 2 represent proposed service movements including the outcome of the Annual Review of the Capital Programme. This is detailed more fully from paragraph 2.15 and in Appendix I.
- 2.6 Given that this is the position at Month 6, there remains an element of uncertainty about the forecast position and it is inevitable that this will change in the remaining months; that said the forecasts are based on the latest and most up to date information and give a better picture of the likely outturn.

Re-profiling of the Capital Programme

- 2.7 The revised capital programme for 2023/24 to 2027/28, taking into account all the above amendments in arriving at the revised forecast position, is shown in Table 4 together with the projected financing profile.

Table 4 – 2023/2028 Capital Programme

Directorate Budget	Revised Budget 2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Community Health and Adult Social Care	5,304	3,093	-	-	-	8,397
Children's Services	4,553	5,524	4,058	3,188	2,000	19,323
Communities	186	100	173	-	-	459
Place and Economic Growth	59,123	107,961	51,008	25,081	14,666	257,839
Housing Revenue Account	764	628	95	-	-	1,487
Corporate/ Information Technology	4,065	4,943	3,230	2,834	1,027	16,099
Capital, Treasury & Technical Accounting	2,600	2,738	234	99	10,120	15,791
Funding for Emerging Priorities	-	4,943	5,268	2,885	-	13,096
Overall Total	76,595	129,930	64,066	34,087	27,813	332,491

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

Funding	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Grants and Other Contributions	(29,464)	(58,478)	(13,468)	(3,999)	(5,574)	(110,983)
Prudential Borrowing	(39,002)	(64,945)	(49,959)	(28,845)	(22,147)	(204,898)
Revenue Contribution	(1,079)	(630)	(95)	-	-	(1,804)
Capital Receipts	(7,050)	(5,877)	(544)	(1,243)	(92)	(14,806)
Overall Total	(76,595)	(129,930)	(64,066)	(34,087)	(27,813)	(332,491)

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

- 2.8 Since Month 3, the overall 2023/24 – 2027/28 capital programme has increased by a net £0.467m. This is due mostly to additional CRSTS grant and S106 contributions.

Capital Receipts

- 2.9 As a result of the Annual Review of the 2023/24 capital programme requirement has reduced by £1.246m but this will be required in future years. The overall capital receipt movement is an increase of £0.933m.
- 2.10 The revised 2023/24 capital programme requires the availability of £7.050m of capital receipts for financing purposes. It is expected that £7.872m of capital receipts will be received in year, summarised in Table 6. The total net usable capital receipts currently received in year is £3.048m. The first £2.600m of capital receipts has been earmarked to be used to provide funding under the flexible use of capital receipts initiative.
- 2.11 The capital receipts position as at 30 September 2023 is summarised as follows:

Table 5 – Capital Receipts 2023/24

	£000	£000
Expected Capital Receipts		7,050
Capital Receipts Financing Requirement		
Usable Capital Receipt b/fwd	-	
Actual received to date	(3,048)	
Further anticipated capital receipt	(4,824)	
Anticipated Surplus in 2023/24		(822)

- 2.12 Given the significant amount of receipts needed to finance the capital programme in this and future years it is imperative that the capital receipts/disposal schedule is adhered to. This is monitored at the monthly Capital Receipts meeting and will be subject to on-going review throughout the year. It is of course recognised that the ongoing economic instability with increasing interest rates and the impact on borrowing costs, coupled with the increased cost of living will continue to impact on business/economic activities making capital disposals more challenging.
- 2.13 The Capital Strategy and Capital Programme 2023/24 to 2027/28 incorporates an expectation of the level of receipts that is anticipated in each of the respective years and therefore an estimate as to the resultant level of over or under programming in order to present a balanced budget. Should the currently estimated position prevail then the position would be as illustrated in the table below:

Table 6 – Capital Receipts 2023/24 - 2027/28

Capital Receipts	2023/24	2024/25	2025/26	2026/27	2027/28
	£000	£000	£000	£000	£000
Capital Receipts Carried Forward	-	(822)	(1,410)	(3,406)	(3,740)
Estimated Capital Receipts Received in year	(4,824)	(6,465)	(2,540)	(1,577)	(1,250)
Total Receipts	(7,872)	(7,287)	(3,950)	(4,983)	(4,990)
Capital Receipts Financing Requirement	7,050	5,877	544	1,243	92
Over/(Under) programming	(822)	(1,410)	(3,406)	(3,740)	(4,898)

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

- 2.14 The projected capital receipt for the year shows a surplus in the financing requirement. The first £2.600m of capital receipts is required to provide funding under the flexible use of capital receipts initiative. The overall surplus position will be kept under review and budgets will be managed in accordance with forecasts.

Annual Review of the Capital Programme

- 2.15 In accordance with previous practice, the Annual Review of the Capital Programme has taken place (the Summer Review). There has been extensive discussion with Project Managers and Finance Officers to determine an updated profile of expenditure for all schemes. It also examined any further opportunities to reallocate resources or decommission schemes.
- 2.16 The detailed outcome can be found in Appendix I on a scheme by scheme basis to reflect revised planned expenditure. The total outcome of the Annual Review is a total net reduction across all years of £1.480m and is summarised below on a Portfolio basis.

a) Community Health and Adult Social Care

There is a proposed realignment of planned expenditure of £1.700m between projects within the service, with an additional realignment from Funds for Emerging Priorities of £0.950m. In addition, the acceptance of additional Disabled Facilities Grant of £0.205m.

b) Children's Services

There is a proposed net movement of £2.268m in 2023/24 includes the removal of £0.151m planned expenditure and realignment £0.111m from 2023/24 to 2024/25 and future years and includes acceptance of the 2023/24 Devolved Formula Capital (DFC) grant. The overall Children's Services movement is a net increase of £0.032m.

c) Communities

There is a proposed realignment and rephasing of planned expenditure of £0.179m from 2023/24 to 2025/26. The overall Communities movement is a net decrease of £0.006m following realignments to other project across the capital programme.

d) Place and Economic Growth

Asset Management – Corporate Premises

There is a proposed realignment and rephasing of planned expenditure of £4.847m from 2023/24 to 2024/25, along with realignment of £0.108m from projects across the Council's capital programme.

Asset Management - Education Premises

There is a proposed realignment and rephasing of planned expenditure of £1.466m from 2023/24 to 2025/26.

Boroughwide Developments

There is a proposed rephasing of planned expenditure of £6.078m from 2023/24 to future years, along with realignment of £0.355m from projects across the Council's capital programme.

DP - Boroughwide

There is a proposed rephasing of planned expenditure of £0.017m from 2023/24 to 2024/25, along with realignment of £0.206m to projects across the Council's capital programme.

Environment – Countryside / Parks

There is a proposed rephasing of planned expenditure of £0.221m from 2023/24 to 2024/25, along with realignment of £0.021m to projects across the Council's capital programme.

Private Housing - HMRF

There is a proposed rephasing of planned expenditure of £0.125m from 2023/24 to 2025/26. Along with additional resources from HRA of £0.108m from projects across the Council's capital programme and an additional £0.030m in grant funding.

Public Realm

There is a proposed realignment of planned expenditure of £0.126m to projects across the Council's capital programme.

Strategic Acquisitions

There is a proposed rephase of planned expenditure of £1.741m across the financial years and a realignment from the Council's capital programme, along with realignment of £0.022m from projects across the Council's capital programme.

Town Centre Developments

There is a proposed rephasing of planned expenditure of £9.581m from 2023/24 to future years and acceleration of £6.000m from 2026/27 to 2025/26, along with realignment of £5.042m from projects across the Council's capital programme.

Transport

There is a proposed rephasing of planned expenditure of £1.884m from 2023/24 to 2024/25 and 2025/26, along with a reduction of £0.092m due to under-utilised grant.

e) Housing Revenue Account

There is a proposed rephasing of planned expenditure of £0.128m from 2023/24 to 2024/25, and realignment of £0.108m to projects across the Council's capital programme.

f) Corporate/ Information Technology

There is a proposed rephasing of planned expenditure of £0.769m from 2023/24 to 2024/25 and 2025/26.

g) Capital, Treasury & Technical Accounting

There is a proposed realignment of planned expenditure of £0.083m to projects across the Council's capital programme and a proposed realignment of planned expenditure of £10.120m from 2026/27 to 2027/28. There is a proposal to withdraw £1.500m scheme wholly funded by Prudential Borrowing which is now not required.

h) Funding for Emerging Priorities

There is a proposed overall realignment of £6.275m of future years planned expenditure to projects across the Council's capital programme.

- 2.17 When taking into account the financing of the above movement, it can be summarised as a reduction in Prudential Borrowing requirement of £2.547m and call on Housing Revenue account of £0.02m, offset by an increase in grants and contributions of £0.957 and additional capital receipt requirement of £0.112m.

3 Conclusion

- 3.1 Whilst the current projected position is showing the outturn to match the budget, a detailed review of the capital programme (the Annual Review) is being undertaken to establish if there are any surplus resources that can be realigned or any further re-profiling required. It is therefore likely that there will be some further rephasing across all years to reflect developments relating to individual projects/schemes.
- 3.2 The capital programme is being continually monitored and is reported to Members on a regular basis.

4 Appendices

- 4.1 Appendix A - SUMMARY – Month 6 - Community Health and Adult Social Care
Appendix B - SUMMARY – Month 6 - Children's Service
Appendix C - SUMMARY – Month 6 - Communities
Appendix D - SUMMARY – Month 6 - Place and Economic Growth
Appendix E - SUMMARY – Month 6 - Housing Revenue Account (HRA)
Appendix F - SUMMARY – Month 6 - Corporate/Information Technology
Appendix G - SUMMARY – Month 6 - Capital Treasury and Technical Accounting
Appendix H - SUMMARY – Month 6 - Funding for Emerging Priorities
Appendix I - SUMMARY – Month 6 - Proposed Changes

SUMMARY – Month 6 (September 2023) - Community Health and Adult Social Care

Service area	Revised Budget (M03) £000	Approved Changes /Virements (to M06) £000	Proposed Virement (M06) £000	Revised Budget (M06) £000	Forecast £000	Year End Variance £000
Adult Services	3,279	600	1,425	5,304	5,304	-
Community Health and Adult Social Care Total	3,279	600	1,425	5,304	5,304	-

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

Major Variances Commentary

No additional variances to report

SUMMARY – Month 6 (September 2023) – Children’s Service

Service area	Revised Budget (M03) £000	Approved Changes /Virements (to M06) £000	Proposed Virement (M06) £000	Revised Budget (M06) £000	Forecast £000	Year End Variance £000
Children, Young People and Families	174	-	-	174	174	-
Schools - General Provision	1,646	1	(1,635)	12	12	-
Schools - Primary	2,068	16	(506)	1,578	1,578	-
Schools - Secondary	2,751	-	(126)	2,625	2,625	-
Schools - Special	16	-	(1)	15	15	-
Schools New Build	-	150	-	150	150	-
Children’s Service Total	6,655	166	(2,268)	4,553	4,553	-

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

Major Variances Commentary

No additional variances to report

SUMMARY – Month 6 (September 2023) – Communities

Service area	Revised Budget (M03) £000	Approved Changes /Virements (to M06) £000	Proposed Virement (M06) £000	Revised Budget (M06) £000	Forecast £000	Year End Variance £000
Local Investment Fund	590	(225)	(179)	186	186	-
Communities Total	590	(225)	(179)	186	186	-

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

Major Variances Commentary

No additional variances to report

SUMMARY – Month 6 (September 2023) – Place and Economic Growth

Service area	Revised Budget (M03) £000	Approved Changes /Virements (to M06) £000	Proposed Virement (M06) £000	Revised Budget (M06) £000	Forecast £000	Year End Variance £000
Asset Mgt - Asset Management	9,133	(2)	(4,847)	4,284	4,284	-
Asset Mgt - Education Premises	2,621	-	(1,466)	1,156	1,156	-
Boroughwide Developments	19,093	-	(6,078)	13,015	13,015	-
Development	-	-	-	-	-	-
Boroughwide Projects	233	-	(223)	10	10	-
Cemeteries and Crematorium	46	-	-	46	46	-
Countryside	191	-	(91)	100	100	-
Parks	380	412	(138)	654	654	-
Playing Fields & Facilities	2	1,000	-	1,002	1,002	-
Parks & Playing Fields	13	-	(13)	-	-	-
Private Housing - HMRF	249	-	(125)	124	124	-
Private Housing - Non-HMRF	148	149	138	435	435	-
Public Realm	125	-	(125)	-	-	-
Strategic Acquisitions	1,000	-	(478)	522	522	-
Town Centre Developments	31,444	-	(9,581)	21,863	21,863	-
Accident Reduction	1,619	(7)	(502)	1,110	1,110	-
Bridges & Structures	5,704	91	(145)	5,650	5,650	-
Fleet Management	749	-	-	749	749	-
Highway Major Works/Drainage schemes	7,178	517	(1,621)	6,074	6,074	-
Minor Works	1,285	10	15	1,310	1,310	-
Miscellaneous	1,065	(34)	(11)	1,020	1,020	-
Street Lighting	-	-	-	-	-	-
Place and Economic Growth Total	82,278	2,135	(25,290)	59,123	59,123	-

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

Major Variances Commentary

No additional variances to report

SUMMARY – Month 6 (September 2023) - Housing Revenue Account (HRA)

Service area	Revised Budget (M03) £000	Approved Changes /Virements (to M06) £000	Proposed Virement (M06) £000	Revised Budget (M06) £000	Forecast £000	Year End Variance £000
Housing Revenue Account	1,000	-	(236)	764	764	-
HRA Total	1,000	-	(236)	764	764	-

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

Major Variances Commentary

No additional variances to report

SUMMARY – Month 6 (September 2023) – Corporate/Information Technology

Service area	Revised Budget (M03) £000	Approved Changes /Virements (to M06) £000	Proposed Virement (M06) £000	Revised Budget (M06) £000	Forecast £000	Year End Variance £000
Information Technology	4,834	-	(769)	4,065	4,065	-
Information Technology Total	4,834	-	(769)	4,065	4,065	-

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

Major Variances Commentary

No additional variances to report

SUMMARY – Month 6 (September 2023) – Capital Treasury and Technical Accounting

Service area	Revised Budget (M03) £000	Approved Changes /Virements (to M06) £000	Proposed Virement (M06) £000	Revised Budget (M06) £000	Forecast £000	Year End Variance £000
Cross Cutting /Corporate	4,183	-	(1,583)	2,600	2,600	-
Capital Treasury and Technical Accounting Total	4,183	-	(1,583)	2,600	2,600	-

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

Major Variances Commentary

No additional variances to report

SUMMARY – Month 6 (September 2023) - Funding for Emerging Priorities

Service area	Revised Budget (M03) £000	Approved Changes /Virements (to M06) £000	Proposed Virement (M06) £000	Revised Budget (M06) £000	Forecast £000	Year End Variance £000
Funding for Emerging Priorities	929	(929)	-	-	-	-
Funding for Emerging Priorities Total	929	(929)	-	-	-	-

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

Major Variances Commentary

No additional variances to report.

SUMMARY – Month 6 (September 2023) Proposed Changes

EXPENDITURE BUDGETS TO BE REPROFILED AS AT 30 SEPTEMBER 2023		2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL	Comments
Directorate / Scheme		£000	£000	£000	£000	£000	£000	
People – Community Health and Adult Social Care								
DFG- Boroughwide		205					205	Annual Review - New Grant
Social Care- General Provision		(680)	(300)	(320)	(400)		(1,700)	Annual Review - Realign
Oldham Total Care		1,900	750				2,650	Annual Review - Realign
People – Community Health and Adult Social Care TOTAL		1,425	450	(320)	(400)	-	1,155	
People – Children’s Service								
Education Basic Need General Provision		(500)	-	-	7	500	7	Annual Review - Realign
SEND - Special Provision Capital Fund (SPCF)		(1,000)	1,000				-	Annual Review - Rephase
Schools Feasibility Funding		(135)	135				-	Annual Review - Rephase
Transfers to Academies		(102)	(9)				(111)	Annual Review - Realign
DFC - Alexandra Park Jnr School		6	2				8	Annual Review - New Grant
DFC - Bare Trees Primary School		5	7				12	Annual Review - New Grant
DFC - Beaver Primary School		5	2				7	Annual Review - New Grant
DFC - Blackshaw Lane Primary & Nursery School		-	6				6	Annual Review - New Grant
DFC - Burnley Brow Community School		7	2				9	Annual Review - New Grant
DFC - Christ Church Primary School		1	4				5	Annual Review - New Grant
DFC - Crompton Primary School		(5)	11				6	Annual Review - New Grant & Rephase
DFC - Delph Primary School		5	1				6	Annual Review - New Grant
DFC - Diggle Primary School		2	4				6	Annual Review - New Grant
DFC - Friezland Primary School		3	2				5	Annual Review - New Grant
DFC - Glodwick Inf/Nur School		3	5				8	Annual Review - New Grant

EXPENDITURE BUDGETS TO BE REPROFILED AS AT 30 SEPTEMBER 2023	2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL	Comments
DFC - Greenfield Primary School	(1)	8				7	Annual Review - New Grant & Rephase
DFC - Hey With Zion Primary School	1	7				8	Annual Review - New Grant
DFC - Higher Failsworth Primary School	(4)	12				8	Annual Review - New Grant & Rephase
DFC - Hodge Clough Primary School	1	8				9	Annual Review - New Grant
DFC - Holy Trinity (CofE) Primary School	1	5				6	Annual Review - New Grant
DFC - Horton Mill Community Primary School	-	6				6	Annual Review - New Grant
DFC - Knowsley Junior School	1	6				7	Annual Review - New Grant
DFC - Limehurst Community Primary School	15	(7)				8	Annual Review - New Grant & Rephase
DFC - Mather Street Primary School	1	5				6	Annual Review - New Grant
DFC - Mills Hill Primary School	(8)	20				12	Annual Review - New Grant & Rephase
DFC - Propps Hall Jnr/Inf School	(2)	9				7	Annual Review - New Grant & Rephase
DFC - Royton Hall Primary School (formerly Highbarn Jnr)	(1)	9				8	Annual Review - New Grant & Rephase
DFC - Rushcroft Primary School	(4)	10				6	Annual Review - New Grant & Rephase
DFC - South Failsworth Community Primary School	18	(9)				9	Annual Review - New Grant & Rephase
DFC - Springhead Inf/Nur School	(3)	9				6	Annual Review - New Grant & Rephase
DFC - Stanley Road Primary School	10	(1)				9	Annual Review - New Grant & Rephase
DFC - Thornham St. James (CofE) School	(11)	17				6	Annual Review - New Grant & Rephase
DFC - Whitegate End Primary and Nursery School	(4)	10				6	Annual Review - New Grant & Rephase
DFC - Woodhouses Vol Primary School	4	1				5	Annual Review - New Grant
DFC - Yew Tree Community School	(10)	21				11	Annual Review - New Grant & Rephase

EXPENDITURE BUDGETS TO BE REPROFILED AS AT 30 SEPTEMBER 2023		2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL	Comments
	Royton Hall classroom conversion	(142)	142				-	Annual Review - Rephase
	St Margaret's School - Additional Classroom Extension	(300)	300				-	Annual Review - Rephase
	Royton & Crompton Secondary - Mechanical, Electrical and Roofing works	(100)	-				(100)	Annual Review - Remove
	The Oldham Academy North - Additional 2FE	(51)	-				(51)	Annual Review - Remove
	DFC - Radclyffe School	14	15				29	Annual Review - New Grant
	DFC - Saddleworth School	11	17				28	Annual Review - New Grant
	Laurel Bank PRU	(7)					(7)	Annual Review – Realign
	DFC - Kingsland School	6	1				7	Annual Review - New Grant
People - Children's Service TOTAL		(2,268)	1,793	-	7	500	32	
People – Communities								
	DIF - Chadderton District Partnership	(21)					(21)	Annual Review - Realign
	DIF - Failsworth District Partnership	(56)					(56)	Annual Review - Realign
	DIF - Oldham District Partnership	(59)					(59)	Annual Review - Realign
	DIF - Saddleworth & Lees District Partnership	(12)					(12)	Annual Review - Realign
	DIF - Shaw & Crompton District Partnership	(10)					(10)	Annual Review - Realign
	DIF- Coalshaw Green MUGA	(5)					(5)	Annual Review - Realign
	LIF - Local Investment Fund	-	-	173			173	Annual Review - Realign
	LIF - Community Hubs in St. James	(16)					(16)	Annual Review - Realign
People - Communities TOTAL		(179)	-	173	-	-	(6)	
People TOTAL		(1,022)	2,243	(147)	(393)	500	1,181	
Place and Economic Growth - Asset Management - Corporate								
	Corporate Property - Legislative Repair Works (DDA/Legionella/H&S)	150					150	Annual Review - Realign
	Royton Town Hall	(2,000)	2,000				-	Annual Review - Rephase

EXPENDITURE BUDGETS TO BE REPROFILED AS AT 30 SEPTEMBER 2023		2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL	Comments
	Acorn Centre – Asbestos encapsulation works to roof	(1)					(1)	Annual Review - Realign
	Chadderton Town Hall Toilet	(79)	79				-	Annual Review - Rephase
	Cemetery Pathways	(70)	70				-	Annual Review - Rephase
	New Barn changing Rooms - Essential repairs	(60)	60				-	Annual Review - Rephase
	Boroughwide - Flood Damaged Walkways/Footpaths, Bridges and Retaining Structures	(500)	500				-	Annual Review - Rephase
	Moorhey Street Electrical Upgrade	(1,237)	1,237				-	Annual Review - Rephase
	Medlock Court Electrical/Fire Alarm Upgrade	(110)	110				-	Annual Review - Rephase
	Holy Trinity Waterhead - groundworks	(50)	50				-	Annual Review - Rephase
	Chadderton Town Hall Electrical Rewire	(700)	700				-	Annual Review - Rephase
	Crompton Library Electrical Rewire	(150)	150				-	Annual Review - Rephase
	Failsworth Sports Centre - Replacement Boiler	(31)					(31)	Annual Review - Realign
	Taj Palace Asbestos	(9)					(9)	Annual Review - Realign
Place and Economic Growth - Asset Management – Corporate TOTAL		(4,847)	4,955	-	-	-	108	
Place and Economic Growth - Asset Management - Education								
	Essential Condition Works - General Prov'n	-	151				151	Annual Review - Realign
	South Failsworth Primary School - Phase 1 Heating Upgrade	(19)					(19)	Annual Review - Realign
	Community Schools Kitchens - Equipment Upgrade	(50)	50				-	Annual Review - Rephase
	Higher Failsworth Primary - Roofing Upgrade	(8)					(8)	Annual Review - Realign
	Hodge Clough - Electrical Rewire	(90)	90				-	Annual Review - Rephase
	Hey with Zion - Heating replacement	(150)	150				-	Annual Review - Rephase
	Springhead Prim.-New Boiler/plant controls	(150)	150				-	Annual Review - Rephase

EXPENDITURE BUDGETS TO BE REPROFILED AS AT 30 SEPTEMBER 2023		2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL	Comments
	Glodwick Primary Heating Replacement / Windows	(374)	374				-	Annual Review - Rephase
	Friezland Primary Electrical Rewire	(250)	250				-	Annual Review - Rephase
	Horton Mill - Heat Distribution	(250)	250				-	Annual Review - Rephase
	Glodwick Primary - Dry Rot	(25)					(25)	Annual Review - Realign
	Whitegate End - Removal of Asbestos	(100)					(100)	Annual Review - Realign
Place and Economic Growth - Asset Management – Education TOTAL		(1,466)	1,466	-	-	-	-	
Place and Economic Growth - Boroughwide Developments								
	Disposal Programme - Pre Sales Expend	350					350	Annual Review - Realign
	Failsworth DC - Outstanding Compensations - General Provision	-	-	(92)		92	-	Annual Review - Rephase
	Hollinwood / Langtree Regeneration	5					5	Annual Review - Realign
	Foxdenton Hall – Health & Safety works	(138)	138				-	Annual Review - Rephase
	Northern Roots	(3,000)	3,000				-	Annual Review - Rephase
	Flexible Housing Fund	-	-	-	(10,000)	10,000	-	Annual Review - Rephase
	Acquisition of Meridian development company limited	(95)	95				-	Annual Review - Rephase
	Diggle Clock Tower - External repair	(850)	850				-	Annual Review - Rephase
	Wrigley Head Solar Farm	(450)	450				-	Annual Review - Rephase
	Green Shoots (Rhodes Bank)	(1,900)	(1,100)	3,000			-	Annual Review - Rephase
Place and Economic Growth - Boroughwide Developments TOTAL		(6,078)	3,433	2,908	(10,000)	10,092	355	
Place and Economic Growth - DP Boroughwide								
	Shaw & Lees District Centres Business Support (Neighbourhood Developments)	(54)					(54)	Annual Review - Realign
	A62 Oldham Road Corridor- Manchester Boundary to M60 Motorway- District Centres Business Support (Neighbourhood Developments)	(82)					(82)	Annual Review - Realign

EXPENDITURE BUDGETS TO BE REPROFILED AS AT 30 SEPTEMBER 2023		2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL	Comments
	Boroughwide Business Grants Programme	(70)					(70)	Annual Review - Realign
	LIF - Royton High Street Grants	(17)	17				-	Annual Review - Rephase
Place and Economic Growth - DP Boroughwide TOTAL		(223)	17	-	-	-	(206)	
Place and Economic Growth - Environment / Parks								
	Purchase of machinery (environmental services)	(91)	91				-	Annual Review - Rephase
	LIF - Stoneleigh and Whitehall Lane parks	(8)					(8)	Annual Review - Realign
	Churchill Playing Fields Section 106	(32)	32				-	Annual Review - Rephase
	LIF Berriesfield Outdoor Gym	(15)	15				-	Annual Review - Rephase
	LIF Shaw Skateboard Park	(38)	38				-	Annual Review - Rephase
	LIF Limeside Park Improvements	(39)	39				-	Annual Review - Rephase
	LIF Royton Park Grow Hub	(6)	6				-	Annual Review - Rephase
	Granby St Pitch	(13)					(13)	Annual Review - Realign
Place and Economic Growth - Environment / Parks TOTAL		(242)	221	-	-	-	(21)	
Place and Economic Growth - Private Housing / HMRF								
	Equity Homes Loans	(125)	-	125			-	Annual Review - Rephase
	Green Homes Grant - Local Authority Delivery Scheme Phase 1A & 1B	138					138	Annual Review - Realign
Place and Economic Growth - Private Housing / HMRF Total		13	-	125	-	-	138	
Place and Economic Growth - Public Realm								
	Yorkshire Street Triangle	(95)					(95)	Annual Review - Realign
	Oldham Town Centre Pedestrian and Cyclist Signage	(31)					(31)	Annual Review - Realign
Place and Economic Growth - Public Realm TOTAL		(126)	-	-	-	-	(126)	

EXPENDITURE BUDGETS TO BE REPROFILED AS AT 30 SEPTEMBER 2023		2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL	Comments
Place and Economic Growth – Strategic Acquisitions								
	Strategic Acquisitions- General Provision	(500)	1,741	(1,241)			-	Annual Review - Rephase
	Acquisition of the Snipe Public House	22					22	Annual Review - Realign
Place and Economic Growth – Strategic Acquisitions TOTAL		(478)	1,741	(1,241)	-	-	22	
Place and Economic Growth – Town Centre Developments								
	Performance Space (formerly Oldham Coliseum Theatre - Phase C)	133	(133)	6,000	(6,000)		-	Annual Review - Rephase
	Old Town Hall (Oldham TC) – Capital Investment Programme	97					97	Annual Review - Realign
	Car Park Provision at the former Oldham Sports Centre site	(92)					(92)	Annual Review - Realign
	Princes Gate Site C	(63)					(63)	Annual Review - Realign
	Egyptian Room	(807)	807				-	Annual Review - Rephase
	Spindles Redevelopment	(7,604)	-	7,604			-	Annual Review - Rephase
	Jubilee Park (Town Centre)	(1,245)	1,245				-	Annual Review - Rephase
	Cultural Quarter Public Realm	-	2,100	1,000	1,000	1,000	5,100	Annual Review - Realign
Place and Economic Growth - Town Centre Developments TOTAL		(9,581)	4,019	14,604	(5,000)	1,000	5,042	
Place and Economic Growth - Transport								
	Kings Road - Traffic Calming	(27)	27				-	Annual Review - Rephase
	A62 Huddersfield Road / Spring Street Area	(22)					(22)	Annual Review - Realign
	Farm Street, Failsworth - Traffic Calming	(10)					(10)	Annual Review - Realign
	Elk Mill Signalisation	(166)	166				-	Annual Review - Rephase
	DFT ATF - School Streets	(60)	78				18	Annual Review - Realign
	Chamber Road - School Safety Zone	(41)					(41)	Annual Review - Realign

EXPENDITURE BUDGETS TO BE REPROFILED AS AT 30 SEPTEMBER 2023	2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL	Comments
A669 Oldham Road, Grasscroft Pedestrian Safety Improvements	(40)	40				-	Annual Review - Rephase
Bridge Work - King Street Roundabout Footbridge	9	(76)				(67)	Annual Review - Realign
Br 504 Union Street West Footbridge	-	(47)				(47)	Annual Review - Realign
A62 Huddersfield Road, Scouthead (Near Doctor Lane)	(4)	4				-	Annual Review - Rephase
Manchester Street Viaduct refurbishment	-	-	-	480	1,520	2,000	Annual Review - Realign
Transport Investment	(106)	97	60	(1,000)	(1,000)	(1,949)	Annual Review - Realign
MCF T6 - Royton Town Centre Connection	(172)	172				-	Annual Review - Rephase
MCF T6 - Park Road NCN 626 to Town Centre	(187)	187				-	Annual Review - Rephase
CRSTS QBT Corridor Scheme	(407)	407				-	Annual Review - Rephase
Oldham Town Centre - Rock Street/Lord Street	(139)	139				-	Annual Review - Rephase
Oldham Town Centre- Cheapside/West Street	(49)	49				-	Annual Review - Rephase
St Marys Way - Oldham Town Centre	(200)	200				-	Annual Review - Rephase
Oldham Mumps	(155)	155				-	Annual Review - Rephase
Beal Valley	(205)	205				-	Annual Review - Rephase
Public Rights of Way (PRoW) Improvements	46					46	Annual Review - Realign
Safe streets response measures: Cycling and walking	(18)					(18)	Annual Review - Realign
LIF - Burnley Lane Traffic Island	(2)					(2)	Annual Review - Realign
Disabled Bays	(11)	11				-	Annual Review - Rephase
Growth Deal 3 - Programme Management Support	(6)					(6)	Annual Review - Realign
Minor Flood Damage Works	(7)	7				-	Annual Review - Rephase
GD3 – Market Hall Connectivity Improvements	6					6	Annual Review - Realign
Capital Programme Management	(2)	2				-	Annual Review - Rephase

EXPENDITURE BUDGETS TO BE REPROFILED AS AT 30 SEPTEMBER 2023		2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL	Comments
LIF - Rowland Way and Medlock Way	(1)						(1)	Annual Review - Realign
LIF - Tandle Hill	(1)	1					-	Annual Review - Rephase
Width Restriction, Wrigley Head, Failsworth	(100)	100					-	Rephase
Roman Road, Failsworth - Traffic Calming	(6)	6					-	Rephase
Chew Valley Road	(30)	30					-	Rephase
A62 Huddersfield Road, Scouthead (Near Doctor Lane)	4	-					4	Realign within Service
Minor Structures Works	(6)	-					(6)	Realign within Service
Br306 Shaws Lane Footbridge	3	-					3	Realign within Service
Manchester Street Viaduct refurbishment	(150)	150					-	Rephase
Place and Economic Growth – Transport TOTAL	(2,262)	2,110	60	(520)	520		(92)	
Place and Economic Growth TOTAL	(25,290)	17,963	16,457	(15,520)	11,612		5,222	
Housing Revenue Account (HRA)								
Holly Bank	64						64	Annual Review - Additional HRA funds
HRA Capital Strategy	(300)	128					(172)	Annual Review - Rephase / Realign
Housing Revenue Account TOTAL	(236)	128	-	-	-		(108)	
Corporate / Information Technology								
Technology Roadmap Digital and Technology Foundations	(326)	266	60				-	Annual Review - Rephase
Application Portfolio Management Line of Business Systems	(163)	(30)	180				(13)	Annual Review - Rephase / Realign
Digital Leadership Business Support HR/OD Foundations	(100)	50	50				-	Annual Review - Rephase
Digital Workforce Workforce Collaboration and Productivity	(50)	(50)	100				-	Annual Review - Rephase

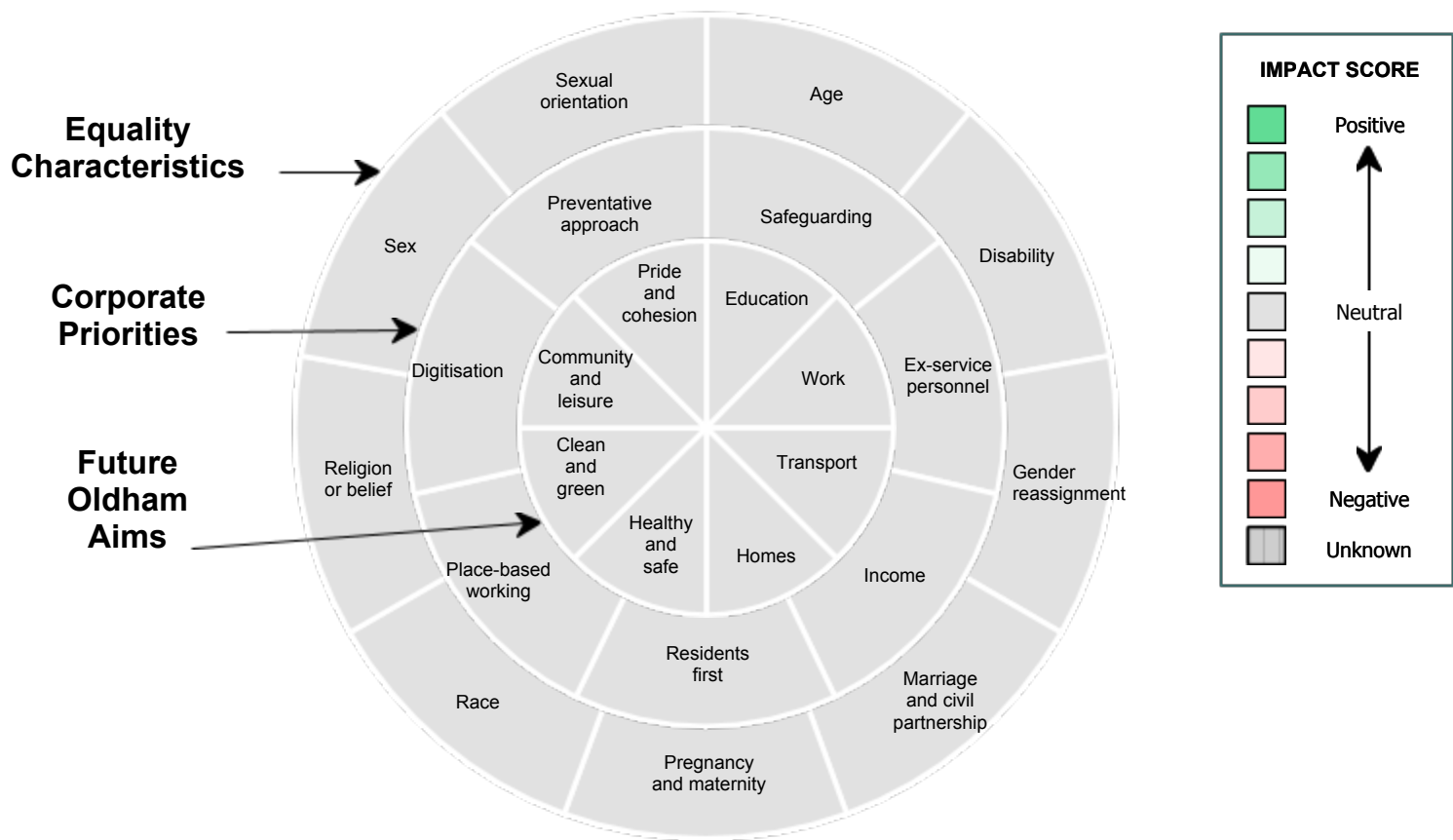
EXPENDITURE BUDGETS TO BE REPROFILED AS AT 30 SEPTEMBER 2023	2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL	Comments
IT - Data - Theme 3	(129)	143				14	Annual Review - Rephase / Realign
Corporate / Information Technology TOTAL	(769)	379	390	-	-	-	
Capital Treasury and Technical Accounting							
Provision for CPOs	(83)	-	-	83		-	Annual Review - Rephase
Stakeholder Loan - Manchester Airport Group	(1,500)					(1,500)	Annual Review - Remove
Provision for Inflation Pressures	-	-	-	(10,120)	10,120	-	Annual Review - Realign
Capital Treasury and Technical Accounting Total	(1,583)	-	-	(10,037)	10,120	(1,500)	
Funding for Emerging Priorities							
Funding for Emerging Priorities	-	(3,175)	(1,100)	(2,000)		(6,275)	Annual Review - Realign
Funding for Emerging Priorities Total	-	(3,175)	(1,100)	(2,000)	-	(6,275)	
TOTAL	(28,900)	17,539	15,600	(27,950)	22,232	(1,480)	

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

FINANCING BUDGETS TO BE REPROFILED AS AT 30 SEPTEMBER 2023	2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL
Fund Source	£000	£000	£000	£000	£000	£000
Grants and Contributions	11,277	(7,318)	(3,000)	604	(2,520)	(957)
Prudential Borrowing	15,425	(7,512)	(13,460)	27,714	(19,620)	2,547
Revenue Contribution (HRA)	132	(130)	-	-	-	2
Capital Receipts	2,067	(2,579)	860	(368)	(92)	(112)
TOTAL	28,900	(17,539)	(15,600)	27,950	(22,232)	1,479

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

Annex 3 - EIA:Financial Monitoring 23/24 (Q2)



Annex 3- EIA: Financial Monitoring 23/24 (Q02)				
	Impact	Likelihood	Duration	Comment
Equality Characteristics				
Age	Neutral	Possible	Short Term	The report considers the 2023/24 financial position of the Council at Quarter 2 (30 September 2023) and as such, in isolation has no direct impact on Equality
Disability	Neutral	Possible	Short Term	As Above
Gender reassignment	Neutral	Possible	Short Term	As Above
Marriage and civil partnership	Neutral	Possible	Short Term	As Above
Pregnancy and maternity	Neutral	Possible	Short Term	As Above
Race	Neutral	Possible	Short Term	As Above
Religion or belief	Neutral	Possible	Short Term	As Above
Sex	Neutral	Possible	Short Term	As Above
Sexual orientation	Neutral	Possible	Short Term	As Above
Corporate Priorities				
Safeguarding	Neutral	Possible	Short Term	The report considers the 2023/24 financial position of the Council at Quarter 2 (30 September 2023) and as such, in isolation has no direct impact on Equality
Ex-service personnel	Neutral	Possible	Short Term	As Above
Income	Neutral	Possible	Short Term	As Above
Residents first	Neutral	Possible	Short Term	As Above
Place-based working	Neutral	Possible	Short Term	As Above
Digitisation	Neutral	Possible	Short Term	As Above
Preventative approach	Neutral	Possible	Short Term	As Above
Future Oldham Aims				
Education	Neutral	Possible	Short Term	The report considers the 2023/24 financial position of the Council at Quarter 2 (30 September 2023) and as such, in isolation has no direct impact on Equality
Work	Neutral	Possible	Short Term	As Above
Transport	Neutral	Possible	Short Term	As Above
Homes	Neutral	Possible	Short Term	As Above
Healthy and safe	Neutral	Possible	Short Term	As Above
Clean and green	Neutral	Possible	Short Term	As Above
Community and leisure	Neutral	Possible	Short Term	As Above
Pride and cohesion	Neutral	Possible	Short Term	As Above

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Report to Governance, Strategy & Resources Scrutiny Board

Corporate Performance Report 2023/24 for Quarter 2: 1st July to 30th September 2023

Portfolio Holder:

Councillor Abdul Jabbar, Lead Member for Finance & Corporate Resources

Officer Contacts:

Shelley Kipling, Assistant Chief Executive

Steve Hughes, Assistant Director of Strategy & Performance

Report Author:

Gail M. Stott, Performance Improvement Lead

14th December 2023

Reason for decision

Scrutiny of corporate performance aims to provide assurance that:

- our corporate priorities are aligned to the needs of our residents (resident focus)
- 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
- any demand indicators or resource pressures are being noted and service provision is being re-assessed accordingly.

Summary

The purpose of this report is to provide an overview of corporate performance against agreed service business plan measures for the Q2 period.

The current reporting format has been developed as an interim solution, with a view to bringing more mature performance reporting online once the BIPS Programme and Digital Services Foundation Project have been completed.

Recommendations

Scrutiny Board members are asked to:

- note the progress in implementing the business plan objectives
- celebrate areas of consistent good performance
- note the comments on progress
- consider areas for review (good or poor) that could produce learning for the organisation
- note the interconnection of these actions with ongoing activities in other portfolio and Scrutiny Board remits and key projects such as our [Cost of Living Response](#) and [Don't Trash Oldham](#).

Corporate Performance Report 2023/24 Quarter Q2

1. Background

Business Planning

1.1 The [Corporate Plan](#) 2022/27 was approved by Cabinet in September 2022; service and business plans are closely aligned to the priorities set out in this Plan.

1.2 Revised guidance for the development of service level business plans was issued for 2023/24 and it was agreed that plans should run from 1st April 2023 to 31st March 2027 in keeping with the timeframe of the Corporate Plan.

1.3 This guidance will be reissued for 2024/25 in December 2023.

1.4 Service level business plans include a range of Key Performance Indicators (KPIs), both 'business as usual' and transformational, aimed at achieving the aspirations of the Corporate Plan and putting our residents first.

1.5 It is noted that business plans can be influenced by both internal and external factors, including increased demand, available resources, changes in legislation or policies, and so should be kept under review.

1.6 It is important that performance is viewed in the context of our borough; the published [district profiles](#) provide more detail on our borough and we will be providing an Oldham summary to sit alongside the CPR in due course.

Current Reporting Systems

1.7 Corporate performance management systems that generate data, which is overseen corporately and used at all levels, together with a transparent and efficient performance reporting cycle supported by good governance processes, are a fundamental foundation of a Performance Management Framework.

1.8 Since April 2010, quarterly corporate performance reports (CPR) have been created by the Strategy & Performance Service via the CorVu system. This system has now become obsolete and was decommissioned at the end of October 2023.

1.9 There is no 'like for like' system replacement for CorVu therefore corporate level reporting options are being reviewed as part of the ongoing Business Insight, Performance and Strategy (BIPS) Programme and Digital Services Foundation (DSF) Project.

1.10 This 'systems capability interval' presents the Council with an opportunity to map and review its corporate reporting, quality assurance and governance processes to determine how they can be more efficient and timelier and better meet the needs of our staff, Members and residents.

1.11 A key activity over the next few months will be to map and review the performance reporting business activities used across the Council and design and test a process that is

timelier and more efficient. This will ensure any processes integrated within the evolving BIPS programme are appropriate and sustainable.

1.12 The reporting format presented at the 5th October meeting of the Scrutiny Board has been developed as an interim solution, with a view to bringing more mature performance reporting online once the BIPS Programme and Digital Services Foundation Project have been fully completed.

1.13 The summary performance reports are presented in PowerPoint for clarity and in keeping with previous comments relating to an over emphasis on data and a lack of nuanced insight and context. The format includes:

- summary for each service
- service successes
- key metrics
- areas for development
- Head of Service / Director's comments
- Portfolio holder comments (where applicable)
- glossary / list of acronyms and colour key.

1.14 This layout enables key data to be presented whilst also allowing space for discussion and context surrounding the quarter's performance. Each service has more opportunity to consider their performance holistically and take any necessary actions to improve or maintain performance levels.

Benchmarking

1.15 In addition to in-house reporting, Scrutiny Boards may wish to consider reports from external sources. Where possible LG Inform Data and Oflog data has been used to provide benchmarking figures and services have been assisted to utilise these open data sets.

1.16 LG Inform provides a number of ready built reports that use published data; they provide useful trend or comparator information, for example:

- [Headline Report for Oldham Metropolitan Borough Council](#)
- [LG Inform Benchmarking Summary Report Q4 2022/23](#)

1.17 The Office for Local Government (Oflog) has launched a Local Authority Data Explorer with the primary purpose of '*providing a transparent and authoritative source of information about the performance of local government*'. The first set of metrics on the [Local Authority Data Explorer](#) covers four areas: Waste Management, Adult Social Care, Adult Skills and Finance.

1.18 Oflog are now in the process of agreeing a second set of metrics in relation to:

- Mayoral Combined Authorities (covering Business & Economic Growth, and Roads)
- Roads
- Business and Economic Growth
- Waste Management (fly-tipping)

-
- Corporate and Finance – includes complaints
 - Planning.

1.19 It is noted that the media are starting to use the Data Explorer in their reporting, especially on financial data.

Performance Reporting Development

1.20 Over the next few months the Strategy & Performance Service will be reviewing Key Performance Indicators (KPIs) with data owners (Heads of Service). The aim is to ensure services have the right measures that demonstrate the right outcome or impact. We also need to ensure they correlate to Oflog measures and any other statutory returns. This work will also support the refresh of the service business plans for 2024/25.

1.21 As part of the ongoing review, it has been determined that a standardised 'one size fits all' approach to performance monitoring is not feasible as the performance data that services produce differs. Some services produce data that is qualitative and readily benchmarked against milestones. However, in order for these to have the maximum relevance they need to be set in an appropriate timeframe – for example education services data needs to be reported termly as opposed to in financial year quarters (as previously). Similarly, some strategic programmes, such as public health initiatives, will only show meaningful results over a number of years.

- Any variance in timeframe or other aspects of the KPI will be highlighted in reporting.

1.22 Many core services provide a supporting role to others, so performance within their functions cannot be measured quantitatively and success is identified by the performance of the services they support. Examples include Executive Support, Strategy & Performance, Transformation and Customer Digital Experience. These services have business plans outlining their overarching strategies but, their performance measures are milestone or project based. To avoid repetitive or inaccurate reporting for these services, performance reporting will only occur at the beginning and the close of the year when major milestones can be effectively and accurately reflected on.

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Report to Governance, Strategy and Resources Scrutiny Board

Corporate Performance Report 2023/24 for Quarter 2: 1st July to 30th September 2023

Page 7

Portfolio Holder: Council Arooj Shah (Cabinet Member for Reform & Regeneration) & Councillor Abdul Jabbar (Cabinet Member for Finance & Corporate Resources)

Officer Contact: Shelley Kipling, Assistant Chief Executive

Governance & Resources

Performance Measures

Page 78

RED	KPI underperforming by more than 5%
AMBER	KPI underperforming by less than 5%
GREEN	KPI meeting or outperforming target
TEAL	No target set

Finance			
0	2	6	75%
IT			
0	1	7	87.5%
Procurement			
0	1	3	75%
Customer Services			
1	0	4	80%
Communication & Research			
0	0	5	100%
HR & OD			
KPIs under development- No current targets			

Finance

Performance Measures & Business Plan Report

Portfolio Holder: Cllr Abdul Jabbar

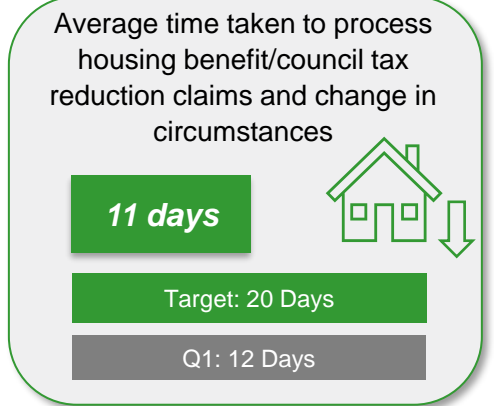
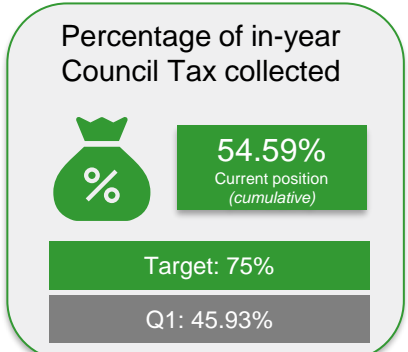
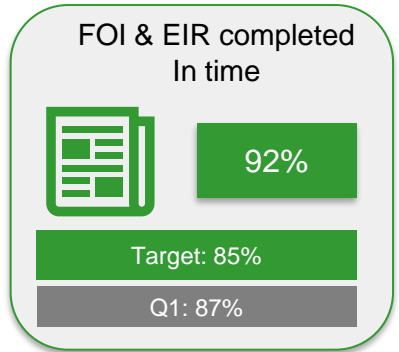
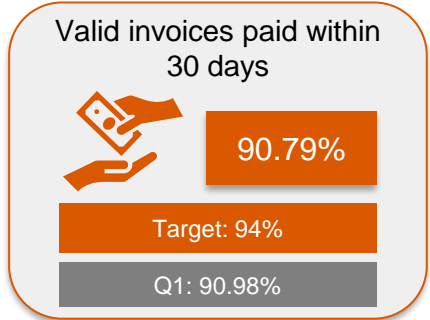
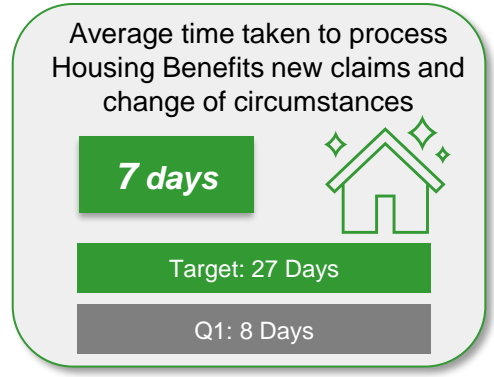
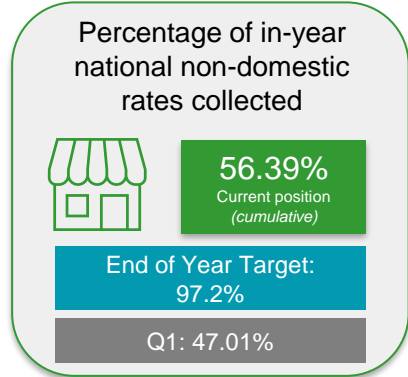
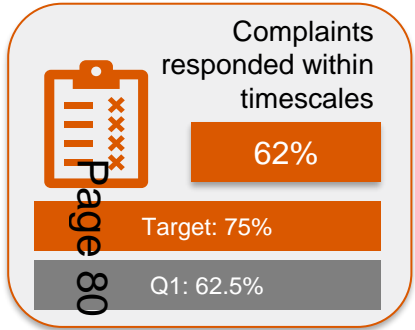
Officer Contact: Julie Smethurst (*Assistant Director Revenues & Benefits*)

Service Summary:

The Finance Service provides a wide range of functions primarily focussed on the delivery of financial management information, advice and support to Council officers and Members, but also members of the public, Central Government and other partner organisations.

Finance

Key Metrics



Finance Successes

Page 81

Average time taken to process council tax reduction (new claims and change events) CTR



Average time taken to process housing benefit/council tax reduction claims and change in circumstances



Average time taken to process Housing Benefits new claims and change of circumstances



The introduction of automation in this area over the past few months has begun to show positive results. The department has been able to focus time and resources on processing valid claims more efficiently.

Finance

Areas for Development

Page 82

Complaints
responded
within
timescales



The complaints team continue to operate with a vacant post and long term sickness. Recruitment is ongoing for the vacant post. Telephone service requests also continue to increase, impacting on the teams ability to deal with complaint responses within target dates.

Valid invoices
paid within
30 days



Schools returning following the summer break, and changes to the catering contract impacting on the numbers of invoices requiring processing each month has impacted on performance. There has been a slight dip from Q1 but still remains above 90%.

Finance

Comments

Q1: Julie Smethurst (*Assistant Director Revenues & Benefits*)

Performance is mostly on target across the board – where performance has dipped in certain areas this has been mainly due to vacancies; long term sickness and the summer holiday period.

Q2: Julie Smethurst

Performance remains creditable despite ongoing challenges in certain areas. Performance is being impacted mainly due to vacancies; long term sickness and issues that are beyond the control of the teams concerned.

Signed Off: 30/10/23

Finance Glossary:

- FOI: Freedom of Information
- EIR: Environmental Information Regulations
- CTR: Council Tax Reduction

Page 84

red	0
amber	2
green	6

IT

Performance Measures & Business Plan Report

Portfolio Holder: Cllr Abdul Jabbar

Officer Contact: Mark Edgar (Head of IT Operations and Cyber Security)

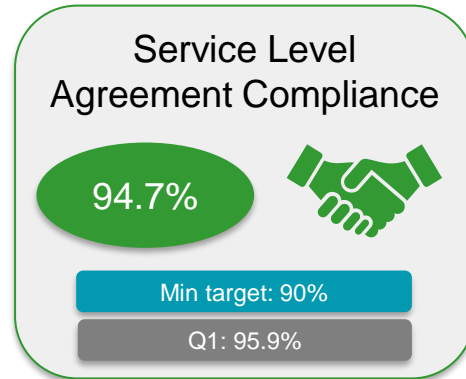
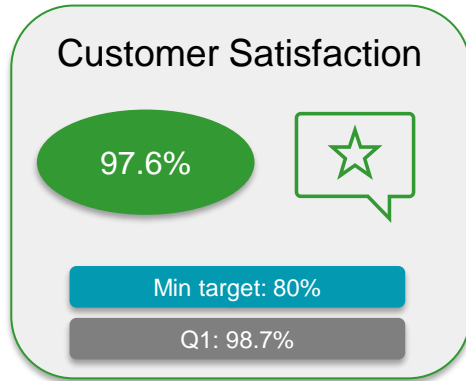
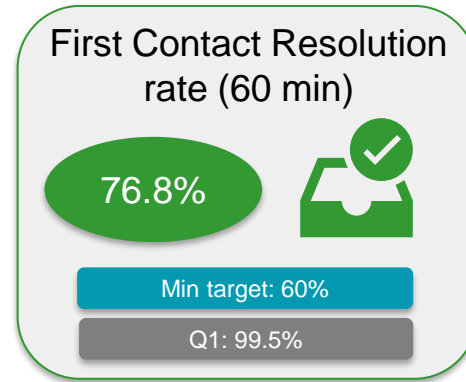
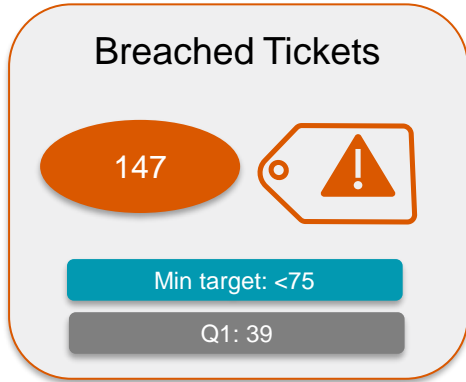
Service Summary:

The role of the IT team is to deliver seamless and reliable IT services and projects that drive the success of Oldham Council. IT are committed to enhancing operational efficiency, supporting all departments, and embracing innovation to meet the evolving needs of our organisation.

Page 15

IT Key Metrics

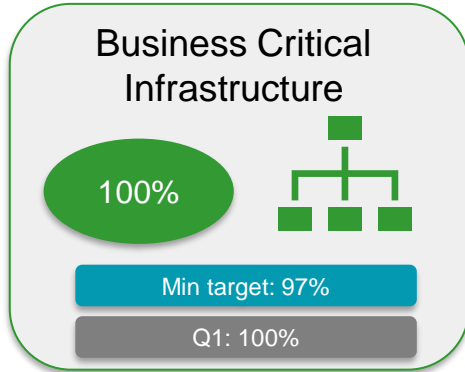
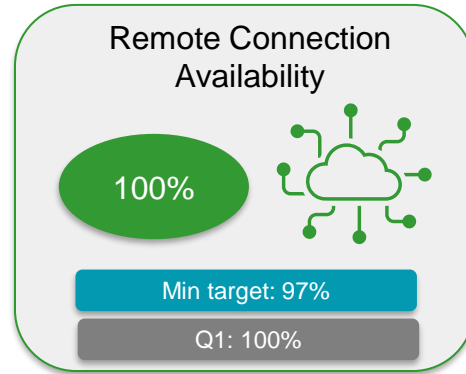
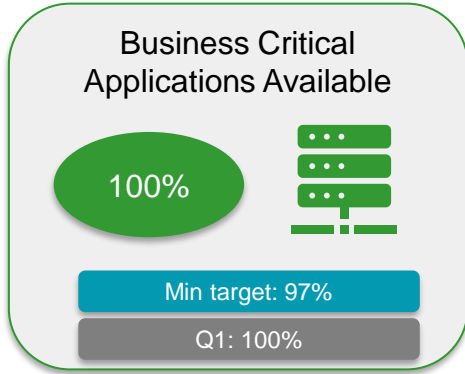
Page 86



IT

Key Metrics

Page 87



IT Successes

Page 88

Service Level
Agreement
Compliance



With an average of 94.73% each month, we've consistently maintained our service levels well above the minimum target of 90%. This achievement reflects the dedicated efforts of our team.

It's worth highlighting that our aspirational target of 95% is well within reach, demonstrating our ongoing commitment to excellence in service delivery.

IT

Areas for Development

147
Breached
Tickets



Our team faced an increased incidence of breaches, with a monthly average of 147, constituting approximately 4-5% of the total monthly ticket count. This upsurge can be attributed to the ongoing demands stemming from service requests and project obligations, diverting crucial resources from their roles in operational support. Additionally, a concerted effort to resolve longstanding legacy tickets as part of our operational clean-up has contributed to this statistical anomaly, resulting in breach ticket levels reaching three times the standard rates.

IT

Comments

Q1: Mark Edgar (*Service Assurance and Compliance Manager, Head of IT Operations and Cyber Security*)

I am extremely pleased with the performance of the IT service, particularly considering some of the events and changes that occurred in Q1. I am aware that in the upcoming months, our capacity to meet the KPIs will face challenges as our limited resources are focused on delivering crucial transformational projects, such as the migration from our on-premise Data Centre to the Cloud. Nevertheless, we will consistently make every effort to prioritise our customers and ensure the Council continues to operate.

I must also state the excellent work that the IT team delivered in identifying, containing and removing the Cyber Threat back in May, which was done without disruption to any critical services.

Q2: Mark Edgar

The current KPIs for this month are indicative of a challenging operational phase. Our operational landscape demands that our technical resources are predominantly allocated to either operational maintenance or project deliveries, seldom finding the capacity to seamlessly juggle both concurrently. As the IT service stands as a pivotal facilitator for the impending digital council, the growing project workstreams exert an increasingly substantial demand on our resources. This surge, compounded by the summer holiday period, ongoing staff vacancies, and our commitment to resolving lingering legacy tickets, has inevitably impacted our output.

While our dedication to driving operational service excellence remains unwavering, it is imperative that we initiate a thorough review of our Target Operating Model. This strategic step is vital in aligning our department's size and structure to the current needs and the imminent demands of the evolving council landscape.

Signed Off: 13/11/23

IT Glossary:

- WAN: Wide Area Network
- LAN: Local Area Network

red	0
amber	1
Green (no targets set)	7

Procurement

Performance Measures & Business Plan Report

Portfolio Holder: Cllr Abdul Jabbar





Officer Contact: John Sikora (*Service Intelligence Officer*), Sayyed Osman (*Deputy Chief Executive*)

Service Summary:

Oldham Council's Commercial Procurement Unit (CPU) provides a professional support service in relation to all areas of external expenditure for the Council. The CPU operates as both an operational and commercial strategic support, linking in with the voluntary sector to maximise the delivery for the local community and protecting the 'Oldham Pound' as much as possible.

Procurement

Key Metrics

		Quarter 2	Target
M331 (M) Number of local direct employees (FTE) hired/retained (re-tendered contracts) on contract for 1 year or the whole contract duration		50.22	N/A
M333a (C) Percentage Council spend in Oldham (12 month rolling)		53.20%	55%
M335 (M) Total amount (£) spent in LOCAL supply chain through the contract (OT18)		£14,705,055	N/A
M337 (M) Total amount (£) spent through contract with LOCAL micro, small and medium enterprises (MSMEs) (OT19)		£2,682,299	N/A

Procurement Successes



Page 94



M331 (M) Number of local direct employees (FTE) hired/retained (re-tendered contracts) on contract for 1 year or the whole contract duration: We can see a gradual increase in Social Value Measures as we engage with suppliers and suppliers understand the importance of committing to and recording Social Value.

M335 (M) Total amount (£) spent in LOCAL supply chain through the contract (OT18): We can see a gradual increase in Social Value Measures as we engage with suppliers and suppliers understand the importance of committing to and recording Social Value.

M337 (M) Total amount (£) spent through contract with LOCAL micro, small and medium enterprises (MSMEs) (OT19): We can see a gradual increase in Social Value Measures as we engage with suppliers and suppliers understand the importance of committing to and recording Social Value.

Procurement

Areas for Development



M333a (C) Percentage Council spend in Oldham (12 month rolling):

This measure is a rolling 12 monthly figure to even out the monthly fluctuations in spend with our local suppliers. Although the 12 monthly figure has increased only slightly, the single month on month increase was 58.5%.

Procurement

Comments

Sayyed Osman (*Deputy Chief Executive*)

Page 99
The quarter 2 update shows we are progressing towards the council's set targets for 23/24 in what has been a very challenging working environment due to inflation and high interest rates. This has meant we are continuing to have to balance value for money, whilst also attempting to stay true both in terms of generating social value and efficiencies. Also to note the council has improved internal governance by introducing a strategic commissioning and procurement Board that will drive better forward planning.

Signed Off: 05/12/23

Procurement Glossary:

- FTE: Full Time Employment
- MSMEs: Micro, Small, Medium Enterprises

Red	0
Amber	1
Green (no targets set)	3

Customer Services

Performance Measures & Business Plan Report

Portfolio Holder: Councillor Jabbar

Officer Contact: Pam Siddall (Head of Customer Services)

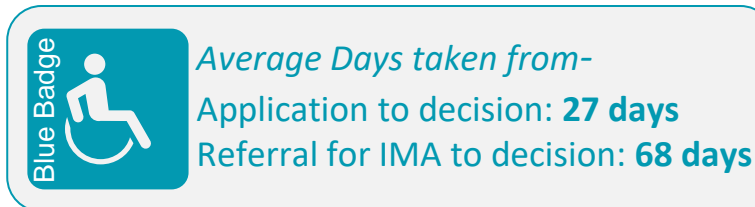
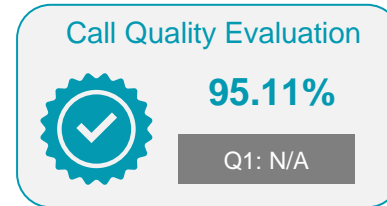
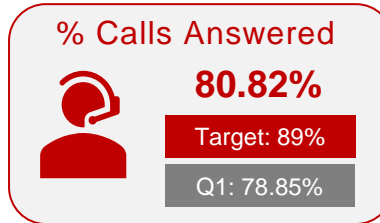
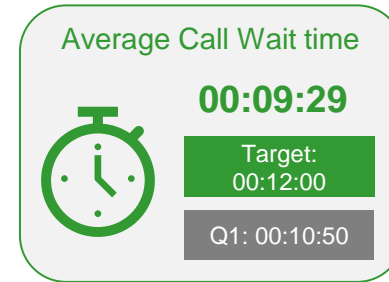
Service Summary:

Customer Services provides the following services:

- Customer Support Centre
- Access Oldham & Helpline
- Support & Inclusion
- Welfare Rights
- Blue Badge
- Local Welfare Provision
- Service Development, Systems & Quality

Customer Services

Key Metrics















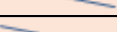



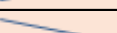

Customer Services

Average Waiting Times

Page 100

Waiting times have reduced for the majority of services in Q2, excluding:

- *Housing Options*
 00:00:44
- *Pest Control*
 00:00:10
- *Team Oldham Helpline*
 00:01:35

Average wait time by service	Q1	Q2	Trend
Benefits	00:22:51	00:20:34	
Blue Badge	00:16:14	00:12:40	
Council Tax	00:22:40	00:19:05	
Elections	00:03:32	00:03:09	
ENV Health	00:14:59	00:14:10	
Environment	00:12:53	00:05:56	
Highways	00:14:35	00:09:24	
Housing Options	00:19:35	00:20:19	
Libraries	00:02:46	00:02:31	
Payments	00:01:18	00:00:52	
Pest Control	00:14:04	00:14:14	
Registrars	00:03:44	00:03:17	
School Admissions	00:16:25	00:14:11	
Street Lighting	00:02:53	00:01:52	
Switchboard	00:00:20	00:00:18	
Team Oldham Helpline	00:02:33	00:04:08	
Waste & Recycling	00:16:29	00:14:59	

Customer Services

Successes



LWP % Processed within 3 Days

0.86% increase since Q1



Call Quality Evaluation

First quarter recording new measure (relating to call recording review and scoring)



Post Call Customer Satisfaction Surveys

0.95% increase since Q1 – this is doing well and is now not agent-led



Blue Badge Decisions

Reduction in number of days from application to decision (by 1 day)

Customer Services

Areas for Development

Page 102

**80.82%***(annual target 89%)*

% Calls Answered

Increases in demand in pest control and housing options has affected the team this quarter. Recruitment for much needed new staff is complete and onboarding process begins, with training for staff to commence once they have joined the team. There has been pressure on the Council Tax lines due to a Single Person Discount review being carried out.



*Minor increases for
3 service areas*

Average Waiting Times

Whilst the wait times (note reasons above) have increased, this is minor and in most services this has improved. The average wait time is still within target. The slight increase in Helpline wait times – albeit well within acceptable levels and call back options offered – have been affected by taking on Warm Home calls for a short period to aid the team during a resource issue over a number of weeks.

Customer Services

Comments

Q1 Comments: Pam Siddall (*Head of Customer Service*)

Demand has changed since the pandemic with longer calls in council tax and housing options (a new service for the CSC taken on in Apr 21). The team have also started maximising the new telephony platform capabilities to now carry out in depth quality performance management and introducing call backs on the busiest lines to reduce wait times and improve customer experience. Once we have completed current recruitment and training, we expect to see improvements in performance.

Q2 Comments: Pam Siddall (*Head of Customer Service*)

The Customer Support Centre team are still struggling to meet demand pending the joining and training of new staff following recent recruitment. Demand for housing options and pest control is high due to current pressures on those services. Funding has been provided for agency staff dealing with Housing Options queries in Access Oldham only. Overall performance across Customer Services is being maintained with only % calls answered below target at the moment.

Signed Off: 30/10/23

Customer Support Glossary:

- CSC: Customer Support Centre
- LWP: Local Welfare Provision
- IMA: Independent Mobility Assessment

Page 104

Red	1
Amber	0
Green	5

Human Resources & Organisational Development

Performance Measures & Business Plan Report

Portfolio Holder: Cllr Abdul Jabbar

Officer Contact: Vikki Morris (Assistant Director of Human Resources and Organisational Development)

Service Summary: The service provides a range of workforce related functions that support good employment practice and workforce engagement for the Council and external paying customers

- HR advisory, policy & employee relations
- Job Evaluation
- Recruitment
- Workforce systems, workforce data & statutory workforce reporting
- Payroll, pensions & HR transactional
- Learning & Development
- Apprenticeships
- Workforce Wellbeing
- Organisational development & design
- Employee engagement
- Workforce planning

HR & OD

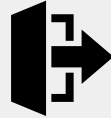
Key Metrics



No. of Roles advertised:
159



No. of New Starters:
525



No. of Leavers:
493



Percentage Turnover:
2.94%



Employee Relations Cases:
200

Page 06

Number of apprenticeships in Q2

11 new apprenticeships

13 existing apprenticeships (upskilling current workforce)

% New starters completing MeLearning induction

New online induction programme launched Q2
Metric data will be available Q3 onwards

Let's Talk compliance/recording
(Annual measure 2023/24)

49% of employees have had their Let's Talk recorded
(as at Sept 23)

Committed* Levy Spend (cost of 24 apprenticeships)
** Spend over the duration of the apprenticeships learning programme*


£230,289

Expired Levy spend in Q2


£0

HR & OD

Key Metrics



Sickness Absence Rate: **4.57%**
working days lost



Pre-placements (OH checks before commencement in post): **281**



Attendance management referrals: **115**



Employee Assistance Programme: **51 Calls**
75 Counselling Sessions

Page 107

Pensions KPIs data (monitored & provided by Greater Manchester Pension Fund)

(Data is provided by GMPF quarterly in arrears – so these figures are Q1)

Active Local Government Pension members registered with My Pension online accounts

53.58%

New starter notifications provided to Greater Manchester Pension Fund within 2 months of the employee starting

94.9%

Early leaver notifications provided to Greater Manchester Pension Fund within 2 months of the employee leaving

81.5%

HR & OD

Successes

Roll out of
Insights Senior
Leadership
Development
Programme



A 3 day leadership development programme rolled out to extended leadership team focusing on personal, team, leadership and organisational effectiveness.

This supports our workforce strategy theme of developing competent leaders.

Refreshed
Induction
programme



By providing improved information to candidates between job offer and start date, the refreshed on-boarding and induction process aims to increase staff engagement and reduce the likelihood of candidates being attracted by other roles. There is also improved information on service level/local induction, with key information developed into an online learning programme.

This supports our workforce strategy theme of attracting and retaining staff.

New approach
to supporting
attendance



This new approach has been co-developed with staff and managers with a focus on a wider range of health and wellbeing initiatives, tools and resources that support managers to focus on early intervention and prevention strategies in relation to absence management. Staff are also able to access more resources to support their physical, mental and financial wellbeing.

This supports our workforce strategy theme of supporting staff wellbeing.

HR & OD

Successes

Personal
Development
Toolkit



Online Personal Development Toolkit co-developed with Change Champions and staff providing areas of personal, team and organisation development.
This supports our workforce strategy theme of developing our staff.

Teachers'
Pensions
End of Year
Certificate



The End of Year Certificate process is completed on an annual basis by all employers and provides an assurance to the Secretary of State that all contributions due, have been correctly paid over to the Teachers' Pension Scheme.
This supports our workforce strategy theme of good pay and reward.

HR & OD

Areas for Development

Budget reduction requirements – HR&OD restructure



New HR&OD structure being implemented from October 2023 to support corporate budget reduction requirements

Workforce data



Developing workforce data that supports services with workforce planning and targeted workforce interventions remains a challenge. Development of HR systems to provide comprehensive workforce data is a key workstream of our transformation and improvement programme.

Workforce Strategy



The existing workforce strategy was developed for 2020 to 2023. Work has commenced with relevant stakeholders on a new strategy, with launch due in early 2024.

Peer Review feedback & action plan



Development of an action plan that supports the workforce themes received in the Peer Review feedback. This will also include launch of a Staff Survey in January 2024.

HR & OD

Comments

Q2: Vikki Morris (Assistant Director of Human Resources & Organisational Development)

Increasing demand for HR&OD services from Council services and paying partners continues to place significant pressure on the teams against a backdrop of skills gaps and difficulty recruiting to key roles. The implementation of our new structure should go some way to addressing these challenges, alongside a focused programme of service improvement. The overall focus of the service continues to be providing good people practice support to our stakeholders as well as effective HR transactional services.

Page 111

Signed Off: 13/11/23

HR & OD Glossary:

- EAP: Employee Assistance Programme
- Employee relations cases: Employees on formal processes which includes performance improvement, disciplinary, grievance and sickness absence
- OH: Occupational Health
- GMPF: Greater Manchester Pension Fund

Finance and Corporate Resources

Portfolio Holder Comment

Q2: Cllr Abdul Jabbar

Page 113

The finance and corporate resources portfolio includes a number of key services to ensure this council runs effectively and efficiently, whilst most of the services are not resident facing – with the exception of Customer Services and Revenues and Benefits – the smooth operation of these back-office services is vital to providing value for money for our residents. It is obvious that a number of services are being impacted by vacant posts and we are continuing to work hard at delivering the best services for the Council and for Oldhamers at this challenging time.

Signed Off: 05/12/23

Communications & Research

Performance Measures & Business Plan Report

Portfolio Holder: Cllr Arooj Shah

Officer Contact: Jeni Harvey (*Head of Communications and Research*)

Service Summary:

The Communications and Research team strategically plans, manages and delivers all communications and research activity for Oldham Council, focused on achieving agreed corporate priorities. Communications and engagement activity is delivered across a range of digital and traditional channels, including through the press, social media, web content, face to face engagement, out of home collateral and more; all tailored to our diverse external and internal audiences and adapted for the channels they use.

Communications & Research Strategic priorities

We have four agreed strategic priorities for 2023/24.

Page 115
These will be fully evaluated as new metrics are available in 24/25.

Interim activity against each of the measurables is detailed on the following slides, followed by a quarterly snapshot of metrics on our key digital channels.

Increase pride in the borough from the Resident Survey of 22/23. In that survey, 74% of respondents said they were satisfied with their local area but only 35% said they would recommend it as a tourist destination. We'll increase these to at least 79% (LGA average) and 40% by the next Resident Survey.

Increase resident satisfaction with Council communications - We'll measure this by aiming to reduce the number of people who say they don't receive any information from the Council (21% in the 2022/23 Resident Survey) to less than 20%.

Improve two-way engagement with our workforce. In our most recent Staff Survey only 41% of staff said senior management "communicate effectively with me". We aim to improve that to at least 50% by the next Staff Survey via the implementation of a strategic Internal Communications Strategy. The strategy will also act as our 'golden thread' of engagement touchpoints we have with staff in 23/24.

Manage key reputational issues in an honest, transparent and people-focused way. We will ensure our residents have access to factual and timely information, and enable media to produce fair and balanced reports.

Communications & Research

Key Metrics

30,235



2%

Facebook followers

Page 116

Percentages indicate difference between current performance and the end of the previous quarter.

30,340



0.7%

Twitter followers

7906



3.7%

Residents' Newsletter Subscribers

4766



2.3%

Instagram followers

8226



5.8%

LinkedIn followers

Top 5 most viewed web pages

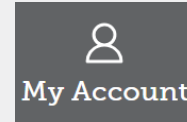
Quarter 2



Bin collection dates

75,684

Page views



My Account

My Account

66,607

Page views



Find a home

52,789

Page views



Housing

45,173

Page views



Rubbish & Recycling

6814

Page views

Communications & Research

Progress Against Key Annual Priorities



Increase pride in the borough

Key successes in this quarter included major events such as the Tour of Britain and the Halloween Half Marathon, which sold out for the first time ever, after four years away. A full economic impact assessment has taken place and found that the half marathon brought in more than £75.5k to the Oldham economy over the course of the race weekend, as well as creating a positive impression of the borough to visitors from Greater Manchester and across the North. The race has previously had a maximum of 420 runners but, this year, following an impactful campaign from the Communications team in partnership with OCL, attracted the 500 capacity of runners, as well as maxing-out the waiting list.

Increase resident satisfaction with Council communications

All our social media channels continue on a positive trajectory, with increases in reach and engagement across all our platforms. This includes our residents' newsletter, which recently moved over to a new system, and now has almost 8k subscribers each week. We will soon be launching our new and bespoke Family Hubs newsletter to target families at key touchpoints in their children's lives. Meanwhile, the latest edition of Working for You, the Oldham Council newspaper, was delivered to every home across the borough in October. Our Reputation Tracker, produced each week, continues to capture the sentiment of our engagement with residents across all channels. Highly positive sentiment has been noted on good-news stories such as local people benefiting from our regeneration programme, the lighting of the Civic for Baby Loss Awareness Week, and events taking place at our Family Hubs.

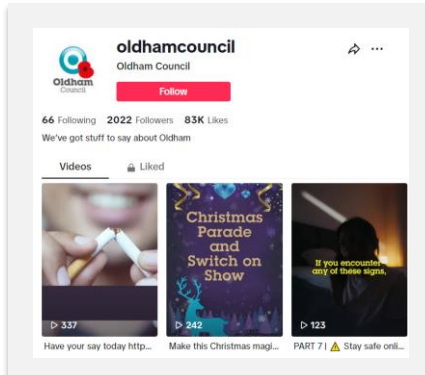
Communications & Research

Progress Against Key Annual Priorities



Improve two-way engagement with our workforce

A new internal communications strategy is now in place and refreshed versions of Team Brief and Managers Brief are being sent to staff regularly. We have received highly positive feedback from staff on the new-look briefings, and the quality of our internal communications was also commended by the peer review team. Our internal communications strategy continues to roll out, improving two-way communications with all our workforce, with the aim of seeing an uplift in satisfaction levels in the forthcoming staff survey.



Managing key reputational issues

Our Communications service continue to manage key reputational issues proactively and reactively. For example, a new series of videos on child sexual exploitation (CSE) are currently in production to be rolled out across TikTok with the aim of reaching a younger audience. We also continue to manage online misinformation and disinformation, challenging this head-on wherever we see it.

Communications & Research

Comments

Q1: Jeni Harvey (*Head of Communications and Research*)

Good progress is being made towards our agreed strategic priorities for the year, with some significant successes in Q1. This is aligned with a rise in engagement and reach across our digital channels, demonstrating a clear and measurable rise in the number of people the Council communicates with.

Page 119

Q2: Jeni Harvey (*Head of Communications and Research*)

Our Communications and Research service continues to make significant progress towards achieving the agreed priorities for 23/24. Alongside this progress in our strategic objectives, our measurable reach and engagement also continues to improve across all digital channels, including our residents' newsletter. Our people-focused communications approach, with an increased number of case studies and videos, is already resulting in more positive sentiment online and positive feedback from members of the public on the work the Council is doing.

Signed Off: 09/11/23

Communications & Research

Portfolio Holder Comment

Q2: Cllr Arooj Shah

Page 20
A strong communications output is vital to engaging with our residents all year round, in the modern media landscape we are seeing a growing use of non-traditional communications channels (social media rather than local newspapers for example) and I'm pleased to see the renewed focus on people centred stories is paying off and our residents understanding of what services the Council offers to them is increasing.

Signed Off: 05/12/23

Children's Social Care & Early Help

Performance Measures & Business Plan Report

Portfolio Holder: Cllr Shaid Mushtaq

Officer Contact: Julie Daniels, Director Children's Social Care and Early Help

Service Summary:

Page 121
In Oldham we want all children and young people to have a safe, happy, and healthy life and access to a great education giving them the best possible start in life. As a service we commit to:

- Putting children and young people first
- Helping families and supporting vulnerable children and young people
- Working as one team close to our community
- Providing great public value and confidence

Our ambition is not just to be the best borough for children and young people but to be the best borough for the staff and services that work with them.

Children’s Social Care & Early Help Successes



Page 122

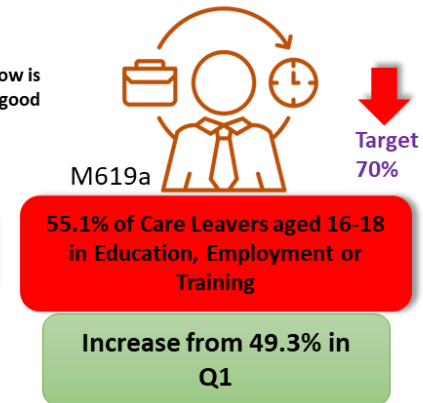
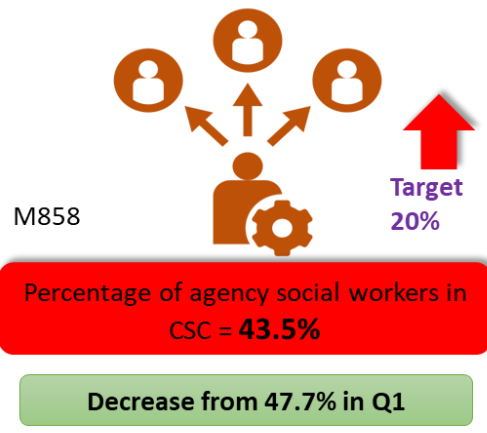
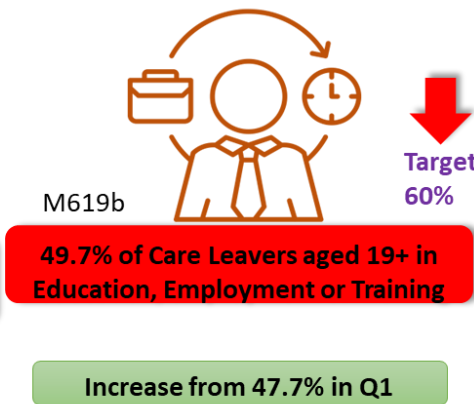
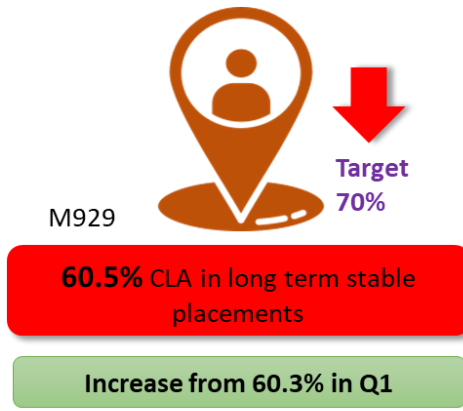
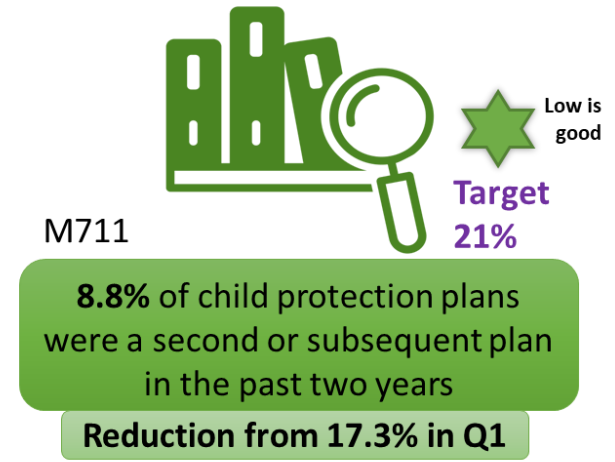
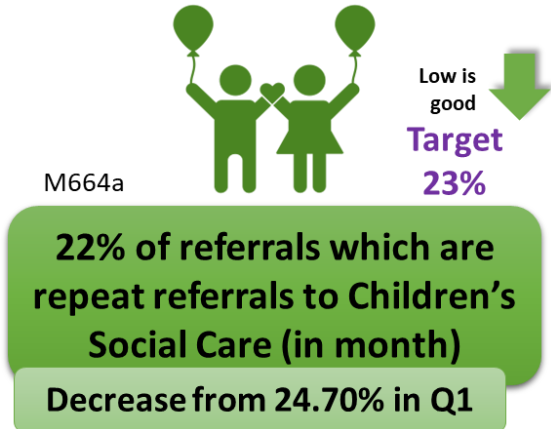
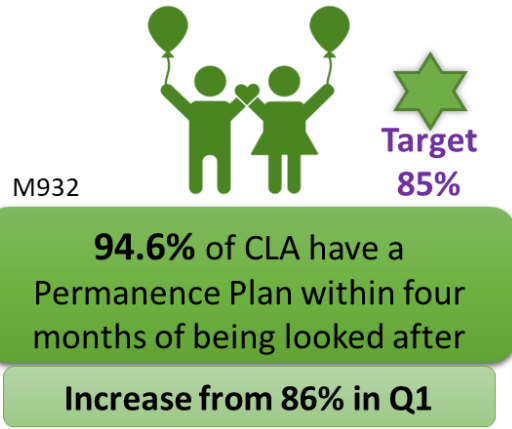
KPIs	Comments
<p>M711 Percentage of child protection plans which were a second or subsequent plan in the past two years Data:</p>	<p>The Safeguarding Unit are screening all referrals for ICPC with a clear focus on the impact of repeat planning and cumulative harm, where the Unit deem that appropriate action is not being taken this is escalated to the relevant senior manager. <i>The percentage of child protection plans which were a second or subsequent plan in the past two years has reduced by 8.5% from Quarter 1 to 8.8% in Quarter 2 which is 12.2% lower than target (low is good).</i></p>
<p>M932 Percentage of Children Looked After that have a permanence plan within four months of becoming looked after Data:</p>	<p>There has been significant work completed to strengthen our performance data in relation to permanence achieved by the second review. Increased scrutiny of all children will no plan of permanence is also in place addressing any recording issues. <i>The percentage of CLA that have a permanence plan within four months of becoming looked after has risen 10.4% from Quarter 1 to 96.4% in Quarter 2, this is 11.4% higher than target (high is good)</i></p>
<p>M664a Percentage of referrals which are repeat referrals to Children’s Social Care (in month) Data:</p>	<p>Additional scrutiny has recently been implemented to ensure there is robust management oversight of all re-referrals into the service, providing greater opportunities with practitioners for learning and development. <i>The percentage of referrals which are repeat has dropped 2.7% since Quarter 1 to 22%, this is 1% lower than target (low is good).</i></p>

Please see [Power BI Report](#) for descriptions and further breakdown of measures.

Children's Social Care & Early Help

Key Metrics

Key:
 Target met 
 Below target 



Page 123

Please see [Power BI Report](#) for descriptions and further breakdown of measures.

Children’s Social Care & Early Help

Areas for Development

Page 124

KPIs	Comments
<p>M619a Percentage of Care Leavers aged 16-18 (post year 11) in Education, Employment or Training</p> <p>Data:</p>	<p>Performance is in the right direction following collaborative work with the Virtual School and Social Work teams. Challenges remain especially when linking to ensuring placement stability and enabling a smooth continuity of support from 17 to 18. Service development plans in place to support this measure further.</p> <p><i>The percentage of care leavers aged 16-18 in Education, Employment or Training has not reached the target of 70%, however has increased 5.8% since Quarter 1, reaching 55.1% (high is good).</i></p>
<p>M619b Percentage of Care Leavers aged 19+ in Education, Employment or Training</p> <p>Data:</p>	<p>A key priority for improvement, actions with strategic leaders and corporate parents have taken place, targeted work is now taking place for individual young people about skills, qualifications and ambitions. There are challenges sourcing opportunities that meet the complex needs of care leavers, hence the multi-agency action required to improve this measure.</p> <p><i>The percentage of care leavers aged 19+ in Education, Employment or Training has not reached the target of 60%, however has increased 2% since Quarter 1, reaching 49.7% (high is good).</i></p>

Please see [Power BI](#) Report for descriptions and further breakdown of measures.

Children’s Social Care & Early Help

Areas for Development

Page 125

KPIs	Comments
<p>M929 Percentage CLA in long term stable placements</p> <p>Data:</p>	<p>Given the levels of CLA ceasing / commencing, to maintain placement stability rates is positive. However, we are aware a decline in this measure will occur. The service is reviewing the 13 children who have moved from a placement they have been in for more than 2 years recently and share the learning with social work and fostering teams.</p> <p><i>The percentage of CLA in long term stable placement is still not reaching the target of 70%, however has increased 0.2% since Quarter 1, reaching 60.5% in Quarter 2 (high is good).</i></p>
<p>M858 Percentage of Agency Social Workers in Children’s Social Care</p> <p>Data:</p>	<p>We continue to recruit permanent staff through a national Choose Oldham campaign and our 'grow our own' workforce model, which includes apprenticeships and students which will continue to see an improving impact in Q3.</p> <p><i>The percentage of agency social workers is above target, however in Q1 there was a positive reduction of 4.2% reaching 43.5%. In Q2 we are seeing the percentage remaining stable at 43.4%.</i></p>

Please see [Power BI](#) Report for descriptions and further breakdown of measures.

Children’s Social Care & Early Help

Areas for Development

Page 126

KPIs	Comments
<p>A2 Time between placement order and deciding on a match</p> <p>Data:</p>	<p>The service has made achievements in adopting children this year with 16 achieved and a further 8 applications before the Court. We know that the children matched outside the A2 timescales had care planning / placement challenges with health needs of children and carer and attempts to seek permanence with family members.</p> <p><i>Time between placement order and deciding on match has increased by 12 days in Quarter 2 to 149 days against a target of 121 days (low is good).</i></p>

Please see [Power BI](#) Report for descriptions and further breakdown of measures.

Children's Social Care & Early Help

Comments

Julie Daniels (Director Children's Social Care and Early Help)

It is positive to see successes in the KPIs for re-referral, repeat child protection and children looked after permanence planning, all of which have improved performance in Q2.

From the performance indicators outlined in areas for development (red measures), it should be noted that 80% of those have seen an improvement in Q2. There are plans in place through the getting to good programme and transformation programme to improve performance further.

Cllr Shaid Mushtaq (Portfolio Holder)

Through regular portfolio briefings with senior officers and as chair of the corporate parenting panel, I have routine oversight of the performance measures and provide oversight to further improve outcomes for children and young people open to children's social care and early help.

Signed Off: 20/11/2023

Glossary:

- CSC: Children's Social Care
- CP: Child Protection
- CLA: Children Looked After
- CPP: Child Protection Plan

red	4
amber	
green	7

Education & Early Years

Performance Measures & Business Plan Report

Portfolio Holder: Cllr Mohon Ali

Officer Contact: Matt Bulmer (Director of Education)

Service Summary:

In Oldham we want all children and young people to have a safe, happy, and healthy life and access to a great education giving them the best possible start in life. As a service we commit to:

- Putting children and young people first
- Helping families and supporting vulnerable children and young people
- Working as one team close to our community
- Providing great public value and confidence

Our ambition is not just to be the best borough for children and young people but to be the best borough for the staff and services that work with them.

*Please note these figures are relating to the
Summer Term 2022-2023*

Education & Early Years Successes

Page 130

KPIs	Comments
<p>M358 Pass rate of learners completing lifelong learning courses</p> <p>Data:</p>	<p>Lifelong Learning Service provision has returned to pre-Covid levels of engagement and delivery, with the majority of provision being delivered in person. This, combined with implementation of the latest quality improvement plan has led to the increase in pass rate. The NART data will be published in Spring 2024 which will allow for benchmarking.</p> <p><i>The pass rate of learners completing lifelong learning courses has surpassed its target of 93% reaching 99% in the summer term</i></p>
<p>M649 Percentage take up of 2-year-old children benefitting from funded early education places</p> <p>Data: 85%</p>	<p>National comparative data shows that take up of 2-year-old children benefitting from the early education offer (81%) is above the national average (74%) and above statistical neighbours (76%) (January 2023 census).</p> <p><i>The percentage take up of 2-year-old children benefitting from funded early education places has surpassed it's target of 75%, reaching 85% in the summer term.</i></p>

Please see [Power BI Report](#) for descriptions and further breakdown of measures.

Education & Early Years Successes

Page 131

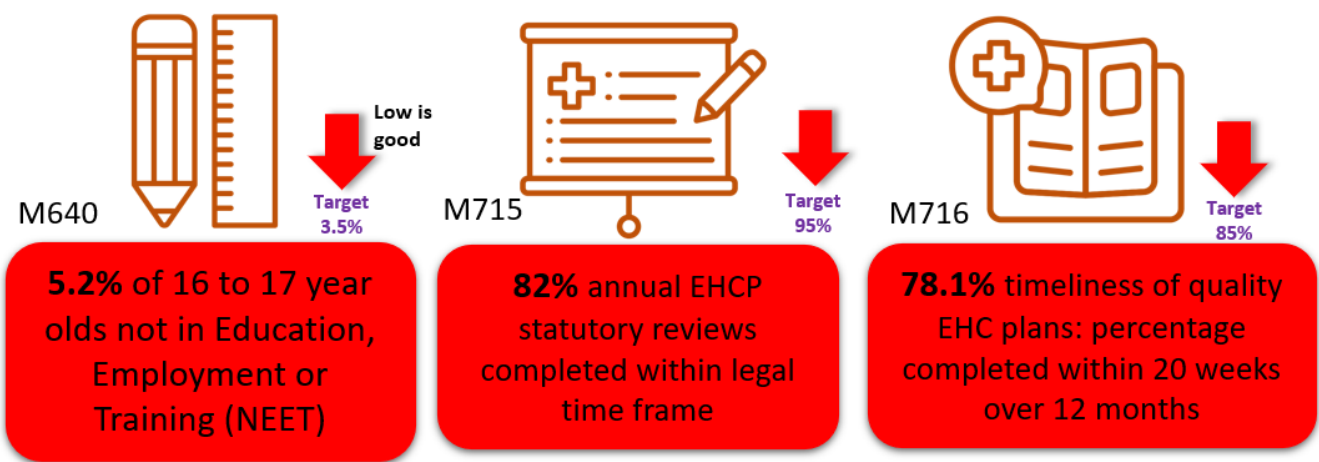
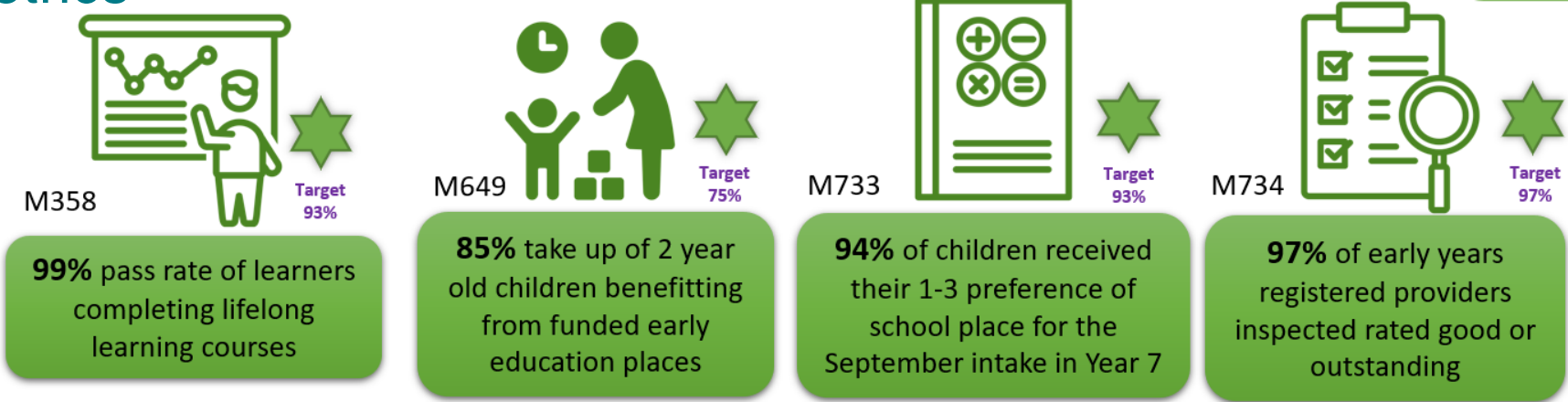
KPIs	Comments
<p>M731 Percentage of early years registered providers inspected rated good or outstanding</p> <p>Data: 97% of group childcare and 97% of childminders are judged to be good or outstanding by Ofsted.</p>	<p>The LA Quality Improvement Programme is contributing to positive outcomes in practice as evidenced by the outcomes performance. Ofsted outcome data for shows that the number of early years providers judged to be providing good or outstanding provision remains high, resulting in the vast majority of children, including those with an EHCP or SEN support, accessing their early education in quality Early Years provision.</p> <p><i>The percentage of early years registered providers inspected rated good or outstanding reached it's target of 97% in the summer term.</i></p>
<p>M734 Percentage of children receiving their 1-3 preference of school place for the September intake in year 7</p> <p>Data:</p>	<p>Expansion of the Secondary Sector has provided greater choice to residents and secondary school preference rates continue to improve significantly in comparison to recent years</p> <p><i>The percentage of children receiving their 1-3 preference of school place for the September intake in year 7 surpassed the target of 93%, reaching 94.1% in the summer term.</i></p>

Please see [Power BI Report](#) for descriptions and further breakdown of measures.

Education & Early Years

Key Metrics

Key:
 Target met 
 Below target 



Page 132

Please see [Power BI Report](#) for descriptions and further breakdown of measures.

Education & Early Years

Areas for Development

KPIs	Comments
<p>M640 Percent of 16 to 17 year olds who are not in education, employment or training (NEET) Data:</p>	<p>The NEET rate has increased due to tracking work being undertaken to significantly improve our "not known" percentage. It is worth noting that we have also had an increase in cohort size of 274 (Oct 23) across the Y12/13 groups being supported, however the level of resource has not increased to meet the increased cohort size.</p> <p><i>The percent of 16 to 17 year olds who are not in Education, Employment or Training (NEET) has not reached it's target of 3.5% in the Summer Term, instead reaching 5.2% (low is good).</i></p>
<p>M715 Annual EHCP (SEND) statutory reviews completed within legal timeframe Data: 133</p>	<p>There has been a significant increase in demand over the last academic year. Requests for EHC needs assessments have doubled and the number of EHCPs is now 3,200 (this was 50% of this in 2018). This has a significant impact not only on the capacity of the SEND team but also the advice givers and schools to the process. The drop in performance is solely down to demand and capacity across the entire SEND partnership, this includes timeliness of professional advice to inform our assessment process. SEND case officers had caseloads of 400 in the spring and summer term (national benchmark is 250 caseloads).</p> <p><i>The Annual EHCP statutory reviews completed within legal time frame did not meet it's target of 95% in the summer term, reaching 82%.</i></p>
<p>M716 Timeliness of quality EHC plans: percentage completed within 20 weeks over 12 months Data:</p>	<p>We have recently recruited additional officers, to increase capacity by 50%, who will focus on annual reviews enabling the SEND case officers to concentrate on ensuring new assessments are processed within the 20 week timescale. We are also embedding a new case management system IDOX which will make the assessment process much more efficient for the whole partnership.</p> <p><i>The timeliness of quality EHC plans did not reach its target of 85% in the summer term, reaching 78.1%</i></p>

Education & Early Years

Comments

Matt Bulmer (Director of Education)

Good progress across the majority of indicators this quarter. Work to reduce NEET rates continue with our employment and skills strategy due to be complete by the end of the year. The provision of SEND services remains our highest priority. With a range of new programmes due to be delivered over the next 12 months, we are in a strong position to tackle these challenges.

Cllr Mohon Ali (Portfolio Holder)

I chair both the employment and skills partnership board, and the SEND partnership board. As such, I will ensure our ambitious plans to improve the outcomes of our post-16 learners and our children and young people with SEND are effectively delivered.

Signed Off: 20/11/2023

Glossary:

- List any acronyms

red	2
amber	2
green	4

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Report to Adults & Health Scrutiny Board

Corporate Performance Report 2023/24 for Quarter 2: 1st July to 30th September 2023

Page 137

Portfolio Holder: Cllr Barbara Brownridge

Officer Contact: Shelley Kipling, Assistant Chief Executive

Public Health

Performance Measures & Business Plan Report

Portfolio Holder: Cllr Barbara Brownridge

Page 138

Officer Contact: Rebecca Fletcher (*Director of Public Health*)

Service Summary:

- The science and art of preventing disease, prolonging life, and promoting health and wellbeing, through the organised efforts of society (Faculty of Public Health)
- To protect and improve the health and wellbeing of people and their communities

Public Health Successes

KPIs	Comments
<p>Implement an effective governance structure around Health Improvement to ensure strategic oversight, effective collaboration and shared ownership and accountability</p>	<p>Family weight management referrals have increased considerably as a result of assertive outreach with schools and HAF providers. 82% of adults accessing specialist weight management support have achieved meaningful weight loss. A measurable demand reduction has been observed with supported through the provider service instead of bariatric surgery (£10k per procedure).</p>
<p>Page 139 Number of visits to OCL Leisure Centres per 1000 population</p>	<p>Oldham have been successful for a £500,000 swimming pool support fund from Sports England. This will contribute to the increased energy costs incurred and ensure that Oldham can continue to provide a quality swimming offer in the borough.</p>
<p>To develop and disseminate a suicide prevention plan that can be systematically embedded across the Oldham system</p>	<p>The Suicide Prevention Strategy was launched on World Suicide Prevention Day, 10th September. A wide ranging partnership action plan has been finalised and this will deliver on the priority areas and ambitions for years 1 and 2 of the strategy. Oldham continues to have many agencies represented on its locality Partnership Board and this contributes to suicide prevention being a town-wide aim.</p>

Please see [Power BI Report](#) for descriptions and further breakdown of measures.

Public Health

Key Metrics

Page 140



95% achieve the expected standard for childhood immunisation programme

Annual Data



79% of eligible adults aged 65+ have received the flu vaccine

Annual Data



808 referrals made to Social Prescribing

Reduction from 811 in Q1



483 visits to OCL Leisure Centre per 1000 population

Reduction from 503 in Q1

Please see [Power BI Report](#) for descriptions and further breakdown of measures.

Public Health

Areas for Development

KPIs	Comments
<p>Deliver a strategic approach to implementing key recommendation from the national 10 year drug strategy that meets the needs of our population</p>	<p>Recruiting and retaining staff (recovery workers) within the drug and alcohol treatment and recovery service is a recognised risk within the provider, and is essential to ensure we maximise the offer to residents as numbers in treatment has decreased this Q.</p>
<p>Complement an effective governance structure around Health Improvement to ensure strategic oversight, effective collaboration and shared ownership and accountability</p>	<p>High staff sickness absence within our integrated sexual health services are having an impact on capacity to deliver full repertoire of services. Mitigations are being sort through dialogue with commissioner and provider. Sexual health partnership has been re-established to drive strategic plans.</p>
<p>Maintain resilience of local system response to manage outbreaks of infectious disease, reduce transmission and protect public health</p>	<p>The Health Protection team continue to work with partners across the Oldham system to respond to new and sustained outbreaks of infectious diseases in Care Home settings. Working with vulnerable groups in a reactive approach is taking priority over proactive/ preventative work.</p>

Please see [Power BI Report](#) for descriptions and further breakdown of measures.

Public Health

Comments

Rebecca Fletcher (Director of Public Health)

The service is broadly tracking against expected outcomes, and is comparable to Q1 in most domains. There are some excellent successes, notably the grant award for swimming pool utilities. Where there is identified reduced attainment it is as a result of workforce challenges across multiple providers or other external pressures. Public Health continue to work with provider services to mitigate against any performance challenges.

Page 142

Cllr Barbara Brownridge (Portfolio Holder)

It is a cause for concern that many of the services that are delivering real progress in public health are under threat from budget pressures in both the council and the NHS.

Signed Off: DD/MM/YY

Adult Social Care

Performance Measures & Business Plan Report

Portfolio Holder: Cllr Barbara Brownridge

Officer Contact: Jayne Ratcliffe (Director of ASC)

Service Summary:

Adult Social Care in Oldham – Supporting you to be independent, healthy, safe and well
Adult Social Care, working with the rest of the Council, the voluntary sector, local communities and NHS partners will encourage and enable you, your family and community to stay healthy, safe and well. The aim will be to enable you to live as independently as possible. Where you need support, we will help you to identify the best solutions. If you need more help but are not able to arrange your own care, the support we agree with you will help you to live the best life you can with the help you have around you.

Adult Social Care

Key Metrics

Page 144

Key:

Target met
Lower than target



87.7% of older people were still at home 91 days after discharge from hospital into reablement/rehabilitation services (effectiveness of the service)



M557

Target
89%

Q1 = 84.6%

Percentage of completed annual (planned) reviews = 85.2%



M552

Target
65%

Q1 = 85%

67% Percentage of concluded section

42 enquiries with risk identified where risk reduced is the outcome



M555

Q1 = 55.9%

85.3% of community-based providers rated as 'good' or 'outstanding'



M567

Target
90%

Q1 = 85.3%

Please see [Power BI Report](#) for descriptions and further breakdown of measures.

Adult Social Care Successes

KPIs	Comments <i>Hayley Eccles</i>
<p>M555 Percentage of concluded section 42 enquiries with risk identified where risk reduced is the outcome</p> <p>Data:</p>	<p><i>The percentage of concluded section 42 enquiries with risk identified where risk reduced is the outcome increased by 11.1% in Q2 to 67%.</i></p> <p><i>Effective protection planning continues in alignment with the TRAM protocol. However this can take longer to progress, which impacts the enquiry length/closure.</i></p>
<p>M552 Percentage of completed annual (planned) reviews</p> <p>Data:</p>	<p><i>The percentage of completed annual (planned reviews increased by 0.2% in Q2 to 85.2%.</i></p> <p><i>Completion of annual reviews continues to be a priority for the service in line with FFS/REED work.</i></p>

Adult Social Care

Areas for Development

KPIs	Comments <i>Hayley Eccles Claire Hooley</i>
<p data-bbox="96 404 144 589" style="writing-mode: vertical-rl; transform: rotate(180deg);">page 146</p> <p data-bbox="131 385 712 571">M557 Percentage of older people who were still at home 91 days after discharge from hospital into reablement / rehabilitation services (effectiveness of the service)</p> <p data-bbox="131 618 208 645">Data:</p>	<p data-bbox="749 385 1792 456"><i>Although there was an increase of 3.1% in Q2 to 87.7%, M557 still hasn't reached the target of 89%. (Measure is Amber, not red)</i></p> <p data-bbox="749 500 1846 650"><i>We are seeing more acuity of health needs when discharged from hospital which is taking a longer health recovery in the community/impacting on when reablement/rehabilitation can take place. Work continues with Occupational Therapy in terms of delivered outcomes</i></p>
<p data-bbox="131 714 687 823">M567 Percentage of community-based providers rated as 'good' or 'outstanding'</p> <p data-bbox="131 870 208 897">Data:</p>	<p data-bbox="749 752 1798 823"><i>Although there has been no change in % from Q1-Q2 (85.3%), M567 is in red and has not reached the target of 90%.</i></p>

**Please see [Power BI Report](#) for descriptions and further breakdown of measures.*

Adult Social Care

Comments

Jayne Ratcliffe (Director of ASC)

The service is working in accordance with a clear reform and transformation programme to ensure a good standard of service is provided to Oldham residents. The service has launched a new operating model, vision and will be imminently launching a new strategy. The focus for Adult Social Care is service improvement, it is expected there will be an increase in all aspects of performance measures.

Cllr Barbara Brownridge (Portfolio Holder)

Thanks to the great efforts of the staff involved the service is making good progress towards meeting its targets but continuing workforce shortages and increased demand especially from complex needs together with continuing budget pressures will make continuing progress more difficult to achieve.

Signed Off: 21/11/23

Context:

- Targets and KPIs are currently under development and may be subject to change within this financial year

Glossary:

- **TRAM:** Tiered Risk Assessment and Management

red	1
amber	3
green	5

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Economy

Performance Measures & Business Plan Report

Portfolio Holder: Cllr Elaine Taylor

Officer Contact: Paul Clifford, Director of Economy


Service Summary: Economy consists of 5 functions; Economic Growth, Housing, Planning, Property & Projects and Creating A Better Place. Each area has their own vision and 2023 – 2027 Business Plan.

Economy Successes

Page 152

KPIs	Comments
Number of people supported through the warm homes Oldham scheme	<p>In September, the team's workload saw a 48% increase (From 248 people supported to 343) the team were able to help the residents of Oldham in crisis be supported in the right way for them.</p> <p><i>People helped with energy advice, food vouchers, fuel vouchers, boiler repairs, home visits, referrals to other agencies including children in need, Age Uk and the SIT Team</i></p>
Percentage of major planning applications determined in time	<p>100% of major planning applications were completed in time or to an extended agreed time in Q2.</p> <p><i>Percentage of major applications completed within 13 or 16 weeks or with an agreed Extension of Time</i></p>

Economy Key Metrics

Key:
 Target met 
 Higher than target 



Annual
404

Total new homes competed

70 total completions for Q2.
Running total for 2023/24 - 116



Target
25%

Percentage of completed homes that are affordable

90% for Q2 - proportioned over months as individual months not known



Q1

Number of people supported through the warm homes Oldham scheme

829 People in Q2 helped with energy advice, food vouchers, fuel vouchers, boiler repairs, home visits, referrals to other agencies including children in need, Age Uk and the SIT Team



Target
60%

Percentage of Appeals for non-major planning applications allowed

Q2 - 229 non-major decisions, 15 appeals, 5 allowed, 10 dismissed



Target
60%

Percentage of major planning applications determined in time

July (4/4 in time or ext agreed);
Aug (1/1 in time or ext agreed);
Sept (2/2 in time or ext agreed)



Target
60%

Percentage of non-major planning applications determined in time

July (81/84 in time or ext agreed); Aug (69/69 in time or ext agreed); Sept (68/76 in time or ext agreed)



Target
100%

Internal Gateways completed for schemes - progress from design through to delivery

Internal Gateway process to review business case viability at each stage of Strategic, Outline and Full Business Case stages.



Target
10%

Social Value commitment against Construction Contract Value

Evidences the Social Value add in addition to construction of physical assets

Economy

Areas for Development

Page 154

KPIs	Comments
<p>Implement the TA mitigation strategy to reduce the level of spend and ensure suitable accommodation is provided for residents who find themselves homeless.</p>	<p><i>The demand for housing services is at an all time high. This has resulted in an increased need for temporary accommodation and therefore created a significant budget pressure within the service. It is important that we continue to deliver the efficiency savings and cost avoidance proposals set out within the TA Mitigation Plan. This includes bringing new units of TA on-line using a longer-term leasing model (moving away from nightly paid accommodation), reviewing our own asset register to look at opportunities to re-purpose our own stock, and work with our strategic housing partnership to review stalled strategies and outdated policies to maximise existing resources.</i></p>
<p>Review the proposed target operating model for housing options services to ensure this is fit for purpose and can robustly contribute to managing demand for services.</p>	<p><i>The proposed target operating model focuses on reducing demand and duplication by implementing a managed access model. This includes promoting digital self help services, signposting to relevant partners who can provide advice and support. This will free up capacity to work in a more prevention focussed way. This will allow officers to undertake casework, offer home visits (where appropriate) and work out in the community through the PBI.</i></p>

Economy

Areas for Development

Page 155

KPIs	Comments
<p>Implement the new software system (Locata) to assist with the effective delivery of the Housing Register and Allocations service.</p>	<p><i>The number of households registering for social housing on the Council's Housing Register is at an all time high. We currently have c7,000 live housing applications on the housing register and c11,000 in a backlog waiting to be assessed and registered before they can become live.</i></p> <p><i>The new system will allow residents to register for re-housing in a more self-serve, structured approach, prompting the resident to provide the necessary information (eg I.D). Residents will be able to upload the documentation themselves rather than requiring assistance from an officer. The system will also allow the resident to self serve as they will be able to progress chase their own application (check their banding status, if they have been successful for a bid etc). This in turn should reduce demand for service (telephone enquiries and footfall through AO).</i></p>
<p>Create stability within the team by reducing staff turnover and review the level of resources required to operate safe working practices.</p>	<p><i>We have a number of grant funded fixed term posts within the service. That coupled with the demand for service has been sighted as the reason for staff terminating their employment. The service is drastically under resourced and operating at unsafe practice levels. The average caseload per officer is now c200. A fundamental review is required with regards to service delivery, resourcing and ensuring statutory compliance.</i></p>

Paul Clifford, Director of Economy (Service Head)

The Warm Homes team deliver an invaluable service to our residents and it is great to see the number of residents that have been supported to date against to the backdrop of real financial challenges for households. The planning team continue to perform at a high level reach a 100% determination rate for the second quarter in a role on some of the more complex applications that help to deliver growth.

Unfortunately, the housing position locally within Oldham is not unique to the borough and is replicated across the country. From an Oldham perspective a number of clear mitigating actions have been identified with the objective to facilitate the team to move into a prevention space helping to reduce instances of homelessness and the number of households in temporary accommodation. In addition to this, partners both within the Council and more widely across the borough are supporting our work in this area. However, this is clearly an unprecedented situation where unfortunately there is no quick solution.

Page 156

Signed Off: 21/11/2023

Glossary:

red	0
amber	2
green	6

Environment

Performance Measures & Business Plan Report

Portfolio Holder: Cllr Chris Goodwin

Officer Contact: Nasir Dad, Director of Environment

Page 158

Service Summary:

Environment Directorate consists of 5 Service areas; Environmental Services, Public Protection, Highways & Engineering, Waste and Fleet and Street Lighting. Each area has their own vision and 2023 – 2027 Business Plan.

Environment Successes

KPIs	Comments
Trading Standards -Tobacco Enforcement	Joint Operation between Oldham Council and GMP resulted in the seizure of illegal vapes with a street value of £27,000. Legal action to follow.
Street Lighting	Annual investment programme on track and over 99% of lights are working. Festive Lighting installed at 31 sites boroughwide.
Food Safety Enforcement	3 Successful prosecutions of food businesses which were closed due to significant public health risks.

Environment Key Metrics

Key:

Lower than previous quarter
(No quarter target set) ↓

Higher than previous quarter
(No quarter target set) ↑

Page 160



↑
Q1
133

Number of food hygiene inspections and revisits

174 food hygiene inspections and revisits carried out



Q1
473

Total number of fly-tipping enforcement actions

417 fixed penalty notices issued, prosecution outcomes in court and legal notices served



↓
Q1
94

Number of applications received for selective licensing

Monitoring of number of applications received for selective licensing: Q2: 95



↑
Q1:
47

Number of condition audits carried out

Q2: 90 audits carried out



↑
Q1
168

Number of New Taxi Driver Applications made to the Council

Q2: 849 This increase in new driver applications is in response to the new policy changes. Further changes to the vehicle age may impact positively to ensure a more comprehensive local licence control of the Taxi fleet



↑
Q1:
83

Number of private landlord licenses granted

Q2: 89 private landlord licenses granted

Environment

Areas for Development

KPIs	Comments
Number of food hygiene inspections	Push in quarter 4 evident (419) to ensure Food Standards Agency targets were delivered for 22/23. Need to focus officer delivery to catch up with programme
KPI review	Historical and statutory KPIs have been used to report on Economies performance, there is area for improvement in the breadth of the KPIs to be more representative of the service.

Environment

Comments

Nasir Dad, Director of Environment (Service Head)

Page 162

The Directorate continues to face significant demand for service across all respective areas. Demand has continued to increase and especially in areas of waste/fly tipping, pest control (since the service became free) and housing related complaints are also increasing due to the change in weather conditions and are expected to continue to increase over winter months. To deal with the demand, the housing standards team has been fully staffed after a successful recruitment exercise. In addition, waste and winter maintenance services continue to deal with seasonal demands and pressures. Service areas have supported the recent Bonfire and Remembrance Sunday events and preparation for Xmas lights and events is ongoing.

Service reviews are also continuing, both to ensure a set up that ensures future service delivery and also meet the budgetary challenges that have been identified.

Signed Off: 21/11/2023

Glossary:

red	0
amber	1
green	5

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Agenda Item 8

**Minutes of the meeting of the
GMCA Overview & Scrutiny Committee
held on Wednesday 22 November 2023
at the Tootal Buildings, Broadhurst House, 1st floor,
56 Oxford Street, Manchester, M1 6EU**

Present:

Councillor Nadim Muslim	Bolton Council (Chair)
Councillor Peter Wright	Bolton Council
Councillor Russell Bernstein	Bury Council
Councillor Imran Rizvi	Bury Council
Councillor John Leech	Manchester City Council
Councillor Basil Curley	Manchester City Council
Councillor Mandie Shilton Godwin	Manchester City Council
Councillor Jenny Harrison	Oldham Council
Councillor Colin McLaren	Oldham Council
Councillor Tom Besford	Rochdale Council
Councillor Patricia Dale	Rochdale Council
Councillor Lewis Nelson	Salford City Council
Councillor Helen Hibbert	Stockport Council
Councillor Naila Sharif	Tameside Council
Councillor Jill Axford	Trafford Council
Councillor Shaun Ennis	Trafford Council
Councillor Nathan Evans	Trafford Council
Councillor Fred Walker	Wigan Council

Also in attendance:

Andy Burnham	GM Mayor
Councillor Bev Craig	GM Portfolio Lead for Economy, Business and Inclusive Growth

Officers in attendance:

Eamonn Boylan	GMCA
Andrew McIntosh	GMCA
John Wrathmell	GMCA
Simon Nokes	GMCA
Nicola Ward	GMCA
Elaine Mottershead	GMCA
Kaja Davies	GMCA
Martin Lax	Transport for Greater Manchester
Nick Fairclough	Transport for Greater Manchester

O&SC 45/23 Welcome and Apologies

Apologies for absence were received from Councillor Joshua Brooks and Councillor Joanne Marshall.

O&SC 46/23 Chair's Announcements and Urgent Business

The Chair announced that there would be a short reflective session (5-10 minutes) at the rise of this meeting to reflect on the work of the Committee. The Chair invited all members to stay if they were able to.

O&SC 47/23 Declarations of Interest

There were no declarations of interest received in relation to any item on the agenda.

**O&SC 48/23 Minutes of the GMCA Overview and Scrutiny Committee
held on 25 October 2023****Resolved/-**

That the minutes of the GMCA Overview and Scrutiny Committee held on 25 October 2023 be approved as a correct record.

**O&SC 49/23 Minutes of the Joint Health Scrutiny and the
GMCA Overview & Scrutiny held on 8 November 2023**

Resolved /-

That the minutes of the Joint Health Scrutiny and the GMCA Overview & Scrutiny Committee held on 8 November 2023 be approved as a correct record.

**O&SC 50/23 GM Investment Plan, Frontier Sector Development and
Business Rates update**

O&SC 51/23 Greater Manchester Investment Zone

The Chair invited Councillor Bev Craig, Portfolio Lead for Economy, Business and Inclusive Growth and GMCA officers, Andrew McIntosh, and John Wrathmell to present these linked items together.

Councillor Bev Craig introduced the reports. The GM Investment Plan was a long-term plan to develop sites across Greater Manchester, not to only respond to Government policy, but to be pro-active and have clear milestones. The plan contained six identified growth zones, with links to the 2040 Transport Plan and funding streams such as Brownfield funding and others. The retention of business rates would also provide income and support the delivery of the Investment Plan. The support from local authorities would be welcomed in the development of the zones that were situated across Greater Manchester. Three investment zones had also been identified and would receive £80m capital and revenue funding over five years. Officers continued the presentation and highlighted the following:

- The GM Investment Plan would drive growth within 10-15 years. The latest Devolution Deal set out the decisions that would be made at Greater Manchester level at different times and set out a methodology for appraisal. There would be a clear framework for decision-making. A set of general principles would be adopted for investment and would be agreed at Greater Manchester level.

- A key part of the Investment Plan would be the Frontier Sector Development and this would feed into projects appropriately with links to skills development and interfacing with business investment decisions.
- The final part would be the retention of business rates with the ability to allocate five different zones where business rates could be collected and aggregated over a set period of time.
- It was clarified that the Investment Zones were not physical zones but more packages to develop particular sectors such as manufacturing and materials.
- Existing governance arrangements would be used. Businesses would be engaged through the GAMMA (Graphene, Advanced Materials and Manufacturing Alliance) network. All four GM universities were also involved.
- The Autumn Statement announcement (today) would set out more details.

Comments and questions:

- Members were keen to see the “people” element of this work linked to the more technical aspects, particularly in terms of links with employment. The work could be viewed through the lens of social justice and should consider how to help people who have missed out on opportunities. In response, it was noted that this could be a first for the region and investors were keen to be involved. The targets for the funding were not prescribed and, whilst it did not need to be directed to Education, Skills and Work, it was recognised that this would be an important area and route to progression.
- Members were pleased to see Northern Gateway within the GM Investment Zone as this offered a significant opportunity to re-balance the economy of this area.

- It was questioned whether the outcome of the Places for Everyone consultation would impact the delivery or outcomes of the Investment Plan. Officers confirmed that the Investment Plan would have no bearing on Places for Everyone being able to be implemented at the end of the consultation phase.
- Members suggested that opportunities to link these plans and other elements of the GM Strategy be explored e.g. the Bee Network, Places for Everyone, Atom Valley, Education, Skills and Work, and the Clean Air/Green City agenda.
- Further clarification on the funding was sought including the difference in capital and revenue streams and typically what might be targeted. It was confirmed that 60% of capital funding and 40% of revenue funding was given by the Government. There were five investment policy areas – infrastructure (predominantly capital), facilities (revenue to run the programmes), skills (mix of capital and revenue), local business support (predominantly revenue).
- Members questioned whether the £80m fund would be secure across the forthcoming five years. Officers reflected on the Chancellors commitment through his announcement of further Investment Zones in today's Autumn Statement.
- It was acknowledged that the maps depicting the business rates retention from Growth Zones were too small to decipher and revised copies would be circulated. The zones had been identified to maximise income rather than having geographical significance. It was confirmed that a business which was outside of the zone boundary line would not benefit from relocating. The benefits would be in the additional business rate retention income, which would be invested across Greater Manchester, and individual businesses would not be affected either adversely or favourably for being inside or outside the zones.
- A question about retained business rates was raised and whether any income that was gained would be inconsequential once the administration costs had been added. It was confirmed that the significant benefits from cumulative growth would outweigh any administrative costs and procedures.

- The difference between a growth and a development zone was queried along with the reference to “on menu” and “off menu” interventions for investment zones for which further details would be circulated. Officers explained that Growth Zones allowed for maximum growth in resources but freedom to invest across GM as required, whilst Investment Zones had to be spent in frontier sectors.
- There was discussion about the transport infrastructure and how it was fundamental to deliver these plans for investment and employment. In response, it was noted that the Bee Network had already started to give much more flexibility around responding to need and this would continue to grow as the vision for the network progresses.
- It was acknowledged that future investment into specific geographical areas had not been detailed in the report but this would form the next stages of the Investment Plan which would be shared with the Committee in due course.
- In response to a request for the Investment Plan to consider Greater Manchester’s responsibilities in relation to climate change, members were reminded that it was already delivering on the regeneration of Brownfield Land and incentivising the development of net zero homes.

Resolved/-

1. That officers note the comments from members after reviewing:
 - a. the overall approach to developing Frontier Sector Development Plans that will sit alongside the GM Investment Plan to direct investment in growth of our frontier sectors and growth locations.
 - b. how the Sector Development Plans should be most effectively brought into the Growth Locations.
 - c. The overall approach to developing the Investment Zone and the places and businesses which can benefit from the focus on Advanced Manufacturing & Materials.

2. That a social justice focus be considered as the Investment Plan is developed in order to create opportunities for those who have previously missed out on education, training and employment opportunities.
3. That the investment zone maps be enhanced and circulated to the Committee.
4. That the 'on menu' and 'off menu' interventions for the Investment Zone be circulated to the Committee.
5. That future iterations of the Investment Plan be shared with the Committee in due course.

O&SC 52/23 Local Transport Plan Process and Renewing Our Vision

GM Mayor Andy Burnham introduced this item and explained that the Local Transport Plan launched in 2017 was due to be refreshed and invited the Committee to comment and influence the revised version.

There were large parts of the plan that were still relevant and would remain but there were also significant core parts to debate. The “right mix” ambition for 2040 was to have 50% of journeys completed using public transport and/or active travel and 50% by vehicles. This target was considered to be a more significant priority than it was in 2017, with acknowledgement of changes in the landscape, for example, three out of four young people, under the age of 25, cannot drive nor were they learning to drive.

In 2017, there were 250 million journeys, under 1km, in Greater Manchester that were carried out by car. The latest figure demonstrated that this had now reduced to 150 million. This still meant, however, that there were approximately 410,000 journeys of under 1km being carried out, per day, in a car. There was clearly some behaviour change, but still further work to be done, particularly around the shared use of roads and highways.

It was recognised that there were different emerging themes since the 2017 plan was produced. The de-regulation and franchising of buses had been a significant achievement and there were opportunities now to dictate the pace of change. There were also further opportunities to dictate progression on decarbonisation, zero carbon

emissions and more compliance alongside the Trailblazer devolution deal. The eventual integration of rail would also be an important step.

The Committee agreed that the new Plan's focus should include affordability, accountability, a system that can respond to need and a 'right mix' approach. However, it was suggested that the right mix should be applied differently in each location as determined by current and planned transport infrastructure. It was clear that a 50:50 mix would not work for all areas of Greater Manchester.

Questions and comments:

- Members recognised the need to balance the use of road space for active travel, pedestrian, and vehicle use. They were keen to see different options explored further including the potential effects of displacement and welcomed the ambition of 'integration'.
- A member highlighted particular concerns about a CYCLOPS junction and the GM Mayor agreed to look at this separately to learn from the experiences of Manchester City Council and Trafford Council.
- There was a suggestion that increased patronage could benefit from consideration of the purpose of the journey (e.g. leisure, business/study, exercise) rather than the starting point and destination. Equally, consideration should be given to other factors such as seasonality, demographics, local choice etc.
- Members welcomed the efforts to date on improving safety and security on public transport, highlighting this as a particular issue for women and girls. Initiatives such as the GMP and TfGM live chat services were welcomed, as was the #IsThisOk campaign. They noted that safety on roads ,and safety on transport, were two different elements that should be prioritised. The Committee further queried whether there should be an aspiration to also make public transport journeys 'pleasant'.
- The success of Our Pass was recognised and it was suggested that there could be potential for further expansion and promotion of the scheme.

- It was acknowledged that some journeys do still need to be done by car for various reasons and improvements should be sought across all modes, making those car journeys that were genuinely necessary to be more tolerable. This would need to be done in the context, however, of the overall vision to reduce car dependency and aiming for cleaner and greener targets and therefore it should be approached with proportionality. The Committee did reflect on the impact that just a 7% reduction in car usage over the school holidays has across the transport network.
- Members noted the increase in delivery vehicles across the conurbation and reported that their use of pavement parking was proving dangerous and damaging in some areas. It was clear that the Plan should prioritise safe and secure public travel, whether that be on pavements or any other mode.
- Finally, the Committee urged that the Plan should reflect strongly on Greater Manchester's clean air ambitions as a key driver for all the outputs, and that the Plan should be co-produced alongside residents, especially with regards to their neighbourhood right mix.

Resolved /-

1. That the comments of members on the following be noted:
 - a. the preparation of a new Local Transport Plan to date (LTP); including the development of a 'Renewing Our Vision' LTP engagement document; and
 - b. the contents of the report, specifically the vision statement, LTP goals, spatial themes, and network ambitions.
2. That the comments of the Committee will be shared with the GMCA as appropriate.

O&SC 53/23 Work Programme

Resolved /-

1. That the Overview & Scrutiny work programme be noted.

2. That members contact Nicola Ward directly if they had suggestions for topics on future briefing sessions.

O&SC 54/23 Dates of Future Meetings

The schedule for the future meetings was noted:

13 December 2023	1-3pm
24 January 2024	1-3pm
7 February 2024	1-3pm
21 February 2024	1-3pm
20 March 2024	1-3pm

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 DECEMBER 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	Construction and Highways Works & Services (CHWS) Framework Agreement - Existing Framework		13 th November 2023	Cabinet
Description: Document(s) to be considered in public or private:				
	Pot Hole Funding 2023/24		13 th November 2023	Cabinet
Description: Document(s) to be considered in public or private:				
Page 175	Grant Acceptance: One Public Estate (OPE) Brownfield Land Release Fund – Round 2	Executive Director for Place & Economic Growth	13 th November 2023	Cabinet
Description: Oldham Council has secured capital funding for the remediation of three sites in the town centre; the Civic Centre and QE Hall, the former leisure site and the former Magistrates Court The purpose of this report is to confirm the value of the grant available to Oldham Council and notify Cabinet of the intention to bring this additional resource into the capital programme to commence detailed negotiations leading to the site clearance and remediation of all 3 sites Document(s) to be considered in public or private: Cabinet report - public				
	UKSPF: Inclusive Employment and Skills		13 th November 2023	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 DECEMBER 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: Document(s) to be considered in public or private:				
	Sustainable Oldham Strategic Partnership Agreement	Director of Economy	13 th November 2023	Cabinet
Description: A new single Partnership Agreement to award Transport related civil engineering projects for City Region Sustainable Transport Settlement (CRSTS) bids, Levelling Up 2 bids and other related civil engineering related projects. Document(s) to be considered in public or private: Cabinet report to follow				
Page 1 of 1	Report of the Director of Finance – Council Tax Reduction Scheme 2024/25	Director of Finance	13 th November 2023	Cabinet
Description: To determine the Council Tax Reduction Scheme for 2024/25 Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Council Tax Reduction Scheme 2024/25 Background Documents: Appendices – Various Report to be considered in Public				
	Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2023/24 Quarter 2	Director of Finance	13 th November 2023	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 DECEMBER 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Page 177	<p>Description: The report provides an update on the Council’s 2023/24 forecast revenue budget position and the financial position of the capital programme as at the period ending 30 September 2023 (Quarter 2) Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2023/24 Quarter 2 Background Documents: Appendices – Various Report to be considered in Public</p>			
	<p>Report of the Director of Finance – Treasury Management Strategy Mid -Year Review 2023/24</p>	<p>Director of Finance</p>	<p>13th November 2023</p>	<p>Cabinet</p>
	<p>Description: Review of the performance for the first half of the financial year in relation to the Treasury Management Strategy for 2023/24. Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Treasury Management Strategy Mid-Year Review 2023/24. Background Documents: Appendices Report to be considered in Public</p>			
	<p>Report of the Director of Finance – Proposed Consultation for the Council Tax Reduction Scheme 2024/25</p>	<p>Director of Finance</p>	<p>13th November 2023</p>	<p>Cabinet</p>

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 DECEMBER 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Page 8 New!</p>	<p>Description: To update on the proposed consultation process to be undertaken by the Council with regard to the 2024/25 Council Tax Reduction Scheme. Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Proposed Consultation for the Council Tax Reduction Scheme 2024/25 Background Documents: Appendices – Various Report to be considered in Public</p>			
	<p>Remodelling Children’s Centres Around Our Family Hubs</p>	<p>Director of Education, Skills & Early Years</p>	<p>27th November 2023</p>	<p>Cabinet</p>
	<p>Description: The purpose of this report is to seek endorsement for a remodelled and improved delivery model for children’s centres in Oldham. If approved, we are seeking agreement to hold a public and staff consultation during the autumn of 2023. Document(s) to be considered in public or private: Report to CABINET Remodelling Children’s Centres Around Our Family Hubs</p>			
	<p>Waste Collection Service</p>	<p>Executive Director for Place & Economic Growth</p>	<p>Before December 2023</p>	<p>Cabinet Member - Neighbourhoods</p>
	<p>Description: Review of Waste Collection Service for domestic and trade. Document(s) to be considered in public or private: N/A</p>			

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 DECEMBER 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
TBC	Oldham Theatre Planning Application	Director of Economy	December 2023	Cabinet Member - Business, Employment and Enterprise
Description: Submission of a planning application for the proposed Oldham Theatre Document(s) to be considered in public or private: Planning application (public)				
TBC	Cultural Quarter Public Realm Planning Application	Director of Economy	December 2023	Cabinet Member - Business, Employment and Enterprise
Description: Planning application for the proposed Cultural Quarter Public Realm Document(s) to be considered in public or private: Planning application (public)				
	VCFSE Investment Fund (One Oldham Fund)	Director of Public Health	Before December 2023	Cabinet Member - Health and Social Care
Description: Decision to invest Covid Outbreak Management Fund (COMF) into the One Oldham Fund. Document(s) to be considered in public or private:				

Page 179

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 DECEMBER 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
New!	Local Development Scheme 2023 Update	Director of Economy	December 2023	Executive Director - Economy, Skills & Neighbourhoods
<p>Description: The council has a statutory requirement to prepare a Local Plan to ensure that we have an up-to-date and comprehensive planning framework to support the borough's economic, environmental and social objectives. The Local Development Scheme (LDS) is the project plan for the Local Plan. It sets out details and timetables about the planning documents we will prepare. Document(s) to be considered in public or private:</p>				
New!	Annual Monitoring Report & Infrastructure Funding Statement 2022-23	Director of Economy	December 2023	Executive Director - Economy, Skills and Neighbourhoods
<p>Description: Annual Monitoring Report (AMR) and Infrastructure Funding Statement (IFS) for 2022-23. Document(s) to be considered in public or private: Annual Monitoring Report and Infrastructure Funding Statement</p>				
New!	Youth Justice Service Extension to contract from 1st April 2024		11 th December 2023	Cabinet
<p>Description: Document(s) to be considered in public or private:</p>				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 DECEMBER 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
New!	Extension of contract for the delivery of the Young People’s Integrated Sexual Health and Substance Misuse Service	Director of Public Health	11 th December 2023	Cabinet
<p>Description: Purpose of the report is to enact the permitted 2 year extension of the current contract for the provision of a Young People's Sexual Health and Substance Misuse Service as per the initial contract terms.</p> <p>Document(s) to be considered in public or private: Cabinet Report - to be shared once internal governance has been completed.</p> <p>Private as per Paragraph 3 - commercial/business sensitivity</p>				
New!	Adult Social Care Strategy	Director of Adult Social Care (DASS)	11 th December 2023	Cabinet

Page 181

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 DECEMBER 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: Adult Social Care has devised a vision and strategy for the future delivery of statutory services in the borough for our adult residents. It is intended to launch and roll out across the borough once endorsed. Document(s) to be considered in public or private: Public: Appendix 1 Adult Social Care Strategy Equality Impact Assessment Appendix 2 Adult Social Care Strategy – resident facing version Appendix 3 The Oldham Plan Appendix 4 Oldham Council Corporate Plan Appendix 5 Health and Wellbeing Strategy Appendix 6 Market Position Statement</p>				
	Temporary Accommodation Long Term Leasing Options		11 th December 2023	Cabinet
<p>Description: Document(s) to be considered in public or private:</p>				
	Future Commissioning intentions for the Hospital to Home Service (Care at Home)		11 th December 2023	Cabinet
<p>Description: Document(s) to be considered in public or private:</p>				
	Care at Home services		11 th December 2023	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 DECEMBER 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: Document(s) to be considered in public or private:				
New!	Construction and Highways Works & Services (CHWS) Framework Agreement - NEW Framework		11 th December 2023	Cabinet
Description: Document(s) to be considered in public or private:				
	Gallery Oldham 'Priority Maintenance Works'		11 th December 2023	Cabinet
Description: Document(s) to be considered in public or private:				
New!	Oldham Draft Local Plan	Director of Economy	11 th December 2023	Cabinet
Description: Approval of Oldham's Draft Local Plan for public consultation. Oldham's Local Plan will guide development in the borough up to 2039. The main purposes of the Plan are to: <ul style="list-style-type: none"> - Set out the policies through which the council will manage development coming forward and use to determine planning applications; - Identify designations for the protection of the borough's environmental and historical assets, our town centres, employment areas and infrastructure; - Allocate land to meet our future housing and employments needs; and - Support the development of supporting infrastructure, such as transport, education and utilities. Document(s) to be considered in public or private:				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 DECEMBER 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
(HSC-14-23)	Market Sustainability and Improvement Fund - Workforce Fund and Urgent and Emergency Care Support Fund		11 th December 2023	Cabinet
Description: Document(s) to be considered in public or private:				
	Report of the Director of Finance and Director of Education, Skills and Early Years – Schools Funding Formula	Director of Finance	11 th December 2023	Cabinet
<p>Description: Schools funding formula for 2024/25 in relation to the National Funding Formula</p> <p>Document(s) to be considered in public or private: Report of the Director of Finance and Director of Education, Skills and Early Years – Schools Funding Formula</p> <p>Background documents: Various Appendices</p> <p>Report to be considered in public.</p>				
	Adoption and publication of Oldham Council's Social Value Policy	Deputy Chief Executive -	11 th December 2023	Cabinet
<p>Description: To approve the adoption and publication of a corporate social value policy to support Oldham Council and the wider Borough.</p> <p>Document(s) to be considered in public or private: Social Value Policy - Public</p>				
	Targeted Impartial Information Advice and Guidance		11 th December 2023	Cabinet
Description: Document(s) to be considered in public or private:				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 DECEMBER 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
New!	Annual Monitoring Report & Infrastructure Funding Statement 2022-23	Director of Economy	11 th December 2023	Executive Director - Economy, Skills and Neighbourhoods
Description: Annual Monitoring Report and Infrastructure Funding Statement for 2022-23. Document(s) to be considered in public or private: N/A				
New!	Strategic Housing Land Availability Assessment (SHLAA) 2023	Director of Economy	11 th December 2023	Executive Director - Economy, Skills and Neighbourhoods
Description: Document(s) to be considered in public or private:				
New!	Brownfield Register 2023	Director of Economy	11 th December 2023	Executive Director - Economy, Skills and Neighbourhoods
Description: Document(s) to be considered in public or private:				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 DECEMBER 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	Alexandra Park Eco Centre Update	Director of Economy	January 2024	Cabinet
Description: Update regarding the new Eco Centre at Alexandra Park Depot. Document(s) to be considered in public or private: Cabinet Report (Private). Restricted Paragraph Part 3 report				
	Carriageway Investment Funding	Director of Environment	January 2024	Cabinet
Description: Additional funding for carriageway surfacing/treatments Document(s) to be considered in public or private:				
186	Report of the Director of Finance Budget 2024/25 – Determination of the Tax Bases for Council Tax Setting and for Business Rates Income Purposes	Director of Finance	January 2024	Cabinet
Description: The Determination of the Tax Bases for Council Tax Setting and for Business Rates Income for use in 2024/25 budget deliberations. Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance Budget 2024/25 – Determination of the Tax Bases for Council Tax Setting and for Business Rates Income Purposes Background Documents: Appendices - Various –Report to be considered in Public				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 DECEMBER 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	Oldham Council's inclusion within the Greater Manchester Business Rates Pool 2024/25.	Director of Finance	January 2024	Cabinet Member - Finance and Corporate Resources
<p>Description: The report seeks formal approval for the Council's inclusion in the Greater Manchester Business Rates Pool for the financial year 2024/25. Document(s) to be considered in public or private: Proposed Report Title: Oldham Council's inclusion within the Greater Manchester Business Rates Pool 2024/25 Background Documents: Various Appendices Report to be considered in Public</p>				
	Non-Domestic Rates Tax Base 2024/25	Director of Finance	January 2024	Cabinet Member - Finance and Corporate Resources

Page 187

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 DECEMBER 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Page 188	<p>Description: Report setting out information to determine the Non-Domestic (Business Rates) Tax Base for 2024/25, using the most up to date information and estimates available. Document(s) to be considered in public or private: Proposed report title: Non-Domestic Rates Tax Base 2024/25</p> <p>Background Documents: Various Appendices and Council Tax Tax Base and Non-Domestic Rates Tax Base Forecast 2024/25 (Presented to Cabinet on 22 January 2024)</p> <p>Report to be considered in Public</p>			
	Report of the Director of Finance – Treasury Management Strategy Statement 2024/25	Director of Finance	February 2024	Cabinet
Page 188	<p>Description: To consider the Council’s Treasury Management Strategy for 2024/25 - including Minimum Revenue Provision Policy Statement, Annual Investment Strategy and Prudential Indicators Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Treasury Management Strategy Statement 2024/25</p> <p>Background Documents: Appendices</p> <p>–Report to be considered in Public</p>			
	Report of the Director of Finance – Revenue Budget 2024/25 and Medium Term Financial Strategy 2024/25 to 2028/29	Director of Finance	February 2024	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 DECEMBER 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Page 189	<p>Description: To consider the Administration’s detailed revenue budget for 2024/25 and budget reduction proposals, together with the Medium Term Financial Strategy for 2024/25 to 2028/29, incorporating the current policy landscape and Local Government Finance Settlement. Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Revenue Budget 2024/25 and Medium Term Financial Strategy 2024/25 to 2028/29</p> <p>Background Documents: Various appendices</p> <p>Report to be considered in Public</p>			
	Report of the Director of Finance – Capital Programme & Capital Strategy for 2024/25 to 2028/29	Director of Finance	February 2024	Cabinet
	<p>Description: To consider the Council’s Capital programme and capital strategy. Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Capital Programme & Capital Strategy for 2024/25 to 2028/29</p> <p>Background Documents: Appendices</p> <p>–Report to be considered in Public</p>			
	Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2023/24 Month 8	Director of Finance	February 2024	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 DECEMBER 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Page 190	<p>Description: The report provides an update on the Council’s 2023/24 forecast revenue budget position and the financial position of the capital programme as at the period ending 30 November 2023 (Month 8) Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2023/24 Month 8 Background Documents: Appendices – Various Report to be considered in Public</p>			
	<p>Joint Report of the Executive Director Place and Economic Growth and Director of Finance – Housing Revenue Account Estimates for 2024/25 to 2028/29 and Projected Outturn for 2023/24.</p>	<p>Director of Finance, Executive Director for Place & Economic Growth</p>	<p>February 2024</p>	<p>Cabinet</p>
<p>Description: The Housing Revenue Account (HRA) Outturn Estimates for 2023/24, the detailed budget for 2024/25 and the Strategic HRA Estimates for the four years 2025/26 to 2028/2 Document(s) to be considered in public or private: Proposed Report Title: Housing Revenue Account Estimates for 2024/25 to 2028/29 and Projected Outturn for 2023/24 Background Documents: Appendices –Report to be considered in Public</p>				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 DECEMBER 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2023/24 Quarter 3	Director of Finance	March 2024	Cabinet
<p>Description: The report provides an update on the Council’s 2023/24 forecast revenue budget position and the financial position of the capital programme as at the period ending 31 December 2023 (Quarter 3) Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2023/24 Quarter 3 Background Documents: Appendices – Various Report to be considered in Public</p>				
	Report of the Director of Finance - Local Taxation and Benefits Discretionary Policies 2024/25	Director of Finance	March 2024	Cabinet
<p>Description: To confirm the Council’s Local Taxation and Benefits Discretionary Policies for 2024/25 Document(s) to be considered in public or private: Proposed Report Title: Local Taxation and Benefits Discretionary Policies 2024/25 Background Documents: Appendices Report to be considered in public</p>				
	Report of the Director of Finance – Treasury Management 2023/24 – Quarter 3 Report	Director of Finance	March 2024	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 DECEMBER 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: The Quarter 3 review of Treasury Management activity during the third Quarter of 2023/24. Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Treasury Management Review 2023/24 – Quarter 3 Report</p> <p>Background Documents: Appendices</p> <p>Report to be considered in Public</p>				
<p>New!</p>	<p>Report of the Director of Finance – Debt Recovery Policies</p>	<p>Director of Finance</p>	<p>March 2024</p>	<p>Cabinet</p>
<p>Description: To provide clear guidance for Council Officers, local taxpayers, and organisation who use Council services on recovery of monies owed to the Council. Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Debt Recovery Policies</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>				

Page 1 of 2

Key:

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 DECEMBER 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
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New! - indicates an item that has been added this month

Notes:

1. The procedure for requesting details of documents listed to be submitted to decision takers for consideration is to contact the Contact Officer contained within the Key Decision Sheet for that item. The contact address for documents is Oldham Council, Civic Centre, West Street, Oldham, OL1 1UH. Other documents relevant to those matters may be submitted to the decision maker.
2. Where on a Key Decision Sheet the Decision Taker is Cabinet, the list of its Members are as follows: Councillors Arooj Shah, Abdul Jabbar MBE, Elaine Taylor, Shaid Mushtaq, Fida Hussain, Peter Dean, Barbara Brownridge, Chris Goodwin and Mohon Ali.
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>

Page
93

Notice of Private Reports

(In accordance with Part 2 of the Local Authorities (Executive Arrangements) Meetings and Access to Information) (England) Regulations 2012)

Oldham Borough Council intends to hold a private meeting (or part thereof) of the Cabinet on Monday, 11th December 2023

Decision to be taken (Agenda Item) Decisions proposed to be taken in private at Cabinet on 11th December 2023:

- a. Remodelling Children's Centres around Family Hubs
- b. Youth Justice Extension to Contract (from 1st April 2024)
- c. Extension of Contract for the Delivery of the Young People's Integrated Sexual Health and Substance Misuse Service
- d. Adult Social Care Strategy
- e. Temporary Accommodation Long Term Leasing Options
- f. Future Commissioning Intentions for the Hospital to Home Service (Care at Home Service)
- g. Construction and Highways Works & Services (CHWS) Framework Agreement - NEW Framework
- h. Gallery Oldham Priority Maintenance Works

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 DECEMBER 2023

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
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- i. Market Sustainability and Improvement Fund
- j. Adoption and Publication of Oldham Council’s Social Value Policy
- k. Targeted Impartial Information Advice and Guidance

Reason

The meeting (or part thereof) will be held in exempt session on the grounds that the reports and background papers will contain the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended) – information relating to the financial or business affairs of the Council and a third party.

Representations

If you wish to make representations against the intention to hold a private meeting, please send these to Constitutional Services, Level 4, Civic Centre, Oldham, O11 1UL or email: constitutional.services@oldham.gov.uk

Page 194

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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