

## ***GOVERNANCE, STRATEGY AND RESOURCES SCRUTINY BOARD Agenda***

Date Tuesday 24<sup>th</sup> March 2026

Time 6.00 pm

Venue The Council Chamber, JR Clynes Building - Level 2, Cultural Quarter,  
Greaves Street, Oldham, OL1 1AL

- 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 Alex Bougatef or Constitutional Services at least 24 hours in advance of the meeting.
  2. Further information relating to this meeting is available from Constitutional Services, email: [constitutional.services@oldham.gov.uk](mailto:constitutional.services@oldham.gov.uk)
  3. Public Questions - Any Member of the public wishing to ask a question at the above meeting can do so only if a written copy of the question is submitted to the contact officer by 12.00 noon on Thursday, 19<sup>th</sup> March 2026.
  4. Filming - The Council, members of the public and the press may record/film/photograph or broadcast this meeting when the public and the press are not lawfully excluded. Any member of the public who attends a meeting and objects to being filmed should advise the Constitutional Services Officer who will instruct that they are not included in the filming.

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

Membership of the GOVERNANCE, STRATEGY AND RESOURCES  
SCRUTINY BOARD:

Councillors Aslam, Azad, Chauhan, Cosgrove, Hughes, Ibrahim, Kenyon,  
Lancaster, Marland, McLaren (Chair) and Rustidge (Vice-Chair)

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 (Pages 3 - 14)  
The Minutes of the Governance, Strategy and Resources Scrutiny Board meetings held on 28<sup>th</sup> January 2026 and 5<sup>th</sup> February 2026 are attached for approval.
- 6 Performance Assurance Report Q3 2025/26 (Pages 15 - 64)  
To consider the Governance, Strategy and Resources Performance Assurance Report 2025/26 for Q3.
- 7 Revenue Monitor and Capital Investment Programme 2025/26 - Month 10 (Pages 65 - 94)  
Report of the Deputy Leader and Cabinet Member for Finance, Corporate Services and Sustainability updating on the Revenue Monitor and Capital Investment Programme 2025/26, as at Month 10.
- 8 Work Programme (Pages 95 - 96)  
To consider and note the Governance, Strategy and Resources Scrutiny Board's Work Programme for 2025/26 and to consider items for inclusion when developing the Board's Work Programme for the 2026/27 municipal year.
- 9 Key Decision Document (Pages 97 - 114)
- 10 Rule 13 and 14  
To consider any rule 13 or 14 decisions taken since the previous meeting.



**Present:** Councillor McLaren (Chair)  
Councillors Aslam, Chauhan, Cosgrove, Hughes, Ibrahim,  
Kenyon, Lancaster and Rustidge (Vice-Chair)

Also in Attendance:

Councillor Mohon Ali	Cabinet Member for Education and Skills
Emma Barton	Deputy Chief Executive (Place)
Alex Bougateg	Borough Solicitor and Director of Legal
Councillor Barbara Brownridge	Cabinet Member for Adults, Health and Wellbeing
Neil Consterdine	Director of Communities
Nasir Dad	Director of Environment
Julie Daniels	Executive Director Children and Young People
Councillor Peter Dean	Cabinet Member for Culture and Leisure
Mark Edmondson	Revenues and Benefits Services, Oldham MBC
Rebecca Fletcher	Director of Public Health
Councillor Chris Goodwin	Cabinet Member for Transport and Highways
Jack Grennan	Constitutional Services
Councillor Fida Hussain	Cabinet Member for Enterprise
Councillor Abdul Jabbar MBE	Deputy Leader and Cabinet Member for Finance, Corporate Services and Sustainability
Shelley Kipling	Chief Executive
Vickie Lambert	Finance Services
Darren Millward	Financial Management
Councillor Shaid Mushtaq	Cabinet Member for Children and Young People
Jayne Ratcliffe	Director of Adult Social Services
Councillor Arooj Shah	Leader and Cabinet Member for Growth
Councillor Elaine Taylor	Statutory Deputy Leader and Cabinet Member for Neighbourhoods
Christian Walsh	Deputy DASS
Lee Walsh	Assistant Director of Finance

**1            APOLOGIES FOR ABSENCE**

There were no apologies for absence received.

**2            URGENT BUSINESS**

There were no items of urgent business received.

**3            DECLARATIONS OF INTEREST**

There were no declarations of interest received.

4 **PUBLIC QUESTION TIME**

There were no public questions received.

5 **MINUTES OF PREVIOUS GOVERNANCE, STRATEGY AND RESOURCES SCRUTINY BOARD MEETING**

**RESOLVED** that the minutes of the meeting held on 4<sup>th</sup> December 2025 be approved as a correct record.

6 **REVENUE MONITOR AND CAPITAL INVESTMENT PROGRAMME 2025/26: QUARTER 3 DECEMBER 2025**

The Cabinet Member for Finance and Corporate Resources made an introductory statement setting out the background and context including pressures faced in the current year and developing the budget for 2026/27.

The forecast adverse position for 2025/26 at the end of Quarter 3 was estimated to be £15.199m (£21.094m at the end of Quarter 2).

The details within the revenue monitoring report for Quarter 3 followed on from the Quarter 2 report previously presented and highlighted any significant areas of concern which may not just impact on the current year, but also when preparing future budgets. A forecast adverse position based on the Quarter 3 revenue controllable budget is £15.199m which is a favourable movement of £5.894m from the position previously reported. The Council is currently exploring opportunities in conjunction with its external treasury advisors to look at our current policy on capitalising interest costs for assets under construction. This could generate a potential revenue adjustment to the Council which would reduce the forecast adverse variance for 2025/26. The outcome of this work would be reported to Cabinet in the Month 10 revenue monitoring report.

Since the last report was presented to this meeting, the implementation of the agreed enhanced controls had continued to have an impact on the forecast position resulting in the favourable movement between periods. It was expected that the position will continue to improve as these agreed controls are embedded further. It was important that the organisation continued this work on mitigating and reducing the forecast revenue variance by the end of the financial year, limiting any unbudgeted use of reserves and protecting its financial resilience.

Given the in-year financial position of the Council, the level of reserves available and the budgetary gaps reported within the Council's Medium Term Financial Strategy (MTFS), the recent publication of the Provisional Local Government Finance Settlement provided some additional support to the Council as a result of the Fair Funding Review and the continuation of the

Recovery Grant for another 3 years. Whilst this funding was welcomed, the Council must deliver within the financial resources allocated for 2026/27 onwards. The Council's strategy to transfer much needed resources to reserves to increase reserves is a positive movement in ensuring the organisations financial resilience over the medium term.



Information on the forecast year end position of the Dedicated Schools Grant (DSG), and Housing Revenue Account (HRA) were also outlined in the report.

Members asked questions on the JR Clynes and Spindles Buildings overspend, querying why this wasn't anticipated. It was noted that the majority of this spend was on the Spindles due to Business rates valuations.

Members also requested that the minutes of the delivery board be included in future agendas and it was noted that this would be looked at. Members also queried why the Capital Strategy had increased next year. It was noted that the primary reason for this was slippage with spending having been pushed back to next year, which was standard practice. It was also highlighted that due to some decisions being called in, there had been delays to Capital items which had subsequently been reprofiled. It was noted that the overall value of the Capital Strategy was the same.

**RESOLVED:** that the Report and recommendations be accepted and commended to Cabinet

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## **REVENUE BUDGET 2026/27 AND MEDIUM TERM FINANCIAL STRATEGY 2027/28 TO 2028/29**

Consideration was given to a report by the Director of Finance providing the Governance, Strategy & Resources Scrutiny Board with the budget reduction requirement and the Administration's budget proposals for 2026/27 having regard to the Provisional Local Government Finance Settlement (PLGFS) published on 17 December 2025. The report also presented the financial forecasts for the remainder of the Medium-Term Financial Strategy (MTFS) period 2028/27 to 2028/29 based on the Settlement information received from Central Government and provided an indicative narrative on the years 2029/30 and 2030/31 which are outside the PLGFS period.

This report presented the Council's Revenue Budget for 2026/27 together with the budget reduction requirement and the Administration's budget proposals for 2026/27 including Council Tax intentions. It also provided the financial forecasts for the MTFS period, 2027/28 to 2028/29 on the known settlement information and a high level indicative narrative for the years 2029/30 and 2030/31 which are outside the PLGFS period. Included within this report are a number of budget reduction proposals for consideration and a budgeted transfer to reserves for the financial years 2026/27 to 2028/29 which is the second

consecutive that the Council's revenue budget has been balanced without the need to use general revenue reserves to support it.

The Council had reviewed all the underlying assumptions in its approach to setting the revenue budget for 2026/27 onwards having regard for the impact of the Fair Funding Review 2.0 and the indicative allocations published in the Provisional Local Government Finance Settlement. The revenue budget gap for 2026/27 is therefore revised to £20.301m. To balance the budget, a resources review has enabled budget adjustments of £10.196m, with Transformation Programme savings of £2.000m to be applied. £8.105m of budget reductions are proposed for delivery in 2026/27 which would balance the revenue budget position.

The Leader of the Council and Cabinet Member each presented the budget reduction proposals with their individual Portfolio area. Scrutiny Board members were able to ask questions of the portfolio holder to seek further information and clarification of the proposals.

RESOLVED that the Report and the following recommendations be accepted and commended to Cabinet.

1. The policy landscape and context in which the Council is setting its revenue budget for 2026/27;
2. The financial forecast for 2026/27 having regard to the Provisional Local Government Finance Settlement and associated funding announcements;
3. The Flexible Use of Capital Receipts at a value of £2.6m for 2026/27;
4. A proposed overall 2026/27 Council Tax increase of 4.99% for Oldham Council services (2.99% for general purposes and 2% Adult Social Care Precept) resulting in the charges set out at Table 10 of the report;
5. The Transformation Programme savings for 2026/27 at £2.000m
6. The 2026/27 Budget Reduction proposals at a value of £8.105m;
7. The proposed transfer to reserves of £1.600m in 2026/27 to improve the financial robustness of the Council;
8. The proposal to draw on the Collection Fund for major preceptors of £153.167m for Borough Wide services and £129.237m for Council services (subject to confirmation);
9. The proposed net revenue expenditure budget for 2026/27 for the Council set at £367.259m;
10. The proposed fees and charges as set out in the schedule included at Appendix 8
11. The level of general fund balances supporting the 2026/27 budget of £18.865m underpinned by the agreed policy on Reserves.

Councillor Hughes noted her disagreement with recommendation 4.

## **CAPITAL STRATEGY AND CAPITAL PROGRAMME 2026/27 TO 2030/31 AND MINIMUM REVENUE PROVISION (MRP) POLICY STATEMENT**



The Director of Finance submitted a report setting out the Capital Strategy for 2026/27 to 2030/31 and thereby the proposed 2026/27 capital programme, including identified capital investment priorities, together with the indicative capital programme for 2027/28 to 2030/31, having regard to the resources available over the life of the programme.

The Council had set out its capital programme for the period 2026/27 to 2030/31 based on the principles of the Capital Strategy. The Capital programme and Capital Strategy were influenced by the level of resources available. The level of prudential borrowing included reflected the financing available in the revenue budget, capital receipts align with forecasts, and grant funding and other contributions were based on already notified allocations or best estimates.

The capital programme for the period 2026/27 to 2030/31 included additional Transport schemes funded by Grant £16.630m, additional Council funded investment in Transport specifically for Potholes (£2.000m) and additional resource for Emerging Priorities (£1.592m), both funded by Prudential Borrowing and an increase in The Use of Flexible Capital Receipts of £2.600m (£0.600m per year) until its expiry of the direction in 2030, financed from Capital Receipts.

The revised capital programme included proposed expenditure for 2026/27 of £99.556m, of which the largest category is £72.953m of expenditure on regeneration, schools, transport and infrastructure projects within the Place Directorate. Total expenditure decreases to £49.047m, £14.923m, £ 5.972m and £1.592m in 2027/28, 2028/29, 2029/30 and 2030/31 respectively.

RESOLVED that the following recommendations be accepted and commended to Cabinet:

1. The Capital Strategy for 2026/27 to 2030/31 at Appendix 1 of this report and summarised at Section 2.1.
2. The capital programme for 2026/27 and indicative programmes for 2027/28 to 2029/30 at Annex C of Appendix 1 and summarised at sections 2.2 to 2.5 of this report.
3. The Flexible Use of Capital Receipts Strategy as presented at Annex D of Appendix 1.
4. The Minimum Revenue Provision (MRP) Policy Statement 2026/27 and method of calculation and Prudential Indicators detailed in Appendix 2.

The Director of Finance submitted a report which set out the Housing Revenue Account (HRA), the detailed budget estimates for 2026/27, the strategic estimates for the four years 2027/28 through to 2030/31 and outturn estimate for 2025/26. The report also set out the recommended dwelling, non-dwelling rents and service and concierge charges to be applied from April 2026.



After taking all relevant issues into account, the projected financial position for 2025/26 was estimated to be a £3.723m positive variance when compared to the original budget forecast for 2025/26 approved at the Budget Council meeting, 6 March 2025. This was largely due to the contribution to capital of £3m being delayed until 2026/27. It should be noted that the revised forecast outturn would still see HRA expenditure at £0.757m greater than income, and reserves reducing as a result.

The 2026/27 position had been presented after allowing for a proposed increase in dwelling rents of 4.8%, an increase in non-dwelling rents in line with individual contracts, a nominal increase of 2% on service charges and the setting of Extra Care Housing concierge charges to fully recover costs. The majority of HRA tenants were either the recipient of Housing Benefit or Universal Credit, and it was assumed that the proposed increase in rents would not be an additional financial pressure to the majority of tenants.

The financial projections for the HRA over the period 2025/26 to 2030/31 showed an overall reduction in the level of balances from £22.173m at the start of 2025/26 to £15.628m at the end of 2030/31.

The HRA detailed budget for 2026/27, strategic estimates for the four years 2027/28 to 2030/31, and the outturn estimate for 2025/26 were presented to the Governance, Strategy and Resources Scrutiny Board for comment.

**RESOLVED** that that the following recommendations be accepted and commended to Cabinet:

1. Forecast HRA outturn for 2025/26 (as per Appendix A)
2. Proposed HRA budget for 2026/27 (as per Appendix B)
3. Strategic estimates for 2026/27 to 2030/31 (as per Appendix D)
4. Proposed increase to dwelling rents for all properties of 4.8%.
5. Proposed increase to non-dwelling rents as per individual contracts.
6. Proposal that service charges are increased by 2%.
7. Proposal to set Extra Care Housing concierge charges to fully recover actual costs

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## **WORK PROGRAMME**

RESOLVED: That the Governance, Strategy and Resources Scrutiny Board's Work Programme for 2025/26 be noted.

11

## **KEY DECISION DOCUMENT**

The Scrutiny Board considered the Key Decision Document, which records key decisions that the authority is due to take.

RESOLVED: That the Key Decision Document be noted.

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**RULE 13 AND 14**

There were no Rule 13 or 14 decisions to be considered.

The meeting started at 6.00 pm and ended at 7.50 pm



**Oldham**  
Council

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**Public Document Pack**  
**GOVERNANCE, STRATEGY AND RESOURCES SCRUTINY BOARD**  
**05/02/2026 at 6.00 pm**



**Present:** Councillor McLaren (Chair)  
Councillors Chauhan, Davis (Substitute), Hughes, S. Hussain (Substitute), Iqbal (Substitute), Kenyon and Lancaster

Also in Attendance:

Councillor Sam Al-Hamdani	Deputy Leader of the Liberal Democrats and Shadow Cabinet Member for Value for Money and Sustainability
Emma Barton	Deputy Chief Executive (Place)
Alex Bougatef	Borough Solicitor and Director of Legal
Andy Cooper	Senior Finance Manager
Fiona Greenway	Director of Resources
Jack Grennan	Constitutional Services
Councillor Abdul Jabbar MBE	Deputy Leader and Cabinet Member for Finance, Corporate Services and Sustainability
Vickie Lambert	Finance Services
Fran Lautman	Assistant Director of Customer Experience
Councillor Shaid Mushtaq	Cabinet Member for Children and Young People
Councillor Elaine Taylor	Statutory Deputy Leader and Cabinet Member for Neighbourhoods
Lee Walsh	Director of Finance

**1 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Aslam (Councillor Iqbal substituting), Councillor Cosgrove (Councillor S. Hussain substituting), Councillor Ibrahim, Councillor Marland and Councillor Rustidge (Councillor Davis substituting). Apologies were also received from Councillor Shah, Councillor F. Hussain and Councillor Goodwin as Cabinet Members, from Councillor Harkness and from Shelley Kipling.

**2 URGENT BUSINESS**

The Chair read out a statement that Items 6, 7 and 8 had been withdrawn from the agenda as the Director of Finance, in his statutory role as Section 151 Officer, could not accept the alternative budget proposals put forward for the items on the basis of the robustness of the estimates and the adequacy of reserves.

Councillor Lancaster registered a complaint from the Conservative group, highlighting a lack of staff support and time and that administrative asks with tight deadlines had been a hindrance with the view being that senior officers were acting out of purview. It was also noted that the proposals had been

based on the group's previous proposals which had been brought to the committee previously.

Members queried whether the group had put proposals in and why they had complained. The Chair responded that he could only comment on the process.

3 **DECLARATIONS OF INTEREST**

There were no declarations of interest received.

4 **PUBLIC QUESTION TIME**

There were no public questions received.

5 **LIBERAL DEMOCRAT GROUP BUDGET AMENDMENT PROPOSALS 2026/27**

Councillor Sam Al-Hamdani introduced the proposals, highlighting the two main capital proposals on temporary accommodation and an increased spend on districts. It was noted that this would let the public take control on behalf of their communities. It was noted that there had been a reduction proposed around vacancy management was based on some reasonable savings being realised.

Members noted that the additional investment in districts was welcomed but highlighted concerns around the forecasting of health budgeting and the reduction around social care. Members noted concerns too around whether impact assessments for frontline services had been carried out on the mileage and Trade Union time proposals. It was noted that although the social care funding was lower than the administrations proposal, it was still higher than the current funding. It was highlighted that forecasting had been improved and that this was a balanced approach and achievable.

Members asked for more information on the temporary accommodation proposals. It was noted that the administration's proposals from last year had not yet happened, and that the impact of a lack of temporary accommodation was creating long term problems for social care and that the funding would make this a priority.

Members noted concerns around the reduction of funding for IT. It was noted that this funding reduction would come from non-allocated spending, meaning that no commissioned work or allocated spend would be unfunded. It was noted that IT issues are a concern but that this was a reduction from the general IT budget.

Members queried whether the reduction in Trade Union facilities time was just in facility time or in staff contributions. It was noted that this would just be in facilities time. Members queried what this would mean in practice as Trade Unions would still be meeting with departments. It was highlighted that Oldham was an outlier in terms of the amount of Trade Union facilities time offered and there was no clear need for the difference.

Members noted concerns around the reduction in mileage budgets and it was noted that the budget for this was currently underspent, so that the proposal would just be a different way of working this to reflect more accurately. Members noted that there are probably members of staff who don't claim the mileage they are eligible for. It was noted that these terms would have to be negotiated and that all the budget process is based on probabilities.

The Director of Finance noted that his comment were not an endorsement of the proposals but an acceptance of the robustness of the proposals put forward.

RESOLVED: That the Liberal Democrat budget reduction proposals be referred to Cabinet for consideration.

6

**THE OLDHAM GROUP BUDGET AMENDMENT PROPOSALS 2026/27**

The item was withdrawn.

7

**CONSERVATIVE GROUP BUDGET AMENDMENT PROPOSALS 2026/27**

The item was withdrawn.

8

**REFORM UK GROUP BUDGET AMENDMENT PROPOSALS 2026/27**

The item was withdrawn.

The meeting started at 6.00 pm and ended at 6.40 pm

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## **Report to Governance, Strategy & Resources Scrutiny Board**

### **Resources Directorate Performance Assurance Report 2025/26 for Q3**

**(1<sup>st</sup> October – 31<sup>st</sup> December 2025)**

**Portfolio Holder (Performance):** Cllr Arooj Shah, Leader & Cabinet Member  
for Growth

**Report Owner:** Fiona Greenway, Executive Director Resources

**Officer Contact:** Heather Moore, Assistant Director Governance

**PAR collated by:** Performance Improvement Team

**Contact:** [StrategyandPerformance@oldham.gov.uk](mailto:StrategyandPerformance@oldham.gov.uk)

**Date:** 24.03.2026

## **Reason for decision**

Performance reporting underpins how we measure progress and monitor the impact of Corporate Plan objectives and is aligned to our Medium-Term Financial Strategy, Service Plans and Risk Management. Reporting provides measurable evidence of progress against objectives to provide assurance that:

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

## **Report summary**

This report provides an overview of directorate performance against agreed service plan metrics, in the context of related reports and open (public) data. The intent is to support the scrutiny process through open and transparent discussion and challenge.

The reporting format is being developed as various overarching frameworks (national, regional and local) and digital reporting and data storytelling options emerge. The aim is to achieve a level of consistency of reporting whilst also accommodating the resources and nuances in reporting styles across the variety of services and the perspective of each of the four scrutiny boards.

## **Recommendations**

Scrutiny Board members are asked to:

- note the directorate outcomes identified
- celebrate areas of good or improved performance
- consider areas for review (good or poor) that could produce organisational learning.

Contextual considerations include:

- the interconnection between key projects and ongoing activities in other portfolio and Scrutiny Board areas; likewise reports to other committees
- the Council's performance reporting in the public domain – in particular the LG Inform App and Draft Local Outcomes Framework for Oldham
- the importance of viewing performance in the context of our borough by utilising published district profiles and the Oldham JSNA.

## 1. Context

1.1 Service (business) plans include a range of performance metrics to monitor progress in achieving our statutory duties and Corporate Plan objectives. Continuous monitoring is important as services can be impacted by a range of internal and external factors, including changes in demand, resources, legislation or policies.

1.2 Performance management systems generate data to be utilised at all levels; good governance processes support a transparent performance reporting cycle. Each directorate has regular opportunities to review their performance holistically and at a service level; and to raise issues or take necessary actions to improve or maintain it. Data scrutinised at this level will be more detailed and focused on the service or function.

1.3 The Performance Assurance Report (PAR) enables (high-level) data to be scrutinised to provide reassurance, whilst also allowing space for discussion. The format of these reports is evolving as the council navigates its digital journey. The aspiration is to offer a balance between data, insight and contextual narrative.

1.4 A standardised 'one size fits all' approach to performance monitoring and reporting is not feasible across the range and complexity of the services the council provides. Some services produce data that is qualitative and readily benchmarked against milestones. To remain relevant, 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. Similarly, some strategic programmes, such as public health initiatives, will only show meaningful results over several years.

1.5 Many core services provide a supporting role, so performance within their functions cannot be measured quantitatively and success is identified by the performance of the services they support. To avoid repetitive or inaccurate reporting for these services, performance reporting may only occur at the beginning and the close of the year when major milestones can be effectively and accurately reflected on.

1.6 It is essential that performance is viewed in context - the published district profiles and Oldham JSNA provide more detail and this should be considered when reviewing current and projected service levels and demands.

1.7 In addition to in-house reporting, Scrutiny Boards may wish to benchmark or verify reports against external sources such as:

- LG Inform App
- Draft Local Outcomes Framework for Oldham.

Both provide several ready built reports that use published data and useful trend or comparator information.

## Appendix:

### Data pack for Resources Directorate

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# Resources Directorate Performance Assurance Report

**Quarter 3 – 1st October to 31st December 2025**

**Data Pack for Report to Governance, Strategy & Resources Scrutiny Board: 24th March 2026**

***Portfolio holder (Performance): Cllr Arooj Shah, Leader of the Council & Cabinet Member for Growth***

***Report owner: Fiona Greenway, Executive Director Resources***

***Contact officer: Heather Moore, Assistant Director of Governance***

***Collated by: Performance Improvement Team***

***Contact: [StrategyandPerformance@oldham.gov.uk](mailto:StrategyandPerformance@oldham.gov.uk)***



# Directorate overview

The Council is split into four executive directorates: **Resources**, Place, Children & Young People and Health & Care. Resources is overseen by **Fiona Greenway, Executive Director of Resources**; services are managed by:

- Matthew Gratton, Director of Digital
- Lee Walsh, Director of Finance
- Alex Bougatef, Director of Legal
- Fran Lautman, Assistant Director Customer Experience
- Heather Moore, Assistant Director Governance
- Mark Edmondson, Assistant Director Revenues and Benefits
- Eleanor Devlin, Assistant Director Workforce and Organisational Culture
- John Miller, Head of Audit and Counter Fraud
- Tom Pyne, Interim Head of Procurement
- *tbc, Assistant Director of Strategy and Public Affairs\**
- *tbc, Assistant Director of Transformation and Change\**

*\*Note: these service areas sit within the Health & Care Directorate*

# Portfolio overview

The Resources directorate is supported by:

- Cllr Arooj Shah, Leader and Cabinet Member for Growth
- Cllr Abdul Jabbar, Deputy Leader and Cabinet Member for Finance, Corporate Services & Sustainability

# Benchmarking

Scrutiny Boards may wish to benchmark or verify reports against external sources.

The Local Government Association (LGA) provide ready built reports that use published data and useful trend or comparator information:

- [Themed reports | LG Inform](#)
- [Mobile app content | LG Inform](#)

Note: registration using an oldham.gov.uk email is required in the first instance

# Quarter 3: Introduction from Fiona Greenway, Executive Director of Resources

As detailed in this report, good progress is being made across the Directorate in relation to all service areas.

In relation to our Revenues, Benefits and Customer Experience, we continue to look for ways to improve our processes so that residents and businesses find it easier to engage and pay council tax / business rates and we support those who need access to financial support. Work to improve e-billing take up continues and Telesolutions will improve our collection processes in 2026/27 and therefore improve income and debt management/recovery, which is a key focus for the Revenues Team.

The Council now has an AI (Artificial Intelligence) Policy with sessions being set up for staff to look at using Co-Pilot to maximise the opportunities it can bring.

The payroll service continues to address weaknesses raised in multiple internal audit reports. New payroll metrics have been embedded into the processes, and the Assistant Director of Workforce & Organisational Culture is progressing at pace with the overall Human Resources / Organisational Development ReBuild Improvement Plan.

As a Directorate we aim to make sure the Let's Talk conversations with our teams are completed in line with the organisational target as a minimum.

Contact Centre performance continues to improve with customer satisfaction remaining high.

# Balanced scorecard metrics

Customer Experience | Workforce | Finance | Access to information

# Context for Balanced Scorecard metrics

- BSC metrics are intended to provide a context for the pressures on a service
- Some metrics are reported through the lens of the 'customer front door' and so do not include direct contact with frontline staff or service areas - they therefore do not provide the full picture or quantities being received or delivered by the service
- Services are working to collect additional insight where possible – for example, what residents are contacting a service about, and what this tells us about their experience
- More insight relating to complaints and compliments can be found in the [Customer Feedback: Annual Report 2024-25](#)
- Note\* not all compliments can be logged by the Directorate due to a lack of information, so individual directorate figures will not equal the overall compliment figures

# Customer Experience

Customer Support Metrics	Oldham Council Q2 Customer	Oldham Council Q3 Customer	Resources Q2 Customer	Resources Q3 Customer
Number of calls (offered)	76,991	63,825	54,261	44,981
Numbers of calls answered (handled)	66,080 (85.8%)	57,215 (89.64%)	48,966 (90.2%)	41,860 (93.06%)
Average handling time	0:07:48	0:08:03	0:07:48	0:07:58
Average wait time	0:07:17	0:05:21	0:06:28	0:04:38
Number of emails queries received	6722	5574	N/A	N/A
Email queries handled on time	6673 (99.27%)	5574 (100%)	N/A	N/A
Post Call Customer Satisfaction Surveys	91.95% (1566)	93.27% (1412)	90.9% (790)	92.02% (1090)
Complaints Metrics	Oldham Council Q2 Complaints	Oldham Council Q3 Complaints	Resources Q2 Complaints	Resources Q3 Complaints
Received	168	190	16	24
In Time	81 (71.1%)	162 (85%)	9 (81.8%)	20 (83%)
Not in Time	21	28	0	4
Number of service requests	337	318	134	96
Compliments Metrics	Oldham Council Q2 Compliments	Oldham Council Q3 Compliments	Resources Q2 Compliments	Resources Q3 Compliments
Number of Compliments*	72	58	19	14

# Workforce

Workforce Metric	Oldham Council Q2	Oldham Council Q3	Resources Directorate Q2	Resources Directorate Q3
<b>Headcount*</b>	2618	2648	430	430
<b>Sickness Absence %</b>	5.04%	6.07%	4.9%	4.9%
<b>Turnover rolling 12 month %</b>	12.7%	11.6%	15.7%	13.7%
<b>Agency Spend Year to Date**</b>	4.02m	2.95m	0.85m	0.65m
<b>Appraisals/Let's Talk***</b>	75.9%	75.9%	66.8%	66.8%

*Overall Headcount is measured on distinct posts, so removes numbers of people with multiple roles - hence this number is lower than the sum of Directorate headcount;*

*\*\* all workforce metrics are quarterly unless specified, agency spend is Quarter 3 spend up until M9;*

*\*\*\*Let's Talk is only measured once a year through an appraisal window in Q1*

# Access to information

Governance Metrics	Target	Oldham Council Q2 Overall	Oldham Council Q3 Overall	Resources Q2	Resources Q3
<b>Number of Freedom of Information (FOI) requests received</b>		387	381	90	100
<b>FOIs answered within statutory time period</b> (20 working days)	90%	325 (84%)	286 (75%)	75 (82%)	66 (66%)
<b>Number of validated Subject Access Requests (SARs) received</b>		62	53	12	7
<b>SARs answered within statutory time period</b> (one calendar month, unless extension applied)	80%	36 (58%)	27 (51%)	10 (83%)	5 (71%)
<b>Number of Requests for Disclosure (RFD) received</b>		258	292	117	132
<b>Number of Requests for Disclosure responded to within target time period</b> (one calendar month)	80%	232 (90%)	240 (82%)	107 (91%)	121 (92%)

# Access to information - context

- Reporting is based on the date a request is received, so quarterly figures reflect requests received in that period.
- Requests received near the end of a quarter may still be open when figures are reported. These are not counted as completed on time until a response is issued.
- Therefore, the previous quarter's results are updated to provide a more accurate picture, usually increasing the on-time completion rate.
- [Data protection and freedom of information | Oldham Council](#)

# Finance

Strategic Financial Planning | Treasury Management Services | Agresso

# Introduction from the Director of Finance

The budget challenge for **2025/26 at the end of Quarter 3** is estimated to be £15.199m which is a positive movement of £5.894m from the position previously reported. Early management actions around spending and recruitment that were implemented earlier in the financial year have been positively contributing towards this favourable movement and as these continue to embed, it is expected that these will have a further positive impact by the end of the financial year. The current forecast position to year end continues to be mitigated as much as possible to protect the Council's general revenue reserves and its overall financial resilience.

The **Provisional Local Government Finance Settlement** (PLGFS) was released late in the afternoon of 17 December 2025 and provided funding figures for 2026/27, with indicative allocations for 2027/28 and 2028/29, providing the Council with some much-needed financial clarity when setting its budget for 2026/27 onwards. The Provisional Settlement built upon the work completed over the summer on the Fair Funding 2.0 Consultation and has directed resources to areas with high levels of need and deprivation, like Oldham.

Whilst the resources allocated are welcomed by the Council, budget reductions have still been required, with proposals scrutinised by the Governance, Strategy & Resources Scrutiny Board at its meeting of 28 January 2026. Furthermore, built into the Council's Core Spending Power set by Government is the requirement for Council's to increase Council Tax by the maximum amount. The Council will therefore propose within its budget papers to increase Council Tax by 4.99%; 2% for Adult Social Care and 2.99% for general purposes. The 2026/27 revenue budget will be the second successive year that the Council is proposing to balance its budget without a budgeted use of general revenue reserves and instead will propose to transfer monies to reserves over the period 2026/27 to 2028/29 to increase its financial resilience.

The **Council's revenue budgets, capital plan and treasury management strategy for 2026/27** have been prepared and will be presented to Budget Council on 4 March 2026.

*Lee Walsh*

# Revenues and Benefits

Council Tax | Business Rates | Accounts Payable | Accounts Receivable |  
Housing Benefits | Welfare Rights

# Introduction from the Assistant Director of Revenues & Benefits

We continue to make good progress with the collection of Council Tax and Business Rates with both in line with last year at the end of Quarter 3. Recovery of arrears brought forward in 2025/26 now stands at £3.8m for Council Tax and £425k for Business Rates. Work to relaunch My Account and improve ebilling take up continues. We will also be using Telesolutions to improve the collection process in 2026/27.

The Accounts Receivable/Payable team are also making good progress with collecting in year debt with the position at the end of Q3 showing 75.64% of the £79m debt raised collected and over 94% of invoices paid within 30 days.

The Benefits team continues to see high volumes of Universal Credit change in circumstances from DWP which has resulted in it taking 43.49 days to process new claims for Council Tax reduction, however for new claims for Housing Benefit it has fallen to 22.01 days. Performance on dealing with changes in circumstance remains strong at 5.99 days for Council Tax reduction and 6.77 days for Housing Benefits.

The Welfare Rights Service continues to support our residents with a range of benefit take up campaigns planned in 2025/26 working closely with the Community Engagement Team, Family Intervention and VCFSE to maximise support to our residents. As a result of the WRS teams' efforts an additional £2.3m has been obtained for Oldham residents by the end of Q3.

We continue to work with colleagues in Adult Social Care to monitor progress with the improvement plan for the Financial Assessment team and we are pleased to report that the backlog of cases has reduced significantly. Work is ongoing to reduce the time it takes to undertake the annual uprating exercise this year which will prevent the backlog increasing as it has done in previous years.

Work is also continuing to complete the redesign/restructure of the service, with the intention to commence consultation shortly.

*Mark Edmondson*

# Revenues & Benefits

## key metrics (target where set)

Average time taken to process *New Claims - Housing Benefits* (Cumulative)

**22.01 days**



Q2: 12.25 days

**Target: 27 days**

Average time taken to process *Change in Circumstances - Housing Benefits* (Cumulative)

**6.77 days**

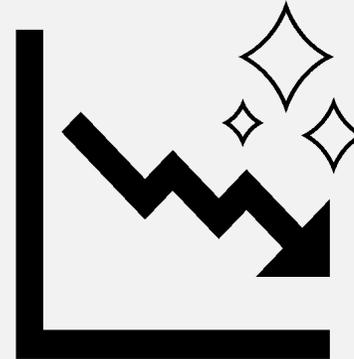


Q2: 9.86 days

**Target: 27 days**

Average time taken to process *New Claims - Council Tax Reduction* (Cumulative)

**43.49 days**

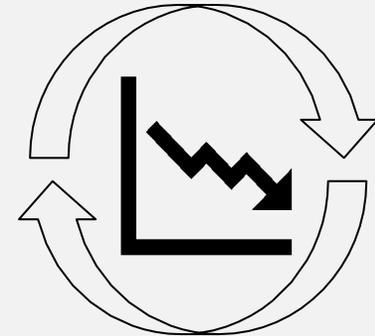


Q2: 12.68 days

**Target: 20 days**

Average time taken to process *Change in Circumstances - Council Tax Reduction* (Cumulative)

**5.99 days**



Q2: 7.29 Days

**Target: 20 Days**

# Revenues & Benefits

key metrics (target where set)

% Valid invoices  
paid within 30 days  
(Cumulative)

**94.00%**



Q2: 90.18%

Target: 94%

In-year national non-  
domestic rates (NNDR)  
collected as a % of the  
total owed (Cumulative)

**80.13%**



Q2: 55.79%

Annual Target: 97.2%

In-year Council Tax  
collected as a % of the  
total owed (Cumulative)

**82.12%**



Q2: 54.24%

Annual Target: 94%

# Legal & Monitoring Officer

Family Legal Team | Litigation Team | Environmental Team | Corporate & Property Team

# Introduction from the Director of Legal & Monitoring Officer

As reported in Q2, the demands upon the Legal Service remain high in all areas (i.e. children's social care, adult social care, property, corporate and environment / prosecution). The Service Redesign will ensure the service does not rely on locum support in the medium term.

In relation to Elected Members standards, additional internal capacity has now been allocated to support the Monitoring Officer. A weekly oversight meeting of relevant officers now takes place to review progress to ensure these are acted upon as efficiently as possible and satisfy the requirements while keeping everyone updated.

*Alex Bougatef*

# Legal Services

## key metrics (target where set)

New metrics are under development – reporting from Quarter 4 onwards these will initially focus on:

- Childcare legal proceedings within the 26 week statutory deadline
- Customer satisfaction both internal and external
- Response times, for example comments on reports, emails requests and general advice requests.

# Digital

IT Operations | Cyber Security | Projects | Data, Insight & Intelligence

# Introduction from the Director of Digital

## Technology & Digital Services (TDS)

Infrastructure work completed over the last quarter in readiness for the JR Clynes building to open and work has just completed for the Spindles Markets, Events and Archives area. TDS are continuing the laptop refresh of new Microsoft Surface devices across the estate with a weekly schedule of staff being migrated to the new laptops. Whilst focussing on the more urgent cases for refresh, this service will be ramping up from April for a 6 -7 months period. In conjunction to this, we are preparing to replace all old desktop PC's used by staff and public access PC's used by residents in libraries, life-long learning, Town Halls and Access Oldham. Planning has just commenced for this.

Continuing programmes of work include the Wi-Fi refresh, family hubs connectivity and telephony whilst the upgrade to networks through the OldhamOne project implementation is imminent, following site surveys and the laying of fibres. The migration of services into the Cloud is now getting nearer to completion which supports the activity in decommissioning the Civic Data Centre. Alongside this, TDS are reviewing all network connectivity and associated infrastructure to ensure it is fit for purpose and ready for new technology.

New cyber security programmes of work have been defined and are being prepared for Cabinet approval in March, following which an aggressive deployment schedule will commence.

The AI policy has now been approved and published on VIVA and we are arranging Microsoft Copilot 'Art of the Possible' sessions for all staff to book onto, to help staff exploit the efficiencies of using Copilot.

*Matthew Gratton*

# IT (Operations)

## key metrics (target where set)

Tickets closed within SLA (%)

95.97%

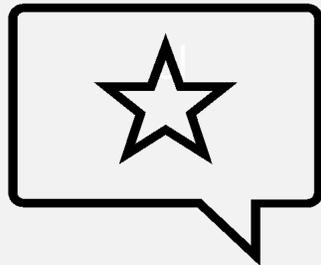


Q2: 96.57%

Min target: 94%

Customer Satisfaction (%)

99.66%

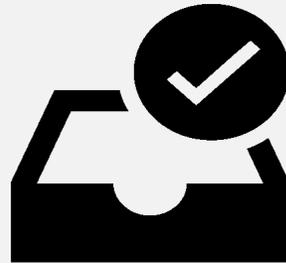


Q2: 98.9%

Min target: 80%

First Contact Resolution rate (60 min) (%)

63.13%



Q2: 84.32%

Min target: 60%

Service Level Agreement Compliance (%)

96.07%



Q2: 96.58%

Min target: 90%

Contact Centre Telephone Availability (%)

100%

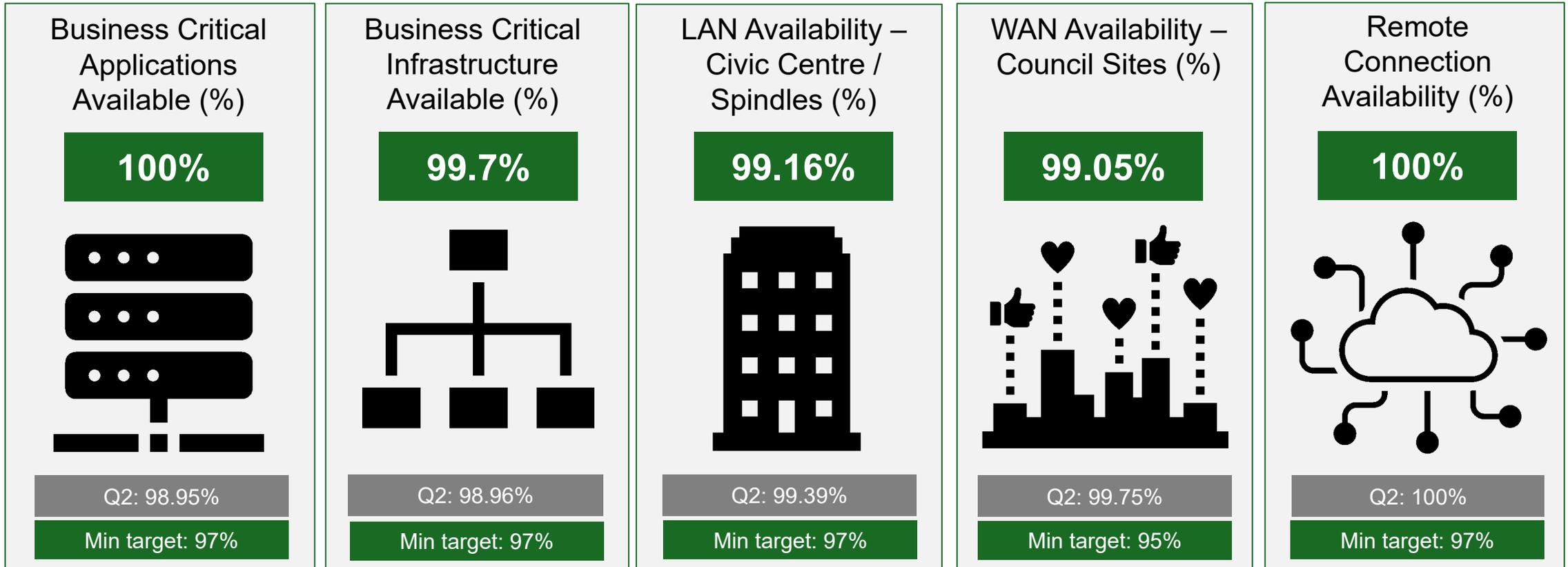


Q2: 100%

Min target: 97%

# IT (Operations)

## key metrics (target where set)



LAN = Local Area Network

WAN = Wide Area Network

# Governance

Constitutional Services | Elections & Land Charges | Information  
Governance | Member Services | Civic Support | Executive Support |  
Performance Improvement | Risk

# Introduction from the Assistant Director of Governance

Council-wide performance in Quarter 3 saw 75% of Freedom of Information (FOI) requests or Environmental Information Regulations (EIR) requests against a target of 90% and 51% of Subject Access Requests (SARs) responded to on time against a target of 80%, however, please see caveats below, which are likely to increase compliance rates.

Reporting is based on the date a request is received, so quarterly figures reflect requests received in that period.

Requests received near the end of a quarter may still be open when figures are reported. These are not counted as completed on time until a response is issued.

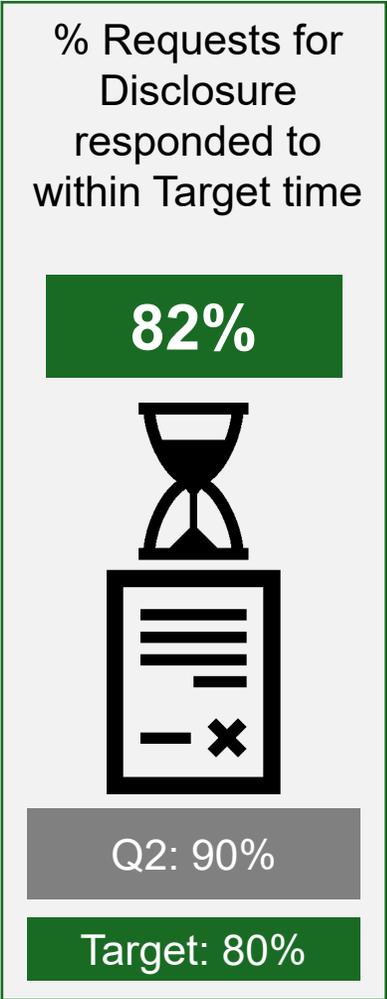
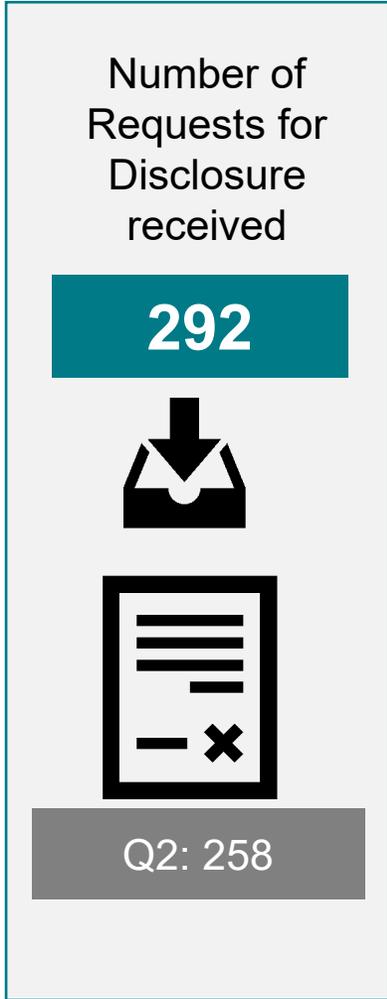
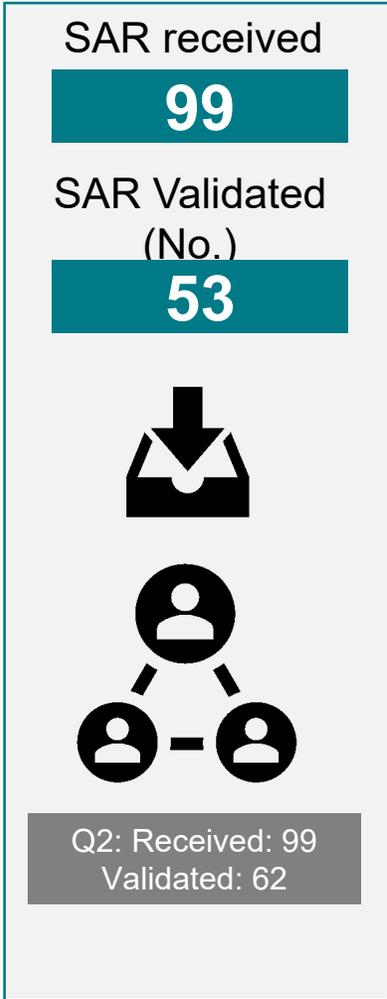
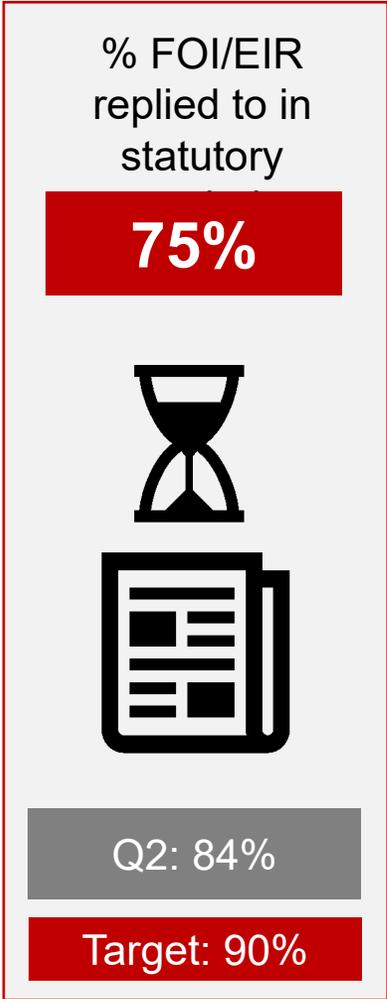
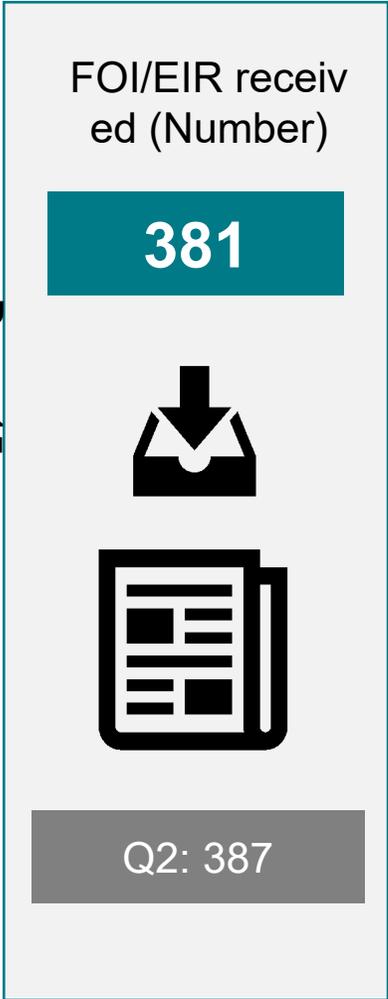
Therefore, the previous quarter's results are updated to provide a more accurate picture, usually increasing the on-time completion rate.

*Heather Moore*

# Governance

## Key metrics (target where set) council-wide performance

Page 45



# Workforce & Organisational Culture

HR Advisory | Recruitment | Payroll, Pensions & HR Transactional | Learning & Development | Apprenticeships | Workforce Wellbeing | Organisational Development & Design

# Introduction from the Assistant Director of Workforce & Organisational Culture

The HR & OD service continued a high volume of work in Q3. New starters and leavers reduced compared to Quarter 2 – the latter linked to overall vacancy freeze – but overall recruitment levels remained high due to school activity.

Q3 saw a significant increase in employee relations cases, particularly sickness absence (with sickness absence overall seeing a rise in Q3) and change processes. This is in part due to improved recording processes.

The service has embedded new Payroll quality metrics and were able to report a Payroll accuracy rate of 99.7% for Q3. Out of 18,485 transactions there were 48 known anomalies. 57% of these were due to manager error and 43% due to HR error. The HR & OD ReBuild Improvement Plan continues to work on ways to reduce all pay anomalies.

Time to Hire returned closer to average timescales of 75 – 78 days, spanning from date an advert goes live to a person being registered as a new starter. Q2 saw an artificially low Time to Hire rate due to a very significant amount of agency-to-substantive onboarding.

Apprenticeships continue to see a consistent level of new uptake, with good utilisation of the Apprenticeship levy.

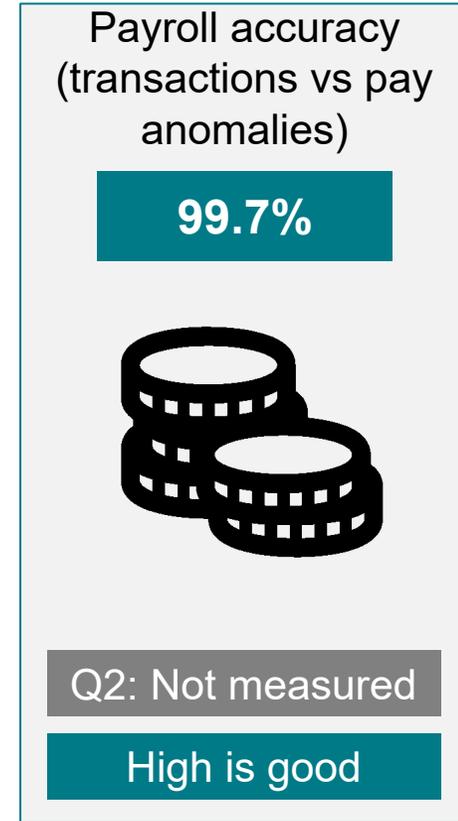
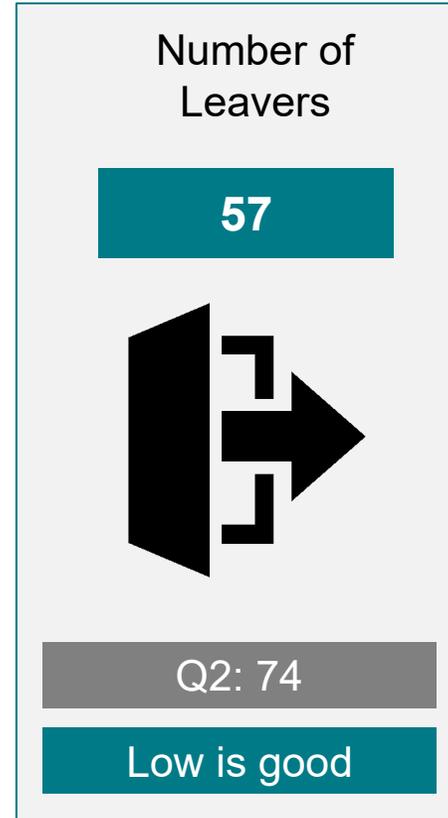
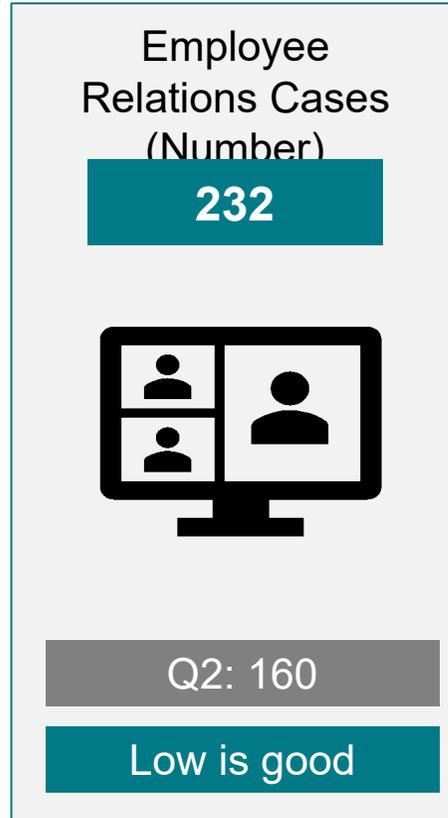
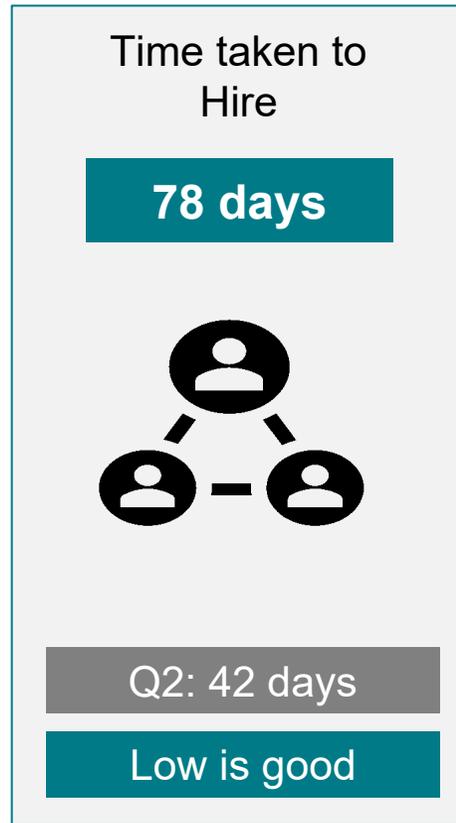
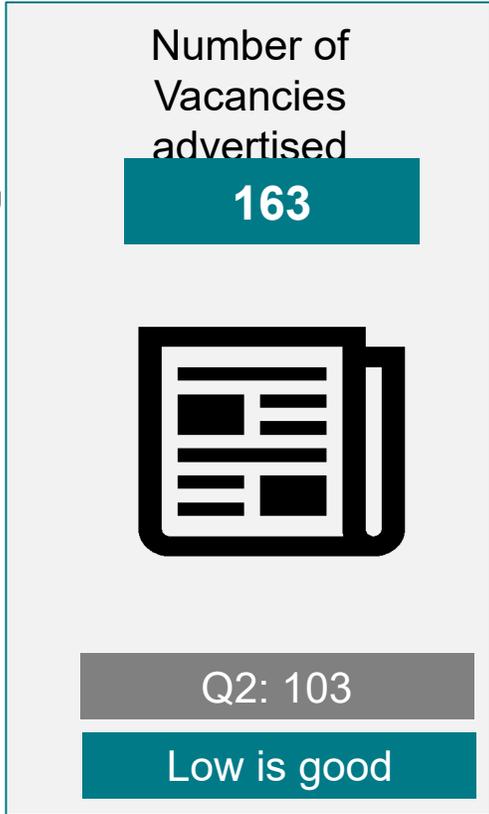
Compliance remains low with Corporate Induction, which was predicted due to the move from online to face to face Corporate Induction sessions. Improving compliance and organisational oversight of all Mandatory Training will be a key priority for Q4 and Q1.

The Let's Talk window for 2026 is now open with an organisational target of 80%.

*Eleanor Devlin*

# Workforce & Organisational Culture

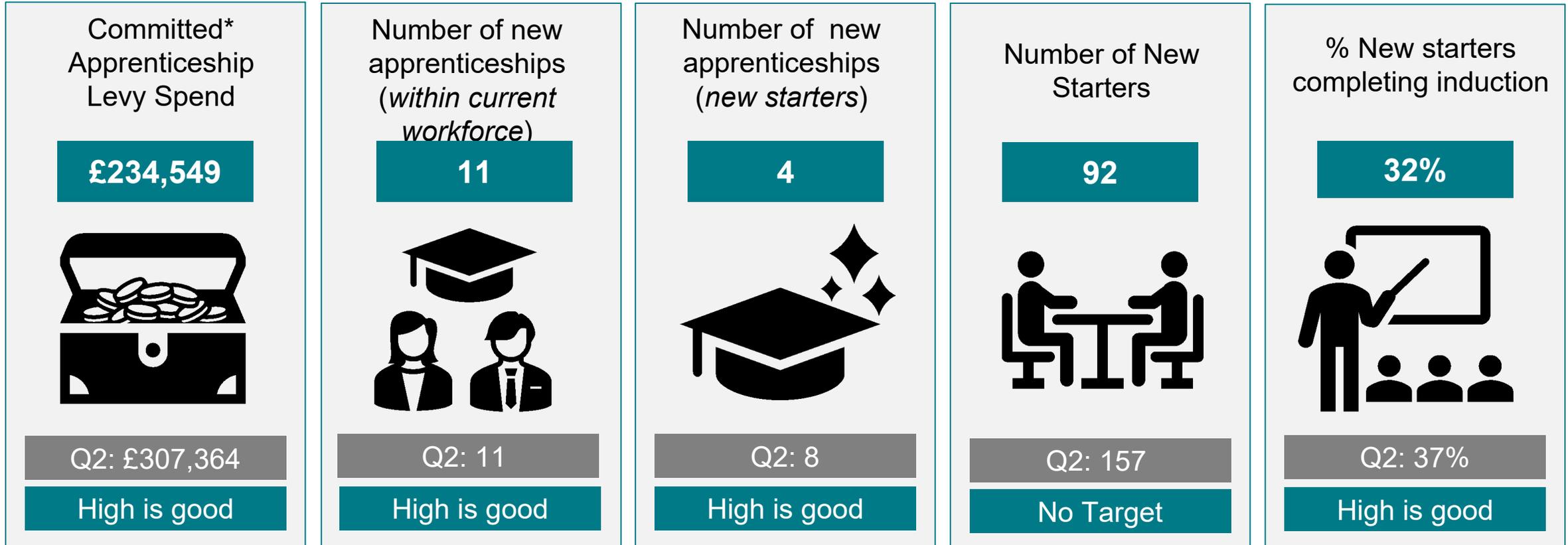
## key metrics (target where set)



\*Includes schools and academies

# Workforce & Organisational Culture

## key metrics (target where set)



\*Spend over the duration of the apprenticeship learning programme

# Reflections from Cabinet Member, Cllr Jabbar

I am pleased that good progress continues to be made across the wide breadth of the Resources directorate, with performance against our key targets and metrics remaining strong. Working closely with our Executive Director of Resources and service leads, I am laser focused on ensuring residents receive the best possible service across the directorate. Encouragingly customer satisfaction remains high and complaints are sharply down.

Ensuring that residents can access and engage with council services as easily as possible through their everyday devices is for a me a personal priority. I am delighted that work with Telesolutions to improve My Account and our e-billing is progressing, but we must and shall go further. Alongside this work to improve IT infrastructure across the council, including the rollout of new laptops is proceeding well.

Throughout my time as portfolio holder for Finance, I have worked tirelessly to ensure fiscal responsibility and financial robustness. With an encouraging Local Government Financial Settlement which locks in a three-year settlement, we now have much needed clarity alongside a more generous settlement from Government. Our commitment to fiscal responsibility is why we have balanced the budget without using our reserves and have prioritised building up these reserves in the years ahead.

*Councillor Abdul Jabbar MBE*

Deputy Leader and Cabinet Member for Finance, Corporate Services & Sustainability

*Date: 18th February 2026*

# Customer Experience

Blue Badge | Complaints and Compliments | Contact Centre | Customer Service Centre at Spindles | Household Support Fund | Local Welfare Provision | Registrars Service | Web Team

# Introduction from the Assistant Director of Customer Experience

For the first time, Q3 saw all Directorates exceeded complaints timeliness targets, with overall performance raising to 85% from 70.4% in Q2. The multiple interventions and support in place outlined in the Complaints Recovery plan have had impact. The priority moving forward is to sustain this level of performance into Q4.

Contact Centre performance improved significantly between Q2 and Q3, with 89.64% of calls answered, exceeding target, and customer satisfaction remaining high at 91.36%. Based on trend data, Q4 presents challenges due to increased demand linked to colder weather and Council Tax main billing. Steps are being taken to manage resources as effectively as possible and prioritise call answering. Work has also continued to transition additional services into the Contact Centre, including Planning voicemails with calls moving over fully in Q4.

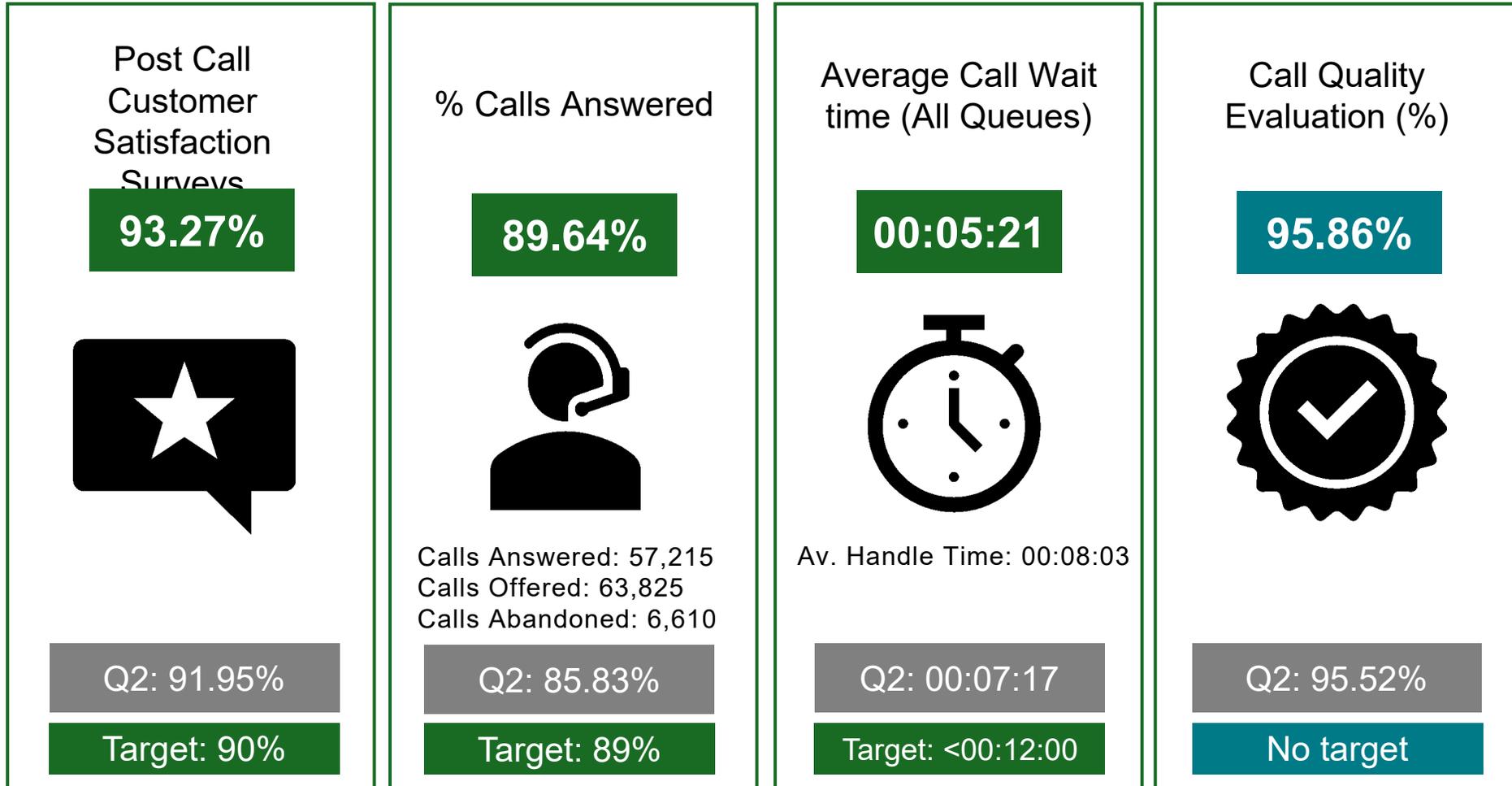
Support for vulnerable residents through the winter period has remained a key focus. The Local Welfare Provision scheme has provided Winter Warm packs to more than 500 elderly residents on low incomes to help them stay warm during the colder months. Pension Credit outbound calls were made to 251 residents offering support to claim.

Registrars' strong performance continues with all Key Performance Targets (KPTs) set by the General Registration Officer (GRO) being met as in each quarter of 2025-26.

*Fran Lautman*

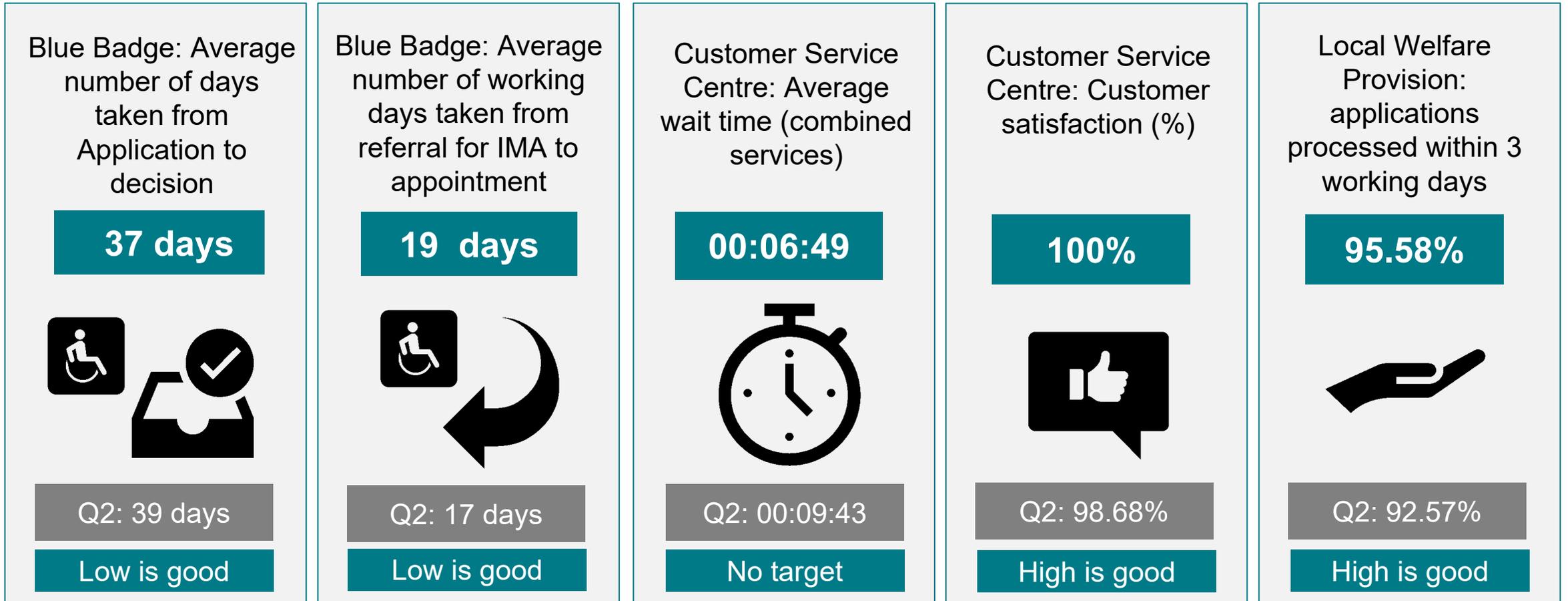
# Contact Centre

## key metrics (target where set)



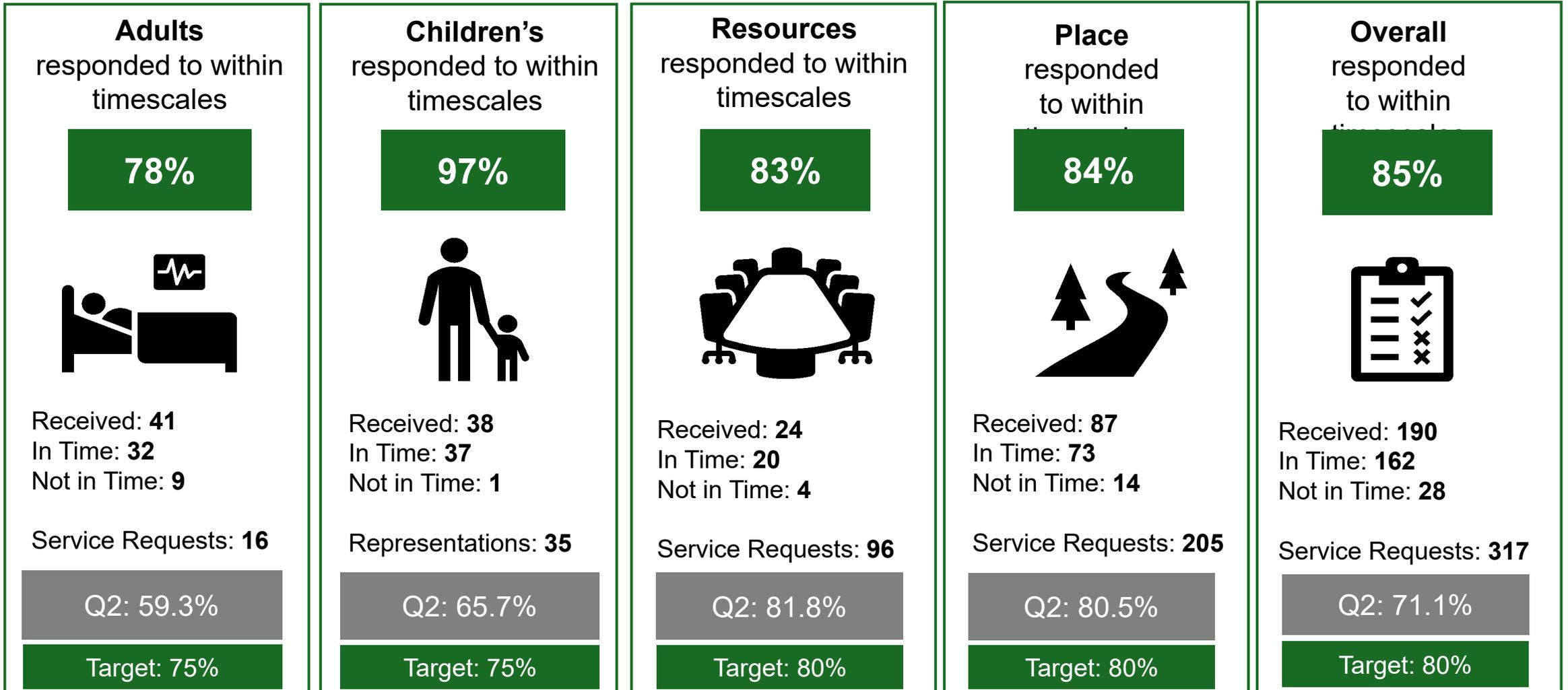
# Blue Badge, Local Welfare Provision & Customer Service Centre

key metrics (target where set)



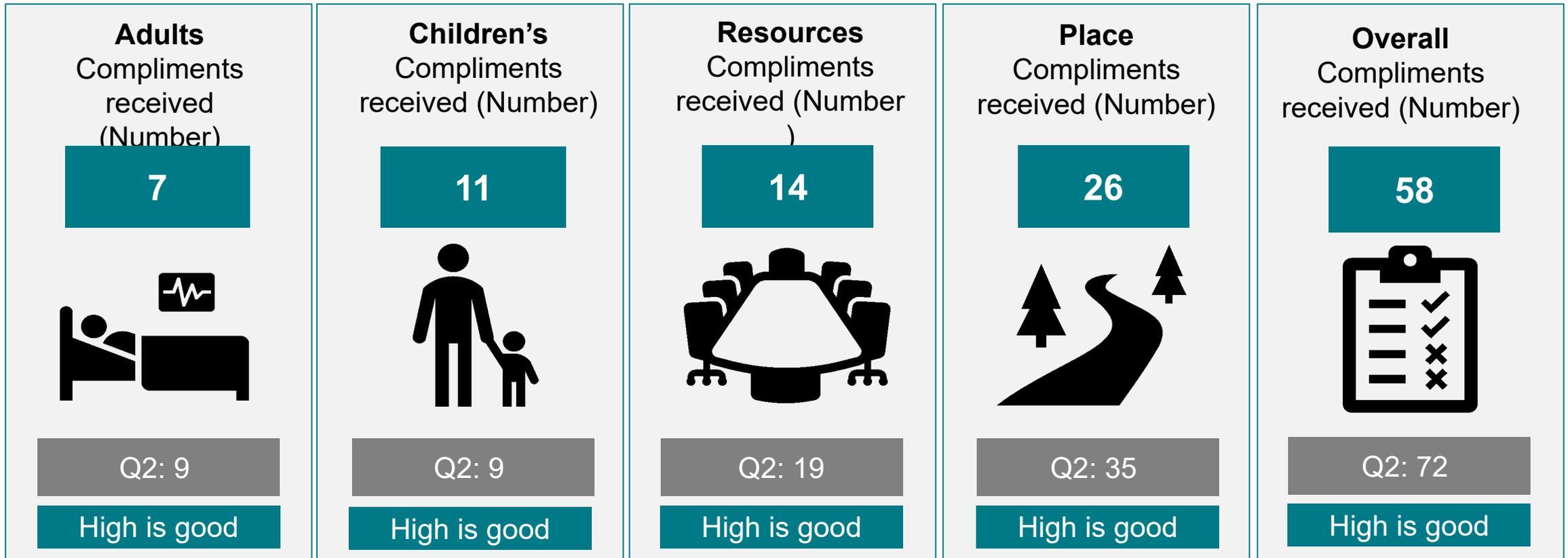
# Customer Feedback: Complaints

key metrics (target where set)



# Customer Feedback: Compliments

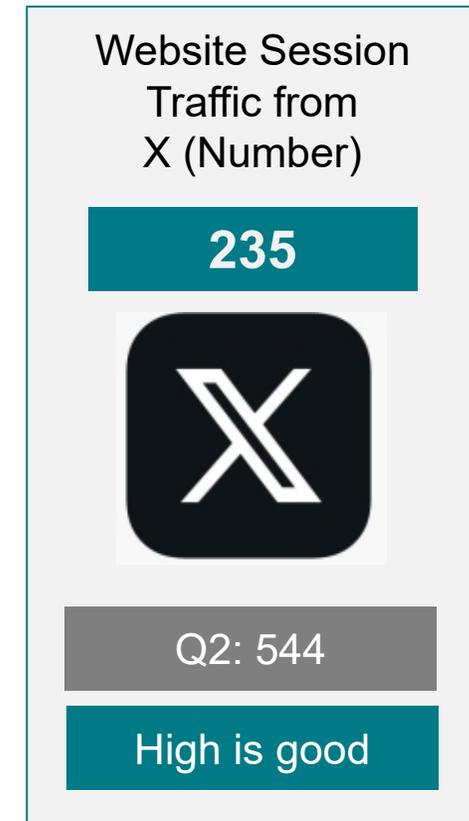
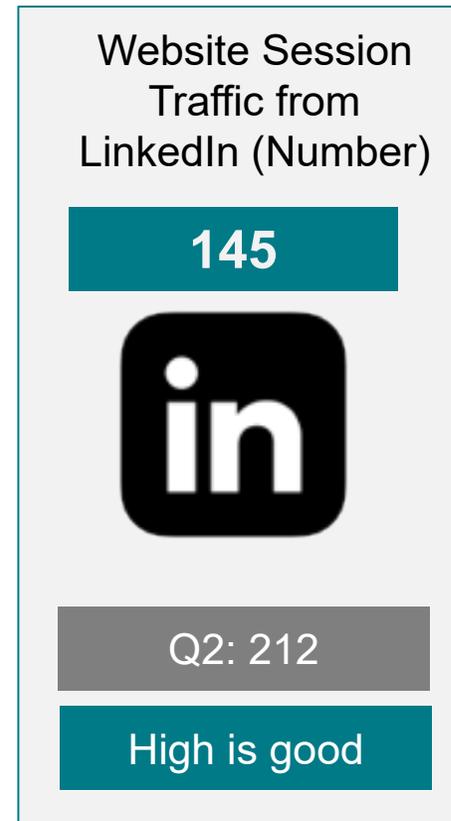
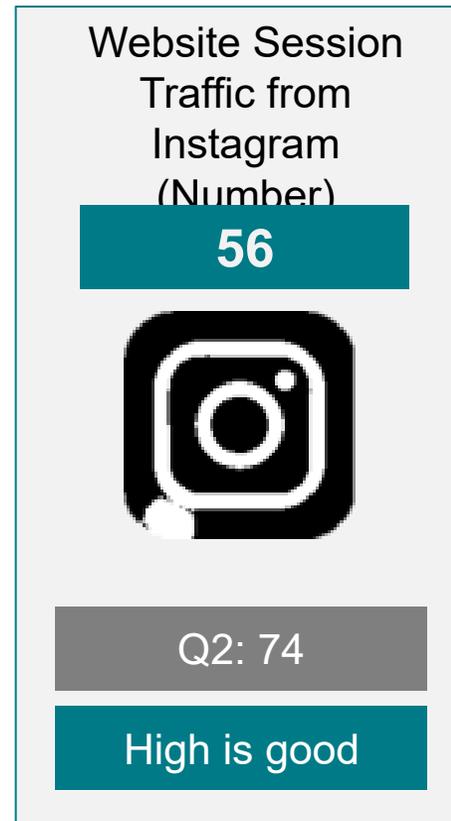
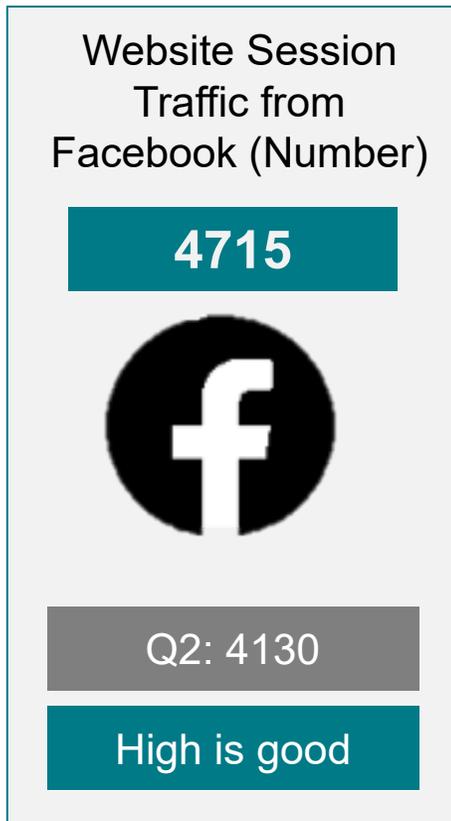
key metrics (target where set)



\* Compliments was introduced as a new metric in Q2 to provide a more balanced view of resident feedback alongside complaints

# Website

key metrics (target where set)

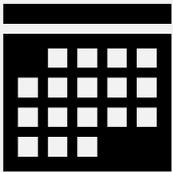


# Registration Services

key metrics (target where set\*)

% availability of appointments for births and deaths

100%

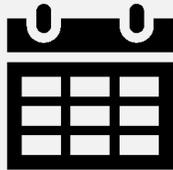


Q2: 100%

Target: 95%

% notice appointment availability

100%



Q2: 100%

Target: 95%

% births registered within the statutory timescale of 42 days from birth

98.6%

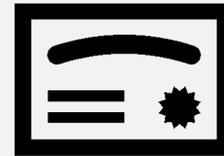


Q2: 98%

Target: 98%

% deaths registered within 5 days of receipt of medical certificate from the medical

99%



Q2: 98%

Target: 95%

% still births registered within 42 days

100%

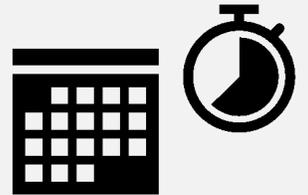


Q2: 100%

Target: 98%

% appointments seen within 10 minutes of their appointment time

99.5%



Q2: 99%

Target: %

\*All KPI's have targets assigned by the General Registrars Office and are statutory across all local authorities

# Reflections from Cabinet Member, Cllr Shah

This quarter we've seen really positive progress in how we support our residents. Teams across the council have been getting better at responding to complaints on time, and the improvements we put in place earlier in the year are clearly starting to pay off. Our focus now is simply keeping that momentum going.

As always, supporting vulnerable residents through winter remains a key priority for the administration. We've been providing warm-packs for older people who may struggle to heat their homes, and our teams have been reaching out directly to residents who might be missing out on financial support they're entitled to.

Our Registrars service continues to do an excellent job helping families through significant life events, maintaining the high standards we've come to expect from them.

*Cllr Arooj Shah*

Leader and Cabinet Member for Growth

# Strategy & Public Affairs

Communications & Engagement | Strategy & Policy

# Introduction from the Assistant Director of Strategy & Public Affairs

**In Q3, our priority has been to tighten the connection between strategy, delivery and reputation.**

That means helping the organisation focus on what matters most, and making sure our narrative matches the reality residents and partners experience. We've supported the Administration with clear advice, stronger insight and better coordination on high-profile issues and announcements. We've also kept a close watch on the external environment - national policy shifts, local sensitivities and partner expectations - so we can anticipate pressure rather than simply react to it.

**Next quarter**, the focus is on sharpening corporate priorities for 2026/27, improving consistency across communications, and strengthening relationships with key stakeholders to unlock support and reduce friction.

*Mike Barker*

# Communications & Engagement

key metrics (target where set)

Facebook followers  
(End of Quarter)  
(Number)

**40,284**



Q2: 38,356

High is good

Instagram followers  
(End of Quarter)  
(Number)

**6136**



Q2: 5826

High is good

LinkedIn followers  
(End of Quarter)  
(Number)

**12,582**



Q2: 11,990

High is good

Residents' Newsletter  
Subscribers (End of  
Quarter) (Number)

**8448**

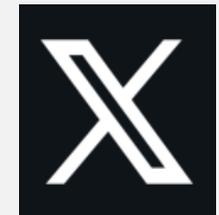


Q2: 8479

High is good

X followers (End  
of  
Quarter) (Number)

**30,714**



Q2: 30,888

High is good

<b>GLOSSARY: all services</b>			
AI = Artificial Intelligence	BSC = Balanced Scorecard	CPP = Child Protection Plan	CQC = Care Quality Commission
CYP = Children & Young People	DASS = Director of Adult Social Care	DfE = Department for Education	DP = Direct payment
EDT = Emergency Duty Team	EHCP = Education, Health & Care Plan	EIR = Environmental Information Regulations	FOI = Freedom of Information
GLD = 'Good Level of Development'	GOW = Get Oldham Working	GRO = General Registration Officer	HAF = Holiday Activities and Food
HLA = Heritage, Libraries & Arts	HMO = Houses of Multiple Occupation	ICO = Information Commissioners Office	KPI = Key Performance Indicator
LA = Local Authority	LADO = Local Authority Designated Officer	LAN = Local Area Network	LGA = Local Government Association
MASH = Multi-Agency Safeguarding Hub	MMR = measles, mumps and rubella	MMRV = measles, mumps, rubella & varicella	NCA = Northern Care Alliance
NEET = Not in Education, Employment or Training	NNDR = National Non-Domestic Rates	OEES = Outdoor & Environmental Education Service	OSCP = Oldham Safeguarding Partnership
PAR = Performance Assurance Report	PC = Personal Computer	PLGFS = Provisional Local Government Finance Settlement	PSW = Principal Social Worker
RFD = Request for Disclosure	SAR = Subject Access Request	SEND = Special Educational Needs & Disabilities	SLA = Service Level Agreement
SLP = Schools Linking Project	TA = Temporary Accommodation	TBC = To be confirmed	TDS = Technology & Digital Services
VCFSE = Voluntary, Community, Faith, and Social Enterprise	WAN = Wide Area Network	WRS = Welfare Rights Service	



**Oldham**  
Council



## Report to Cabinet

# Revenue Monitor and Capital Investment Programme 2025/26 Month 10 – January 2026

**Portfolio Holder:** Councillor Abdul Jabbar MBE, Deputy Leader and Cabinet Member for Finance, Corporate Services and Sustainability

**Officer Contact:** Lee Walsh, Director of Finance

**Report Author:** Vickie Lambert, Finance Manager

**23 March 2026**

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### Reason for Decision

The report provides Cabinet with an update as of 30 January 2026 (Month 10) of the Council's 2025/26 forecast revenue budget position alongside the financial position of the capital programme together with the revised capital programme 2025/26 to 2029/30 (at Annex 2).

### Executive Summary

#### Revenue Position

The forecast adverse position for 2025/26 at the end of Month 10 is estimated to be £4.946m (£15.199m at the end of Quarter 3).

The details within this revenue monitoring report for Month 10 follows on from the Quarter 3 report previously presented. A forecast adverse position based on the Month 10 revenue controllable budget is £4.946m which is a favourable movement of £10.253m from the position previously reported. As highlighted within the Quarter 3 report, the Council has explored opportunities in conjunction with its external treasury advisors to look at our current policy on capitalising interest costs for assets under construction. The outcome of this work has resulted in a forecast one-off benefit to the Council's General Fund Balance of £10.056m for 2025/26.

Given, the in-year financial position of the Council, the level of reserves available, the approved budget reductions for 2026/27 and the budgetary gaps reported within the Council's Medium Term Financial Strategy (MTFS), work continues across the organisation to reduce this forecast adverse variance by the financial year end. The recent publication of the Local Government Finance Settlement has provided some additional support to the Council as a result of the Fair Funding Review and the continuation of the Recovery Grant

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for another 3 years. Whilst this funding is welcomed, the Council must deliver within the financial resources allocated for 2026/27 onwards. The Council's strategy to transfer much needed resources to reserves to increase the reserve position is a positive movement in ensuring the organisations financial resilience over the medium term. Further details of the current estimated position is included at Annex 1.

### **Capital Position**

The report outlines the most up to date capital spending position for 2025/26 to 2029/30 for approved schemes. The revised Capital Programme budget for 2025/26 is £70.818m at the close of month 10 which incorporates the changes made from the annual review of the programme. Actual expenditure to 31 January 2026 was £43.927m (62.03% of the forecast outturn).

### **Recommendations**

That Cabinet:

1. Notes the contents of the report.
2. Notes the forecast revenue position at the end of Month 10 at £4.946m as detailed at Annex 1.
3. Notes the general revenue usable reserves position for 2025/26.
4. Approves the revised Capital Programme for 2025/26 including the proposed virements and notes the forecast for the financial years to 2029/30 as at the end of Month 10 as outlined in Annex 2.

**Revenue Monitor and Capital Investment Programme 2025/26 Month 10 – January 2026****1 Background**

- 1.1 The Authority's 2025/26 revenue budget was approved by Council on 6 March 2025 at a sum of £322.928m to be met by Government grants, Council Tax and Business Rates. This report sets out the updated revenue financial position at the end of Month 10.
- 1.2 As the year progresses the monthly and outturn projections will reflect the evolving position of the impact of management actions put in place to mitigate in-year pressures, new developments and changes in the profile of planned expenditure and any additional grants that are announced from the Government.

**2 Current Position**

- 2.1 This revenue monitoring report for the period to the end of January 2026 details a projected adverse position based on the Month 10 controllable budget of £4.946m, which is a favourable movement of £10.253m from the position previously reported. As stated within the previous monitoring report presented to this meeting, the Council has been working with its External Treasury Management advisors to explore any opportunities with regards to the capitalisation of interest costs for assets under construction. This work has now concluded with current calculations indicating that an estimated benefit to the Council's General Fund Balance of £10.056m can be achieved based on the current capital forecasts.
- 2.2 Close financial management continues at all levels of the organisation with early actions having been undertaken by the Executive Team to mitigate this position, to limit the impact on setting the budget for 2026/27 and reduce any unbudgeted use of general revenue reserves.
- 2.3 The main areas of concern identified within this monitoring report are:
- Adult Social Care forecasting an unfavourable position of £8.928m to the financial year end;
  - Children's Services with an unfavourable position of £5.476m; and
  - Place with an unfavourable position of £4.576m to the end of March 2026.
- 2.4 As detailed within the previous monitoring reports presented to this meeting, enhanced spending controls across recruitment and expenditure were implemented by Senior Leaders to mitigate the estimated significant adverse variances that have been reported during the financial year. The impacts of these actions to date are included within this revenue forecast position and have had a positive impact on the adverse variance reported. The Council must continue its efforts to reduce the forecast variance by the year end to mitigate any potential impact on the Council's financial resilience.
- 2.5 The original Capital Programme for 2025/26 totalled £108.501m. The revised capital programme as at Month 10 taking into account any approved carry forwards, approved new funding, new schemes and variations and proposed variations/ re-phasing as a result of the annual review gives projected revised expenditure of

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£70.818m. Actual expenditure at the end of Month 10 was £43.927m (62.03% 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) agree the recommendations
- b) to not agree the recommendations and propose alternative forecasts

### **4 Preferred Option**

4.1 The preferred option is that Cabinet 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 Implications**

7.1 There are no legal issues at this time.

### **8 Procurement Implications**

8.1 There are no procurement issues.

### **9 Equality Impact, including implications for Children and Young People**

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

### **10 Key Decision**

10.1 Yes

### **11 Key Decision Reference**

11.1 FCR-20-25

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## 12 Background Papers

12.1 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

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

Officer Name: James Postle  
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## 13 Appendices

### **Annex 1 Revenue Budget Monitoring Report 2025/26 Month 10 – January 2026**

Appendix 1 2025/26 Directorate Summary Financial Positions at 30 January 2026

### **Annex 2 Capital Investment Programme Report 2025/26 Month 10 – January 2026**

Appendix A SUMMARY – Month 10 - Community Health & Adult Social Care

Appendix B SUMMARY – Month 10 - Children’s Services

Appendix C SUMMARY – Month 10 - Communities

Appendix D SUMMARY – Month 10 – Heritage, Libraries & Arts

Appendix E SUMMARY – Month 10 - Place

Appendix F SUMMARY – Month 10 – Housing Revenue Account (HRA)

Appendix G SUMMARY – Month 10 – Resources / Information Technology

Appendix H SUMMARY – Month 10 – Capital, Treasury and Technical Accounting

Appendix I SUMMARY – Month 10 – Funding for Emerging Priorities

### **Annex 3 Equality Impact Assessment- Financial Monitoring 25-26 (Mth 10)**

## REVENUE BUDGET MONITORING REPORT 2025/26

### Month 10 – January 2026

#### 1 Background

- 1.1 The Authority's 2025/26 revenue budget was approved by Council on 6 March 2025 at a sum of £322.928m to be met by Government grants, Council Tax and Business Rates. This report sets out the updated revenue financial position at the end of month 10.
- 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 services forecasts include all known commitments, issues, and any planned management actions required.

#### 2 Current Position

- 2.1 The current net revenue budget is £325.744m which has increased since the base budget was set as result of additional unringfenced grant income being received by the Council. Since Quarter 3, there has been an additional £0.258m allocated as detailed in the table below:

Movement in Funding	£000
DATRIG (inc Rough Sleeping Drug & Alcohol Grant)	89
Public Health Grant	(32)
Smoke Free Generation Grant	(315)
<b>Net Movement in Funding</b>	<b>(258)</b>

- 2.2 The forecast position at Month 10 of £15.002m is detailed in the table below which is a £0.197m positive movement from the position reported at the end of Quarter 3.
- 2.3 As stated within the previous monitoring report presented to this meeting, the Council has been working with its External Treasury Management advisors to explore any opportunities with regards to the capitalisation of interest costs for assets under construction. This work has now concluded with current calculations indicating that an estimated benefit to the Council's General Fund Balance of £10.056m can be generated through this approach. This would reduce the Council's projected adverse variance to £4.946m for this financial year.
- 2.4 This projected benefit includes current estimates for assets under construction during 2025/26 which will only be finalised as part of the year end close down, with the actual benefit to be reported as part of the Council's 2025/26 outturn report.
- 2.5 Any reduction in the projected unfavourable position will reduce the call on revenue general usable reserves and protect the Council's financial resilience.

2.6 The projected position including the capitalisation estimate is shown in the table below:

**Table 1 – Summary of Month 10 Forecast Revenue Budget Position**

Directorate	Annual Budget £000	Annual Forecast £000	Annual Variance reported at Month 10 £000	Annual Variance reported at Quarter 3 £000	Change in Variance between periods £000
Adult Social Care	82,901	91,828	8,928	8,996	(69)
Children's Services	88,569	94,046	5,476	5,407	70
Public Health	25,087	24,852	(235)	(327)	92
Place	71,774	76,351	4,576	4,563	13
Resources	35,481	34,111	(1,370)	(1,067)	(303)
Capital, Treasury and Technical Accounting	21,932	19,559	(2,373)	(2,373)	-
<b>NET EXPENDITURE</b>	<b>325,744</b>	<b>340,746</b>	<b>15,002</b>	<b>15,199</b>	<b>(197)</b>
<b>Financed By:</b>					
Locally Generated Income	(181,158)	(181,158)	-	-	-
Government Grants	(145,616)	(145,616)	-	-	-
Collection Fund Deficit	1,030	1,030	-	-	-
<b>TOTAL FINANCING</b>	<b>(325,744)</b>	<b>(325,744)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OVERALL PROJECTED VARIANCE</b>	<b>-</b>	<b>15,002</b>	<b>15,002</b>	<b>15,199</b>	<b>(197)</b>
Capitalisation of interest costs estimate - (General Fund Balance)	-	(10,056)	(10,056)	-	(10,056)
<b>REVISED PROJECTED VARIANCE</b>	<b>-</b>	<b>4,946</b>	<b>4,946</b>	<b>15,199</b>	<b>(10,253)</b>

**Significant revenue variances by Directorate**

**Table 2 – Summary of Month 10 Revenue budget variance analysis**

2.7 There are significant variances contained within the projected net adverse position and a breakdown of these across type of variance is shown below.

Directorate	Non-Delivery of Savings (Red & Amber) £000	Expenditure Variance £000	Income Variance £000	Annual Variance reported at Quarter 3 £000
Adult Social Care	2,373	9,721	(3,166)	8,928
Children's Services	2,339	2,976	161	5,476
Public Health	-	789	(1,024)	(235)
Place	639	1,269	2,668	4,576
Resources	-	(6,657)	5,287	(1,370)
Capital, Treasury & Technical Accounting	-	(1,949)	(424)	(2,373)
<b>NET EXPENDITURE</b>	<b>5,351</b>	<b>6,149</b>	<b>3,502</b>	<b>15,002</b>
Capitalisation of interest costs estimate - (General Fund Balance)				(10,056)
<b>REVISED PROJECTED VARIANCE</b>				<b>4,946</b>

2.8 As reported over the last two financial years, there are three areas which continue to forecast significant pressures;

- Adult Social Care is reporting a pressure of £8.928m at the end of Month 10 (£8.996m at the end of Quarter 3).
- Children's Services is reporting a pressure at the end of Month 10 at £5.476m (£5.407m at the end of Quarter 3).
- Place is reporting a pressure of £4.576m at the end of Month 10 (£4.563m at the end of Quarter 3).

2.9 Approved at Budget Council in March 2025, significant growth was added to the revenue base budget at £43.185m of which Adult Social Care was allocated £15.264m (35%) and Children's Services was allocated £16.831m (39%). At the same Council meeting budget savings were approved across all Directorates. When these savings are applied, the overall net increase was £6.776m for Adult Social Care and £13.170m for Children's Services.

2.10 Further growth for each of these areas has been included within the Council's Revenue Budget for 2026/27 which was approved at Budget Council on 4 March 2026.

**Adult Social Care adverse variance at the end of Month 10 at £8.928m (Quarter 3 at £8.996m)**

2.11 As shown at Table 2, the forecast adverse position for this directorate can be broken down as follows:

- Non- Delivery of Budget Reductions (Red and Amber) £2.373m
- Expenditure Variance £9.721m
- Income Variance (£3.166m)

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Further details for the expenditure and income variances are included in the following paragraphs, with details on budget reductions included at Section 3.

- 2.12 The Community Health and Social Care service is reporting significant pressures forecast to be £3.940m at the end of this reporting period (£3.943m at the end of Quarter 3). The small change between periods is due to vacant posts. These pressures predominantly relate to clients with physical disabilities accessing care at home (£2.821m), short stays following a hospital stay (£0.550m), costs for supported living placements (£0.601m), clients with nursing placements (£0.087m) and clients with residential placements (£0.540m).
- 2.13 The Learning Disability service is reporting an unfavourable a year end forecast of £2.743m at the end of Month 10 (£2.742m at the end of Quarter 3). The largest contributing areas to this estimated position are Care at Home which is an adverse position of £1.462m with £1.586m for Supported Living. There is a pressure against the available budget for residential care at £0.139m and direct payments at £0.315m with other smaller variances across this divisional area.
- 2.14 The Mental Health service is reporting an estimated adverse position of £1.626m by the end of the financial year as reported at the end of Month 10 compared to £1.637m at the close of Month 9. The costs for Supported Living being the largest contributing factor to this position which is estimated to be £1.201m. There are other smaller variances for nursing and short stay placements which drive the overall position, and which are being offset by favourable variances due to vacant posts and additional income across this service area.
- 2.15 While activity levels across the Directorate have remained broadly consistent with the previous year, as reported throughout this financial year costs have continued to rise. This is driven by:
- Increasing complexity of care packages
  - Constrained availability within the care market
  - A growing number of double-cover care packages, particularly for those supporting hospital discharges
- 2.16 These trends indicate a higher level of acuity among individuals requiring care.

### **Adult Social Care – Mitigations**

- 2.17 The Directorate has developed a number of mitigations throughout the financial year which have had a contributing favourable impact to the adverse position since the beginning of the financial year, with a positive movement of £1.237m since the position reported at Quarter 1. Work will continue to deliver on the mitigations already implemented or those in train as the Council moves towards the financial year close and into the new financial year.
- 2.18 It should be noted that the complexity of need for clients accessing this statutory service remains high and whilst the directorate is working hard to reduce this adverse variance, other factors such as demand and need are impacting the financial position. As mentioned

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earlier within this report, whilst there is an adverse position reported for this Directorate area, additional resource has been allocated within the 2026/27 base budget based on best information and estimates at the time of budget setting.

**Children’s Services adverse variance at the end of Month 10 at £5.476m (£5.407m at the end of December 2025)**

2.19 The forecast unfavourable position for this directorate area as at the end of January 2026 can be broken down as follows:

- Non- Delivery of Budget Reductions (Red and Amber) £2.339m
- Expenditure Variance £2.976m
- Income Variance £0.161m

Further details for the expenditure and income variances are included in the following paragraphs, with details on budget reductions included later within this report.

2.20 Children’s Services are reporting a £5.476m forecast adverse variance for the financial year as at the end of Month 10 of which £2.339m is due to the non-delivery of budget reductions, namely the Children’s Investment Plan (£2.202m).

2.21 The largest pressure within Children’s Services is the cost of external placements which at the end of Month 10 is projected to be £7.574m more than the budget provision available. To mitigate placement pressures the service is continuing the focused reviews of residential care packages however, there was a net £0.319m increase in placements costs for January 2026, £0.248m additional cost for new placements with an increase of £0.071m for existing packages of care.

2.22 The adverse position for placements is being offset overall by vacant posts and additional income across services within Early Help, Preventative Services and Children’s Safeguarding areas.

**Children’s Services – Planned Mitigations**

2.23 Throughout the financial year, the Directorate has implemented and embedded various mitigations to reduce its projected unfavourable position for the financial year. A summary of these mitigations is as follows:

- Children with Disabilities – package reviews with parents and carers.
- Reduction in agency staffing engagements.
- Placements review particularly around those that are high cost.
- Step Forward Foster Care to step down placements from external residential.
- Focused recruitment of foster carers, kinship carers and special guardians.
- Working on over 18’s accommodation through commissioned provision for UASC and housing direct matches for care leavers.
- Launch of the partnership offer across First Choice Homes and Leaving Care.
- Careful placement matching to occupy all internal beds in children’s homes and semi-independent accommodation.

- 
- Service review of legal fee commitments has resulted in forecast reduction in this area. Further proposal under development to look at reducing costs further.
  - One Education review of operating model for the Music Service.

**Public Health favourable variance of (£0.235m) as at the end of Month 10 ((£0.327m) at the end of Quarter 3)**

2.24 Public Health is projecting a favourable position by the financial year end of £0.235m. This position is due to vacancies held across Public Health and Leisure services.

**Place Directorate is reporting adverse variance by year end of £4.576m (£4.563m at the end of Month 9) as at the end of January 2026**

2.25 The forecast unfavourable position for this directorate area as at the end of Month 10 can be broken down as follows:

- Non- Delivery of Budget Reductions (Red and Amber) £0.639m
- Expenditure Variance £1.269m
- Income Variance £2.668m

Further details for the expenditure and income variances are included in the following paragraphs, with details on budget reductions included later within this report.

**Environment**

2.26 The Environment service area is forecast to be in an adverse position of £1.922m by the financial year end, an increase of £0.272m from the position reported at the end of Quarter 3. Expenditure pressures across the division for staffing costs including agency and additional backfill due to sickness alongside additional fleet costs are being forecast in this area. The largest movement between reporting periods is due to an increase in ad-hoc staffing costs due to adverse weather. Favourable variances in other areas such as parking, street lighting, environmental health and traffic management are offsetting these main pressures.

**Growth**

2.27 The Growth Division is reporting a £4.138m projected adverse variance by the financial year end which has reduced by £0.031m from the previous reporting period. The largest contributing factor behind the forecast budget pressure within this area relates to the whole Town Centre Property portfolio. This pressure relates to reductions in rent as reduced rent agreements are currently being sought by both prospective and sitting tenants. In addition, rent agreements currently being proposed, regularly include service charge caps or service charge costs that are included within a cumulative rent figure. An increased Council footprint and voids within the Spindles Shopping Centre have also led to increased service charge payable and foregone rent.

2.28 Running costs and Repairs and Maintenance costs for the Council's property portfolio are also causing pressure on the budget. The Council is incurring costs for assets within the

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Council's disposal programme where there has been a delay in sale or a change to the future of the asset. Energy costs, Business Rates and Cleaning costs being the key pressure points within the Corporate Landlord budget. As previously reported, additional costs are being incurred for both the Spindles Workspace and the JR Clynes building that are exceeding the current budget, with an example being the Business Rates valuation determined by the Valuation Office Agency for Spindles Office space. This has now been backdated to May 2024 and has led to a forecast for Business Rates far exceeding initial budget expectations.

- 2.29 Favourable variances in other areas such as Development Control and Housing Delivery are dampening the pressures noted above.

### **Communities**

- 2.30 The Communities division is forecasting a favourable position by the end of the financial year of (£1.482m), an increase from the end of Quarter 3 of £0.226m. The largest contributing factor is within Housing Needs which is reflective of falling placements in temporary accommodation coupled with the sourcing of cheaper accommodation provision. It is worth noting, that this area is particularly volatile and a small increase in the number of placements could lead to a significant rise in current forecasts.

### **Place - Planned Mitigations**

- 2.31 During the 2025/26 financial year, several mitigations have been implemented across the services within this Directorate which have positively impacted on the year end adverse position. The Directorate continues its work in this regard to positively impact the financial position by the end of 2025/26 and as the Council moves into the new financial year. A summary of some of the implemented mitigations for this area are as follows:

- Rigorous weekly reviews of placement costs, partner performance and priority placements for Temporary Accommodation.
- Recruitment freeze and stopped all non-essential spend.
- Weekly rent review meeting to review feedback and pressures on retail sector in the town and district centres, and to assess the risks to Oldham from national announcements.
- Removed / terminated contracts for costly technical specialists from the Spindles and Old Town Hall management arrangements.
- Continuous review of property repairs and assessment of urgent / essential works to support service delivery and ensure compliance.
- Asset review and proposals for disposal under consideration versus community impact.
- Deep dive into First Response review to further reduce / stop agency use and determine potential impact of further academisation on Service Level Agreements and contract income.
- Waste & Cleansing - weekly review of agency usage versus service delivery / leave / sickness, plus time and investment into frontline health and wellbeing to improve sickness and retention.

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**Resources forecast favourable variance at the end of Month 10 of (£1.370m) (£1.067m) favourable variance previously reported)**

2.32 The forecast favourable position for this directorate area as at the end of January 2026 can be broken down as follows:

- |  |              |
|--|--------------|
| • Non- Delivery of Budget Reductions (Red and Amber) | All achieved |
| • Expenditure Variance                               | (£6.657m)    |
| • Income Variance                                    | £5.287m      |

Further details for the expenditure and income variances are included in the following paragraphs, with details on budget reductions included at Section 3.

2.33 The key driver for this forecast favourable position is due to slippage on vacant posts across the directorate as a whole but particularly in Transformation and Reform, Finance, HR services and Commissioning & Procurement. Additional income received as a result of successful prosecution cases is also contributing towards this position. These favourable variances are offsetting the net pressure of £0.601m in legal services due to the use of agency workers to cover vacant posts.

#### **Resources – Planned Mitigations**

2.34 Whilst the directorate is forecast to end the financial year with a favourable financial position, the Directorate continues to deliver on identified mitigations such as the transfer of agency workers from off contract engagements to on contractor providers or permanent contracts.

#### **Capital, Treasury and Technical Accounting – (£2.373m) favourable variance at the end of Month 10**

2.35 The Capital, Treasury and Technical Accounting directorate holds the budgets associated with the Council's Treasury Management activities including interest payable on borrowing and interest receivable on investments and is reporting a favourable variance of £2.373m as at the end of January 2026.

2.36 Additional income received as part of treasury activities is the largest contributing factor of the favourable variance reported. Additional dividends have been received from the Council's investment portfolio. Furthermore, due to the enhanced spend controls implemented by the Executive Team, reduced expenditure has resulted in the Council being able to further maximise its investment opportunities to generate additional income. Additional income has also been received as part of the Annual Leave Purchase Scheme with higher than budgeted applications for 2025/26.

#### **Capitalised Interest costs for Assets Under Construction**

2.37 As detailed earlier within this report, the Council has been working with its External Treasury Management advisors to explore any opportunities with regards to the capitalisation of interest costs for assets under construction. This work has now concluded

with current calculations indicating that an estimated benefit to the Council's General Fund Balance of £10.056m can be generated through this approach. This is a one-off adjustment and has been estimated based on previous expenditure incurred and projected expenditure on assets under construction for the 2025/26 financial year.

- 2.38 Based upon current estimates, the Council's projected adverse variance would reduce to £4.946m for this financial year which would significantly reduce the requirement for the Council to use general revenue usable reserves to support day to day expenditure, therefore protecting its financial resilience.
- 2.39 A detailed revenue table is attached at Appendix 1.

### 3 Progress on the delivery of the 2025/26 Approved Budget Savings

- 3.1 Table 3 below presents the progress on the delivery of the 2025/26 approved Budget savings which has been updated to reflect the position as at the end of Month 10. For savings rated as Red and Amber, work continues wherever possible to achieve the agreed saving or an alternative delivery.
- 3.2 In terms of savings, £21.233m (£21.304m at Quarter 3) of the £26.584m approved budget reduction targets are either delivered or on track to be delivered (Green) representing 80% of the total savings target. The movement between periods is due a change in the delivery of the Children's Investment Plan resulting from the increase in external social care placements required. £1.094m of which 4% are off track but with continued targeted work could be achieved (Amber) and a further 16% or £4.257m with a high risk of not being achieved within this financial year (Red). The table below summarises the progress by Directorate:

**Table 3 – Summary on progress on delivery of 2025/26 Approved Budget Reductions**

2025/26 Impact of Approved Budget Reductions	Green £000	Amber £000	Red £000	Total £000
Adult Social Care	(6,115)	(1,000)	(1,373)	(8,488)
Children's Services	(3,524)	0	(137)	(3,661)
Place	(3,474)	(94)	(545)	(4,113)
Public Health	(465)	0	0	(465)
Resources	(4,394)	0	0	(4,394)
Capital, Treasury & Technical Accounting	(4)	0	0	(4)
<b>TOTAL</b>	<b>(17,976)</b>	<b>(1,094)</b>	<b>(2,055)</b>	<b>(21,125)</b>
Children's Investment Plan	(3,257)	0	(2,202)	(5,459)
<b>TOTAL</b>	<b>(21,233)</b>	<b>(1,094)</b>	<b>(4,257)</b>	<b>(26,584)</b>
Qtr 3 Position	(21,304)	(1,059)	(4,221)	(26,584)

- 3.3 Included within the Council's approved revenue budget for 2026/27, £3.614m of revenue resource was allocated for those 2025/26 budget reductions that were reported as off track at the end of Quarter 3. This does not mean that delivery of these budget reductions is no longer being actively pursued but allows services to start the new financial year with a

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robust base budget. Any further delivery of these budget reductions as the Council moves to this financial year end and into 2026/27 will result in this allocated resource being realigned to the Council's volatility base budget provision.

### **Significant Budget reduction variances by Directorate**

#### **Adult Social Care**

3.4 Of the £8.488m of budget savings approved for the Adult Social Care Directorate, £1.373m of them are rated Red and off track. Three budget savings drive this variance as follows:

- Achieving Better Outcomes £0.583m
- Adults, Health & Wellbeing £0.290m
- Focused Transitions Team £0.500m

#### **Children's Services**

3.5 As detailed in Table 3, £2.339m (£2.253m at Quarter 3) of Children's Services budget reductions are rated Red with 94% relating to the Children's Investment Plan. The non-delivery of the Children's Investment Plan is predominately due to pressures around the reduction of high-cost placements and release of agency staff. The other Red rated saving is as follows:

- Social Work Services £0.137m

#### **Place**

3.6 For this Directorate, 13% of the total approved budget reductions for this area are rated Red and relates to Environment - Service Review / Income Generation at £0.545m.

#### **Resources**

3.7 All approved budget reductions for 2025/26 have now been achieved.

### **4 Mitigation of Current forecast Budget Position**

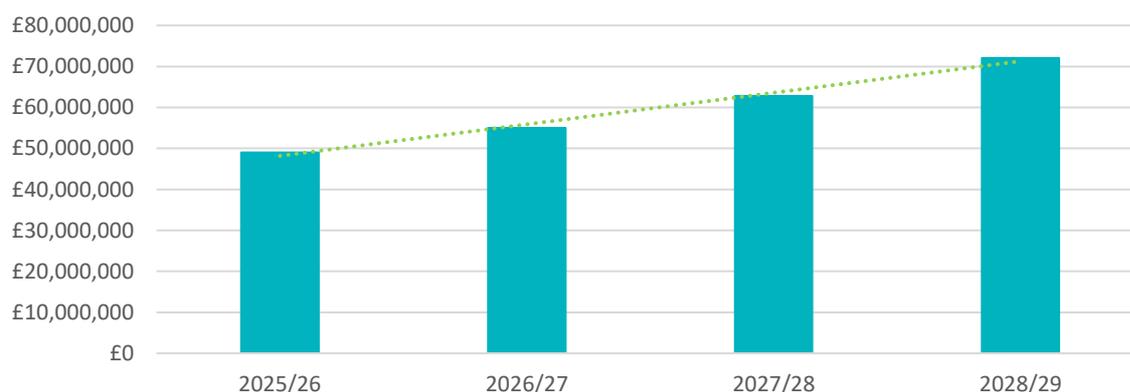
4.1 Throughout this report, corporate and service mitigations have been detailed with the aim of reducing the forecast adverse variance from the position reported, with enhancement of these controls implemented as an early action by the Executive Team to bring down the forecast position. As a result of these management actions the forecast position at the end of Month 10 has improved by £15.876m since the position originally reported at the end of Quarter 1.

4.2 The effectiveness of all management and corporate actions will continue to be closely monitored by the Executive Team with the final position being reported to this meeting as part of the Council's outturn report.

## 5 Reserves and Balances

- 5.1 On 1 April 2025, general reserves totalled £33.774m, split between Earmarked Reserves of £31.564m and Revenue Grant Reserves of £2.210m. The General Fund Balance stood at £18.865m.
- 5.2 Reserves and Balances are a key element of the Council's financial resilience and it is important that their use is kept to an absolute minimum. There have been no further requests for reserve usage in this reporting period.
- 5.3 It should be noted by Members, that whilst there are a number of management actions being implemented to address the projected in year deficit and the delivery of all budget reductions, to the extent that mitigations do not cover the deficit, there would need to be a unbudgeted call on reserves.
- 5.4 Whilst there is a potential call on revenue reserves to support the 2025/26 revenue position, included within the Council's approved Medium Term Financial Strategy is a planned and budgeted transfer to reserves, alongside a policy to transfer any one-off returns of funding. This strategy will result in general revenue reserves increasing over the medium term by 32% and thus increasing the Council's financial resilience as shown below:

**General Revenue Usable Reserves MTFS Forecast**



- 5.5 The capitalisation of interest costs for assets under construction at £10.056m as detailed earlier within this report will be a benefit to the Council's general fund balance by the financial year end. As such the financing of the Council's forecast adverse position for 2025/26 is expected to be as follows:

	£000
<b>OVERALL PROJECTED VARIANCE at Month 10</b>	<b>15,002</b>
<b>Financed By:</b>	
General Revenue Usable Reserves	(4,946)
General Fund Balance	(10,056)

- 5.6 The Council must continue to mitigate wherever possible the forecast adverse variance for 2025/26 to reduce any call on general revenue usable reserves.

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## 6 Summary

- 6.1 The current projected position as at the end of Month 10, shows an adverse position by the end of the financial year but which has improved from the position previously reported. The Council has explored opportunities in conjunction with its external treasury advisors to look at the current policy on capitalising interest costs for assets under construction which, after calculation, could generate a potential revenue adjustment to the Council of £10.056m which would reduce the forecast adverse variance for 2025/26 to £4.946m.
- 6.2 Whilst 84% of savings delivered or with the potential to deliver after targeted intervention, given the overall financial pressures facing the Council, the uncertainty around the deliverability of the remaining 16% of savings continues to be of concern. Any non-achievement of savings not only impacts the current year position but has implications on future years budgets. For future years, the Council has taken the necessary steps to reduce pressures on the 2026/27 base budget as a result of any non-delivery of 2025/26 approved budget reductions.
- 6.3 The increasing need for use of the Council's services from residents and businesses, the complexity of the support needed, and inflationary costs continue to put pressure on service budgets and is demonstrated by the forecast outturn position detailed within this report. These pressures, in the main are driven by escalating costs in essential statutory services supporting the most vulnerable residents, reflects the broader challenges the Council and numerous Councils across the country are facing. This is particularly acute in statutory and heavily inspected services where there is little flexibility to mitigate rising costs, for example increasing pressures on social care budgets due to the support needs of vulnerable children and complexity in the needs of adult requiring support. There is also an increasing need to support children with Special Educational Needs (SEND) and whilst significant work has been done in the last 12 months, homelessness presentations and use of temporary accommodation is still of concern given the numbers accessing this service.
- 6.4 This position is not specific to Oldham. Councils across the country continue to warn of financial distress and the risk of Section 114 notices if insufficiency of funding and areas of budget pressure are not addressed by Government. For 2026/27, 36 authorities have had Exceptional Financial (EFS) support from the Government agreed in principle, with one of these authorities requiring the support for its Housing Revenue Account. EFS is temporary financial assistance provided by the government to Councils that are facing severe financial difficulties.
- 6.5 The recent publication of the Local Government Finance Settlement has provided some additional support to the Council as a result of the Fair Funding Review and the continuation of the Recovery Grant for another 3 years. Whilst this funding is welcomed, the Council must deliver within the financial resources allocated for 2026/27 onwards. The Council's strategy to transfer much needed resources to reserves to increase the reserve position is a positive movement in ensuring the organisations financial resilience over the medium term.
- 6.6 In view of the adverse variance reported the Council must continue to embed mitigations to address the in-year position and protect reserves.

## APPENDIX 1 – 2025/26 Directorate Summary Financial Positions at 30 January 2026

DIRECTORATE	SERVICE AREA	Month 10 Annual Budget £000	Month 10 Annual Forecast £000	Annual Forecast Variance £000
Adult Social Care	Commissioning	15,718	15,672	(46)
	Community Business Services	893	763	(130)
	Clusters	3,427	3,745	318
	Community Health & Social Care	31,153	35,092	3,940
	Director Adult Social Care	1,442	1,789	347
	Learning Disability	17,886	20,629	2,743
	Mental Health	11,521	13,147	1,626
	Clusters	277	421	144
	Safeguarding	584	569	(15)
<b>Adult Social Care Total</b>		<b>82,901</b>	<b>91,828</b>	<b>8,928</b>
Children's Services	Children in Care	53,265	60,332	7,066
	Childrens Safeguarding	3,571	3,042	(529)
	Fieldwork & Family Support	11,655	11,732	76
	Children's Services Intergration	4,815	4,518	(297)
	Central Education Services	833	833	0
	Community / Adult Learning	301	301	(0)
	Inclusion Service	(427)	(428)	(0)
	Learning Services	257	258	1
	Learning Services - Early Years	(194)	(194)	(0)
	Post 16 Service	44	45	1
	School Support Services	76	(34)	(109)
	SEND Services	7,938	7,968	30
	Skills and Employment	86	84	(1)
	Early Help	4,410	3,898	(512)
	Troubled Families	1,938	1,689	(249)
<b>Children's Services Total</b>		<b>88,569</b>	<b>94,046</b>	<b>5,476</b>
Public Health	Public Health (Client and Delivery)	21,708	21,437	(271)
	Leisure Services	3,379	3,415	36
<b>Public Health Total</b>		<b>25,087</b>	<b>24,852</b>	<b>(235)</b>
Place	Building Control	69	373	304
	Strategic Planning	18,015	18,014	(1)
	Development Control	70	(5)	(75)
	Housing Delivery	296	278	(18)
	Facilities Management	494	524	30
	Corporate Estates	583	2,451	1,868
	Property Services	(1,509)	(1,547)	(38)
	Town Centre	529	2,597	2,068
	Creating a Better Place	(253)	(253)	0
	Structures	141	141	0
	Operations	1,918	1,707	(211)
	Traffic Management & Maintenance	1,870	1,800	(70)
	Parking Admin & Enforcement	(1,018)	(924)	94
	Health & Safety	277	231	(46)
	Environmental Health	1,042	958	(84)
	Licensing & Trading Standards	(6)	(37)	(31)
	First Response	(155)	341	496
	Street Lighting	4,316	4,256	(60)
	Waste & Cleansing	24,672	26,338	1,666
	Parks / Ground Maintenance	4,965	5,070	105
	Arboriculture	588	583	(4)
	Emergency Planning	62	128	66
	Fleet	(252)	(252)	0
	Community Safety & Cohesion	651	581	(70)
	Districts	1,051	935	(117)
	Culture	6,393	6,372	(21)
	Youth Services	908	890	(18)
Housing Needs	6,060	4,803	(1,257)	
<b>Place Total</b>		<b>71,774</b>	<b>76,351</b>	<b>4,576</b>

DIRECTORATE	SERVICE AREA	Month 10 Annual Budget £000	Month 10 Annual Forecast £000	Annual Forecast Variance £000
Resources	Partnership Support (Borough and GM)	1,947	1,946	(1)
	Strategic Customer Service	137	137	0
	Chief Executive Management	2,231	2,023	(208)
	Communications and Research	587	602	16
	Customer Services	2,273	2,235	(38)
	ICT	5,951	6,104	153
	Democratic and Civic Services	331	377	46
	Audit	2,993	2,958	(35)
	Commissioning and Procurement	633	453	(180)
	Democratic and Civic Services	464	433	(32)
	External Funding	(26)	(27)	(1)
	Finance	2,641	2,238	(403)
	Housing Benefit Payments	1,848	1,731	(117)
	Revenues and Benefits	4,118	3,692	(427)
	Transformation and Reform	259	(46)	(306)
	HR Strategy	2,850	2,675	(175)
	Organisational Development	416	425	9
	Democratic and Civic Services	2,950	2,725	(225)
	Legal	1,982	2,583	601
	Registrars	(87)	(134)	(47)
ICT	740	785	45	
Strategy and Performance	242	195	(47)	
<b>Resources Total</b>		<b>35,481</b>	<b>34,111</b>	<b>(1,370)</b>
Capital Treasury and Technical Accounting	Corporate Expenses	9,226	9,154	(72)
	Interest and Investment Expenditure and Income	11,305	9,004	(2,301)
	Corporate and Democratic Core	1,003	1,003	0
	Parish Precepts	400	400	0
<b>Capital Treasury and Technical Accounting Total</b>		<b>21,934</b>	<b>19,561</b>	<b>(2,373)</b>
<b>Grand Total</b>		<b>325,746</b>	<b>340,748</b>	<b>15,002</b>

## CAPITAL INVESTMENT PROGRAMME 2025/26 MONITORING REPORT Month 10 – January 2026

### 1 Background

- 1.1 The original capital programme for 2025/26 reflected the priorities outlined in the capital strategy as approved at Cabinet on 17 February 2025 and confirmed at the Council meeting on 6 March 2025.
- 1.2 The position at the end of Month 10 (January 2026) is highlighted in this report.
- 1.3 For the remainder of the financial year, the programme will continue to be monitored and revised to take account of any new developments and changes in the profile of planned expenditure.

### 2 Current Position

- 2.1 Table 1 below shows the capital programme for 2025/26 and a further four years to 2029/30, and reflects the priorities outlined in the Capital Strategy.

**Table 1 – 2025/30 Capital Strategy**

Directorate Budget	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	Total £000
Community Health and Adult Social Care	4,106	3,000	3,000	-	-	<b>10,106</b>
Children's Services	10,482	3,151	2,000	-	-	<b>15,632</b>
Communities	338	-	-	-	-	<b>338</b>
Place	80,617	14,997	15,501	2,055	-	<b>113,170</b>
Housing Revenue Account (HRA)	3,193	206	210	215	219	<b>4,043</b>
Resources/Information Technology (IT)	3,165	3,123	2,595	1,877	-	<b>10,760</b>
Capital, Treasury & Technical Accounting	3,600	2,628	4,373	2,500	5,000	<b>18,101</b>
Funding for Emerging Priorities	3,000	2,885	2,000	-	-	<b>7,885</b>
<b>Total Expenditure</b>	<b>108,501</b>	<b>29,990</b>	<b>29,680</b>	<b>6,647</b>	<b>5,219</b>	<b>180,037</b>

Funding	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	Total £000
Grant & Other Contributions	(60,800)	(9,736)	(9,558)	(780)	-	<b>(80,874)</b>
Prudential Borrowing	(39,855)	(17,480)	(17,660)	(3,343)	(3,000)	<b>(81,338)</b>
Revenue Contributions	(3,193)	(206)	(210)	(215)	(219)	<b>(4,043)</b>
Capital Receipts	(4,653)	(2,567)	(2,252)	(2,309)	(2,000)	<b>(13,781)</b>
<b>Grand Total</b>	<b>(108,501)</b>	<b>(29,990)</b>	<b>(29,680)</b>	<b>(6,647)</b>	<b>(5,219)</b>	<b>(180,037)</b>

### 3. 2025/26 – 2029/30 Capital Programme

- 3.1 Following the approval of the Month 9 capital programme, a number of new funding and contributions approvals have taken place as follows:

**Table 2**

New Grants/Contributions	2025/26 £000
DFG- 2025/26 Additional Grant	204
DFG- Boroughwide Private Contributions	34
Additional CRSTS funding	335
DfE Grant – AV1 Robots	45
<b>TOTAL</b>	<b>618</b>

3.2 Following the approved changes since M09 and assuming grant offers are approved, and rephasing resulting from updating the 5 Year Capital Strategy the revised Capital Programme 2025/26 as at M10 is a net increase of £0.618m.

### 3.3 2025/26 Capital Programme

The table below shows the movements in the 2025/26 Capital programme since the Capital Strategy was set and all approved virements to date, together with those proposed since the last reporting period.

**Table 3 – 2025/26 Capital Programme**

Directorate Budget	Capital Strategy 2025-30 £000	Revised Budget (M09) £000	Approved Virements (M10) £000	Proposed Virements (M10) £000	Current Budget (M10) £000	Spend (to M10) £000
Community Health and Adult Social Care	4,106	3,664	238	-	3,902	2,409
Children's Services	10,482	4,325	45	-	4,370	1,552
Communities	338	-	-	-	-	-
Heritage, Libraries and Arts	-	561	-	-	561	511
Place	80,617	56,517	335	-	56,852	38,713
Housing Revenue Account (HRA)	3,193	250	-	-	250	3
Corporate/Information Technology (IT)	3,165	1,283	-	-	1,283	739
Capital, Treasury & Technical Accounting	3,600	3,600	-	-	3,600	-
Funding for Emerging Priorities	3,000	-	-	-	-	-
<b>Grand Total</b>	<b>108,501</b>	<b>70,200</b>	<b>618</b>	<b>-</b>	<b>70,818</b>	<b>43,927</b>

3.4 Given that this is the position as at Month 10 and in view of the current challenges being faced including the pressure caused by the economic position, there must remain an element of uncertainty about the forecast position. A further breakdown of Table 3 on a service-by-service area basis is shown at Appendix A to I.

3.5 Actual expenditure to 31 January 2026 was £43.927m (62.03% of the proposed forecast outturn). This is lower than spending profile last year's (67.63%) at the same period. As would be expected the majority of this spend is within the Place directorate which amounts for 88.13% of the total 2025/26 capital programme spend to date. The position will be kept under review and budgets will be managed in accordance with forecasts.

3.6 The revised capital programme for 2025/26 to 2030/31, considering all the above amendments in arriving at the revised forecast position, is shown in Table 4 together with the projected financing profile.

3.7 Contrary to previous updates in the year, the table below includes the current year plus the 5 year capital strategy period.

### 2024/25 to 2029/30 Current Capital Programme

**Table 4 - 2025/26 – 2030/31 Capital Programme @ M10**

Directorate Budget	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	2030/31 £000	Total £000
Community Health and Adult Social Care	3,902	6,495	3,870	-	-	-	14,267
Children's Services	4,370	9,657	6,481	2,209	10	-	22,727
Communities	-	125	-	-	-	-	125
Heritage Libraries and Arts Place	560	-	-	-	-	-	560
- Corporate Property	4,274	4,346	3,669	1,744	362	-	14,395
- Environment	1,414	2,663	111	-	-	-	4,188
- Housing	6,544	4,702	-	-	-	-	11,246
- Regeneration	36,199	35,084	9,230	92	-	-	80,605
- Transport	8,422	26,158	12,627	4,180	-	-	51,386
Housing Revenue Account (HRA)	250	6,151	3,849	-	-	-	10,250
Corporate/Information Technology (IT)	1,283	3,843	3,336	1,092	-	-	9,554
Capital, Treasury & Technical Accounting	3,600	3,240	4,973	3,100	5,600	-	20,513
Funding for Emerging Priorities	-	-	902	2,506	-	1,592	5,000
<b>Grand Total</b>	<b>70,818</b>	<b>102,464</b>	<b>49,047</b>	<b>14,923</b>	<b>5,972</b>	<b>1,592</b>	<b>244,816</b>

Funding	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	2030/31 £000	Total £000
Grant & Other	(41,811)	(62,664)	(32,547)	(5,349)	(256)	-	(142,626)
Prudential Borrowing	(23,983)	(33,039)	(13,600)	(6,974)	(3,116)	(1,592)	(82,304)
Revenue	(310)	(3,010)	-	-	-	-	(3,320)
Capital Receipts	(4,714)	(3,751)	(2,900)	(2,600)	(2,600)	-	(16,566)
<b>Grand Total</b>	<b>(70,818)</b>	<b>(102,464)</b>	<b>(49,047)</b>	<b>(14,923)</b>	<b>(5,972)</b>	<b>(1,592)</b>	<b>(244,816)</b>

### Capital Receipts

3.8 The capital programme assumes the availability of £4.714m of capital receipts in 2025/26 for financing purposes. This includes £2.600m to support transformational activity in the General Fund using the flexibility allowed by Government.

3.9 The total net usable capital receipts currently received in year is £1.366m, the first call being against the £4.714m outlined above in respect of use of Flexible Receipts.

3.10 The capital receipts position as at 31 January 2026 is as follows:

**Table 5 – Capital Receipts 2025/26**

	£000	£000
Capital Receipts Financing Requirement		4,714
Usable Capital Receipt b/fwd.	-	
Actual capital receipts received to date	(1,366)	
Identified in year capital receipts remaining	(4,873)	
<b>Further Required /(surplus) in 2025/26</b>		<b>(1,525)</b>

- 3.11 Given the significant amount of capital 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 remainder year. The out-turn position and achievability of capital receipts in 2025/26 is reliant on one large disposal which is being kept closely under review. At the current date it is still anticipated to be realised by the end of the financial year.
- 3.12 It is of course recognised that the ongoing economic instability with higher interest rates and the impact on borrowing costs, coupled with the increase cost of living will continue to impact on business/economic activities making capital disposals more challenging.
- 3.12 The Capital Strategy and Capital Programme 2025/31 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. As can be seen below, the most recent review has produced a forecast which is below the financing projections included in Table 3. Should the currently estimated position prevail then the position would be as illustrated in the table below:

**Table 6 – Capital Receipts 2025/26 to 2030/31**

Capital Receipts	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	2030/31 £000
Capital Receipts Carried Forward	-	(1,525)	(5,964)	(5,604)	(3,260)	(660)
Identified Capital Receipts	(4,873)	(7,590)	(2,540)	(256)	-	-
Received in year	(1,366)					
<b>Total Receipts</b>	<b>(6,239)</b>	<b>(9,115)</b>	<b>(8,504)</b>	<b>(5,860)</b>	<b>(3,260)</b>	<b>(660)</b>
Capital Receipts Financing Requirement	4,714	3,151	2,900	2,600	2,600	
<b>Over/(Under) programming</b>	<b>(1,525)</b>	<b>(5,964)</b>	<b>(5,604)</b>	<b>(3,260)</b>	<b>(660)</b>	<b>(660)</b>

- 3.13 Whilst there is projected to be a surplus of capital receipts over the requirements for the capital programme, the surplus is dependent on a single substantial receipt expected to be received later in the current year. If there are any delays to the receipt and it is not received in year the consequence would be either, a corresponding increase in the level of prudential borrowing and hence an impact on the revenue budget, or a reduction in the overall capital programme.

## **4 Conclusion**

- 4.1 A detailed review of the capital programme has been undertaken and realigned and reprofiled across the programme. In addition, further reviews have taken place as part of the overall Capital Strategy and Annual Budget Setting process, and we will continue to reflect developments relating to individual projects/schemes, across all years and re-profile accordingly.
- 4.2 The capital programme is being continually monitored and is reported to Members on a regular basis.

## **5 Appendices**

- 5.1 Appendix A - Summary - Month 10 - Community Health and Adult Social Care  
Appendix B - Summary - Month 10 - Children's Service  
Appendix C - Summary - Month 10 - Communities  
Appendix D - Summary - Month 10 - Heritage Libraries and Arts  
Appendix E - Summary - Month 10 - Place  
Appendix F - Summary - Month 10 - Housing Revenue Account (HRA)  
Appendix G - Summary - Month 10 - Corporate/Information Technology  
Appendix H - Summary - Month 10 - Capital Treasury & Technical Accounting  
Appendix I - Summary - Month 10 - Funding for Emerging Priorities

**SUMMARY – Month 10 (January 2026) - Community Health and Adult Social Care****APPENDIX A**

<b>Service area</b>	<b>Capital Strategy £000</b>	<b>Revised Budget M09 £000</b>	<b>Approved Virements M10 £000</b>	<b>Proposed Virements M10 £000</b>	<b>Revised Budget M10 £000</b>	<b>Expend to M10 £000</b>
Adult Services	4,106	3,664	238	-	3,902	2,409
<b>Community Health and Adult Social Care Total</b>		<b>3,664</b>	<b>238</b>	<b>-</b>	<b>3,902</b>	<b>2,409</b>

**SUMMARY – Month 10 (January 2026) – Children’s Services****APPENDIX B**

<b>Service area</b>	<b>Capital Strategy £000</b>	<b>Revised Budget M09 £000</b>	<b>Approved Virements M10 £000</b>	<b>Proposed Virements M10 £000</b>	<b>Revised Budget M10 £000</b>	<b>Expend to M10 £000</b>
Children, Young People and Families (CYPF)	1,000	544	-	-	544	383
Schools - General Provision	6,473	1,632	45	-	1,677	670
Schools – Primary	-	1,267	-	-	1,267	221
Schools – Secondary	3,009	604	-	-	604	201
Schools – Special	-	262	-	-	262	46
Schools – New Build	-	16	-	-	16	31
<b>Children’s Service Total</b>	<b>10,482</b>	<b>4,325</b>	<b>45</b>	<b>-</b>	<b>4,370</b>	<b>1,552</b>

**SUMMARY – Month 10 (January 2026) – Communities****APPENDIX C**

<b>Service area</b>	<b>Capital Strategy £000</b>	<b>Revised Budget M09 £000</b>	<b>Approved Virements M10 £000</b>	<b>Proposed Virements M10 £000</b>	<b>Revised Budget M10 £000</b>	<b>Expend to M10 £000</b>
Local Investment Fund	338	-		-	-	-
<b>Communities Total</b>	<b>338</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**SUMMARY – Month 10 (January 2026) – Heritage Libraries and Arts****APPENDIX D**

<b>Service area</b>	<b>Capital Strategy £000</b>	<b>Revised Budget M09 £000</b>	<b>Approved Virements M10 £000</b>	<b>Proposed Virements M10 £000</b>	<b>Revised Budget M10 £000</b>	<b>Expend to M10 £000</b>
Heritage Libraries and Arts	-	561		-	561	511
<b>Heritage Libraries and Arts Total</b>	<b>-</b>	<b>561</b>	<b>-</b>	<b>-</b>	<b>561</b>	<b>511</b>

**SUMMARY – Month 10 (January 2026) – Place**

**APPENDIX E**

<b>Service area</b>	<b>Capital Strategy £000</b>	<b>Revised Budget M09 £000</b>	<b>Approved Virements M10 £000</b>	<b>Proposed Virements M10 £000</b>	<b>Revised Budget M10 £000</b>	<b>Expend to M10 £000</b>
Asset Management – Corporate Premises	2,670	3,658	-	-	3,658	1,535
Asset Management – Education Premises	1,148	616	-	-	616	749
Boroughwide Developments	28,177	18,964	-	-	18,964	16,354
Boroughwide District Projects	17	-	-	-	-	-
Cemeteries and Crematorium	-	7	-	-	7	11
Countryside	80	39	-	-	39	-
Parks	13	1,308	-	-	1,308	-
Playing Fields & Facilities	-	49	-	-	49	-
Parks & Playing Fields	11	11	-	-	11	535
Private Housing	5,677	6,543	-	-	6,543	53
Strategic Acquisitions	1,647	1,490	-	-	1,490	886
Town Centre Developments	27,593	15,744	-	-	15,744	12,404
Trans - Accident Reduction	744	973	-	-	973	322
Trans - Bridges & Structures	4,107	1,262	-	-	1,262	875
Trans - Fleet Management	175	322	-	-	322	230
Trans - Highway Major Works/Drainage schemes	8,498	5,003	335	-	5,338	4,455
Trans - Minor Works	60	485	-	-	485	238
Trans - Miscellaneous	-	42	-	-	42	66
<b>Place Total</b>	<b>80,617</b>	<b>56,517</b>	<b>335</b>	<b>-</b>	<b>56,852</b>	<b>38,713</b>

**SUMMARY – Month 10 (January 2026) - Housing Revenue Account (HRA)****APPENDIX F**

<b>Service area</b>	<b>Capital Strategy £000</b>	<b>Revised Budget M09 £000</b>	<b>Approved Virements M10 £000</b>	<b>Proposed Virements M10 £000</b>	<b>Revised Budget M10 £000</b>	<b>Expend to M10 £000</b>
Housing Revenue Account	3,193	250		-	250	3
<b>HRA Total</b>	<b>3,193</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>250</b>	<b>3</b>

**SUMMARY Month 10 (January 2026) – Corporate/Information Technology (IT)****APPENDIX G**

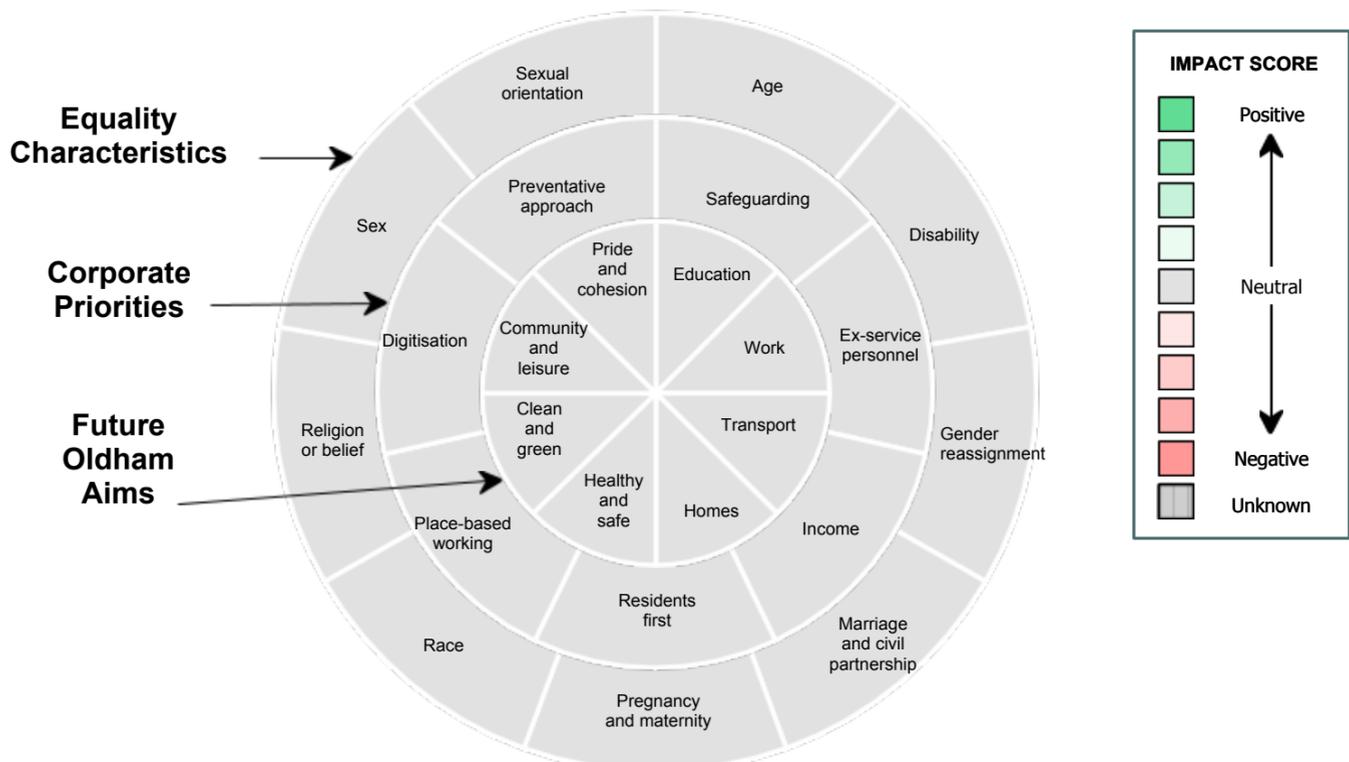
<b>Service area</b>	<b>Capital Strategy £000</b>	<b>Revised Budget M09 £000</b>	<b>Approved Virements M10 £000</b>	<b>Proposed Virements M10 £000</b>	<b>Revised Budget M10 £000</b>	<b>Expend to M10 £000</b>
Information Technology	3,165	1,283		-	1,283	739
<b>Information Technology Total</b>	<b>3,165</b>	<b>1,283</b>	<b>-</b>	<b>-</b>	<b>1,283</b>	<b>739</b>

**SUMMARY – Month 10 (January 2026) – Capital Treasury and Technical Accounting****APPENDIX H**

<b>Service area</b>	<b>Capital Strategy £000</b>	<b>Revised Budget M09 £000</b>	<b>Approved Virements M10 £000</b>	<b>Proposed Virements M10 £000</b>	<b>Revised Budget M10 £000</b>	<b>Expend to M10 £000</b>
Cross Cutting /Corporate	3,600	3,600		-	3,600	-
<b>Capital Treasury and Technical Accounting Total</b>	<b>3,600</b>	<b>3,600</b>	-	-	<b>3,600</b>	-

**SUMMARY – Month 10 (January 2026) - Funding for Emerging Priorities****APPENDIX I**

<b>Service area</b>	<b>Capital Strategy £000</b>	<b>Revised Budget M09 £000</b>	<b>Approved Virements M10 £000</b>	<b>Proposed Virements M10 £000</b>	<b>Revised Budget M10 £000</b>	<b>Expend to M10 £000</b>
Funding for Emerging Priorities	3,000	-	-	-	-	-
<b>Funding for Emerging Priorities Total</b>	<b>3,000</b>	-	-	-	-	-



Annex 3- EIA: Financial Monitoring 25/26 (Mth 10)				
	Impact	Likelihood	Duration	Comment
<b>Equality Characteristics</b>				
Age	Neutral	Possible	Short Term	The report considers the 2025/26 financial position of the Council at Mth 10 (30 January 2026) 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
<b>Corporate Priorities</b>				
Safeguarding	Neutral	Possible	Short Term	The report considers the 2025/26 financial position of the Council at Mth 10 (30 January 2026) 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
<b>Future Oldham Aims</b>				
Education	Neutral	Possible	Short Term	The report considers the 2025/26 financial position of the Council at Mth 10 (30 January 2026) 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

# Governance, Strategy and Resources Scrutiny Board

## Work Programme 2025/2026

Agenda item	Purpose	Portfolio lead & officer lead	Method of scrutiny	Additional information
<b>Thursday, 9th October 2025</b>				
Revenue Monitor and Capital Investment Programme 2025/26 Q1				
Local Government Ombudsman – Annual Report 2024-25 (Final draft)	To provide the Scrutiny Board with the findings from the final communication from the LGO to enable evidence-based discussion on strengths and development areas and to understand our performance in comparison with national and regional trends.	Cllr Arooj Shah Fran Lautman	Written report and discussion	
<b>Thursday, 4<sup>th</sup> December 2025</b>				
Performance Assurance Report – 2025/26 Q2				
Revenue Monitor and Capital Investment Programme 2025/26 Quarter 2				
Review of the Digital, Data and Technology Strategy – 2025 – 2030	To provide the Scrutiny Board with an overview of the strategy, the desired outcomes and provide initial feedback and considerations.	Cllr Abdul Jabbar Matt Gratton	Presentation and discussion	Deferred from July meeting.
Complaints and Compliments Annual Reports 2024/25 and Policies: <ul style="list-style-type: none"> <li>- Resources</li> <li>- Place</li> <li>- Housing</li> <li>- Adult Social Care</li> <li>- Children Services and Education</li>   <li>- Corporate complaints policy</li> <li>- Adult Social Care complaints policy</li> <li>- Children Services complaints policy</li> <li>- Children’s homes complaints policy</li> <li>- Housing complaints policy</li> </ul>	To provide the Scrutiny Board with an overview of Complaints and Compliments performance for 2024-25 to enable evidence-based discussion on strengths and development areas as well as plans to improve performance.  To provide the Scrutiny Board with an updated suite of Complaints Policy following the annual review. For Scrutiny	Cllr Arooj Shah Fran Lautman		

- Unreasonable behaviour policy	Board to provide feedback and comment.			
<b>Wednesday 28<sup>th</sup> January 2026 (Administration Budget)</b>				
Revenue, Monitor and Capital Investment Programme 2025/26 Month 9				
Revenue Budget Report 2026/27 and Medium-Term Financial Strategy				
Capital Strategy and Capital Programme				
Treasury Management Strategy 2026/27				
Housing Revenue Account				
<b>Thursday 5<sup>th</sup> February 2026</b>				
Opposition Budget				
<b>Tuesday 24<sup>th</sup> March 2026</b>				
Performance Assurance Report – 2025/26 Q3				
Revenue Monitor and Capital Investment Programme 2025/26 Month 10				
Final report of the Task and Finish Group on the review of financial support services				

Task and finish groups

<b>Deep dive area:</b>	<b>Expanded proposal:</b>
Review of Financial Support Services (Customer Experience)	By 1 April 2026, a new operating model will be in place to deliver a resident focused and preventive approach to supporting residents to maximise their income.  Feedback on the current approach and considerations for the new operating model are sought from Scrutiny committee.
Contract management arrangements	The Task and Finish Group will select a high value contract to scrutinise the performance and oversight arrangements, to look at what is working well and what might need to be strengthened, and how any learning can be applied to other contracts.

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 MARCH 2026**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
NEI-13-25	Award of LEVI CRSTS Contract to Preferred Supplier	Director of Environment	23 <sup>rd</sup> March 2026	Cabinet
<p>Description: Decision to award the Contract for Local Electric Vehicle Infrastructure (LEVI) project. To be funded by TfGM's LEVI grant funding plus a contribution from Oldham's CRSTS funding of electric vehicle infrastructure.</p> <p>Report Title: Award of LEVI CRSTS Contract to Preferred Supplier.</p> <p>Background Documents: Appendices – Various.</p> <p>Document(s) to be considered in public or private: Private - commercially sensitive information.</p>				
RBO-19-25	Biodiversity Duty Report	Executive Director of Place/Deputy Chief Executive	23 <sup>rd</sup> March 2026	Cabinet
<p>Description: This report seeks approval to publish the Biodiversity Duty Report (2026) in line with section 40(A) of the Natural Environment and Rural Communities Act 2006.</p> <p>Report Title: Biodiversity Duty Report</p> <p>Background Documents: Appendices – Various.</p> <p>Document(s) to be considered in public or private: Public</p>				

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 MARCH 2026**

<b>Key Decision Reference</b>	<b>Subject Area For Decision</b>	<b>Led By</b>	<b>Decision Date</b>	<b>Decision Taker</b>
HSC-01-26	Bikeability Core and Bikeability Plus delivery 2026–2029	Executive Director of Place/Deputy Chief Executive	23 <sup>rd</sup> March 2026	Cabinet
<p>Description: This report seeks approval to approve the Bikeability Core and Bikeability Plus delivery 2026–2029.</p> <p>Report Title: Bikeability Core and Bikeability Plus delivery 2026–2029</p> <p>Background Documents: Appendices – Various.</p> <p>Document(s) to be considered in public or private: Public</p>				
RBO-07-26 <b>New!</b>	<b>Extension of Arts Council Grant</b>	Executive Director of Place/Deputy Chief Executive	23 <sup>rd</sup> March 2026	Cabinet
<p>Description: the report seeks approval for an extension of grant funding from the Arts Council, for projects in the Borough of Oldham.</p> <p>Report Title: Extension of Arts Council Funding</p> <p>Background Documents: Appendices – Various.</p> <p>Document(s) to be considered in public or private: public.</p>				
HL-08-25	Oldham's Allocations Policy	Executive Director of Place/Deputy Chief Executive	23 <sup>rd</sup> March 2026	Cabinet

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 MARCH 2026**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: the report seeks approval for the Oldham Housing Allocations Policy</p> <p>Report Title: Oldham’s Allocations Policy</p> <p>Background Documents: Appendices – Various.</p> <p>Document(s) to be considered in public or private: public.</p>				
RBO-18-25	Princes Gate	Executive Director Place (Deputy Chief Executive)	23 <sup>rd</sup> March 2026	Cabinet
<p>Description: the report seeks approval for works to be undertaken at the Princes Gate Site, in Oldham town centre</p> <p>Report Title: Princes Gate</p> <p>Background Documents: Appendices – Various.</p> <p>Document(s) to be considered in public or private: public.</p>				
RBO-02-26	Land at Rosary Road	Executive Director Place (Deputy Chief Executive)	23 <sup>RD</sup> March 2026	Cabinet
<p>Description: the report seeks approval for proposed developments of land at Rosary Road, Fitton Hill, Oldham.</p> <p>Report Title: Land at Rosary Road</p> <p>Background Documents: Appendices – Various.</p> <p>Document(s) to be considered in public or private: Private - commercially sensitive information.</p>				

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 MARCH 2026**

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<b>Key Decision Reference</b>	<b>Subject Area For Decision</b>	<b>Led By</b>	<b>Decision Date</b>	<b>Decision Taker</b>
HSC-02-26	Approval to Tender the Domestic Property Disability Adaptions Framework for the Provision of Level Access Showers and Shower over Baths	Director of Adult Social Care (DASS)	23 <sup>rd</sup> March 2026	Cabinet
<p>Description: the report seeks approval to Tender the Domestic Property Disability Adaptions (DPDA) Framework for the provision of level access showers and shower over baths</p> <p>Report Title: Tender Process for the Domestic Property Disability Adaptions Framework</p> <p>Background Documents: Appendices – Various.</p> <p>Document(s) to be considered in public or private: Private - commercially sensitive information.</p>				
HSC-13-25 <b>New!</b>	Care at Home Contract Extension	Director of Adult Social Care (DASS)	23 <sup>rd</sup> March 2026	Cabinet
<p>Description: the report seeks approval to extend the Care at Home Contract</p> <p>Report Title: Care at Home Contract Extension</p> <p>Background Documents: Appendices – Various.</p> <p>Document(s) to be considered in public or private: Private - commercially sensitive information.</p>				
CYP-01-26 <b>New!</b>	Staying Close Leaving Care Offer	Executive Director of Children’s Services	23 <sup>rd</sup> March 2026	Cabinet

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 MARCH 2026**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: To approve the establishment and implementation of Oldham’s Staying Close model, which provides an enhanced, relationship-based package of practical and emotional support for care leavers aged 16–25 whose welfare requires provision beyond the statutory Local Offer.</p> <p>Report Title: Staying Close Leaving Care Offer</p> <p>Background Documents: Appendices – Various.</p> <p>Document(s) to be considered in public or private: Public</p>				
HSC-04-26 <b>New!</b>	Extension to the Adult Social Care Service Level Agreement with Miocare Group CIC 2026	Director of Adult Social Care (DASS)	23 <sup>RD</sup> March 2026	Cabinet
<p>Description: to seek approval to extend the Adult Social Care Level Agreement with the Miocare Group.</p> <p>Report Title: Extension to the Adult Social Care Service Level Agreement with Miocare Group CIC 2026</p> <p>Background Documents: Appendices – Various.</p> <p>Document(s) to be considered in public or private: Private - commercially sensitive information.</p>				
EDS-14-25 <b>New!</b>	Proposal to Undertake Statutory Consultation on the Establishment of an Oldham Mayoral Development Corporation (MDC)	Executive Director of Resources	23 <sup>rd</sup> March 2026	Cabinet

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 MARCH 2026**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: To carry out statutory consultation exercises regarding the establishment of an Oldham Mayoral Development Corporation</p> <p>Report Title: Proposal to Undertake Statutory Consultation on the Establishment of an Oldham Mayoral Development Corporation</p> <p>Background Documents: Appendices – Various.</p> <p>Document(s) to be considered in public or private: Public</p>				
FCR-20-25	Revenue Monitor and Capital Investment Programme 2025/26 Month 10	Director of Finance	23 <sup>rd</sup> March 2026	Cabinet
<p>Description: The report provides an update on the Council’s 2025/26 forecast revenue budget position and the financial position of the capital programme as at the period ending 31 January 2026 (Month 10)</p> <p>Document(s) to be considered in public or private:</p> <p>Report Title: Revenue Monitor and Capital Investment Programme 2025/26 Month 10</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>				
FCR-14-26 <b>New!</b>	Oldham Council MFD Print Solution	Executive Director of Resources	23 <sup>rd</sup> March 2026	Cabinet

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 MARCH 2026**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: the report provides an update on corporate printing options</p> <p>Report Title: Oldham Council MFD Print Solution</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>				
FCR-13-26 <b>New!</b>	Telephony Contract Renewal	Executive Director of Resources	23 <sup>rd</sup> March 2026	Cabinet
<p>Description: The report provides an update on options for renewing the corporate telephone contract.</p> <p>Report Title: Telephony Contract Renewal</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>				
FCR-12-26 <b>New!</b>	Security Operations Centre (SOC)	Executive Director of Resources	23 <sup>rd</sup> March 2026	Cabinet
<p>Description: The report provides an update on options for the contract regarding the Council’s Security Operations Centre.</p> <p>Report Title: Security Operations Centre</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>				

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 MARCH 2026**

<b>Key Decision Reference</b>	<b>Subject Area For Decision</b>	<b>Led By</b>	<b>Decision Date</b>	<b>Decision Taker</b>
FCR-11-26 <b>New!</b>	Cyber Service Protection	Executive Director of Resources	23 <sup>rd</sup> March 2026	Cabinet
Description: The report provides an update on options for the contract regarding protections for the Council’s Cyber Services. Report Title: Cyber Service Protection Background Documents: Appendices – Various Report to be considered in Public				
FCR-10-26 <b>New!</b>	CAF Compliance	Executive Director of Resources	23 <sup>rd</sup> March 2026	Cabinet
Description: The report provides an update on for the Council’s compliance with the Cyber Assessment Framework. Report Title: Cyber Assessment Framework (CAF) Compliance Background Documents: Appendices – Various Report to be considered in Public				
FCR-9-26 <b>New!</b>	Zero Trust Network Access (ZTNA)	Executive Director of Resources	23 <sup>rd</sup> March 2026	Cabinet

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 MARCH 2026**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: The report provides an update Zero Trust Network Access.</p> <p>Report Title: Zero Trust Network Access</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>				
<p>FCR-8-26 <b>New!</b></p>	<p>Upgrade of E3 to E5 Licences for Remaining Userbase</p>	<p>Executive Director of Resources</p>	<p>23<sup>rd</sup> March 2026</p>	<p>Cabinet</p>
<p>Description: The report provides an update on the proposed Upgrade of E3 to E5 Licences for the remaining corporate userbase</p> <p>Report Title: Upgrade of E3 to E5 Licences for Remaining Userbase</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>				
<p>RBO-03-26 <b>New!</b></p>	<p>Oldham's Infrastructure Funding Statement 2024-25</p>	<p>Executive Director of Place/Deputy Chief Executive</p>	<p>23<sup>rd</sup> March 2026</p>	<p>Cabinet</p>
<p>Description: A report seeking approval of Oldham Infrastructure Funding Statement 2024/25</p> <p>Report Title: Oldham's Infrastructure Funding Statement 2024-25</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>				

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 MARCH 2026**

<b>Key Decision Reference</b>	<b>Subject Area For Decision</b>	<b>Led By</b>	<b>Decision Date</b>	<b>Decision Taker</b>
RBO-04-26 <b>New!</b>	Oldham's Monitoring Report 2024-25	Executive Director of Place/Deputy Chief Executive	23 <sup>rd</sup> March 2026	Cabinet
<p>Description: A report seeking approval of the Oldham Monitoring Report 2024/25.</p> <p>Report Title: Oldham's Monitoring Report 2024/25.</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>				
FCR-02-26	Crisis and Resilience Fund	Executive Director of Resources	23 <sup>rd</sup> March 2026	Cabinet
<p>Description: To approve the Crisis and Resilience Fund for those residents who require assistance</p> <p>Report Title: Crisis and Resilience Fund</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>				
HSC-05-26 <b>New!</b>	Future commissioning arrangements for Care and Support Services for people with Learning Disabilities, Complex Needs and/or Autism	Director of Adult Social Care (DASS)	23 <sup>rd</sup> March 2026	Cabinet

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 MARCH 2026**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: To approve commissioning arrangements for Care and Support Services for people with Learning Disabilities, Complex Needs and/or Autism</p> <p>Report Title: Care and Support Services</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>				
FCR-04-26 <b>New!</b>	Council Mail Contract Renewal	Executive Director of Resources	23 <sup>rd</sup> March 2026	Cabinet
<p>Description: To renew the Council's Mail Service Contract.</p> <p>Report Title: Care and Support Services</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>				
FCR-05-26 <b>New!</b>	Discretionary Rate Relief Policy	Executive Director of Resources	23 <sup>rd</sup> March 2026	Cabinet
<p>Description: To approve a Discretionary Rate Relief Policy for the Council</p> <p>Report Title: Discretionary Rate Relief Policy</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>				

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 MARCH 2026**

<b>Key Decision Reference</b>	<b>Subject Area For Decision</b>	<b>Led By</b>	<b>Decision Date</b>	<b>Decision Taker</b>
FCR-03-26 <b>New!</b>	Revenues and Benefits System Contract Renewal	Executive Director of Resources	23 <sup>rd</sup> March 2026	Cabinet
<p>Description: To approve the renewal of the Revenues and Benefits Systems contract.</p> <p>Report Title: Revenues and Benefits System Contract Renewal</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>				
EDS-01-26 <b>New!</b>	Special Education Needs Travel Assistance Service – Cabinet Approval for DPS Contract Extension	Executive Director of Children’s Services	23 <sup>rd</sup> March 2026	Cabinet
<p>Description: To approve the Special Education Needs Travel Assistance Service</p> <p>Report Title: Special Education Needs Travel Assistance Service – Cabinet Approval for DPS Contract Extension</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>				
HSC-03-26 <b>New!</b>	Proposal to update Smokefree Policy	Director of Public Health	23 <sup>rd</sup> March 2026	Cabinet

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 MARCH 2026**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: Cabinet is requested to consider options for an updated ‘smokefree’ policy</p> <p>Report Title: Updated Smoking Policy</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>				
RBO-05-26 <b>New!</b>	Sites of Biological Importance Update	Executive Director Place (Deputy Chief Executive)	15 <sup>th</sup> June 2026	Cabinet
<p>Description: The reason for this decision is to adopt changes which have occurred to Sites of Biological Importance (SBI), including boundary changes, within the borough.</p> <p>Report Title: Sites of Biological Importance Update</p> <p>Background Documents: Appendices:                      Appendix 1 provides maps of the revised SBI boundaries (at Fennifield Lily Pond and Castleshaw Pasture). These changes are outlined in Appendix 2 and 3 alongside details of the SBIs reviewed.                      Appendix 1 - Maps of SBIs at Castleshaw Pasture and Fennifield Lilly Pond.                      Appendix 2 - District Synopsis.                      Appendix 3 – District Fact Sheet.</p> <p>Report to be considered in Public</p>				
HSC-06-26 <b>New!</b>	Future Oldham Community Leisure Model	Director of Public Health	15 <sup>th</sup> June 2026	Cabinet

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 MARCH 2026**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: to consider future operating models for Oldham Community Leisure (OCL)</p> <p>Report Title: Future Oldham Community Leisure Model</p> <p>Background Documents: Various appendices</p> <p>Document(s) to be considered in public or private: Public</p>				
NEI-09-25	United Utilities Plc Partnership Agreement	Director of Environment	15 <sup>th</sup> June 2026	Cabinet
<p>Description: to approve a Partnership Agreement between the Council and United Utilities PLC.</p> <p>Report Title: United Utilities Plc Partnership Agreement</p> <p>Background Documents: Various appendices</p> <p>Document(s) to be considered in public or private: Public</p>				

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 MARCH 2026**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
CYP-02-26	Greater Manchester's Integrated Settlement for Education, Work and Skills	Executive Director of Children's Services	23 <sup>rd</sup> March 2026	Cabinet
Description: to seek Cabinet's agreement for the Greater Manchester's Integrated Settlement for Education, Work and Skills				
Report Title: Greater Manchester's Integrated Settlement for Education, Work and Skills				
Background Documents: Various appendices				
Document(s) to be considered in public or private: Public				

**Key:**

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

**Notes:**

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

## KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 MARCH 2026

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

### 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, 23<sup>rd</sup> March 2026

### Decision to be taken (Agenda Item) Decisions proposed to be taken in private at Cabinet on 23<sup>rd</sup> March 2026:

#### a. Award of LEVI CRSTS Contract to Preferred Supplier

##### 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.

#### b. Princes Gate

##### 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.

#### c. Land at Rosary Road

## KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 MARCH 2026

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
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**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.

**d. Approval to Tender the Domestic Property Disability Adaptions Framework for the Provision of Level Access Showers and Shower over Baths**

**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.

**e. Care at Home Contract Extension**

**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.

**f. Extension to the Adult Social Care Service Level Agreement with Miocare Group CIC 2026**

**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, Oldham Council, JR Clynes Building, Cultural Quarter, Greaves Street, Oldham, OL1 1AL or email: [constitutional.services@oldham.gov.uk](mailto:constitutional.services@oldham.gov.uk)

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