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Adults & Health Scrutiny Board

MioCare Group – Annual update

Portfolio Holder:

Cllr Barbara Brownridge, Cabinet Member for Adults, Health & Wellbeing

Officer Contact: Adrian McCourt, Managing Director (Interim) – MioCare Group

Report Author: Adrian McCourt, Managing Director (Interim)

15th January 2026

Purpose of the Report

To provide an update on the operational and financial performance of MioCare Group during the financial year 2024/25 and give an overview update on the budget for 2025/26.

Executive Summary

This paper provides an update on the financial health and operational and strategic developments of MioCare Group. The financial figures have all been seen and approved through the MioCare Finance, Audit and Risk sub-committee of the Board. 2024/25 performance was delivered below budget, with a considerable surplus at year end of £437,000.

Whilst the surplus was required to assist in achieving the substantial savings target for 25/26 of £1.44m, reserves remain untouched. Compliance has been assessed as robust via in-depth mock CQC inspections and staff survey results reflect a workforce committed and motivated to provide excellent care to the people we support.

MioCare is in the process of reviewing the organisation's strategy and we have excellent foundations in place from which to grow, in order to support even more people in Oldham and potentially further afield.

Recommendations

Shareholder Committee to note the report.

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Adults & Health Scrutiny Board

MIOCARE GROUP – UPDATE ON FINANCIAL PERFORMANCE

1 BACKGROUND

- 1.1 MioCare Group was established in 2013 and is made up of three wholly-owned Council companies, Oldham Care and Support (OCS), MioCare Services Ltd (MSL) and the parent company MioCare Group CIC Limited (MG). It has a Board of Directors, comprising three independent Non-Executive Directors (one acting in an interim capacity as Chair) and the Managing Director as an Executive Director (four in total). As non-voting members, there is also a Shareholder Representative and four Elected Members who act as Advisory Representatives, a change brought about in May 2024.
- 1.2 All Board members are also registered as Directors with Companies House. Oldham Council pays an annual management fee to OCS to provide and deliver a range of services on its behalf. MSL essentially operates competitively in the market more akin to an independent care provider. MioCare's total income from Oldham Council represents around 25% of the Adult Social Care budget.
- 1.3 In the main MioCare's trading position has been positive, with small surpluses generating a small reserve. In addition to this in recent years MioCare Group has been able to build up a designated reserve which is marked for investment to help the organisation build its capacity and capability in order to deliver its strategic objectives. The use of this reserve in a planned and agreed way is critical to delivering on future ambitions, aligned to the council's adult social care strategy.
- 1.4 The final consolidated trading position for 2024-25 was an overall group surplus of £437,000. The cumulative reserve at the end of the year 2024-25 is £1.159m, as shown in the table below.

Year	Income £000	Expenditure £000	Net £000	Cumulative Reserves £000
2013	3,932	3,911	21	21
2014	15,767	15,768	(1)	20
2015	15,894	15,661	233	253
2016	17,038	16,923	115	368
2017	14,805	14,770	35	403
2018	13,908	13,817	91	494
2019	14,614	14,843	(229)	265
2020	15,812	15,649	163	428
2021/22*	20,572	20,540	32	460
2022/23	18,020	17,904	116	576
2023/24	19,614	19,468	146	722
2024/25	21,238	20,801	437	1,159

* 15-month financial year

2. FINANCIAL PERFORMANCE 2024-25

Company	OMBC Mgmt Fee £000	Other OMBC £000	Non-OMBC £000	Total £000
Group CIC	986		64	1,050
MioCare Services		2,290	372	2,662
Oldham Care & Support	12,954	4,136	436	17,526
Total	13,940	6,426	872	21,238

- 2.1 The table above shows the breakdown of the overall income of £21.238m between the 3 companies and that 96% (£20.366m) of it is received from Oldham Council.
- 2.2 The original value of the management fee was £13.251m for the 12-month period, of which Group retained £0.938m and £12,313m was transferred to OCS. In addition, £0.689m was added to reflect the inflationary growth arising from the national pay award bringing the total to £13.940m. The annual inflationary contractual uplift in MSL ensured its commitment to paying staff the real living wage.
- 2.3 The consolidated trading position of MioCare Group at year end (March 2025) was surplus of £437,000, down from a projected budget surplus of £568,000. This was due to the deficit seen within Extra Care. This has now been resolved, through the re-structuring of staff and the service is now in surplus month on month.

The table below shows the 2024/25 year-end position for MioCare Group as a whole.

Company	Budget £000	Actual £000	Variance £000
Group CIC	17	(34)	(51)
MioCare Services	182	(92)	(274)
Oldham Care & Support	369	563	194
Total	568	437	(131)

- 2.4 A more detailed analysis of the individual companies' financial performance follows, including the main drivers for any variance.

MioCare Group CIC

	Budget £000	Actual £000	Variance £000
<i>Income</i>	13,277	14,003	726
Management Fee	(12,313)	(12,954)	(641)
Employees	(705)	(721)	(16)
Other Expenses	(200)	(321)	(123)
Overheads	(42)	(41)	1
<i>Total Costs</i>	(13,260)	(14,037)	(777)
Surplus / (Deficit)	17	(34)	(51)

- 2.5 At year end MG reported a deficit of £34,000 down on the budgeted surplus of £17,000. This was due to the provision made for costs that may have been levied by the Home

Office for a Right to Work breach. Though did not come to fruition and will be written back in 25/26.

MioCare Services Ltd (MSL)

	Budget £000	Actual £000	Variance £000
<i>Income</i>	2,692	2,662	(30)
Employees	(2,338)	(2,607)	(269)
Other Expenses	(65)	(40)	15
Overheads	(107)	(107)	0
<i>Total Costs</i>	(2,510)	(2,754)	(244)
Surplus / (Deficit)	182	(92)	(274)

- 2.6 The majority of the income within MSL is derived from our Extra Care Housing contract. It identified that the staffing structure wasn't efficient and a re-structure has now taken place.

Oldham Care & Support (OCS)

	Budget £000	Actual £000	Variance £000
<i>Income</i>	16,879	17,605	726
Employees	(14,623)	(15,085)	(462)
Other Expenses	(1,153)	(1,192)	(39)
Overheads	(733)	(765)	(32)
<i>Total Costs</i>	(16,510)	(17,042)	(532)
Surplus / (Deficit)	369	563	194

- 2.9 OCS reported a healthy surplus of £563,000 at the year-end, a favourable variance of £194,000 compared to a budgeted surplus of £369,000. The large surplus has arisen due to a better understanding around additional income due to MioCare within the Supported Living service.

3. STRATEGIC CONTEXT AND OPERATING ENVIRONMENT

- 3.1 MioCare has set out its strategic vision to support Oldham residents to get the most out of life, through a process growth and development. This is through the #FutureFocus strategic plan for 2024-27 – the plan on a page version of which is shown in **Appendix A**. The strategy recognises the context of adult social care, taking into account the scale of the financial challenge facing local authorities. We are in the process of reviewing the current strategy with a likely increased focus on how the organisation can grow in order to have even greater impact on residents of Oldham and potentially further afield.
- 3.2 MioCare's Board monitors progress on this through its governance structure which includes quarterly Operations and Finance, Audit and Risk Committees. Anything pay-related is taken to the Remuneration Committee, which meets on ad-hoc basis. The Board structure, and terms of office for Non-Exec Directors (NEDs), is set out in **Appendix B**.
- 3.3 In late spring 2025 Rob Jackson, Managing Director, tendered his resignation. He left August 2025 and has been replaced for the time being by Adrian McCourt on an interim

basis. This aligns to the strategy refresh and will give some time for the council to assess the true potential of MioCare and the skills needed in the next substantive M.D.

- 3.4 From a regulatory perspective, in the absence of formal inspection by the Care Quality commission (CQC) of our registered services this year, we commissioned a programme of mock inspections against the new CQC Single Assessment Framework to assess our position and to provide external assurance of the quality of our service delivery. All six registered services were comprehensively assessed between April – October 2025 with five services achieving strong indicative ratings of 'Good' in all areas and one service, Shared Lives, being rated as 'Outstanding'. We continue to develop and improve our services but believe this puts in a strong position for formal inspection by the CQC when this takes place.
- 3.5 The development and roll out of our digital care system Care Control has continued this year with the introduction of key elements to increase quality and safety of care delivery such as Electronic Medication Administration (EMAR) and GPConnect. Further developments such as digitisation of incident management and rostering are in progress, increasing efficiency, improving oversight and enhancing service delivery. An ambitious programme of further development and change is in place for the coming year.
- 3.6 We completed the physical installation of 1890 digital helpline units from the old analogue equipment by May '25 with Oldham being the first borough in GM to complete their part of this national programme. In 2025 the Helpline & Response team answered almost 90,000 calls from people across Oldham.
- 3.7 Miocare and Oldham Total Care continuously share best practice as part of the wider Health and Social Care system with a particular focus on 'stepping down' anyone that can move out of OTC into the community.

4. Staff, Stakeholder and People We Support surveys

- 4.1 An engagement survey was offered to all MioCare staff during August and September 2025 with 33% of people responding. Overall results were positive with 87% of teams saying they enjoyed their job and their purpose and 90% of staff stating they agreed or strongly agreed that MioCare had a positive culture. Top areas for improvement are communication where only 59% of staff responded positively and pay and benefits where 49% of teams thought this was fair. Actions to look at all lessons learned from this engagement continue throughout 2026.
- 4.2 At the time of writing the next survey of people we support is underway. Outcomes and actions will be discussed through existing governance channels and included in next year's report to this committee.

5. 2025/26 Financial position

- 5.1 As at Month 9 (December), the overall position of MioCare is a deficit position of £35,000, with an expected year end position of a deficit of £75,000. This includes the use of the surplus generated in 2024/25.
- 5.2 Given the savings target set at the start of the year of £1.44m (11% of management fee) and predicted year end deficit of £411,000 this represents a considerable achievement.
- 5.3 A more detailed breakdown of the position and key initiatives will be provided in the next report, once the final position is confirmed

6. SUMMARY

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- 6.1 The end-of-year consolidated Group position for 2024-25 was a surplus of £437,000.
 - 6.2 This surplus was used to achieve the considerable 2025/26 savings target, however reserves remain unchanged.
 - 6.3 The future for MioCare remains bright with strong support within the council and Board for the organisation to grow and have even greater impact on those in Oldham and further afield.
 - 6.4 We continue to support the staff working at MioCare and our survey results clearly show we offer fulfilling and rewarding employment.
 - 6.5 MioCare's Board and senior leadership team continue to work together with council colleagues to monitor the finances of the organisation carefully and make such decisions as are necessary to ensure the future success of the Group.

7. LINKS TO CORPORATE OUTCOMES

- 7.1 MioCare's mission of supporting people to get the most out of life is very much linked to the adult social care strategy of supporting people to be independent, healthy, safe and well.
- 7.2 Simultaneously, the council's new Corporate Plan and the 2024-2030 Oldham Plan and their shared mission areas of 'Great Place to Live', 'Healthier, Happier Lives' and 'Green & Growing' all represent areas of strong contribution for the organisation.

8. ADDITIONAL SUPPORTING INFORMATION

- 8.1 Appendix A – #FutureFocus plan on a page
- 8.2 Appendix B – Governance summary

Appendix A – Our 2024-27 #FutureFocus strategy on a page



Oldham

Our 2024-27 #FutureFocus strategy on a page



Our mission: >>> Supporting people to get the most out of life

Strategic goal 1

People we support at the heart of everything

Everything we do is about you

Our objectives in this area

People we support are supported to live their best possible life

Work in partnership with people we support to co-produce service delivery, design and identity

Enable a culture which welcomes and seeks feedback at all levels

Ensure decision-making at every level has the involvement of people we support
(from 'Delivering care to the Chair')

Strategic goal 2

To have an engaged, skilled and well-supported workforce

To have the best staff



Our objectives in this area

Attract, recruit and retain the right people at the right time

Inspire and support people to fulfil their potential

We listen to and value our staff

Champion diversity and be more representative of our communities

Strategic goal 3

To be an outstanding and collaborative organisation

We want to be great



Our objectives in this area

We have a learning culture that drives continuous improvement

Fully realise the opportunities and benefits of digital systems

Strengthen relationships with others to improve outcomes

We use data to drive decision-making, demonstrate impact and tell our story

Strategic goal 4

Financial sustainability through growth and development

Use our money well



Our objectives in this area

To be a financially sustainable organisation

Maximise the value of our contractual arrangements

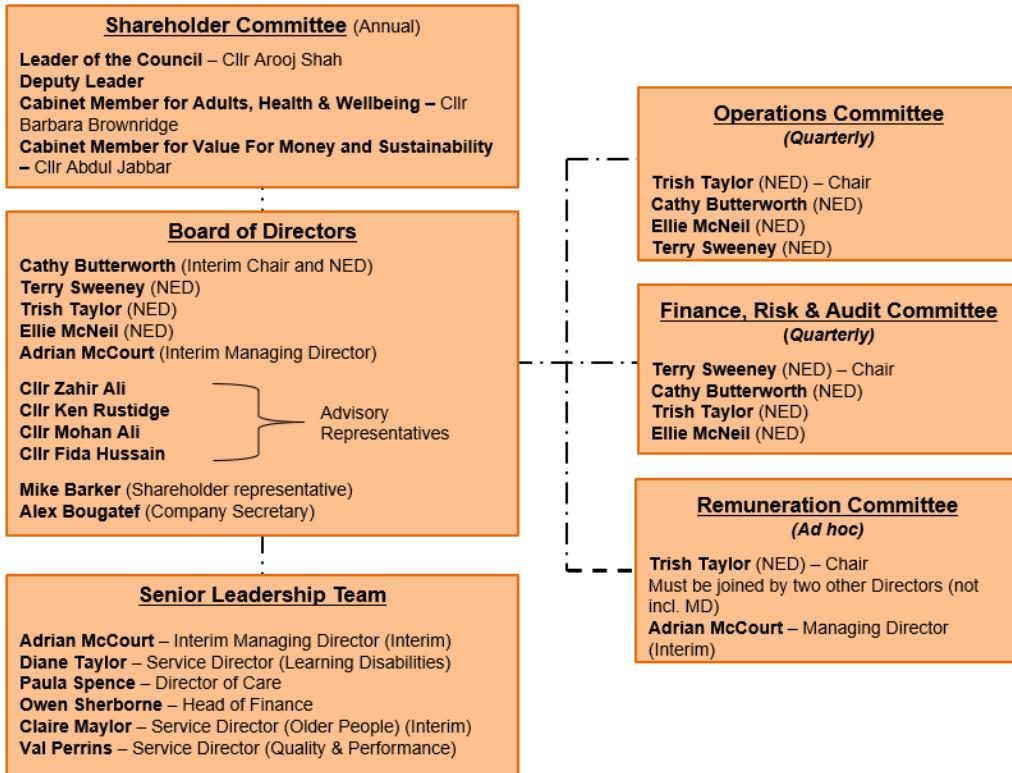
Explore and act upon opportunities for growth

Improve our approach to environmental sustainability

Our values: >>> Inclusive >>> Dedicated >>> Collaborative >>> Aspirational

Appendix B – Governance chart and NED's

MioCare governance (Jan '26)



MioCare Non-Executive Directors (NEDs)



MioCare NEDs serve three-year terms of office, with a maximum of three terms.



Cathy Butterworth
Interim Chair of the Board

Term 1 Sept 2018-21
Term 2 Sept 2021-24
Term 3 Sept 2024-27



Trish Taylor
Chair of Operations Committee

Term 1 Sept 2022-25



Ellie McNeil
Non-Executive Director

Term 1 Jan 2024-27



Terry Sweeney
Chair of Finance, Audit and Risk Committee

Term 1 July 2025-28