

CABINET Agenda

Date Monday 19 November 2018

Time 6.00 pm

Venue Lees Suite, Civic Centre, Oldham, West Street, Oldham, OL1 1NL

Notes 1. DECLARATIONS OF INTEREST- If a Member requires any advice on any item involving a possible declaration of interest which could affect his/her ability to speak and/or vote he/she is advised to contact Paul Entwistle or Sian Walter-Browne in advance of the meeting.

2. CONTACT OFFICER for this Agenda is Sian Walter-Browne Tel. 0161 770 5151 or email sian.walter-browne@oldham.gov.uk

3. PUBLIC QUESTIONS – Any member of the public wishing to ask a question at the above meeting can do so only if a written copy of the question is submitted to the Contact officer by 12 Noon on Wednesday, 14 November 2018.

4. FILMING – This meeting will be recorded for live and/or subsequent broadcast on the Council's website. The whole of the meeting will be recorded, except where there are confidential or exempt items and the footage will be on our website. This activity promotes democratic engagement in accordance with section 100A(9) of the Local Government Act 1972. The cameras will focus on the proceedings of the meeting. As far as possible, this will avoid areas specifically designated for members of the public who prefer not to be filmed. Disruptive and anti social behaviour will always be filmed.

Any member of the public who attends a meeting and objects to being filmed for the Council's broadcast should advise the Constitutional Services Officer who will instruct that they are not included in the filming.

Members of the public and the press may also record / film / photograph or broadcast this meeting when the public and the press are not lawfully excluded. Please note that anyone using recording equipment both audio and visual will not be permitted to leave the equipment in the room where a private meeting is held.

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

MEMBERSHIP OF THE CABINET IS AS FOLLOWS:

Councillors Chadderton, Chauhan, Fielding (Chair), Jabbar, Jacques, Mushtaq, Roberts, Shah and Ur-Rehman

Item No

- 1 Urgent Business
Urgent business, if any, introduced by the Chair
- 2 Declarations of Interest
To Receive Declarations of Interest in any Contract or matter to be discussed at the meeting.
- 3 Apologies For Absence
- 4 Public Question Time
To receive Questions from the Public, in accordance with the Council's Constitution.
- 5 Minutes of Previous Meeting (Pages 1 - 8)
The Minutes of the meeting of Cabinet held on 22nd October 2018 are attached for approval.
- 6 Revenue Monitor and Capital Investment Programme 2018/19 Quarter 2 - September 2018 (Pages 9 - 48)
- 7 Treasury Management Mid-Year Review Report 2018 (Pages 49 - 70)
- 8 Growth Deal 3 Major Scheme: Oldham Town Centre Regeneration and Connectivity (Pages 71 - 80)
- 9 Broadway Green Phase 2 (Pages 81 - 84)
- 10 Acquisition of Third Party Interest in Oldham Property LLP - Acquisition of Former Sainsbury's, Bloom Street (Pages 85 - 88)
- 11 Eastern Gateway at Oldham Mumps (Pages 89 - 94)
- 12 Cultural Quarter Update (Pages 95 - 100)
- 13 Council Performance Report September 2018 (Pages 101 - 140)
- 14 Exclusion of the Press and Public
That, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they contain exempt information under paragraph(s) 3 of Part 1 of Schedule 12A of the Act, and it would not, on balance, be in the public interest to disclose the reports.
- 15 Growth Deal 3 Major Scheme: Oldham Town Centre Regeneration and

- Connectivity (Pages 141 - 168)
- 16 Broadway Green Phase 2 (Pages 169 - 184)
- 17 Acquisition of Third Party Interest in Oldham Property LLP - Acquisition of Former Sainsbury's, Bloom Street (Pages 185 - 214)
- 18 Eastern Gateway at Oldham Mumps (Pages 215 - 236)
- 19 Cultural Quarter Update (Pages 237 - 254)

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CABINET
22/10/2018 at 6.00 pm

Present: Councillor Fielding (Chair)
Councillors Chadderton, Chauhan, Jabbar, Jacques, Mushtaq,
Roberts and Shah

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 MEETING**

RESOLVED that the minutes of the Cabinet meeting held on
17th September 2018 be approved as a correct record.

6 **HIGHWAYS INVESTMENT PROGRAMME - KEY
PRINCIPLES**

The Cabinet gave consideration to a report of the Director of Environmental Services which identified the approach and principles to be applied for delivery of the highways investment programme, based on good practice and ensuring best value for future investment. It had been an election pledge that there would be investment in highways and the report set out proposals for delivery.

The Cabinet were informed that the current approach resulted in best value for money and a well maintained Classified Network, however the unclassified Network continued to deteriorate without additional significant investment. The criteria used were set out in the report.

Work had been commissioned to undertake a full survey of the full Highway Network to provide an accurate status, and costs required for future maintenance. It was recognised there was a need to be clear with regard to the principles to be adopted for future investment in order to use this data to build a future Programme, recognising that the state of the highways asset required investment beyond available funding. Therefore the principles of prioritisation needed to be agreed and understood prior to Programme development, in order to inform the programme development itself.

The 2018 survey would be an Annual Engineering Inspection (AEI), providing a proposed treatment from current condition. This would provide a much more accurate maintenance backlog estimate directly from the survey.

It was proposed that there would be investment over the next three years of £4m each year, a total of £12m, and it was suggested that a proportion of the budget be allocated to local schemes, enabling a programme informed by condition survey results and local Member knowledge.

The preferred option of how to allocate the potential funding would be chosen following the return of the AEI survey return. The exact programme would then be finalised following consultation with local Members, ensuring a balance between existing strategy and local knowledge. Local Members would be involved in identifying priorities in their area and members of the public were encouraged to report issues to their Ward Councillors for consideration.

Options/Alternatives considered

Option 1 – Do nothing.

Option 2 – Agree the proposed capital investment and approach.

RESOLVED that the capital investment of £12m in highways over the next 3 years be agreed.

7

DISPOSAL OF LAND KNOWN AS 'PLATEAU 1', SITUATED BETWEEN SALMON FIELDS AND TURF LANE, ROYTON

The Cabinet gave consideration to a report of the Principal Development Surveyor that provided an overview of the offers received by the Council, following the recent open market advertisement of a Council-owned opportunity at Salmon Fields, Royton.

The Cabinet were informed that the Council owned an area of land at Salmon Fields, Royton, measuring circa 5.69 acres. Whilst identified as a development opportunity, the site had been vacant for a number of years, following the expiration of an option agreement.

Marketing had begun in June 2018 and the marketing exercise had produced 10 offers.

Options/Alternatives considered

Option 1 – Do nothing.

Option 2 – Sell to any of the interested parties

Option 3 – Sell to the party submitting the highest financial offer

RESOLVED that the Cabinet would consider the commercially sensitive information contained at Item 13 of the agenda.

EMPTY HOMES

The Cabinet gave consideration to a report of the Principal Housing Market Intervention Officer that sought approval for the introduction of a robust empty homes intervention to bring empty properties across the borough back into use. Approval would pave the way for Oldham to secure full investment for a pilot initiative from the Housing Revenue Account (HRA) and Homes England. This funding would underpin a holistic intervention package to support ongoing work with empty home owners. It was anticipated that Homes for England could be approached to fund a larger programme when the success of the pilot could be demonstrated.

The Cabinet noted that the current housing shortage across the country had placed an obligation on Local Authorities to find innovative solutions to the current problem. Bringing empty homes back into use was one initiative as part of a wider strategy. The Council was looking to use two ways forward, purchase and repair (P&R) or lease and repair (L&R), and would procure partners to deliver the projects and manage the lettings.

The housing market in Oldham had come under pressure from growing demand and high levels of transience in central areas of the town. With growing demand for affordable housing and community challenges, an empty homes initiative could help deliver an innovative housing solution. The proposed solution formed a wider intervention package to deliver a wide range of benefits across the service and support the key priorities and ambitions of Oldham Council.

Options/Alternatives considered

Option 1 – Approve all of the recommendations and support a pilot intervention project.

Option 2 – Do not approve both interventions instead, only approve a P&R option and delay the development of an Empty Dwelling Management Order (EDMO) Policy

Option 3 – Do not approve both interventions instead, only approve a L&R option and delay the development of an EDMO Policy

Option 4 – Do nothing

RESOLVED that the Cabinet would consider the commercially sensitive information contained at Item 14 of the agenda.

REQUEST FOR ADDITIONAL FUNDING AND CONTRACT AWARD: CROMPTON HOUSE C OF E SCHOOL EXPANSION

The Cabinet gave consideration to a report of the Head of School Support Services that sought approval to accept a successful tender, approve additional funding and award a contract to expand Crompton House C of E School, as part of the Basic Need Programme of works.

As part of the Basic Needs Programme of Work and to address the increase demand and current shortfall of places it was proposed to expand Crompton House C of E School by an additional 4-form entry. Cabinet noted this was part of the project to provide good schools in the right places.

Cabinet had previously:

- Approved a programme of significant expansion at Crompton House School,
- Approved a programme of expansion at the school funded from the
- Education Basic Needs grant funding allocated to Oldham Council,
- Delegated authority to the Director of Education and Early Years to develop, consult, procure and arrange for the execution by the Director of Legal Services of any relevant contracts and incidental and ancillary documentation, in accordance with the agreed school expansions programme.

The Cabinet noted that consultation had previously taken place with the Cabinet Members, Ward Members, head teacher, school governors, school access officers, Director Education & Early Years, Corporate Landlord and procurement teams. The statutory compliance public consultation was complete.

Options/Alternatives considered

Option 1 – Do nothing.

Option 2 – Procure through the proposed route and approve additional funding of £2,890,000 from the Basic Needs Grant.

RESOLVED that the Cabinet would consider the commercially sensitive information contained at Item 15 of the agenda.

10

UNITY PARTNERSHIP SHAREHOLDER COMMITTEE TERMS OF REFERENCE: CABINET SUB-COMMITTEE

The Cabinet gave consideration to a report of the Audit and Counter Fraud Manager which sought approval for the Terms of Reference of the Unity Partnership Shareholder Committee and to the appointment of Cabinet Members to the Shareholder Sub-Committee.

Members were informed that the Council had acquired the shares held in the Unity Partnership Ltd and was is now the sole shareholder of the company. Once established, the Shareholder Committee would have responsibility for exercising “shareholder control”, with regard to wholly-owned Council companies.

The Shareholder Committee would safeguard the Council’s interest as shareholder and take decisions in matters that required the approval of the Council as owner of the company. Decisions in relation to the day to day operation of the company would be taken by the directors of the company.

It was recommended that four members of the Council's Cabinet become the Shareholder Committee, which would be supported by officers of the Council, including the Section 151 Officer (Director of Finance) and the Monitoring Officer (Director of Legal Services), or their designated officers.

Options/Alternatives considered

Option 1 – Approve the proposed terms of reference for the Shareholder

Committee, and nominate and appoint Members to sit on the Sub-Committee.

Option 2 – Do not approve the terms of reference for the Shareholder Committee.

RESOLVED that:

1. the terms of reference for the Unity Partnership Shareholder Committee be approved
2. Councillors Fielding, Jabbar, Shah and Ur-Rehman be appointed to sit on the Shareholder Committee, with full delegated powers in relation to any matter to consider the interests of the Council following the acquisition of the Unity Partnership Ltd.

11

PROPOSED CHANGES TO REGISTRARS' SERVICE FEES AND CHARGES 2018/19

The Cabinet gave consideration to a report of the Registration Services Manager that sought approval to adjust the fees set for ceremony charges in the 2018/19 Council budget.

Members were informed that fees set in the budget process for 2018/19 for registrars service had resulted in a greater increase than in previous years, being a £79 increase on fees charged for wedding and civil partnership ceremonies both at external venues and the Oak Room at Chadderton Town Hall. Fees set for the Green Room at Chadderton Town Hall had also seen a higher than usual year on year increase.

The resulting feedback from couples, some of which had booked their venue two years in advance, had suggested that the price rise had resulted in difficulties making the payments which were not expected and therefore not budgeted for in their plans, and as such, for some couples, had resulted in hardship.

The service had undertaken some market analysis and a comparison of its Greater Manchester competitors, along with a review of the current bookings for this financial year. The conclusion reached was that, should the fees remain as set at the start of the financial year, then the service would not be competitive with similar service providers. This may result in a loss of business over the financial year and consequently a loss of income, rather than an increase in the income generated from ceremonies. It could also have a detrimental effect on external venues, who may lose business if couples chose to

hold their ceremonies in other venues in neighbouring authorities to save money.

Options/Alternatives considered

Option 1 – Leave the fees as set in the 2018/19 budget

Option 2 – Change the fees listed, as per the proposals



RESOLVED that:

1. Wedding ceremony fees be changed to the following:
 - Wedding/Civil Partnership ceremonies at external non- religious venues Monday-Thursday £361.00
 - Wedding/Civil Partnership ceremonies at external non-religious venues Friday-Saturday £375.00
 - Wedding/Civil Partnership ceremonies in the Oak Room at Chadderton Town Hall Monday-Thursday £175
 - Wedding/Civil Partnership ceremonies all rooms at Chadderton Town Hall Friday/Saturdays AM £196
 - Wedding/Civil Partnership ceremonies all rooms at Chadderton Town Hall Saturdays PM £375.00
 - Wedding/Civil Partnership ceremonies in the Green Room at Chadderton Town Hall Monday-Thursdays £110
 - Wedding/Civil Partnership ceremonies in the Green Room at Chadderton Town Hall Fridays/Saturday AM £126
 - Wedding/Civil Partnership ceremonies in the Green Room at Chadderton Town Hall Fridays and Saturdays £130

2. That there be no change to fees charged on Sundays and Bank Holidays – all venues charged £421 for wedding/civil partnership ceremony (This also includes Christmas Eve and New Year's Eve)

12

EXCLUSION OF THE PRESS AND PUBLIC

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

13

DISPOSAL OF LAND KNOWN AS 'PLATEAU 1', SITUATED BETWEEN SALMON FIELDS AND TURF LANE, ROYTON

The Cabinet gave consideration to the commercially sensitive information in relation to Item 7 – Disposal of land known as 'Plateau 1', situated between Salmon Fields and Turf Lane, Royton [Royton South]

RESOLVED – That the recommendations as detailed within the report be approved.

14

EMPTY HOMES

The Cabinet gave consideration to the commercially sensitive information in relation to Item 8 – Empty Homes

RESOLVED – That the recommendations as detailed within the report be approved.

15

REQUEST FOR ADDITIONAL FUNDING AND CONTRACT AWARD: CROMPTON HOUSE C OF E SCHOOL EXPANSION

The Cabinet gave consideration to the commercially sensitive information in relation to Item 9 – Request for Additional Funding and Contract Award: Crompton House C of E School Expansion

RESOLVED – That the recommendations as detailed within the report be approved.

The meeting started at 6.00 pm and ended at 6.20 pm

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Report to Cabinet

Revenue Monitor and Capital Investment Programme 2018/19 Quarter 2 – September 2018

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

Officer Contact: Anne Ryans, Director of Finance

Report Author: Anne Ryans, Director of Finance
Ext. 4902

19 November 2018

Reason for Decision

The report provides Cabinet with an update on the Council's 2018/19 forecast revenue budget position at Annex 1 and the financial position of the capital programme as at 30 September 2018 (Quarter 2) together with the revised capital programme 2018/22, as outlined in section two of the report at Annex 2.

Executive Summary

Revenue Position

The current forecast outturn position for 2018/19 is a projected favourable variance of £0.099m after allowing for approved and pending transfers to and from reserves.

The most significant area of concern is the People and Place Portfolio, in the main due to the transfer of Children's Social Care into this area. An update on the major issues driving the projections within this Portfolio are detailed within Annex 1, paragraphs 2.10.11 to 2.10.18.

Action is being taken and will continue for the remainder of the financial year to address variances and take mitigating action as detailed in the report.

The overall corporate position is being managed by offsetting favourable variances, most noticeably from capital, treasury and corporate accounting budgets, in part caused by the anticipated cost of borrowing and capital financing being lower than budgeted and the availability of additional Treasury Management income and unringfenced grants not allocated to service budgets.

Information on the Quarter 2 position of the Dedicated Schools Grant (DSG), Housing Revenue Account (HRA) and Collection Fund is also outlined in the report. There are no significant issues of concern in relation to the HRA and Collection Fund, however, the DSG continues to be an area which is facing a financial challenge with an increase in the projected year end deficit. Action is being taken with the aim of reducing the cumulative deficit and bringing the DSG towards a balanced position.

Capital Position

The report outlines the most up to date capital spending position for 2018/23 for approved schemes. The 2018/19 capital programme budget has been revised to £49.523m at the close of Quarter 2, a net decrease of £40.135m from the original budget of £89.658 and a reduction of £10.499m from the £60.022m reported at Quarter 1. Actual expenditure to 30 September 2018 was £17.915m (36.18% of forecast outturn).

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

Recommendations

That Cabinet approves the:

1. Forecast revenue outturn for 2018/19 at Quarter 2 being a £0.099m under spend
2. Forecast positions for the HRA, Collection Fund and the DSG
3. Use of up to £5.9m of earmarked reserves to increase the Councils 2018/19 contribution to the Pooled Fund operating under a Section 75 agreement, to facilitate wider benefits to the Oldham Health and Social Care economy
4. Use of ear marked reserves as detailed in Appendix 1 to Annex 1
5. Revised capital programme for 2018/19 to the extended period of 2022/23, as at Quarter 2.

Revenue Monitor and Capital Investment Programme 2018/19 Quarter 2 – September 2018**1 Background**

1.1 The Authority's 2018/19 revenue budget and capital programme was approved by Council on 28 February 2018. Under established budget procedures, all services are required to monitor and review their approved revenue and capital budgets during the financial year. This is reported to Cabinet on a quarterly basis with an additional report at month 8 which is used to inform the budget setting process for the following financial year.

1.2 As part of the budget monitoring process, the forecast year-end position for revenue and capital has been prepared by all services. The forecast is based on a comparison of profiled budgets to the actual position as at 30 September 2018 together with commitments and known issues. As the year progresses the outturn projections reflect the evolving position of management actions put in place to mitigate in-year pressures, new developments and changes in the profile of planned expenditure.

2. Current position

2.1 The forecast revenue outturn for 2018/19 is a favourable variance of £0.099m. Further details of the current revenue budget position and a full description of this forecast can be found in Annex 1.

2.2 The original approved capital programme for 2018/19 totalled £89.658m. The revised capital programme as at Quarter 2, taking account of approved carry forwards, approved new schemes and variations and proposed variations/ re-phasing gives projected revised expenditure of £49.523m. Actual expenditure at Quarter 2 was £17.915m (36.18% of forecast outturn). Further details of expenditure and schemes within the capital programme can be found in Annex 2.

3 Options/Alternatives

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

- a) to approve the forecast revenue and capital positions presented in the report including proposed changes
- b) to approve some of the forecasts and changes included in the report
- c) not to approve any of the forecasts and changes included in the report

4 Preferred Option

4.1 The preferred option is that Cabinet approves all forecasts and changes within this report; option (a) at 3.1.

5 Consultation

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

6 Financial Implications

6.1 The full financial implications are detailed in the report.

7 Legal Services Comments

7.1 There are no legal issues at this time.

8 Co-operative Agenda

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

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

9 Human Resources Comments

9.1 There are no Human Resource implications.

10 Risk Assessments

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

11 IT Implications

11.1 There are no IT implications.

12 Property Implications

12.1 There are no Property implications.

13 Procurement Implications

13.1 There are no Procurement implications.

14 Environmental and Health & Safety Implications

14.1 There are no Environmental and Health and Safety implications.

15 Equality, Community Cohesion and Crime Implications

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

16 Equality Impact Assessment Completed

16.1 Not Applicable.

17 Key Decision

17.1 Yes

18 Key Decision Reference

18.1 FCR - 08 - 18

19 Background Papers

19.1 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 and 2

Officer Name: Andy Cooper

Contact No: 0161 770 4925

File Ref: Capital Background Papers are contained in Annex 2 including Appendices A - G

Officer Name: Lee Walsh

Contact No: 0161 770 6608

20 Appendices

Annex 1 Revenue Budget Monitoring Report 2018/19 Quarter 2 - September 2018

Appendix 1 Quarter 2- Planned Transfers to Ear Marked Reserves- Movement between Quarter 1 and Quarter 2

Appendix 2 Financing of the 2018/19 Revenue Budget at Quarter 2

Annex 2 Capital Investment Programme Report 2018/19 Quarter 2 – September 2018

Appendix A - Summary – Corporate and Commercial Services – Quarter 2

Appendix B - Summary – People and Place – Quarter 2

Appendix C - Summary – Health & Adult Social Care Community Services – Quarter 2

Appendix D - Summary – Reform – Quarter 2

Appendix E - Summary – Housing Revenue Account – Quarter 2

Appendix F - Summary – Funds Yet To Be Allocated – Quarter 2

Appendix G - Summary – Proposed Variations – Quarter 2

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REVENUE BUDGET MONITORING REPORT 2018/19

Quarter 2 - September 2018

1 Background

1.1 The Authority's 2018/19 revenue budget was approved by Council on 28 February 2018 at a sum of £216.921m after £6.686m of budget reductions and a £7.264m use of reserves. Under established budget procedures all services are required to monitor and review their approved budgets during the financial year.

1.2 As part of the budget monitoring process, a forecast of the year-end position has been prepared by all services. The forecast is based on a comparison of profiled budgets to the actual position as at the end of Quarter 2 together with known commitments, issues and planned management actions.

2 Current Position

2.1 The current budget of £219.702m represents a £2.781m increase in funding from the originally agreed budget and a £1.774m increase in funding since that reported at Quarter 1. The movement between quarters is due to additional Government grants which have been received, some of which are ring-fenced, the most significant of which being £1.512m of Opportunity Area Grant which is intended to improve social mobility for children and young people in deprived areas. The table below details the changes in funding since Quarter 1.

Table 1 – Changes to Funding Quarter 1 to Quarter 2

	£000
Additional Government Grant	
Opportunity Area Grant	1,512
Adult Personal Social Services Grant	208
Capital Grants	35
KS2 Moderation & KS1 Phonics Grant	13
Extended Rights to Free Travel	6
Total	1,774

2.2 Members will recall that the Councils entitlement to Section 31 grants in lieu of Business Rates has been over assessed by £0.928m for 2018/19. In order to maintain the 2018/19 budget at the agreed level without the need for offsetting savings, the approved approach is the use of a corresponding amount of General Fund reserves to address the shortfall.

2.3 The Quarter 1 report gave an update as to how the reporting and governance structure of the Council has been revised for 2018/19 with the re-allocation of services previously contained within the Health and Wellbeing Portfolio and the creation of the Reform and Health and Adult Social Care Community Services Portfolios. In a further refinement to this new structure Marketing and Communications has been moved out of the Chief Executive portfolio into Reform.

The budget and forecast outturn is presented at Table 2 in this new format and is therefore not directly comparable with previous years.

Table 2 - Summary Forecast Revenue Outturn

Portfolio	Budget £000	Forecast £000	In Year Use of Ear Marked Reserves £000	Variance Quarter 2 £000	Variance Quarter 1 £000
Chief Executive	2,386	2,424	(65)	(27)	1
Corporate and Commercial Services	5,020	6,614	(1,842)	(248)	(149)
People and Place	137,732	145,158	(2,328)	5,098	4,889
Health and Adult Social Care Community Services	58,389	59,144	(754)	1	(1)
Reform	30,537	31,040	(416)	87	(49)
Capital, Treasury and Corporate Accounting	(14,362)	(19,372)	-	(5,010)	(4,791)
NET EXPENDITURE	219,702	225,008	(5,405)	(99)	(100)
FINANCED BY:	(219,702)	(218,774)	(928)	-	-
NET FORECAST VARIANCE	-	6,234	(6,333)	(99)	(100)

- 2.4 The forecast outturn to the end of the year, after the in-year use of ear marked reserves totalling £6.333m, is an under spend of £0.099m, a small adverse movement of £0.001m since Quarter 1. A detailed list of the approved and planned use of reserves at Quarter 2 can be found at Appendix 1. The funding of the total net revenue expenditure is shown at Appendix 2. Whilst corporately, there is a small projected underspend at the end of the financial year there are significant variances contained within the forecast net position.
- 2.5 The People and Place Portfolio has a reported pressure of £5.098m, largely attributable to Children's Social Care (£4.091m), in the main due to the continued rise in the numbers of looked after children and out of borough placements; this being a continuation of the pressures consistently reported throughout 2017/18 and despite significant investment for 2018/19.
- 2.6 Also within People and Place there is an estimated overspend of £1.142m within Economic Development, mainly due to pressures within the Catering and Cleaning Service and a further £0.175m within Education and Early Years, linked to the provision of Home to School Transport. Once again this is a continuation of the position reported in 2017/18.
- 2.7 The Reform Portfolio has a reported an adverse variance of £0.087m due to pressures within Leisure and Youth and to a lesser extent Marketing and Communications services which is being partially offset by underspends within other areas of the Portfolio.
- 2.8 Overspending is being offset by favourable variances in Corporate and Commercial Services (£0.248m), Chief Executive (£0.027m) and most significantly Capital Treasury and Corporate Accounting (£5.010m). Lower than anticipated costs for borrowing and capital financing, increased treasury management income and a

number of un-ring-fenced grants which have not been allocated to services underpin this underspend. A more detailed analysis of financial performance and the major variances can be found by Portfolio in the following sections.

2.9 All the 2018/19 budget options in the sum of £6.686m plus a further £0.176m brought forward are forecast to be fully achieved, or mitigated elsewhere and are currently rated green or amber within the Budget Reduction Monitoring process.

2.10 Portfolio Summaries

Chief Executive

2.10.1 The table below shows the forecast position after the approved and planned use of ear marked reserves.

Table 3 - Chief Executive - Forecast Outturn

	Revised Budget £000	Forecast £000	Use of Ear Marked Reserves £000	Variance £000
Chief Executive	2,386	2,424	(65)	(27)
Total Forecast Net Expenditure	2,386	2,424	(65)	(27)

Summary

2.10.2 The forecast outturn at Quarter 2, now excluding Marketing and Communications is showing an under spend of £0.027m, a favourable movement of £0.028m compared to that which was reported at Quarter 1.

2.10.3 The 2018/19 budget reductions for the Chief Executives portfolio of £0.290m are forecast to be fully achieved.

Corporate and Commercial Services

2.10.4 The table below shows the forecast position after the approved and planned use of ear marked reserves.

Table 4 – Corporate and Commercial Services - Forecast Outturn

	Revised Budget £000	Forecast £000	Use of Ear Marked Reserves £000	Variance £000
People	256	431	(173)	2
Finance	4,345	4,713	(467)	(99)
Legal Services	519	461	(55)	(113)
Commercial and Transformation Services	(100)	1,009	(1,147)	(38)
Total Forecast Net Expenditure	5,020	6,614	(1,842)	(248)

Summary

- 2.10.5 The forecast outturn at Quarter 2 is showing an under spend of £0.248m, an increase in the favourable variance of £0.099m compared to the position reported at Quarter 1.

People

- 2.10.6 The Directorate has a small projected over spend of £0.002m.

Finance

- 2.10.7 The Directorate has a projected under spend of £0.099m which relates to vacant posts within the Audit and Finance services.

Legal Services

- 2.10.8 The Directorate has a projected under spend of £0.113m. This is due to underspends on vacant posts in the areas of Civic and Political Support and Constitutional Services.

Commercial and Transformational Services

- 2.10.9 The Directorate is showing an under spend of £0.038m at quarter 2. There are some cost pressures mostly being offset by vacant posts within the ICT Client Team.

- 2.10.10 The Budget Reductions for the Corporate and Commercial Services Portfolio in 2018/19 are £5.270m and they are forecast to be achieved. The budget reduction proposal 'review of joint ventures' in the sum of £1.400m remains forecast to be delivered. Work continues during the 2018/19 financial year to confirm the realisation of savings opportunities following the acquisition of The Unity Partnership Limited.

People and Place

- 2.10.11 The following table shows the forecast position after the approved and planned use of ear marked reserves for the People and Place Directorate.

Table 5 – People and Place - Forecast Outturn

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Children's Social Care	34,254	39,057	(712)	4,091
Community Services	4,946	4,962	(15)	1
Economic Development	10,026	11,765	(597)	1,142
Education and Early Years	20,469	20,894	(250)	175
Enterprise and Skills	2,744	3,027	(283)	(0)
Environmental Services	65,294	65,452	(471)	(313)
Total Forecast Net Expenditure	137,732	145,158	(2,328)	5,098

Summary

2.10.12 The forecast outturn at Quarter 2 is an adverse variance of £5.098m, compared to £4.889m at Quarter 1, an increase of £0.209m. The main areas of focus are explained in the following paragraphs.

Children's Social Care

2.10.13 The Directorate has a projected overspend of £4.091m after the application of £0.712m of ear-marked reserves, in addition to which there is a further utilisation of revenue grant reserves of £0.545m; a total of £1.257m from both sources is therefore applied to Children's Social Care. This includes £0.924m of reserve funded expenditure in relation to the Short Term Investment programme that was approved earlier in the year with the aim of effectively reviewing and managing care plans.

The principal factors are detailed below;

- Children in Care is reporting an adverse variance of £3.289m which is largely due to the continued rise in the numbers of Looked After Children (£0.955m) and Out of Borough Placements (£2.026m). There are also reported overspends relating to the increase in the number of children with disabilities requesting personal budgets (£0.363m) and the number of care leavers living in supported accommodation (£0.253m).
 - Fieldwork & Family Support is reporting an adverse variance of £0.663m in part due to assistance given to No Recourse to Public Funds families and financial assistance payments to families (£0.073m). There is also an adverse variance on legal costs (£0.137m). In addition there is a staffing pressure of £0.416m and a number of agency social workers is a cause for concern. If there is no reduction in the number of agency workers, the forecast over spend could increase further.
 - Children's Safeguarding is reporting an adverse variance of £0.139m. The over spend is primarily arising as a result of travel and subsistence payments to staff.
- 2.10.14 Cabinet Members have recently been briefed on the current detailed financial and operational position within Children's Social Care. This includes a phased approach to designing and implementing a revised operating model to meet the challenges facing the service.

Economic Development

- 2.10.15 The Directorate has a projected over spend of £1.142m, the principal factors are detailed below.
- There is a reported pressure of £0.115m for the Property Workplan based on historic levels of activity, however, this will be kept under review as the relationship with the strategic partner develops over the year. Additional cost pressures in the Investment estate bring the overall adverse variance to £0.243m.

- An overall balanced position is being projected for Regeneration. However, there are pressures in relation to an underachievement of staff capitalisation costs, and recoupment of professional fees (£0.293m). Costs can only be capitalised if officers are carrying project management duties on a capital scheme past investment decision. There are currently no regeneration schemes expected to progress through to this stage over the financial year. This is offset by vacancies and additional income from strategic acquisitions within the town centre and rent rebates which are one off for this financial year.
- The Catering and Cleaning services have forecast an adverse variance of £0.732m, an increase of £0.382m from the Quarter 1 position. The overspend is due to staffing, mainly as a result of the implementation of the Oldham Living Wage which has increased by more than the corresponding increases in charges. The Catering service is looking to make efficiencies by improving processes with potentially the implementation of IT equipment to order and record the number of meals. There are also a range of management actions under consideration to bring the budget in line. As these measures are approved and implemented, they will be incorporated into the forecasts.
- The planning and infrastructure division which contains planning and building control is forecasting an adverse variance of £0.167m due to a reduction in the overall levels of income.

Education and Early Years

2.10.16 The Directorate has a projected over spend of £0.175m due to continuing demand pressures within the Home to School transportation service. The current routes will be re-procured during the 2018/19 academic year and the position will be kept under review in order to minimise any adverse variance. Additionally there will be a review of the Home to School transport policy.

Environmental Services

2.10.17 The Directorate has a projected underspend of £0.313m. Underspends are forecast on waste disposal due to the favourable diversion of residual waste to landfill (£0.128m) and also within the Environmental Management service (£0.054m). Public Protection has seen an increase in recharges for the recovery of pollution control which has helped to forecast an under spend of £0.090m. Pressures within highways operations account for the balance (£0.041m).

2.10.18 The 2018/19 budget reductions for the People and Place portfolio of £0.296m are forecast to be fully achieved

Health and Adult Social Care Community Services

2.10.19 The newly formed portfolio provides social care support to adults and carers across Oldham with a key aim of integrating and aligning the work with health partners to achieve greater efficiency in service delivery and better outcomes for the resident or patient. This covers both the commissioning and the provision of services.

2.10.20 The table below shows the forecast Directorate position with a planned use of earmarked reserves totalling £754k.

Table 6 – Health and Adult Social Care Community Services- Forecast Outturn

	Revised Budget £000	Forecast £000	Use of Ear Marked Reserves £000	Variance £000
Adult Social Care Support	90	90	-	-
Client Support Services	2,071	2,027	-	(44)
Commissioning	20,955	20,989	-	34
Director Adult Social Care	(8,852)	(8,097)	(754)	1
Learning Disability and Mental Health	18,302	18,308	-	6
Older People and Safeguarding Services	25,823	25,827	-	4
Total Forecast Net Expenditure	58,389	59,144	(754)	1

Summary

2.10.21 The forecast outturn at Quarter 2 is a very minor overspend of £0.001m across the portfolio, virtually unchanged from the balanced position reported at Quarter 1.

Client Support Services

2.10.22 The service is projecting to underspend by £0.044m as a result of additional income generated from Court of Protection charges

Commissioning

2.10.23 The service is reporting a pressure of £0.034m, an under spend generated by a number of vacant posts is being offset by a shortfall in income largely down to buyback of the Helpline service operated by MioCare.

Director of Adult Social Care

2.10.24 The Service is showing a virtually balanced outturn incorporating a planned transfer of resources funded by earmarked reserves to the Oldham Clinical Commissioning Group of £754k.

Learning Disability and Mental Health

2.10.25 The services are forecasting a combined overspend for the year of £0.006m. An increase in the complexity of care has resulted in an over spend of £0.367m for care provided within Supported Living. Costs have also increased in residential care largely for Mental Health clients by £0.148m and nursing care by £0.124m as a result of national minimum wage uplifts. Social Workers and Senior Practitioners have proven difficult to recruit to and as such there is a predicted salary saving of £0.222m with a further saving of £0.030m from the sensory equipment budget. An upturn in the number of clients eligible for Continuing Health Care contributions has resulted in additional income from the CCG of £0.186m and non-residential income recovery from clients within Learning Disabilities is set to overachieve by £0.195m.

Older People and Safeguarding

- 2.10.26 The Service is projecting to overspend by £0.004m. Physical Support care management is expected to overspend by £0.639m mainly due to increases in the complexity of care packages for people receiving care at home. Sensory Support care management is projected to underspend by £0.304m due to a reduction in people in residential care and supported living. Income is expected to underachieve by £0.121m as a result of a reduction in the number of direct payment audits. Several senior posts and a number of social worker posts have remained vacant for the first half of the year, consequently a projected underspend on salaries of £0.452m is expected to offset the pressures described in care management.
- 2.10.27 There have been no further announcements or developments in relation to the application of the National Minimum Wage to sleep-in payments; an element of uncertainty and risk remains. No provision has currently been made within the forecast, a watching brief is being maintained.
- 2.10.28 The Budget Reductions for the Health and Adult Social Care Community Services Portfolio in 2018/19 are £0.150m plus £0.176m approved in 2017/18 carried forward into the current financial year; all of which are forecast to be fully achieved.
- 2.10.29 On 2 October 2018, the Secretary of State for Health and Social Care announced a £240m package of social care funding to ease pressure on the NHS over the winter period. This was allocated to Councils based on the adult social care relative needs formula. A further announcement on 17 October 2018 confirmed the funding allocation for Oldham at £1.122m and that it should be focussed on delayed transfers of care (DTOC), reducing extended hospital stays, improving weekend discharge rates and speeding up the process of assessing and agreeing social care needs for hospital patients.
- 2.10.30 There is an expectation that local health partners including acute trusts will be involved in deciding how the funding is applied and the Department will be asking trusts to confirm that they have been satisfactorily engaged. In addition it is anticipated that health providers and local authorities will jointly monitor improvements through locally agreed monitoring arrangements.
- 2.10.31 The letter stipulates that authorities will be required to certify that the grant will be spent on providing adult social care services (in addition to funding already planned) and also that Councils will confirm the additional volumes of care and support the increased funding will purchase by returning a central template. Any further announcements or updates will be included in subsequent monitoring reports.

Progress against Locality Plans

- 2.10.32 A key element of the Health and Social Care devolution agenda is the submission of a Locality Plan setting out the Council and Oldham Clinical Commissioning Group (CCG) vision for the greatest and fastest possible improvement in the health and wellbeing of our residents by 2021. This improvement will be achieved by supporting people to be more in control of their lives by having a health and social care system that is geared towards wellbeing and the prevention of ill health; access to health services at home and in the community; and social care that works with health and voluntary services to support people to look after themselves and each other.

2.10.33 The financial performance against the latest version of the 2018/19 Locality Plan is highlighted below in the table below;

Table 7 – Locality Plan

	Revised Budget £000	Forecast £000	Variance £000
Health and Adults Social Care Community Services	57,910	57,911	1
Public Health	11,410	11,428	18
Children's Social Care	34,254	38,345	4,091
Total	103,574	107,684	4,110

2.10.34 The range of services included within the Locality Plan does not completely align with the Council's Directorate reporting arrangements, the reported variances do therefore on occasion differ slightly from the position reported by the Council. That said, the reasons for the variances are consistent with those reported within Children's Social Care (section 2.10.13), Health and Adult Social Care Community Services (sections 2.10.21 to 2.10.26) and Public Health (section 2.10.43).

Oldham Cares; Section 75 Reporting for Oldham Council

2.10.35 Section 75 agreements exist between Local Authorities and the NHS nationally for the pooling of budgets to facilitate closer working. Historically Oldham has entered into such an agreement with the CCG. The scope of services contained within the Section 75 agreement has increased considerably for 2018/19. The Councils contribution and relevant forecast outturn are illustrated in the table below.

Table 8- Section 75 Reporting for Oldham Council

	Revised Budget Expenditure £000	Forecast Expenditure £000	Variance £000
Carers Services	342	342	0
Extra Care Housing	263	263	0
Hospital and Urgent Care Social Work Team	676	676	0
Housing Related Commissioning	478	478	0
Learning Disability Support	12,285	12,618	334
Mental Health and LD Contracts	4,021	4,021	0
Mental Health Support	6,359	6,617	258
Mio-Care Contract	11,137	11,137	0
Older people contracts	718	718	(0)
Physical Support	29,406	30,045	639
Sensory Support	1,346	1,042	(304)
Strategic Commissioning Staffing	235	235	0
Support with memory & cognition	2,886	2,933	47
Community Cluster Teams	2,018	2,018	0
Community Equipment	1,400	1,400	0
Disabled Facilities Grant - Capital	1,914	1,914	0
Grand Total	75,484	76,457	973

2.10.36 The initial Section 75 agreement for 2018/18 encompassed pooled budgets totalling £74.899m. This has increased with the application of additional resources and virements between budgets in and outside of the pool to £75.484m. Against the revised budget there is a forecast adverse variance of £0.973m. The pressure is in line with the elements of overspend relating to community care linked to Learning Disability and Mental Health and also Older People and Safeguarding reported at sections 2.10.25 and 2.10.26 within Health and Adult Social Care Community Services. The over spend is offset by favourable variances (income generation and salaries underspends) elsewhere within the services to deliver a virtually balanced outturn for the portfolio as a whole.

2.10.37 It is proposed that the Council makes an increased contribution of £5.9m (financed by earmarked reserves) to the Section 75 Pooled Fund in 2018/19. This contribution will enable our partners to access funds in 2019/20 which will benefit the system approach to Health and Social Care. Subsequently the Authority's contribution to the Pooled Fund is expected to reduce in 2019/20.

Reform

2.10.38 The following table shows the forecast position for the Reform portfolio after the approved and planned use of ear marked reserves.

Table 9 – Reform – Forecast Outturn

	Revised Budget £000	Forecast £000	Use of ear Marked Reserves £000	Variance £000
Executive Support	14	(21)	-	(35)
Heritage, Libraries and Arts	7,202	7,219	(80)	(63)
Leisure and Youth Services Client	5,460	5,629	-	169
Policy	9	107	(98)	0
Public Health (Client and Delivery)	17,850	17,949	(99)	0
Marketing and Communications	2	157	(139)	16
Total Forecast Net Expenditure	30,537	31,040	(416)	87

2.10.39 The forecast outturn at Quarter 2 is an over spend of £0.087m. The paragraphs below outline the main movements within the portfolio.

2.10.40 Executive Support is showing an under spend of £0.035m relating to staffing vacancies.

2.10.41 Heritage, Libraries and Arts is predicting an under spend of £0.063m. The majority of services are predicting a balanced outturn, the general trend being salary underspends supporting overspends in other areas, this includes Libraries where £0.080m is projected as being drawn down from ear marked reserves to fund refurbishment work. The music service is forecasting an adverse variance of £0.043m due to a shortfall against the income target and forecast overspends on equipment and salaries. The PFI contract is currently forecast to underspend by £0.106m following the transfer of ICT services to Unity.

2.10.42 Leisure and Youth is forecasting a pressure of £0.169m. There is a forecast overspend of £0.067m within Leisure, the majority of which relates to various

payments the Council is contractually obliged to make to Oldham Community Leisure. Outdoor Education is forecasting a pressure of £0.043m, a combination of a shortfall in predicted income, additional coach hire and overspends on salaries. There is a predicted adverse variance of £0.062m within Sports Development, the main factor being a shortfall against targeted income.

- 2.10.43 Public Health is showing a balanced outturn, this is after a £0.099m (provisional) drawdown from the Public Health reserve. There are potential future financial liabilities arising firstly from the Council vacating NHS premises and relocating Health Visitors and School Nurses in health centres across Oldham for the 0-5 Right Start Model and secondly as a result of occupation and the payment of premises costs for the delivery of sexual health service at the Integrated Care Centre. Discussions are on-going as both these issues impact on the local health economy across the Council and the CCG. Additional costs have not been included within the forecast at Quarter 2 for either of these factors. Any key issues or developments will be included in future financial monitoring reports.
- 2.10.44 Marketing and Communications which was previously reported within the Chief Executive portfolio is showing a minor overspend of £0.016m, this is after the use of reserves totalling £0.139m.
- 2.10.45 The Budget Reductions for the Reform Portfolio in 2018/19 are £0.680m and forecast to be fully achieved.

Capital, Treasury and Corporate Accounting

- 2.10.46 The forecast outturn at Quarter 2 is an under spend of £5.010m. This budget includes the income and expenditure from the Council's investments and borrowing as well as capital financing costs.

Table 10 – Capital, Treasury and Corporate Accounting – Forecast Outturn

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Capital, Treasury and Corporate Accounting	(14,362)	(19,372)	-	(5,010)
Total Forecast Net Expenditure	(14,362)	(19,372)	-	(5,010)

- 2.10.47 The underspend reported is largely due to the anticipated costs for borrowing and capital financing being lower than the prudent amount that was originally budgeted for, increased income from treasury management activities and a number of un-ring-fenced grants which have been held centrally and so underpin the budget.
- 2.10.48 Sign up for the voluntary annual leave purchase scheme is currently not sufficient to achieve the target included within the 2018/19 budget which is held within this portfolio. At Quarter 2, the forecast adverse variance with regard to this scheme is £0.502m. This will continue to be monitored throughout the financial year with any future year impacts analysed and reported accordingly.

Schools

- 2.10.49 The Council's expenditure on schools is funded primarily by grant monies provided by the Department for Education, the Dedicated Schools Grant (DSG). DSG is ring-fenced and can only be applied to meet expenditure properly included in the Schools' Budget, as defined in the School Finance (England) Regulations 2017. The Schools' Budget includes elements for a range of educational services provided on an authority wide basis and for the Individual Schools Budget which is divided into a budget share for each maintained school.
- 2.10.50 Members will recall the DSG is made up of 4 blocks
- Schools
 - High Needs
 - Early Years
 - Central Schools Services
- 2.10.51 Despite the support from the Schools block in 2018/19, the High Needs Block in Oldham is still expected to have an in-year deficit of £1.455m. This is an increase of £0.987m from the position reported at Quarter 1, due to an increase of £899k for pupils attending special schools from September 2018 and a significant increase of £519k for new Education, Health and Care plans. This contributes to a cumulative deficit forecast to be £9.430m at 31 March 2019 which is offset by cumulative virements and savings from the Schools and Early Years blocks to leave a net deficit of £3.510m (as illustrated in Table 11 below). This in turn is a significant element of the overall deficit on the DSG (section 2.10.53 below).

Table 11 – DSG- High Needs Block

	£000
Original Budget Allocation	30,925
Budget Changes	(118)
Contribution from Schools Block (Schools Forum/ Secretary of State approval)	1,878
2018/19 Total Budget Available	32,685
Estimated Expenditure	(34,140)
Projected in Year Deficit	(1,455)
Deficit Brought Forward 01/04/2018	(7,975)
Cumulative Deficit	(9,430)
Offset by;	
Virement from Schools Block- 2016/17 & 2017/18	2,768
Savings in Schools and Early Years Block- 2015/16, 16/17 & 17/18	3,152
Projected Deficit 31/03/2019	(3,510)

Overall DSG Position

- 2.10.52 The cumulative deficit on the DSG is presented in the table below. At the start of 2018/19 it was £3.031m of which £2.055m was attributable to the High Needs block.

The year-end forecast position for the DSG for 2018/19 is a cumulative deficit of £4.611m, the increase being mostly attributable to further pressures in High Needs as outlined above. There may be some further requirements for additional schools funding from the DSG in 2018/19. The possible additional pressures that are known and may need to be addressed are £0.131m, if these pressures are realised, then the deficit will increase still further. The projected deficit includes an increase in the growth fund of £0.751m. It is important to note that if this extra funding is not needed during 2018/19 it will be used to offset the deficit.

Table 12- Overall DSG Position

Reason for the Deficit	£000
Deficit High Needs Block 2015-16 to 2017-18	(2,055)
Deficit Early Years Block 2015-16 to 2017-18	(976)
Cumulative Deficit 2017/18 as above	(3,031)
Other Changes including pressures in High Needs Funding	(1,580)
Projected Cumulative Deficit 2018/19	(4,611)

2.10.53 There is a requirement that the DSG is brought back into balance as soon as possible and Authority officers are currently working on a DSG financial recovery plan which has been outlined to the Schools Forum. A consultation document on the 2019/20 school funding formula has recently been issued and includes some options for reducing the high need deficit. The consultation closes on 19 November 2018 and the responses will be discussed at the next Schools Forum meeting on 28 November. A report on the 2019/20 DSG will be included on the agenda of the next Cabinet meeting.

Housing Revenue Account (HRA)

2.10.54 Table 13 compares the initially approved position to the current estimated outturn. The actual closing balance for 2017/18 at £20.162m was £0.575m better than the estimate of £19.587m. The original HRA forecast was for an in-year decrease in balances of £0.717m, the revised forecast is for an increase of £0.256m, a favourable movement of £0.973m. The overall, significant favourable variance (£1.548m) is attributable to slippage on a major capital project to which the HRA is contributing now being scheduled to finish in 2019/20 rather than 2018/19.

Table 13- Housing Revenue Account Forecast Position

Housing Revenue Account	Original Budget £000	Revised Budget £000	Variance £000
Balance Brought Forward	(19,587)	(20,162)	(575)
In Year Deficit/ Surplus	717	(256)	(973)
Balance Carried Forward	(18,870)	(20,418)	(1,548)

Collection Fund

2.10.55 The tables below shows the forecast outturn position for the Collection Fund and the share of balances of the forecast position.

Table 14 Collection Fund Forecast Position

Collection Fund Balance	Council Tax	NDR	Total
	£000	£000	£000
Balance Brought Forward	(1,976)	1,342	(634)
Receipt from CG – Deficit 2016/17	-	(1,323)	(1,323)
(Surplus)/ Deficit for the Year	(75)	-	(75)
Balance Carried Forward	(2,051)	19	(2,032)

Table 15 Collection Fund – Share of Forecast Position

Share- Oldham Council	(1,776)	19	(1,758)
Share- Greater Manchester Combined Authority (Police and Crime Commissioner)	(198)	-	(198)
Share- Greater Manchester Combined Authority (Fire and Rescue Services)	(77)	-	(77)
Total (Surplus) / Deficit	(2,051)	19	(2,032)

- 2.10.56 The increasing prominence of Council Tax and Business Rates in helping fund Council services means that the Collection Fund financial position is subject to constant review. A forecast in-year surplus of £0.075m means that the projected year-end Collection Fund position (incorporating both Council Tax and Business Rates) is a projected surplus of £2.032m of which the share for the Council is a favourable £1.758m.
- 2.10.57 The forecast year-end position is different than that estimated at Quarter 1, at which point a surplus position of £1.274m was forecast. The reason for this favourable movement in the forecast is an increase in the Council Tax/Business Rates gross debit, a reduction in reliefs and a decrease in the provision for bad and doubtful debt as a result of improved collection.
- 2.10.58 The Greater Manchester Combined Authority Area continues to pilot 100% Business Rates Retention. The pilot was first implemented on 1 April 2017. The purpose of the pilot is to develop and trial approaches to manage risk and reward in a Local Government finance system that includes the full devolution of Business Rates revenues. It is hoped the new system will provide a stable funding stream whilst incentivising economic growth. Whilst the pilot is in place, a no detriment policy is in operation under which the Government guarantees that the level of business rates income/ grant that a Council receives can be no less than it would have been if it was not in the pilot area.

3 Use of Ear Marked Reserves

- 3.1 The total planned use of ear marked reserves at quarter 2 is £6.333m. Members are reminded that this is in addition to the utilisation of £7.264m of reserves that were applied in setting the initial 2018/19 budget, £13.597m in total. Appendix 1 shows the transfers from ear marked reserves between Quarters 1 and 2.

3.2 In line with the Council's reserves policy, the recommended use of reserves to fund spend during the year have been initially approved by the appropriate officers prior to consideration by Cabinet. The reserve is then drawn down against the initial approval as expenditure is incurred. It is currently forecast that total reserve usage in year may increase to £18.091m. It is therefore anticipated that the net use of reserves will continue to change up to the year end.

4 Conclusion

4.1 Whilst the current projected position, after adjustment for reserves, is an overall corporate under spend, the forecast over spending within People and Place remains a cause for concern. Action is being taken to manage expenditure in all areas, particularly those that are not subject to demand changes, in order to offset expenditure over which the Council has little control.

4.2 In relation to demand led pressures; work, in the form of mitigations and alternative delivery solutions is on-going, as reported to Members this is particularly focussed within Children's Social Care. There will, however be an inevitable lead in time for these benefits to be realised. The implications arising from the 2018/19 in year position will be factored into financial planning estimates for 2019/20 and future years as appropriate.

Quarter 2 - Planned Transfers from Ear Marked Reserves - Movement between Quarter 1 and Quarter 2

Reserve Name	Opening Balance 1 July 2018 £000	Contribution from Ear Marked Reserves Quarter 2 £000	Expected Closing Balance 31 March 2019 £000	Reason for Use of Reserve
Department of Energy and Climate Change (DECC) Heat Networks Funding	(112)	65	(47)	Transfer to GMCA; DECC funding held by Oldham Council.
Chief Executive	(112)	65	(47)	
Pay Review	(404)	18	(386)	To fund the project manager for the Reward and Recognition project.
Local Welfare Provision	(731)	100	(631)	Support for costs incurred in relation to resident hardship cases.
Universal Credit	(4)	3	(1)	Funding to support the delivery of Universal Credit and provide support to the Welfare Rights service.
Transformation Reserve - Corporate and Commercial	(2,802)	99	(2,703)	To support the change agenda following the acquisition of UPL.
Registrars Reserve	(15)	15	-	To create a storage room for data sensitive registration records in the cellar at Chadderton Town Hall.
Fixed Asset Land Registry	(60)	40	(20)	To fund the additional resources required to fully register all Council land with the Land Registry.
Resident First	(343)	240	(103)	Continued development of the Residents First programme leading to an improved customer interaction with the Authority.
IT Refresh	(630)	630	-	Windows 10 Refresh
Transformation Fund	(1,306)	25	(1,004)	Pension advice costs in relation to UPL acquisition
		38		IESE - Review of business change
		94		Project management costs - Traded services review
		70		PMO resourcing
		75		External advice regarding share purchase
Corporate and Commercial Services	(6,295)	1,447	(4,848)	
Transformation Fund	(141)	115	(26)	Children's Services SME support
Social Care Budget Reserve	(1,306)	590	(716)	To partially fund the Short Term Investment within Children's Social Care to review and manage care plans
Legal Fees re Children with Disabilities Team	(15)	2	(13)	To provide for legal fees and complaint costs within the Children with Disabilities team
Digital Enterprise Hub	(125)	70	(55)	To fund 2 Digital Media Officers to maintain the Council's online reputation and brand.
Unity Property Workplan	(11)	11	(0)	To utilise the balance of the Property Services work plan.
Green Dividend Ambassador	(68)	68	(0)	To fund additional staff to support the Green Dividend scheme.
Highways System Replacement	(65)	65	-	To support the upgrade of the Fleet Management system
Highways / Environmental Services	(479)	301	(178)	To fund costs associated with potholing and the hire of environmental equipment to meet the increased demand due to the severe winter and affect on the highways network.
Flood Protection Reserve	(250)	38	(212)	To fund emergency flood alleviation works.
Get Oldham Working	(140)	140	-	To fund the Council's Get Oldham Working initiative.
Career Advancement Scheme	(164)	143	(21)	To fund the Career Advancement Service Pilot Scheme.
Catering Services IT	(79)	54	(25)	To fund the implementation of a new ICT system within the school kitchens.
People and Place	(2,843)	1,596	(1,247)	
Library Fund	(103)	79	(24)	To fund refurbishment work across various Libraries within the borough.
Transformation – Digital Media Officers	(139)	139	-	To fund digital media officers to support transformation and change.
Thriving Communities	(124)	66	(58)	To support Thriving Communities and Place Based Integration
Low Carbon Infrastructure	(32)	32	-	To support the Low Carbon initiative.
Reform	(398)	316	(82)	
Total New Use of Reserves		3,424		

FINANCING OF THE 2018/19 REVENUE BUDGET AT QUARTER 2		
	£'000	£'000
Net Expenditure Budget		(219,702)
Financed by:		
Business Rates Top-up Grant	(47,975)	
Grants in Lieu of Business Rates	(7,549)	
Improved Better Care Fund Grant - Tranche 1	(4,687)	
Improved Better Care Fund Grant – Tranche 2	(3,201)	
Independent Living Fund Grant	(2,661)	
Adult Social Care Support Grant	(701)	
Adult Personal Social Services	(208)	
Opportunity Area Grant	(2,237)	
Housing Benefit & Council Tax Administration Grant	(1,220)	
New Homes Bonus Grant	(1,601)	
School Improvement Monitoring & Brokerage Grant	(105)	
DWP - Implementation of Universal Credit Grant	(262)	
DWP New Burdens Grant	(92)	
Homelessness Support Grant	(116)	
Homelessness Reduction - New Burdens	(48)	
Lead Local Flood Authority	(11)	
Extended Rights to Free Travel	(32)	
Personal Advisor support for care leavers	(11)	
SEND Regional Co-ordinator Grant	(24)	
Property Searches New Burdens	(24)	
Transition to Universal Credit Housing	(23)	
Staying Put Grant	(62)	
KS2 Moderation & KS1 Phonics	(13)	
Capital Grants	(79)	
Total Government Grant Funding		(72,941)
Council Tax Income - General	(82,386)	
Council Tax Income - Adult Social Care Precept	(4,831)	
Retained Business Rates	(51,352)	
Total Locally Generated Income		(138,569)
Total Grant and Income		(211,510)
Balance to be addressed by Use of Reserves		(8,192)
Total Financing		(219,702)

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Quarter 2 - Planned Transfers from Ear Marked Reserves - Movement between Quarter 1 and Quarter 2

Reserve Name	Opening Balance 1 July 2018 £000	Contribution from Ear Marked Reserves Quarter 2 £000	Expected Closing Balance 31 March 2019 £000	Reason for Use of Reserve
Department of Energy and Climate Change (DECC) Heat Networks Funding	(112)	65	(47)	Transfer to GMCA; DECC funding held by Oldham Council.
Chief Executive	(112)	65	(47)	
Pay Review	(404)	18	(386)	To fund the project manager for the Reward and Recognition project.
Local Welfare Provision	(731)	100	(631)	Support for costs incurred in relation to resident hardship cases.
Universal Credit	(4)	3	(1)	Funding to support the delivery of Universal Credit and provide support to the Welfare Rights service.
Transformation Reserve - Corporate and Commercial	(2,802)	99	(2,703)	To support the change agenda following the acquisition of UPL.
Registrars Reserve	(15)	15	-	To create a storage room for data sensitive registration records in the cellar at Chadderton Town Hall.
Fixed Asset Land Registry	(60)	40	(20)	To fund the additional resources required to fully register all Council land with the Land Registry.
Resident First	(343)	240	(103)	Continued development of the Residents First programme leading to an improved customer interaction with the Authority.
IT Refresh	(630)	630	-	Windows 10 Refresh
Transformation Fund	(1,306)	25	(1,004)	Pension advice costs in relation to UPL acquisition
		38		IESE - Review of business change
		94		Project management costs - Traded services review
		70		PMO resourcing
		75		External advice regarding share purchase
Corporate and Commercial Services	(6,295)	1,447	(4,848)	
Transformation Fund	(141)	115	(26)	Children's Services SME support
Social Care Budget Reserve	(1,306)	590	(716)	To partially fund the Short Term Investment within Children's Social Care to review and manage care plans
Legal Fees re Children with Disabilities Team	(15)	2	(13)	To provide for legal fees and complaint costs within the Children with Disabilities team
Digital Enterprise Hub	(125)	70	(55)	To fund 2 Digital Media Officers to maintain the Council's online reputation and brand.
Unity Property Workplan	(11)	11	(0)	To utilise the balance of the Property Services work plan.
Green Dividend Ambassador	(68)	68	(0)	To fund additional staff to support the Green Dividend scheme.
Highways System Replacement	(65)	65	-	To support the upgrade of the Fleet Management system
Highways / Environmental Services	(479)	301	(178)	To fund costs associated with potholing and the hire of environmental equipment to meet the increased demand due to the severe winter and affect on the highways network.
Flood Protection Reserve	(250)	38	(212)	To fund emergency flood alleviation works.
Get Oldham Working	(140)	140	-	To fund the Council's Get Oldham Working initiative.
Career Advancement Scheme	(164)	143	(21)	To fund the Career Advancement Service Pilot Scheme.
Catering Services IT	(79)	54	(25)	To fund the implementation of a new ICT system within the school kitchens.
People and Place	(2,843)	1,596	(1,247)	
Library Fund	(103)	79	(24)	To fund refurbishment work across various Libraries within the borough.
Transformation – Digital Media Officers	(139)	139	-	To fund digital media officers to support transformation and change.
Thriving Communities	(124)	66	(58)	To support Thriving Communities and Place Based Integration
Low Carbon Infrastructure	(32)	32	-	To support the Low Carbon initiative.
Reform	(398)	316	(82)	
Total New Use of Reserves		3,424		

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FINANCING OF THE 2018/19 REVENUE BUDGET AT QUARTER 2		
	£'000	£'000
Net Expenditure Budget		(219,702)
Financed by:		
Business Rates Top-up Grant	(47,975)	
Grants in Lieu of Business Rates	(7,549)	
Improved Better Care Fund Grant - Tranche 1	(4,687)	
Improved Better Care Fund Grant – Tranche 2	(3,201)	
Independent Living Fund Grant	(2,661)	
Adult Social Care Support Grant	(701)	
Adult Personal Social Services	(208)	
Opportunity Area Grant	(2,237)	
Housing Benefit & Council Tax Administration Grant	(1,220)	
New Homes Bonus Grant	(1,601)	
School Improvement Monitoring & Brokerage Grant	(105)	
DWP - Implementation of Universal Credit Grant	(262)	
DWP New Burdens Grant	(92)	
Homelessness Support Grant	(116)	
Homelessness Reduction - New Burdens	(48)	
Lead Local Flood Authority	(11)	
Extended Rights to Free Travel	(32)	
Personal Advisor support for care leavers	(11)	
SEND Regional Co-ordinator Grant	(24)	
Property Searches New Burdens	(24)	
Transition to Universal Credit Housing	(23)	
Staying Put Grant	(62)	
KS2 Moderation & KS1 Phonics	(13)	
Capital Grants	(79)	
Total Government Grant Funding		(72,941)
Council Tax Income - General	(82,386)	
Council Tax Income - Adult Social Care Precept	(4,831)	
Retained Business Rates	(51,352)	
Total Locally Generated Income		(138,569)
Total Grant and Income		(211,510)
Balance to be addressed by Use of Reserves		(8,192)
Total Financing		(219,702)

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CAPITAL INVESTMENT PROGRAMME REPORT 2018/19

Quarter 2 - September 2018

1 Background

- 1.1 The original capital programme for 2018/19 reflects the priorities outlined in the capital strategy as approved at Cabinet on 19 February 2018 and confirmed at the Council meeting on the 28 February 2018.
- 1.2 The position as at 30 September 2018 is highlighted in this report but as the year progresses the outturn projections will reflect the evolving position.
- 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 The approved capital programme summary position for the four years 2018 to 2022, approved by Council on 28 February 2018 is summarised in Table 1 and shows capital programme expenditure of £89.658m in 2018/19.

Table 1 : Capital Programme 2018/19 to 2021/22

	2018/19	2019/20	2020/21	2021/22	TOTAL
	£000	£000	£000	£000	£000
Original Budget	89,658	105,681	37,605	11,234	244,178

- 2.2 Table 2 shows the revised capital programme for 2018/19, with expenditure of £49.523m as at 30 September 2018, this is after taking account of approved new schemes and approved and proposed variations; a net decrease of £10.499m compared to £60.022m reported at Quarter 1.
- 2.3 Actual expenditure to 30 September 2018 was £17.915m (36.18% of forecast outturn). This spending profile is in line with previous years. The position will be kept under review and budgets will be managed in accordance with forecasts.

Table 2 – 2018/19 Capital Programme

Directorate	Revised Budget (M03) £000	Budget changes/virements (to M06) £000	Proposed Virement /Rephasing £000	Revised Budget (M06) £000	Forecast £000	Variance £000
Corporate and Commercial Services	14,902	0	(728)	14,174	14,174	0
People and Place	39,136	1,308	(8,580)	31,864	31,864	0
Community Health & Social Care Services	2,233	9	(362)	1,880	1,880	0
Reform	209	(12)	0	197	197	0
Housing Revenue Account	3,231	(389)	(1,745)	1,097	1,097	0
Funds Yet to be Allocated	311	0	0	311	311	0
Grand Total	60,022	916	(11,415)	49,523	49,523	0

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

2.4 The budget changes to month 6 of £0.916m represent changes agreed since the approval of the month 3 report at Cabinet on 17 September 2018. The proposed changes of £11.415m reflect anticipated virements and further rephasing of spending following the Annual Review of the capital programme, as detailed in Appendix G.

2.5 At this time there is no forecast variance projected but there remains an element of uncertainty about the forecast position and it is inevitable that this will change in the remaining months; that said the forecasts are based on the latest and most up to date information and give a better picture of the likely outturn. A further breakdown of Table 2 on a scheme by scheme basis is shown at Appendices A to F and the detailed breakdown of proposed virement/rephasing is shown in Appendix G.

Annual Review of the Capital Programme

2.6 In accordance with the terms of reference for the CIPB, each year there is a review of the capital programme which examines all schemes in the programme to:

- a) Ensure that schemes still meet corporate priorities
- b) Review their continued relevance in the context of a dynamic and constantly developing organisation
- c) Consider the progress of schemes including any reasons for delayed starts or variations to approved budgetary allocations and rephasing of planned expenditure
- d) Identify any unutilised or underutilised resources
- e) Consider any reallocation of resources

2.7 The review has been completed for 2018/19 and has found that there are no resources available for reallocating to other projects but there is a requirement for significant reprofiling, as set out in the Appendix G, leading to a more deliverable capital programme.

- 2.8 The review identified that expenditure is expected to occur outside the current 4 year planning timescale and as such there is a requirement to extend the capital planning horizon to the current year plus four future years (to 2022/23).

Re-profiling of the Capital Programme

- 2.9 The revised capital programme for 2018/19 to 2022/23, taking into account all the above amendments in arriving at the revised forecast position, is shown in Table 3 together with the projected financing profile.

Table 3 – 2018/2023 Capital Programme

Directorate Budget	Revised Budget 2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	TOTAL £000
Corporate and Commercial Services	14,174	3,691	1,583	1,719	1,385	22,552
People and Place	31,864	60,563	73,567	44,673	22	210,689
Community Health & Social Care Services	1,880	1,768	400	400	0	4,448
Reform	197	100	100	700	0	1,097
Housing Revenue Account	1,097	2,745	0	0	0	3,842
Funds Yet to Be Allocated	311	3,652	7,652	5,312	0	16,927
Grand Total	49,523	72,519	83,302	52,804	1,407	259,555

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

Funding	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	TOTAL £000
Grant & Other Contributions	(16,647)	(39,789)	(31,434)	(13,926)	0	(101,796)
Prudential Borrowing	(26,995)	(18,887)	(44,214)	(31,267)	(862)	(122,225)
Revenue	(88)	(2,359)	(4,750)	(2,550)	0	(9,747)
Capital Receipts	(5,793)	(11,484)	(2,904)	(5,061)	(545)	(25,787)
Grand Total	(49,523)	(72,519)	(83,302)	(52,804)	(1,407)	(259,555)

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

Capital Receipts

- 2.10 The revised capital programme requires the availability of £5.793m of capital receipts in 2018/19 for financing purposes. The total net usable capital receipts currently received in year, inclusive of £8.747m carried forward from 2017/18, is £9.175m.

- 2.11 The capital receipts position as at 30 September 2018 is as follows:

Table 4 – Capital Receipts 2018/19

	£000	£000
Capital Receipts Financing Requirement		5,793
Usable Capital Receipt b/fwd	(8,747)	
Actual received to date	(428)	(9,175)
Further Required/ (Surplus) in 2018/19		(3,382)

- 2.12 As can be seen, there is currently an anticipated surplus of £3.382m of capital receipts in year. Given the significant amount of receipts needed to finance the capital programme in 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 ongoing review throughout the year.
- 2.13 The Capital Strategy and Capital Programme 2018/22 introduced 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.
- 2.14 As a result of the Annual Review, capital receipts have been reprofiled outside the current 4 year planning timescale and as such there is a requirement to extend the capital receipt forecast to the current year plus 4 future years (to 2022/23). The position as at 30 September 2018 is illustrated in the table below:

Table 5 – Capital Receipts 2018/2023

Capital Receipts	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2022/23 £000
Brought Forward from previous year	(8,747)	(10,522)	(8,609)	(5,395)	(545)
Estimated Capital Receipts in year	(7,568)	(8,571)	(690)	(211)	0
Total Receipts	(16,315)	(19,093)	(9,299)	(5,606)	(545)
Capital Receipts Financing Requirement	5,793	10,484	3,904	5,061	545
Over/(Under) programming	(10,522)	(8,609)	(5,395)	(545)	0

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

- 2.15 The capital receipts position is monitored on a monthly basis. The most recent projections are for receipts to exceed current planned requirements in later years of the programme. However, until there is more confidence as to the timing of planned asset disposals, a prudent approach has been adopted and these are excluded from current forecast.

3 Conclusion

- 3.1 The Annual Review has been undertaken which has resulted in significant re-profiling into future years of the capital programme. The capital programme is subject to continual change, therefore, there is likely to be further rephasing across all years to reflect the current developments of individual projects/schemes.
- 3.2 The capital programme is being continually monitored and is reported to Members on a regular basis.

4 Appendices

- 4.1 Appendix A - Summary – Corporate and Commercial Services – Quarter 2
 Appendix B - Summary – People and Place – Quarter 2
 Appendix C - Summary – Community Health & Social Care Services – Quarter 2
 Appendix D - Summary – Reform – Quarter 2
 Appendix E - Summary – Housing Revenue Account – Quarter 2
 Appendix F - Summary – Funds Yet To Be Allocated – Quarter 2
 Appendix G - Summary – Proposed Variations – Quarter 2

SUMMARY – Corporate and Commercial Services – Quarter 2

Service area	Revised Budget (M03) £000	Approved Changes /Virements £000	Proposed Virement £000	Revised Budget (M06) £000	Forecast £000	Year End Variance £000
Corporate	11,300	0	0	11,300	11,300	0
IT	3,602	0	(728)	2,874	2,874	0
	14,902	0	(728)	14,174	14,174	0

Major Variances Commentary

No variances to report

SUMMARY – People and Place – Quarter 2

Service area	Revised Budget (M03) £000	Approved Changes /Virements £000	Proposed Virement £000	Revised Budget (M06) £000	Forecast £000	Year End Variance £000
Asset Management - Asset Management	3,607	231		3,838	3,838	0
Asset Management - Education Premises	1,365	529		1,894	1,894	0
Boroughwide Developments	4,456	74	(100)	4,430	4,430	0
Children, Young People & Families	101	(44)		57	57	0
Development	662	0		662	662	0
District Partnership - Boroughwide	60	40		100	100	0
Environment – Countryside	303	0		303	303	0
Environment – Parks	197	15		212	212	0
Environment - Playing Fields & Facilities	18	(1)		17	17	0
Parks & Playing Fields	31	0		31	31	0
Private Housing	260	(15)	(15)	230	230	0
Public Realm	350	0		350	350	0
Schools - General Provision	1,316	(177)		1,139	1,139	0
Schools – Primary	725	413		1,138	1,138	0
Schools – Secondary	1,844	46		1,890	1,890	0
Schools – Special	488	2		490	490	0
Strategic Acquisitions	5,303	1	(5,100)	204	204	0
Town Centre Developments	2,533	1	(1,000)	1,534	1,534	0
Transport - Accident Reduction	315	0		315	315	0
Transport - Bridges & Structures	4,079	0	(261)	3,818	3,818	0
Transport - Fleet Management	825	0	(531)	294	294	0
Transport - Highway Major Works/Drainage schemes	7,826	0	(1,195)	6,631	6,631	0
Transport – Metrolink	204	0		204	204	0
Service area	Original	Approved	Proposed	Revised	Forecast	Year End

	Budget £000	Changes/ Virements £000	Virement £000	Budget £000	£000	Variance £000
Transport - Minor Works	875	12	(78)	809	809	0
Transport – Miscellaneous	1,378	181	(300)	1,259	1,259	0
Transport - Street Lighting	15	0		15	15	0
People and Place Total	39,136	1,308	(8,580)	31,864	31,864	0

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

Major Variances Commentary

No variances to report

SUMMARY – Community Health & Social Care Services – Quarter 2

Service area	Revised Budget (M03) £000	Approved Changes /Virements £000	Proposed Virement £000	Revised Budget (M06) £000	Forecast £000	Year End Variance £000
Adult Services	2,233	9	(362)	1,880	1,880	0
	2,233	9	(362)	1,880	1,880	0

Major Variances Commentary

No variances to report

SUMMARY – Reform – Quarter 2

Service area	Revised Budget (M03) £000	Approved Changes /Virements £000	Proposed Virement £000	Revised Budget (M06) £000	Forecast £000	Year End Variance £000
Capital – District Investment Fund	208	(12)	0	196	196	0
Capital – District Partnership – Chadderton	1	0	0	1	1	0
Reform Total	209	(12)	0	197	197	0

Major Variances Commentary

No variances to report

SUMMARY – Housing Revenue Account (HRA) – Quarter 2

Service area	Revised Budget (M03) £000	Approved Changes /Virements £000	Proposed Virement £000	Revised Budget (M06) £000	Forecast £000	Year End Variance £000
Housing Revenue Account	3,231	(389)	(1,745)	1,097	1,097	0
	3,231	(389)	(1,745)	1,097	1,097	0

Major Variances Commentary

No variances to report

SUMMARY – Funds Yet To Be Allocated – Quarter 2

Service area	Revised Budget (M03) £000	Approved Changes /Virements £000	Proposed Virement £000	Revised Budget (M06) £000	Forecast £000	Year End Variance £000
Funds Yet to be allocated	311	0	0	311	311	0
	311	0	0	311	311	0

Major Variances Commentary

No variances to report

SUMMARY – Proposed Variations – Quarter 2

Portfolio / Service / Cost Centre	2018/19	2019/20	2020/21	2021/22	2022/23
Capital Treasury and Technical Accounting					
Funds yet to be allocated		(3,652,241.26)	2,652,241.26		
Capital Treasury and Technical Accounting Total	0	(3,652,241.26)	2,652,241.26	0	0
Corporate and Commercial Services					
Investment in IT	(54,035.26)	54,035.26		(500,000.00)	500,000.00
IT- PSN Programme	(19,800.36)	(20,000.00)	(20,000.00)	(20,000.00)	(20,000.00)
IT - Server Refresh	(135,757.00)	135,757.00			
IT - Delivering Customer Focused Services	(379,200.00)	(885,800.00)			
IT - Creating an Agile & Efficient Council		(440,000.00)	170,000.00	270,000.00	
IT - Strengthening Governance & Capability	(370,199.64)	115,000.00	115,000.00	20,000.00	220,000.00
IT - Business Systems			(100,000.00)	700,000.00	665,000.00
Financial Systems	231,000.00	(231,000.00)			
Corporate and Commercial Services Total	(727,992.26)	(1,272,007.74)	165,000.00	470,000.00	1,365,000.00
Community Health & Social Care Services					
Disabled Facilities Grant- Boroughwide	(213,627.61)	219,489.39			
Adult Social Care- General Provision	(148,792.79)	148,792.79			
Community Health & Social Care Services Total	(362,420.40)	368,282.18	0	0	0
People and Place					
Backlog Maintenance - Moorhey Street Depot - Re-wire		(200,000.00)	200,000.00		
Essential Condition Works - General Provision		(600,000.00)	600,000.00		
Essential Condition Works - Royton & Crompton Secondary - Mechanical, Electrical and Roofing works		(250,000.00)	250,000.00		
Royton & Crompton School - Priority School Build Programme Phase 2 (PSBP2)		(4,000,000.00)	2,000,000.00	2,000,000.00	
Royton Town Hall		(500,000.00)	1,500,000.00		
Royton Town Centre Development	(100,000.00)	100,000.00			
Foxdenton Hall – Essential health & safety works		(200,000.00)	200,000.00		

Portfolio / Service / Cost Centre	2018/19	2019/20	2020/21	2021/22	2022/23
Saddleworth School New Build		(1,859,920.94)	1,859,920.94		
Equity Homes Loans	(15,000.00)	15,000.00			
Foxdenton - Broadway Green Phase 2		(2,947,274.00)	2,947,274.00		
Education Basic Need General Provision		(6,785,069.30)	(6,479,981.70)	9,868,051.00	
Crompton House - Additional 4FE			3,397,000.00		
Town Centre Public Realm		(940,907.04)		940,907.04	
Strategic Acquisitions- General Provision	(100,000.00)	100,000.00			
Investment Property Purchase	(5,000,000.00)	(5,000,000.00)	5,000,000.00	5,000,000.00	
Oldham Coliseum Theatre – Phase C		(23,942,687.00)	11,731,400.00	12,211,287.00	
Eastern Gateway Improvements (Prince's Gate)		(7,000,000.00)	(2,550,000.00)	9,550,000.00	
Oldham Heritage & Arts Centre – Phase A		(13,000,000.00)	11,492,341.00	1,507,659.00	
Oldham Heritage & Arts Centre – Off Site Storage (Prince of Wales Units A&B)	(800,000.00)	800,000.00			
Town Centre Masterplan	(200,000.00)	(9,800,000.00)	10,000,000.00		
Bridge Work - King Street Roundabout Footbridge	(146,624.00)	146,624.00			
The Causeway Bridge, The Causeway off Gateway Crescent	(15,000.00)	15,000.00			
Foxdenton Lane Culvert No.2	(100,000.00)	100,000.00			
Fleet Replacement Vehicles 7 years	(530,596.00)	530,596.00			
Specific schemes to support Building Schools for the Future (BSF) projects	(16,866.00)	16,866.00			
Transport Investment	(1,178,690.00)	1,178,690.00			
Pedestrian and vehicle improvements	(77,671.00)	77,671.00			
Flood Defence: Delph New Road Oldham	(300,000.00)	300,000.00			
People and Place Total	(8,580,447.00)	(73,645,411.28)	42,147,954.24	41,077,904.04	-
Housing Revenue Account					
Supported Housing for adults with a Learning Disability and/or complex behaviour	(1,745,097.00)	1,745,097.00			
Housing Revenue Account Total	(1,745,097.00)	1,745,097.00	0	0	0
Grand Total	(11,415,956.66)	(76,456,281.10)	44,965,195.50	41,547,904.04	1,365,000.00

Funding	2018/19	2019/20	2020/21	2021/22	2022/23
Grant & Other Contributions	2,253,771.08	25,370,381.25	(15,676,672.59)	(11,953,341.52)	-
Prudential Borrowing	1,950,537.99	53,848,913.64	(29,486,704.55)	(24,266,048.93)	(839,698.15)
Revenue Contributions	1,359,097.00	(1,359,097.00)	2,550,000.00	(2,550,000.00)	-
Capital Receipts	5,852,550.59	(1,403,916.79)	(2,351,818.36)	(2,778,513.59)	(525,301.85)
Grand Total	11,415,956.66	76,456,281.10	(44,965,195.50)	(41,547,904.04)	(1,365,000.00)



Report to Cabinet

Treasury Management Mid-Year Review Report 2018

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

Officer Contact: Anne Ryans, Director of Finance

Report Author: Lee Walsh, Finance Manager (Capital & Treasury)
Ext. 6608

19 November 2018

Reason for Decision

The report advises Cabinet of the performance of the Treasury Management function of the Council for the first half of 2018/19, and provides a comparison of performance against the 2018/19 Treasury Management Strategy and Prudential Indicators.

Executive Summary

The Council is required to consider the performance of the Treasury Management function in order to comply with the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised 2017). This report therefore sets out the key Treasury Management issues for Members' information and review and outlines:

- An economic update for the first six months of 2018/19;
- A review of the Treasury Management Strategy Statement and Annual Investment Strategy;
- The Council's capital expenditure, as set out in the Capital Strategy, and prudential indicators);
- A review of the Council's investment portfolio for 2018/19;
- A review of the Council's borrowing strategy for 2018/19;
- Why there has been no debt rescheduling undertaken during 2018/19;
- A review of compliance with Treasury and Prudential Limits for 2018/19.

Recommendations

That Cabinet approves and commends to Council the:

- a) Treasury Management activity for the first half of the financial year 2018/19 and the projected outturn position
- b) Amendments to both Authorised Limit and Operational Boundary for external debt as set out in the table at Section 2.4.5 of the report.
- c) Amendments to the Capital Financing Requirement (CFR) as set out in the table at section 2.4.5
- d) Addition to the Treasury Management Strategy 2018/19 with regards to specified investments as presented at Appendix 3.

Treasury Management Strategy Mid-Year Review Report 2018/19**1 Background**

- 1.1 The Council operates a balanced budget, which broadly means cash raised during the year will meet its cash expenditure. Part of the treasury management operations is to ensure this cash flow is adequately planned, with surplus monies being invested with low risk counterparties, providing adequate liquidity initially before considering optimising investment return.
- 1.2 The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning to ensure the Council can meet its capital spending operations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses, and on occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.
- 1.3 As a consequence treasury management is defined as:
- “The management of the local authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”
- 1.4 In December 2017, the Chartered Institute of Public Finance and Accountancy, (CIPFA), issued revised Prudential and Treasury Management Codes. A key requirement of the revised code is that from 2019/20, all Local Authorities will be required to prepare a Capital Strategy which is intended to provide the following:
- a) a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
 - b) an overview of how the associated risk is managed
 - c) the implications for future financial sustainability

The Council already prepares a Capital Strategy but the 2019/20 report will be revised to ensure that any new requirements are addressed. A report setting out the Capital Strategy will be presented to the 2019/20 Budget Cabinet and Budget Council meetings.

2 Current Position**2.1 Requirements of the Treasury Management Code of Practice**

- 2.1.1 Treasury Management reports must be prepared in accordance with the requirements of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised 2017).
- 2.1.2 The primary requirements of the Code are as follows:
- a) Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
 - b) Creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.

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- c) Receipt by the full Council of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a **Mid-year Review Report** and an Annual Report (stewardship report) covering activities during the previous year.
 - d) Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions. In Oldham, this responsibility is delegated to the Director of Finance.
 - e) Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body. In Oldham, the delegated body is the Audit Committee.

2.1.3 This mid-year report has been prepared in compliance with CIPFA's Code of Practice, and covers the following:

- An economic update for the first six months of 2018/19;
- A review of the Treasury Management Strategy Statement and Annual Investment Strategy;
- The Council's capital expenditure (prudential indicators);
- A review of the Council's investment portfolio for 2018/19;
- A review of the Council's borrowing strategy for 2018/19;
- Why there has been no debt rescheduling undertaken during 2018/19;
- A review of the compliance with Treasury and Prudential Limits for 2018/19;

2.2 **Economic Performance for the First Six Months of the Year**

The United Kingdom (UK)

- 2.2.1 The first half of 2018/19 has seen UK economic growth post a modest performance, but sufficiently robust for the Monetary Policy Committee, (MPC), to unanimously (9-0) vote to increase Bank Rate on 2 August from 0.5% to 0.75%.
- 2.2.2 Although growth looks as if it will only be modest at around 1.5% in 2018, the Bank of England's August Quarterly Inflation Report forecast that growth will pick up to 1.8% in 2019, albeit there were several caveats – mainly related to whether or not the UK achieves an orderly withdrawal from the European Union in March 2019.
- 2.2.3 Some MPC members have expressed concerns about a build-up of inflationary pressures, particularly with the pound falling in value again against both the US dollar and the Euro. The Consumer Price Index (CPI) measure of inflation rose unexpectedly from 2.4% in June to 2.7% in August due to increases in volatile components, but is expected to fall back to the 2% inflation target over the next two years given a scenario of minimal increases in Bank Rate.
- 2.2.4 The MPC has indicated Bank Rate would need to be in the region of 1.5% by March 2021 for inflation to stay on track. Financial markets are currently pricing in the next increase in Bank Rate for the second half of 2019.
- 2.2.5 As for the labour market, unemployment has continued at a 43 year low of 4% on the Independent Labour Organisation measure. A combination of job vacancies hitting an all-time high in July, together with negligible growth in total employment numbers, indicates that employers are now having major difficulties filling job vacancies with suitable staff.

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- 2.2.6 It was therefore not surprising that wage inflation picked up to 2.9%, (3 month average regular pay, excluding bonuses) and to a one month figure in July of 3.1%. This meant that in real terms, (i.e. wage rates higher than CPI inflation), earnings grew by about 0.4%, near to the joint high of 0.5% since 2009. (The previous high point was in July 2015.)
- 2.2.7 Given the UK economy is very much services sector driven, an increase in household spending power is likely to feed through into providing some support to the overall rate of economic growth in the coming months. This tends to confirm that the MPC were right to start on a cautious increase in the Bank Rate in August as it views wage inflation in excess of 3% as increasing inflationary pressures within the UK economy. However, the MPC will need to tread cautiously before increasing the Bank Rate again, especially given all the uncertainties around Brexit.
- 2.2.8 In the political arena, there is a risk that the current Conservative minority government may be unable to muster a majority in the Commons over Brexit. However, it is expected that Prime Minister May's government will endure, despite various setbacks, along the route to Brexit in March 2019. If, however, the UK faces a general election in the next 12 months, this could result in a potential loosening of monetary policy and therefore medium to longer dated gilt yields could rise on the expectation of a weak pound and concerns around inflation picking up.

United States of America (USA)

- 2.2.9 President Trump's massive easing of fiscal policy is fueling a (temporary) boost in consumption which has generated an upturn in the rate of strong growth which rose from 2.2%, (annualised rate), in quarter 1 to 4.2% in quarter 2, but also an upturn in inflationary pressures.
- 2.2.10 With inflation moving towards 3%, the US Federal Reserve (Fed) increased rates another 0.25% in September to between 2.00% and 2.25%, this being four increases in 2018, and indicated that it would expect to increase rates four more times by the end of 2019. The dilemma, however, is what to do when the temporary boost to consumption wanes, particularly as the recent imposition of tariffs on a number of countries' exports to the US, (China in particular), could see a switch to US production of some of those goods, but at higher prices. Such a scenario would invariably make any easing of monetary policy harder for the Fed in the second half of 2019.

European Union (EU)

- 2.2.11 Growth was unchanged at 0.4% in quarter 2, but has undershot early forecasts for a stronger economic performance in 2018.
- 2.2.12 In particular, data from Germany has been mixed and it could be negatively impacted by US tariffs on a significant part of manufacturing exports e.g. cars. For that reason, although growth is still expected to be in the region of 2% for 2018, the horizon is less clear than it seemed just a short while ago.

China and Japan

- 2.2.13 Chinese economic growth has been weakening over successive years, despite repeated rounds of central bank stimulus; medium term risks are increasing. Major progress still needs to be made to eliminate excess industrial capacity and the stock of unsold property, and to address the level of non-performing loans in the banking and credit systems.

2.2.14 Japan has been struggling to stimulate consistent significant GDP growth and to get inflation up to its target of 2%, despite huge monetary and fiscal stimulus. It is also making little progress on fundamental reform of the economy.

2.3 Interest Rate Forecast

2.3.1 The Council's treasury advisor, Link Asset Services, has provided the following forecast of interest rates over the period from September 2018 to March 2021:

Link Asset Services Interest Rate View											
	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21
Bank Rate View	0.75%	0.75%	0.75%	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%	1.50%	1.50%
3 Month LIBID	0.75%	0.80%	0.80%	0.90%	1.10%	1.10%	1.20%	1.40%	1.50%	1.60%	1.60%
6 Month LIBID	0.85%	0.90%	0.90%	1.00%	1.20%	1.20%	1.30%	1.50%	1.60%	1.70%	1.70%
12 Month LIBID	1.00%	1.00%	1.00%	1.10%	1.30%	1.30%	1.40%	1.60%	1.70%	1.80%	1.80%
5yr PWLB Rate	2.00%	2.00%	2.10%	2.20%	2.20%	2.30%	2.30%	2.40%	2.50%	2.50%	2.60%
10yr PWLB Rate	2.40%	2.50%	2.50%	2.60%	2.70%	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%
25yr PWLB Rate	2.80%	2.90%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%	3.40%	3.50%	3.50%
50yr PWLB Rate	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%

2.3.2 The flow of generally positive economic statistics after the end of the quarter ended 30 June meant that it came as no surprise that the MPC came to a decision on 2 August to make the first increase in Bank Rate above 0.5% (to 0.75%) since the financial crash.

2.3.3 However, the MPC emphasised again, that future Bank Rate increases would be gradual and would rise to a much lower equilibrium rate, (where monetary policy is neither expansionary or contractionary), than before the crash; indeed they gave a figure for this of around 2.5% in ten years' time but they declined to give a medium term forecast.

2.3.4 Link Asset Services advised that it does not think that the MPC will increase the Bank Rate in February 2019, ahead of the deadline in March for Brexit. Link also considers that the MPC is more likely to wait until August 2019, than May 2019, before the next increase, to be followed by further increases of 0.25% in May and November 2020 to reach 1.5%. However, the cautious pace of even these limited increases is dependent on a reasonably orderly Brexit.

The balance of risks to the UK

2.3.5 The overall balance of risks to economic growth in the UK is probably neutral.

2.3.6 The balance of risks to increases in Bank Rate and shorter term PWLB rates, are probably also even and are broadly dependent on how strong GDP growth turns out, how slowly inflation pressures subside, and how quickly the Brexit negotiations move forward positively.

Downside risks to current forecasts for UK gilt yields and Public Works Loan Board (PWLB) rates

2.3.7 There are a number of downside risks to current forecasts for UK gilt yields and PWLB rates as follows:

-
- The Bank of England monetary policy takes action too quickly to raise Bank Rate over the next three years and causes UK economic growth, and increases in inflation, to be weaker than currently anticipated.
 - There could be a resurgence of the Eurozone sovereign debt crisis, possibly Italy, due to its high level of government debt, low rate of economic growth and vulnerable banking system, and due to the election in March of a government which has focused on anti-austerity. This is likely to lead to friction with the EU when setting the target for the fiscal deficit in the national budget. Unsurprisingly, investors have taken a dim view of this and so Italian bond yields have been rising.
 - In the German general election of September 2017, Angela Merkel's CDU party was left in a vulnerable minority position.
 - The challenges from a range of political developments could put considerable pressure on the cohesion of the EU and could spill over into impacting the euro, EU financial policy and financial markets.
 - The imposition of trade tariffs by President Trump could negatively impact world growth. President Trump's specific actions against Turkey pose a particular risk to its economy which could, in turn, negatively impact Spanish and French banks which have significant exposures to loans to Turkey.
 - There is weak capitalisation of some European banks.
 - Rising interest rates in the US could negatively impact emerging countries which have borrowed heavily in dollar denominated debt, so causing an investor flight to safe havens e.g. UK gilts.
 - There are geopolitical risks, especially North Korea, but also in Europe and the Middle East, which could lead to increasing safe haven flows.

Upside risks to current forecasts for UK gilt yields and PWLB rates

2.3.8 Upside risks to current forecasts of UK gilt yields and PWLB rates include:

- President Trump's fiscal plans to stimulate economic expansion causing a significant increase in inflation in the US and causing further sell offs of government bonds in major western countries.
- The Fed causing a sudden shock in financial markets through misjudging the pace and strength of increases in its Fed. Funds Rate and in the pace and strength of reversal of Quantitative Easing (QE), which then leads to a fundamental reassessment by investors of the relative risks of holding bonds, as opposed to equities. This could lead to a major flight from bonds to equities and a sharp increase in bond yields in the US, which could then spill over into impacting bond yields around the world.
- The Bank of England being too slow in its pace and strength of increases in Bank Rate and, therefore, allowing inflation pressures to build up too strongly within the UK economy, which then necessitates a later rapid series of increases in Bank Rate faster than we currently expect.

- UK inflation, whether domestically generated or imported, returning to sustained significantly higher levels causing an increase in the inflation premium inherent to gilt yields.

2.4 Treasury Management Strategy Statement and Annual Investment Strategy Update

2.4.1 The Treasury Management Strategy Statement (TMSS) for 2018/19 was approved at the Council meeting on 28 February 2018. The underlying TMSS approved previously now requires revision in the light of economic and operational movements during the year. The proposed changes and supporting detail for the changes are set out in the next sections of this report.

2.4.2 A decrease is required to both the overall Authorised Limit (the “affordable borrowing limit” required by Section 3 of the Local Government Act 2003 above which the Council does not have the power to borrow) and Operational Boundary (the expected borrowing position of the Council during the year) for external debt. This indicator is made up of external borrowing and other long term liabilities, Private Finance Initiatives (PFI) and Finance Leases. The revision to the limits aligns to the reduction in the Capital Financing Requirement as outlined at paragraph 2.4.4 and 2.4.5 below.

2.4.3 The Council has the following PFI and Public Private Partnership (PPP) Schemes each contributing to the Other Long Term Liabilities element of the Authorised Limit and the Operational Boundary:

- Gallery Oldham and Library
- Sheltered Housing (PFI2)
- Radclyffe and Failsworth Secondary Schools
- Chadderton Health & Well Being Centre
- Street Lighting
- Housing (PFI4)
- Blessed John Henry Newman RC College (Building Schools for the Future)

2.4.4 It will be necessary to decrease the Capital Financing Requirement (CFR) by £22.584m. Whilst approved capital expenditure/ funding carry forwards from 2017/18 of £1.342m caused an initial increase, this is more than offset by estimated re-phasing and re-alignment and other anticipated adjustments in the 2018/19 capital programme resulting in the reduced CFR.

2.4.5 Members are therefore requested to approve the key changes to the 2018/19 prudential indicators as set out in the table below which show the original and recommended revised figures:

Prudential Indicator 2018/19	Original £'000	Recommended Revised Prudential Indicator £'000
Authorised Limit	570,000	550,000
Operational Boundary	545,000	525,000
Capital Financing Requirement	542,041	519,457

2.5 The Council’s Capital Position (Prudential Indicators)

2.5.1 This section of the report presents the Council’s capital expenditure plans and their financing, the impact of the changes in the capital expenditure plans on the prudential indicators and the underlying need to borrow together with compliance with the limits in place for borrowing activity.

Prudential Indicator for Capital Expenditure

- 2.5.2 The table below shows the half year position and the revised budget for capital expenditure (as per table 2 of the month 6 Capital Investment Programme monitoring report). It therefore highlights the changes that have taken place and are forecast since the capital programme was agreed at the Council meeting on 28 February 2018.

Capital Expenditure by Service	2018/19 Original Estimate £'000	2018/19 Current Position £'000	2018/19 Forecast Estimate £'000
Corporate and Commercial Services	25,445	8,035	14,174
Health and Wellbeing*	4,426	-	-
Community Health & Social Care Services*	-	667	1,880
Reform*	-	33	197
People and Place	52,152	8,851	31,864
Funds yet to be allocated	4,862	-	311
General Fund Services	86,885	17,585	48,426
Housing Revenue Account	2,773	330	1,097
Total	89,658	17,915	49,523

*- since the 2018/19 Capital Programme was approved, the Council had an organisational restructure which has resulted in the creation of 2 new Directorates - Community Health & Social Care Services and Reform. The functions of the former Health and Wellbeing Directorate have been realigned into Community Health & Social Care Services, Reform and People and Place.

- 2.5.3 The above table shows a decrease in the capital programme of £40.135m to the month 6 budgeted position with current forecast spend of £49.523m. The original estimate was initially increased by slippage of £1.342m brought forward into the 2018/19 programme from the previous year. During the summer months the Council undertook the Annual Review of the Capital Programme in line with practice of recent years. The review identified a requirement for significant re-profiling across a number of schemes with expenditure being re-profiled to 2022/23 which is outside the originally approved 4 year planning timescale. The majority of the re-phasing moved significant expenditure (£76.5m) from 2019/20 into the later years of the capital programme. The budget variations largely relate to a revision to the Oldham Coliseum and Heritage Centre, Town Centre Masterplan, and the re-phasing of the Schools Capital Programme, mainly due to planning related issues.

Changes to the Financing of the Capital Programme

- 2.5.4 The table below draws together the main strategy elements of the capital expenditure plans (above) highlighting the original supported (£48.994m) and unsupported elements i.e. requiring borrowing (£40.664m), and the expected financing (revised position) arrangements of this capital expenditure. The borrowing need element of the table increases the underlying indebtedness of the Council by way of the Capital Financing Requirement (CFR), although this will be reduced in part by revenue charges for the repayment of debt (the Minimum Revenue Provision). This direct borrowing need may also be supplemented by maturing debt and other treasury requirements.

- 2.5.5 The overall net reduction in the capital programme has resulted in a change in the mix of funding sources required in 2018/19; a decrease in all financing types reducing the forecast borrowing need by £13.669m from £40.664m to £26.995m.

Capital Expenditure	2018/19 Original Estimate £'000	2018/19 Current Position £'000	2018/19 Forecast Position £'000
General Fund Services	86,885	17,585	48,426
Housing Revenue Account	2,773	330	1,097
Total spend	89,658	17,915	49,523
Financed by:			
Capital receipts	(17,347)	(4,540)	(5,793)
Capital grants	(28,718)	(3,801)	(16,647)
Revenue	(786)	(75)	(88)
HRA	(2,143)	-	-
Total financing	(48,994)	(8,416)	(22,528)
Borrowing need	40,664	9,499	26,995

Changes to the Prudential Indicators for the Capital Financing Requirement, External Debt and the Operational Boundary

- 2.5.6 The table below shows the CFR, which is the underlying external need to incur borrowing for a capital purpose. As previously mentioned in paragraph 2.4.4 the CFR needs to decrease by £22.584m. It also shows the expected debt position over the period (the Operational Boundary). This indicator has decreased to reflect the revisions to the forecast year end position of the capital programme.

	2018/19 Original Estimate £'000	2018/19 Revised Estimate £'000
Prudential Indicator – Capital Financing Requirement		
CFR – non housing	542,041	519,457
CFR – housing	-	-
Total CFR	542,041	519,457
Net movement in CFR		(22,584)
Prudential Indicator – External Debt / the Operational Boundary		
Borrowing	300,000	280,000
Other long term liabilities	245,000	245,000
Total debt 31 March	545,000	525,000

Limits to Borrowing Activity

- 2.5.7 The first key control over the treasury activity is a prudential indicator to ensure that over the medium term, net borrowing (borrowings less investments) will only be for a capital purpose.
- 2.5.8 Gross external borrowing should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2018/19 and next two financial years. This allows some flexibility for limited early borrowing for future years. The Council has approved a policy for borrowing in advance of need which will be adhered to if this proves prudent.
- 2.5.9 The CFR calculation is shown in the table below and the Director of Finance reports that no difficulties are envisaged for the current or future years in complying with this prudential indicator as there is £124.520m headroom between total debt and the CFR.

	2018/19 Original Estimate £'000	2018/19 Revised Estimate £'000
Gross borrowing	180,350	148,647
Plus other long term liabilities*	245,992	246,291
Total Debt	426,342	394,938
CFR* (year end position)	542,041	519,457
Headroom	115,699	124,520

*- includes on balance sheet PFI schemes and finance leases

- 2.5.10 A further prudential indicator controls the overall level of borrowing. This is the Authorised Limit which represents the limit beyond which borrowing is prohibited, and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. Presented in the table below is the original and the revised Authorised Limit.

Authorised limit for external debt	2018/19 Original Indicator	2018/19 Revised Indicator
Borrowing	320,000	300,000
Other long term liabilities*	250,000	250,000
Total	570,000	550,000

* - Includes on balance sheet PFI schemes and finance leases.

2.6 Investment Portfolio 2018/19

- 2.6.1 In accordance with the Code, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's risk appetite. As set out in Section 2.3, it is a very difficult investment market in terms of earning the level of interest rates commonly seen in previous decades as rates are very low and in line with the 0.75% Bank Rate which prevailed towards the end of quarter 2. The

continuing potential for a re-emergence of a Eurozone sovereign debt crisis, and its impact on banks, prompts a low risk short term strategy. Given this risk environment and the fact that increases in Bank Rate are likely to be gradual and unlikely to return to the levels seen in previous decades, investment returns are likely to remain low.

2.6.2 The Council held £93.350m of investments, including property funds as at 30 September 2018 (£73.650m at 31 March 2018). A full list of investments as at 30 September is included at Appendix 1. A summary of investments by type is included in the table below.

2.6.3 The Council ensures enough funds are kept in either instant access accounts and/ or on-call accounts to meet its short term liquidity requirements. As at 30 September the Council held £24.350m in Money Market Funds and £17.500m in Notice Accounts that range from 32 to 95 day notice period.

Investment Type	Total at 30 September 2018
Property	15,000
Fixed (Term Deposits) Bank / Building Society	26,000
Fixed (Term Deposits) LA's / Public Bodies	10,500
Notice Accounts	17,500
Money Market Funds	24,350
Total	93,350

2.6.4 The Director of Finance confirms that the approved limits within the Annual Investment Strategy were not breached during the first six months of 2018/19.

2.6.5 The Council's investment strategy looks to achieve a return on its investment of London Interbank Bid Rate (LIBID) plus a 5% mark up. The Council will maintain sufficient cash reserves to give it its necessary liquidity and may place investments up to 5 years if the cash flow forecast allows and the credit rating criteria is met. Performance against this benchmark was as follows:

Benchmark	Benchmark Return LIBID +5%	Council Performance
7 days	0.46%	0.55%
1 month	0.49%	0.65%
3 months	0.64%	0.73%
6 months	0.75%	0.76%
1 year	0.99%	1.07%
Return first 6 months		0.69%

2.6.6 The Council's performance on its cash investments exceeded its target on all benchmarks as can be seen in the table above.

2.6.7 It is important to be able to maximise investment income to support the overall financial position of the Council. During the year the Council has been continually looking at alternative investment opportunities within treasury management to provided additional

income. At this moment in time no deal has passed the due diligence process but opportunities will continue to be assessed. It is important to note that any investments are only undertaken after an appropriate due diligence exercise and having regard to the Treasury Management principles of security, liquidity, yield and ethical investments.

- 2.6.9 It is essential to have flexibility to be able to take advantage of opportunities for new investments that may become available. Therefore, a revision to the specified investment category within the Treasury Management Strategy is proposed and as set out at Appendix 3.

Property Fund

- 2.6.10 In the first six months of the year the Council's investment within the CCLA property fund has generated a return of (4.47%) and it is anticipated that this revenue return will continue throughout the year. As advised within the TMSS, due to the anticipated fluctuations in price this is an investment with a minimum time horizon of 5 years.
- 2.6.11 Following the Brexit decision, in the initial months property funds saw a small decline in the value due mainly to valuer caution rather than any significant increase in pressure to sell properties. In contrast, occupier trends continued to strengthen. This initial decline in value has started to unwind and prices are now at the same levels prior to the Brexit decision.
- 2.6.12 The current investment counterparty criteria selection approved in the TMSS and included at Appendix 3 is meeting the requirement of the treasury management function.

2.7 Borrowing

- 2.7.1 It is proposed in this report that the Council's CFR for 2018/19 is revised to £519.457m and this denotes the Council's underlying need to borrow for capital purposes. If the CFR is positive the Council may borrow from the PWLB or the market (external borrowing) or from internal balances on a temporary basis (internal borrowing). The balance of external and internal borrowing is generally driven by market conditions.
- 2.7.2 The table within paragraph 2.5.9 shows the Council has expected year end borrowings of £394.938m and will have utilised £124.520m of cash flow funds in lieu of borrowing. This is a prudent and cost effective approach in the current economic climate but will require ongoing monitoring in the event that upside risk to gilt yields prevails.
- 2.7.3 The Council has not undertaken any borrowing in the first half of the year, and did not undertake any debt rescheduling during the first half of 2018/19. Due to current cash balances it is not anticipated that any borrowing will be undertaken in the rest of 2018/19, unless there is a further decline in interest rates attached to borrowing. In October 2018, the Council was notified that it had been successful in its certainty rate reduction application. This entitles the Council to receive a 20 basis point rate reduction on the prevailing rate of PWLB on any borrowing undertaken from 1 November 2018 to 31 October 2019.
- 2.7.4 Current PWLB certainty rates are set out in the following table and show for a selection of maturity periods over the first half of 2018/19, the range (high and low points) in rates and the average rates over the period. In addition, Appendix 2 tracks the movement in the PWLB certainty rate over the period April to September 2018 across the same range of loan terms as is used in the table below.

Maturity Rates	1 Year	5 Year	10 Year	25 Year	50 Year
03/04/18	1.48%	1.84%	2.22%	2.55%	2.27%
30/09/18	1.55%	1.93%	2.33%	2.74%	2.56%
Low	1.28%	1.67%	2.09%	2.50%	2.25%
Date	01/06/18	29/05/18	20/07/18	20/07/18	29/05/18
High	1.57%	1.99%	2.43%	2.83%	2.64%
Date	17/04/18	25/09/18	25/04/18	25/09/18	25/09/18
Average	1.46%	1.84%	2.25%	2.64%	2.41%

2.8 Debt Rescheduling

2.8.1 Debt rescheduling opportunities have been very limited in the current economic climate given the consequent structure of interest rates, and following the increase in the margin added to gilt yields which has impacted PWLB new borrowing rates since October 2010. No debt rescheduling has therefore been undertaken to date in the current financial year.

2.9 Overall Position at the Mid –Year 2018/19

2.9.1 The position at the mid-year 2018/19 shows that the Council is continuing to follow recommended practice and manage its treasury affairs in a prudent manner.

2.10 Other Key Issues

UK Banks - Ringfencing

2.10.1 The largest UK banks, (those with more than £25bn of retail / Small and Medium-sized Enterprise (SME) deposits), are required, by UK law, to separate core retail banking services from their investment and international banking activities by 1st January 2019. This is known as “ring-fencing”. Whilst smaller banks with less than £25bn in deposits are exempt, they can choose to opt up. Several banks are very close to the threshold already and so may come into scope in the future regardless.

2.10.2 Ring-fencing is a regulatory initiative created in response to the global financial crisis. It mandates the separation of retail and SME deposits from investment banking, in order to improve the resilience and resolvability of banks by changing their structure. In general, simpler, activities offered from within a ring-fenced bank, (RFB), will be focused on lower risk, day-to-day core transactions, whilst more complex and “riskier” activities are required to be housed in a separate entity, a non-ring-fenced bank, (NRFB). This is intended to ensure that an entity’s core activities are not adversely affected by the acts or omissions of other members of its group.

2.10.3 While the structure of the banks included within this process may have changed, the fundamentals of credit assessment have not. The Council will continue to assess the new-formed entities in the same way that it does others and those with sufficiently high ratings, (and any other metrics considered), will be considered for investment purposes.

IFRS 9 Accounting Standard

- 2.10.4 This Accounting Standard came into effect from 1 April 2018. It means that the category of investments valued under the available for sale category will be removed and any potential fluctuations in market valuations may impact onto the Surplus or Deficit on the Provision of Services as presented in the Statement of Accounts, rather than being held on the balance sheet. This change is unlikely to materially affect the commonly used types of treasury management investments but more specialist types of investments, (e.g. property funds, third party loans, commercial investments such as the Councils shareholding in the Manchester Airports Group), are likely to be impacted. The impact of this on the financial position of the Council is currently being assessed.
- 2.10.5 The Ministry of Housing, Communities and Local Government (MHCLG), is currently conducting a consultation for a temporary override to allow English local authorities time to adjust their portfolio of investments. Members will be updated when the result of this consultation is known.

Claim against Barclay Bank

- 2.11.6 The Council is currently involved in legal action against Barclays Bank with regards to certain Lender Option Borrower Option (LOBO) transactions. This is based on the Bank's involvement in manipulation of the LIBOR benchmark rate and the subsequent impact on the Council's financial position. This matter is on-going.

3 Options/Alternatives

- 3.1 In order that the Council complies with the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management the Council has no option other than to consider and approve the contents of the report. Therefore no options/alternatives have been presented.

4 Preferred Option

- 4.1 As stated above the preferred option is that the contents of the report are approved.

5 Consultation

- 5.1 Consultation has taken place with Link Asset Services (the Councils Treasury Management Advisors), and senior officers. The report will also be presented to the Audit Committee for scrutiny and is commended to Council for approval.

6 Financial Implications

- 6.1 All included within the report.

7 Legal Services Comments

- 7.1 None.

8 Co-operative Agenda

- 8.1 The Council ensures that any Treasury Management decisions comply as far as possible with the ethos of the Cooperative Council.

9 Human Resources Comments

9.1 None.

10 Risk Assessments

10.1 There are considerable risks to the security of the Authority's resources if appropriate treasury management strategies and policies are not adopted and followed. The Council has established good practice in relation to treasury management which has previously been acknowledged in both Internal and the External Auditors' reports presented to the Audit Committee.

11 IT Implications

11.1 None.

12 Property Implications

12.1 None.

13 Procurement Implications

13.1 None.

14 Environmental and Health & Safety Implications

14.1 None.

15 Equality, community cohesion and crime implications

15.1 None.

16 Equality Impact Assessment Completed?

16.1 No.

17 Key Decision

17.1 Yes

18 Key Decision Reference

18.1 FCR -18-18

19 Background Papers

19.1 The following is a list of the 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 that Act.

File Ref: Background papers are contained with Appendices 1, 2 & 3.
Officer Name: Anne Ryans
Contact No: 0161 770 4902

20 Appendices

Appendix 1	Investments as at 30 September 2018
Appendix 2	Borrowing as at 30 September 2018
Appendix 2A	PWLB Certainty Rate Variations 2018/19
Appendix 2B	Comparison of Borrowing parameters to actual external borrowing - Table
Appendix 2C	Comparison of Borrowing parameters to actual external borrowing - Graph
Appendix 3	Investment Counterparty Criteria

Appendix 1 Investments as at 30 September 2018

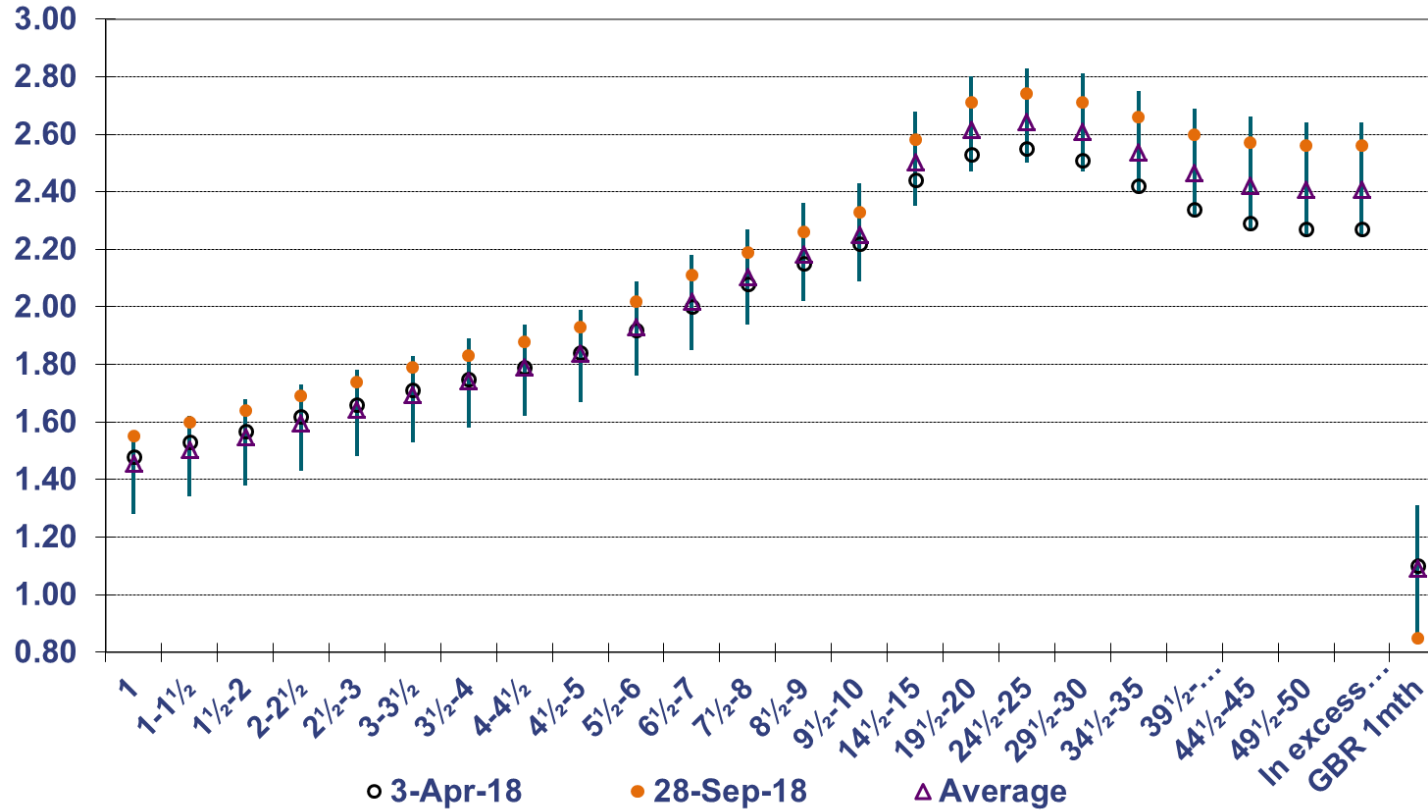
Investments	Type	At 30 Sept. 2018 £'000	Interest Rate	Date of Investment	Date of Maturity
CCLA Property Fund	Property	15,000	4.51%	Prior Years	open
Total Property Fund		15,000			
Standard Chartered	Fixed	5,000	0.90%	20/04/2018	19/10/2018
Surrey Heath Borough Council	Fixed	3,000	0.70%	24/05/2018	26/11/2018
Santander UK Plc	Fixed	5,000	0.90%	14/08/2018	14/11/2018
Natwest Bank PLC	Fixed	5,000	0.81%	15/08/2018	15/11/2018
London Borough of Barking & Dagenham	Fixed	5,000	0.82%	30/08/2018	30/11/2018
Goldman Sachs International Bank	Fixed	2,500	0.88%	10/07/2018	10/01/2019
Barclays Bank PLC	Fixed	3,000	0.75%	10/07/2018	10/01/2019
Standard Chartered	Fixed	2,500	0.80%	16/07/2018	16/01/2019
Close Brothers Ltd	Fixed	3,000	0.80%	19/07/2018	21/01/2019
Thurrock Council	Fixed	2,500	1.07%	27/09/2018	26/09/2019
Total Fixed Investments		36,500			
Bank of Scotland plc	32 day call	10,000	0.82%	08/12/2017	open
Bank of Scotland plc	95 day call	2,500	0.95%	05/01/2018	open
Santander	35 day call	5,000	0.75%	22/05/2018	open
Total Investments on call		17,500			
Federated Sterling Liquidity 3	MMF	1,450	0.69%	26/09/2018	01/10/2018
Standard Life Sterling Liquidity	MMF	12,900	0.66%	28/09/2018	01/10/2018
Federated Cash Plus Fund	MMF	10,000	0.77%	28/09/2018	01/10/2018
Total MMF		24,350			
Total		93,350			

MMF – Money Market Fund

Appendix 2 Borrowing as at 30 September 2018

2A) PWLB Certainty Rate Variations 2018/19

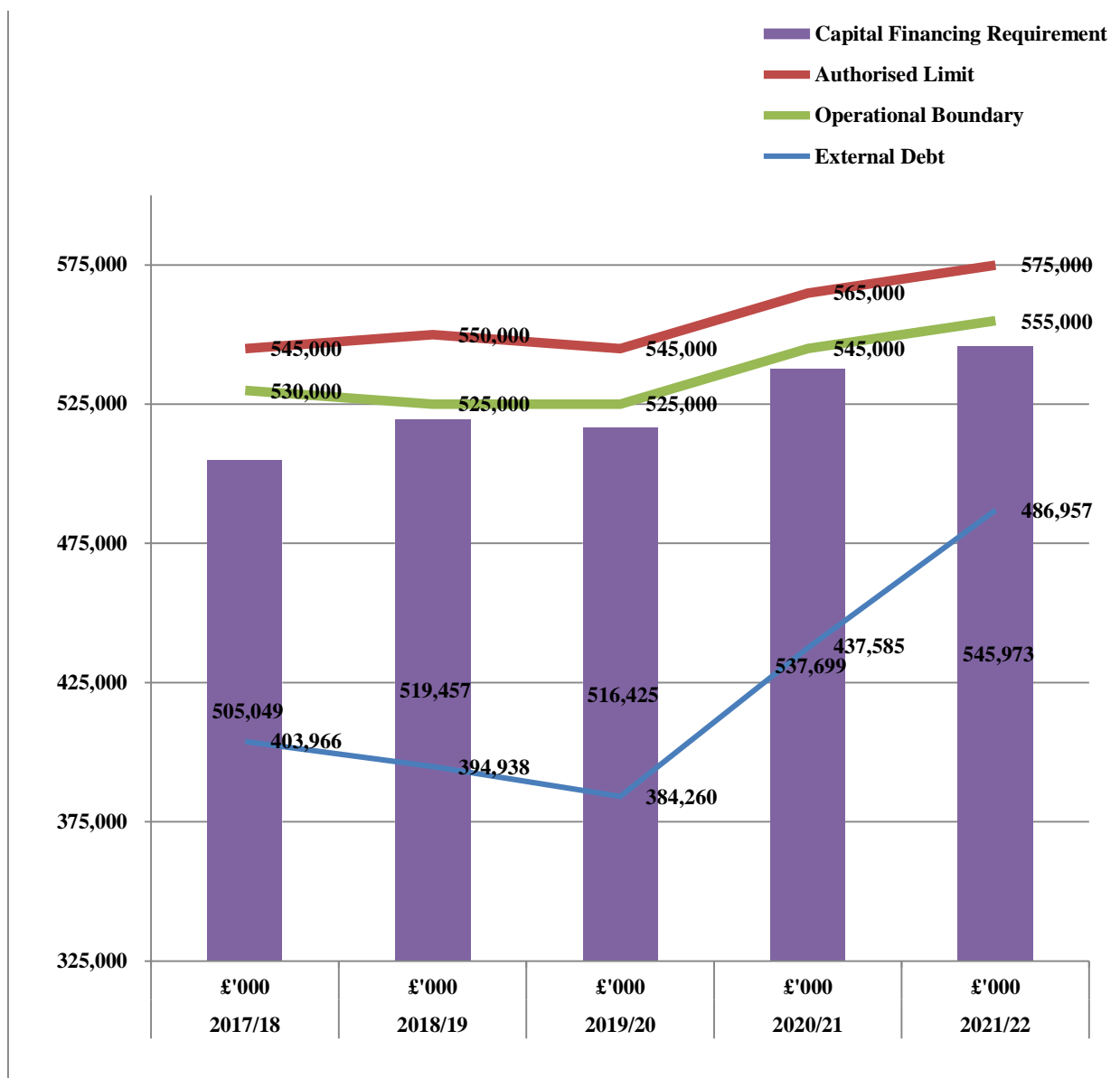
PWLB Certainty Rate Variations to 30.9.2018



2B) Comparison of borrowing parameters to actual external borrowing (Table)

Actual / Expected	2017/18 £'000	Revised 2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
Authorised Limit	545,000	550,000	545,000	565,000	575,000
Operational Boundary	530,000	525,000	525,000	545,000	555,000
Capital Financing Requirement	505,049	519,457	516,425	537,699	545,973
External Debt	403,966	394,938	384,260	437,585	486,957

2C) Comparison of borrowing parameters to actual external borrowing (Graph)



Appendix 3 Investment Counterparty Criteria

Amendment to Specified Investments: An additional Specified Investment category (as detailed in the table below) is to be added to the strategy to allow the Council to look at investments in GM Public Bodies other than GMCA for which approval already exists. This addition allows the Council to take advantage of the availability of investment from other Public Bodies. The current strategy highlights Local Authorities and specified organisations that satisfy the Treasury Management investment criteria, in accordance with the Treasury Management Strategy approved by full Council on 28 February 2018.

	LINK Colour Band and Long Term Rating where applicable	Maximum Duration	Maximum Principal Invested per Counterparty £
GM Public Bodies	Internal Due Diligence	5 Years	£30m

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Report to CABINET

Growth Deal 3 Major Scheme: Oldham Town Centre Regeneration and Connectivity

Portfolio Holder:

Councillor Arooj Shah, Cabinet Member for Neighbourhood Services

Officer Contact: Helen Lockwood, Deputy Chief Executive – People and Place

Report Author: Joanne Betts, Principal Officer, Transport and Highways Policy

Ext. 4346

19th November 2018

Reason for Decision

The purpose of this report is to:

- Update Cabinet on progress to date in relation to the development and future delivery of the Growth Deal 3 Major Scheme: Oldham Town Centre Regeneration and Connectivity, which is part of the Greater Manchester Transport Capital Programme.
- To advise Cabinet of the Governance process associated with Growth Deal Major Schemes and the implications this has for Oldham, particularly in terms of resources and funding.
- Seek delegated approval for a number of matters to ensure that delivery timescales can be met and grant take-up is maximised.

Executive Summary

Oldham Council has been awarded a £6 million Local Growth Deal 3 grant by the Greater Manchester Combined Authority for a major scheme 'Oldham Town Centre Regeneration and Connectivity'. The spend deadline for this funding is March 2021.

The scheme has so far been granted Programme Entry status in the Greater Manchester Transport Capital Programme. The Combined Authority's governance process requires us to prepare and submit Conditional and Final business cases to TfGM for approval before we can access the grant. Under the GMCA governance process, the scheme contingency will be held centrally by Transport for Greater Manchester (TfGM) in a single pot, rather than at individual scheme level.

Following submission of an outline programme to TfGM in June 2017, work is now underway to finalise the programme of works that will make up the scheme and to develop the Conditional Business case for submission to TfGM for approval. The programme is being designed to complement a final Town Centre Masterplan once agreed.

The report seeks various delegated approvals which are intended to ensure that the programme can be delivered within the March 2021 spend deadline and grant take-up is maximised. The options available for procuring the works are also set out in the report.

Recommendations (relevant paragraph number in the report is indicated in brackets after each recommendation)

To note:

- That the Greater Manchester bid to the third round of the Local Growth Fund in July 2016 included a £25 million bid for funding towards the Oldham Town Centre Regeneration and Connectivity scheme (1.1).
- That the Growth Deal 3 Major Scheme Oldham Town Centre Regeneration and Connectivity has been allocated £6 million and gained Programme Entry status in the Greater Manchester Transport Capital Programme on the basis of the Strategic Outline Business Case produced by Oldham Council for the June 2016 bid (1.3).
- That an outline programme for the £6 million was submitted to Transport for Greater Manchester in June 2017 (1.4).
- The GMCA governance process and guidance associated with Major Growth Deal funded schemes (2.1).
- That there are two main gateways to obtaining Full Approval following Programme Entry Status: Conditional Approval and Full Approval and that passing these gateways will be done through the submission of business cases (2.3).
- That TfGM has agreed that a hybrid governance process is more appropriate for this scheme which will involve obtaining Conditional Approval via GMCA for the overall programme under the Major Scheme governance process and subsequent Full Approval for sub-packages of work under the minor works governance process, which is delegated to the GM Transport Strategy Officer Group (2.6).
- That under the GMCA Governance Process, scheme promoters, including Oldham, are required to initially cash-flow their own scheme development and business case preparation costs. Subject to eligibility these will be recoverable on gaining Conditional Approval (3.1).

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- That under the GMCA Governance Process, the contingency allowance for Growth Deal 3 schemes will be held centrally by GMCA, not by the scheme promoter, and will be at programme level rather than at individual scheme level (3.2).
 - That Unity has been commissioned to progress scheme design, which is required to obtain Conditional Approval, and to ensure that delivery timescales align with the wider town centre regeneration programme. This involves spending Council resources which will be recovered from the £6 million Growth Deal 3 allocation on gaining Conditional Approval (4.3).
 - That some schemes in the proposed GD3 programme already have scheme design and delivery budgets available in Oldham's transport capital programme, for example King Street Bridge (M0127) and Retiro Street (within M0121), which are being used to develop those schemes to Conditional Approval status. Achieving Conditional Approval status will enable scheme design costs to be reclaimed, which will free up resources in the transport capital programme. Further resources associated with scheme delivery will also be freed up when Full Approval status has been achieved (4.3).
 - That delivery of some elements of the package has commenced, for example Middleton Road Bridge which is providing match-funding (4.5).

To agree:

- That authority is given to the S151 Officer and the Deputy Chief Executive People and Place to sign off the business case for submission to Transport for Greater Manchester (TfGM) for Conditional Approval of the overall programme (2.8).
- That authority is given to the S151 Officer and the Deputy Chief Executive People and Place to sign off the mini business cases or shift statements for submission to TfGM for Full Approval of sub-packages of work (2.8).
- That Authority is given to the S151 Officer and the Deputy Chief Executive People and Place to sign off any requests to draw down central contingency during scheme delivery (3.2).
- To ringfence any freed up resources to the transport capital programme for delivery of other transport priorities to be agreed by the Cabinet Member for Neighbourhoods in consultation with Capital Investment Programme Board (4.4).
- That authority is given to the relevant Cabinet Member to make any changes to the GD3 programme deemed necessary after Conditional Approval has been attained (ie between Conditional Approval and Final Approval, and potentially during the scheme delivery phase (4.10)).

Growth Deal 3 Major Scheme: Oldham Town Centre Regeneration and Connectivity**1 Background**

- 1.1 In July 2016, Greater Manchester (GM) submitted a bid to the third round of the Local Growth Fund (LGF3) which included a proposed transport spending programme. The programme included the Oldham Town Centre Regeneration and Connectivity Major Scheme, a £29 million package of works seeking an LGF grant of £25 million. The Oldham bid submission forms a Strategic Outline Business Case for the scheme.
- 1.2 GM was awarded £130.08 million in total through the national LGF3 allocation, of which £40.08 million was dedicated to the transport programme. GM was also allocated a further £7.3 million for local transport spending in 2017/18 through the Government's new National Productivity Investment Fund (NPIF). The two funding pots have been combined, making a total of £47.38 million available to support delivery of the LGF3 transport programme.
- 1.3 In March 2017, GMCA agreed a proposed spending programme for the £47.38 million in which £6 million was allocated to the Oldham Town Centre Regeneration and Connectivity Scheme. At this point the scheme was granted Programme Entry status in the GM Growth Deal Majors Capital Programme.
- 1.4 Following achievement of Programme Entry status, Oldham officers submitted an outline programme for the £6 million to TfGM in June 2017. The outline programme was developed in partnership with regeneration and highways teams and in consultation with the then Cabinet Member for Environmental Services and Capital Investment Programme Board. The outline programme reflected highway and regeneration priorities at that time as well as what was deliverable by March 2021, which is the spend deadline for the grant. The outline programme had no call on unidentified Council resources for match-funding purposes.
- 1.5 The scheme will support delivery of the Council's Corporate Plan objective to create an inclusive economy where people and enterprise thrive by investing in the town centre and supporting the delivery of key regeneration projects that are growing the business base, creating jobs and transforming opportunities.

2 GMCA Governance Process

- 2.1 As Growth Deal grant is devolved capital funding, an assurance and governance process must be in place that meets the Government's Single Pot Assurance Fund guidance. GMCA has agreed the governance process for Growth Deal funding.
- 2.2 The governance process is administered by TfGM on behalf of GMCA.
- 2.3 The governance process for major schemes, which are defined as schemes costing £5 million or more, requires us to pass through two main gateways following Programme Entry attained on the basis of a Strategic Outline Business Case. These gateways are:
 - Conditional Approval; and
 - Full Approval.

-
- 2.4 To obtain Conditional Approval, TfGM requires a detailed business case which reflects the five Department for Transport cases: the Strategic Case, the Economic Case, the Financial Case, the Commercial Case and the Management Case.
- 2.5 Further business case elements are required for Full Approval, which include:
- Confirmation that scheme costs and benefits remain valid following receipt of final /tendered scheme prices;
 - Planning permissions and consents;
 - Confirmation via a Shift Statement that all elements reviewed at Conditional Approval stage have not changed materially.
- 2.6 A more streamlined GM governance process is in place for minor schemes (ie schemes under £5 million each) and TfGM has agreed that the package nature of the Oldham scheme requires a more flexible approval process, which will apply elements of both major and minor scheme governance processes (ie a hybrid approval process). This is likely to take the form of a Conditional business case for the full programme, which will require GMCA approval, then mini business cases or shift statements for final approval of sub-packages of work. These mini business cases or shift statements will require GM Transport Strategy Group approval, which has been granted delegated powers to approve minor works business cases. (The Transport Strategy Group is a GM Officer Group on which all GM districts are represented).
- 2.7 A hybrid approval process is also beneficial as there is a cost associated with passing through each of the two major scheme gateways. We will only incur this cost once under the hybrid process and it will be charged to the scheme budget. The fee is for the independent scrutiny of the business case.
- 2.8 Approval is sought for authority to be given to the S151 Officer and the Deputy Chief Executive People and Place to sign off the business case for submission to Transport for Greater Manchester (TfGM) for Conditional Approval of the overall programme. Approval is also sought that authority is given to the S151 Officer and the Deputy Chief Executive People and Place to sign off the mini business case submissions or shift statements for submission to TfGM for Full Approval of sub-packages of work.
- 3 GMCA treatment of preparation costs and contingencies
- 3.1 In accordance with the agreed GMCA governance process, the grant is held centrally by GMCA and scheme promoters must initially cash flow their own scheme development and business case preparation costs. These can be claimed back on achieving Conditional Approval status.
- 3.2 The contingency element of major schemes will be held centrally by GMCA, not by the scheme promoter, and will be at programme level rather than within the individual projects. Any change requests to draw-down substantive resources from this contingency fund will need to be submitted in the first instance to TfGM (acting on behalf of GMCA) and then, following review / comment by the Transport Strategy Group, the TfGM Chief Executive will report to the AGMA Chief Executives' Investment Group seeking their agreement to approval of draw down from contingency. At the time of writing, the contingency allowance within the Oldham scheme is not yet finalised. It will be fixed at the point we gain Conditional Approval and will be identified as a separate item in the Oldham transport capital programme given that draw down is not guaranteed. It is recommended that authority be given to the S151 Officer and the Deputy Chief Executive People and Place to sign off any requests to draw down central contingency during scheme delivery.
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- 4 Current Position
- 4.1 Officers are currently preparing a business case with a view to gaining Conditional Approval for the full programme before the end of the 2018/19 financial year. This process requires significant staff resource and as such external support has been procured to work on the business case with costs being met from within the scheme budget.
- 4.2 At the time of writing, the intention is to seek Full Approval for the first package of works alongside Conditional Approval for the programme. The individual works packages are currently being determined. Obtaining Full Approval would enable us to recover costs associated with the delivery of the first sub-package of works once incurred.
- 4.3 Unity has been commissioned to progress scheme design which is required to obtain Conditional Approval and to ensure that delivery timescales align with the wider town centre regeneration programme. This involves spending Council resources which will be recovered from the £6 million Growth Deal 3 allocation on gaining Conditional Approval. However, some of the schemes in the proposed GD3 programme already have budgets available in the transport capital programme, for example King Street Bridge (M0127) and Retiro Street (within M0121), which is being used to develop the schemes to Conditional Approval status.
- 4.4 Achieving Conditional Approval status will bring resources back into the transport capital programme associated with scheme development and achieving Full Approval will release any existing scheme delivery budgets. It is recommended that as these resources are freed up they are ringfenced to the transport capital programme for delivery of other transport priorities to be agreed by the Cabinet Member for Neighbourhoods in consultation with Capital Investment Programme Board.
- 4.5 Unity has also been commissioned to deliver some elements of the programme in advance of achieving Conditional or Full Approval such as the Middleton Road Bridge scheme which is providing match-funding and for which funding has been secured elsewhere.
- 4.6 Officers are working closely with TfGM to develop the programme, produce the documentation required for Conditional Approval, including the business case, and to comply with all GM governance and reporting requirements.
- 4.7 In order to ensure there is a programme of works deliverable by March 2021 that fully utilises the grant available an options report is being prepared which will identify reserve schemes that can be brought into the programme if necessary.
- 4.8 The outline programme will be subject to change up to the point at which the Conditional Business case is signed off for submission to TfGM as the deliverability and priority of schemes changes to reflect the needs of the wider regeneration programme and as other funding and bidding opportunities arise. The King Street Bridge scheme, for example, will be removed from the GD3 programme as funding for this scheme has subsequently been secured from elsewhere (the scheme gained Programme Entry status in the Mayor's Cycling and Walking Challenge Fund on 27th July 2018). It is also anticipated that the Waterloo Street/Rhodes Bank junction improvement scheme will be transferred to the Growth Deal 2 minor works programme to maximise take-up of the Growth Deal 2 grant.
- 4.9 At the time of writing, the details of the changes outlined in paragraph 4.8 are being worked through but should leave circa £1 million of GD3 resource unallocated. Alternative schemes from the original bid will be identified during the Conditional Approval business case development process. As such, Cabinet is requested to approve a £6 million outline programme for inclusion in the transport capital programme at this stage and to grant
-

delegated authority to the S151 Officer and the Deputy Chief Executive People and Place, in consultation with the relevant Cabinet Member where changes are deemed to be significant, to approve the final programme for inclusion in the Conditional Business Case.

4.10 New funding opportunities may arise and changes may occur to the wider town centre regeneration programme due to factors outside the Council's control once Conditional Approval has been attained, either before Full Approval has been attained or during the delivery of the programme. In order to ensure a full programme is delivered and we maximise the grant available, it is recommended that authority be given to the relevant Cabinet Member to make any subsequent changes to the GD3 programme following Conditional Approval.

5 Scheme delivery

5.1 Unity Partnership is developing a delivery programme for Growth Deal 3 as part of the development of the Conditional Approval business case. The schemes will be procured through a combination of means primarily via the Councils Low Value Construction & Highways Services Framework (LVCHSF) and Oldham Council's Highway Operations teams as follows:

- Highways Operations: Oldham's internal Highways Operations team has the expertise and resources to deliver a large proportion of the Growth Deal 3 schemes. They will be used to deliver the programme when the schemes fall within their skill set.
- Mini Competition: Packaged schemes will be procured via the LVCHSF (Lot 13 Highways Carriageway Surfacing) & (Lot 15 Bridges & Structures and Drainage) via a mini competition exercise with the five suppliers on each Lot. Tenders packaged as individual schemes with values in line with Framework value thresholds over £50,000 and under £500,000 total will be sourced via this route. These tender awards are the ones proposed to be delegated to save time in programme delivery.
- Invitation to Tender: Schemes with combined values over £500,000 will be procured via an appropriate tender route.

6 Options/Alternatives

6.1 Option 1 – to proceed with developing and delivering the Growth Deal 3 Major Scheme Oldham Town Centre Regeneration and Connectivity by approving the recommendations. This will ensure that the project meets the GMCA governance requirements and secures the necessary GMCA approvals to enable us to develop and deliver the programme by March 2021 and maximise the take-up of the £6 million available.

6.2 Option 2 – not to approve the recommendations. This would lead to delays in the development and delivery of the programme which could result in the loss of grant funding and compromise our reputation at GM level as an authority that delivers, which could impact on our ability to secure grants through other GM bidding opportunities.

7 Preferred Option

7.1 Option 1 is the preferred option.

8 Consultation

8.1 Relevant Cabinet Members, Capital Investment Programme Board, internal teams including Regeneration, the Unity Partnership and Transport for Greater Manchester are all involved and helping to inform the development of the scheme. The business case

being produced for Conditional Approval will include a communications and stakeholder management plan.

9 Financial Implications

9.1 Capital Implications

9.1.1 This report is seeking approval for a number of recommendations in support of the process for the development, delivery, management and governance of the Growth Deal 3 Major Scheme - Oldham Town Centre Regeneration and Connectivity, as outlined in the Executive Summary.

9.1.2 The Oldham Town Centre Regeneration and Connectivity scheme currently has Programme Entry status within the Growth Deal 3 programme. Officers are working on a business case to obtain conditional approval for the programme before the end of the 2018/19 financial year. TfGM have advised that the Council will be able to submit claims for scheme development costs once we have obtained conditional approval.

9.1.3 The original Growth Deal 3 bid was for schemes totaling £28.818m comprising £24.950m of Growth Deal 3 funding and Council match funding of £3.868m against total scheme costs of £28.9m. However, the prioritised programme currently being progressed is for schemes totaling £10.023m comprising £6.000m of Growth Deal 3 funding and £4.023m of Council match funding.

9.1.4 The £6m Growth Deal 3 monies are currently included in the Transport Capital Programme, along with the Council match funding and the current budget profile of the Town Centre Regeneration and Connectivity Scheme Growth Deal funding is shown in the table below: -

Year	Growth Deal 3 Budget (£000)	Match Funded Budget (£000)	Total Budget (£000)
2017/18	96	244	340
2018/19	1,404	2,247	3,651
2019/20	3,000	1,502	4,502
2020/21	1,500	30	1,530
Total	6,000	4,023	10,023

9.1.5 The above figures include a proportion relating to contingency monies to be held centrally by GMCA as detailed in paragraph 3.2. An indicative amount of £595k was included originally within the £6m as contingency.

9.1.6 It should be noted that there is currently an amount of uncertainty around the exact mix of projects that will make up the Oldham Town Centre Regeneration and Connectivity scheme. Officers are currently reviewing which schemes will be included in the Conditional Business case, for both Growth Deal and match funding and the programme will be subject to change until this point. This is to reflect deliverability and priority of schemes, and to take account of other funding and bidding as opportunities arise, as per para 4.8. All of the schemes that will form part of the Conditional Business case will need to be eligible for Growth Deal 3 funding; align with the Council's regeneration objectives for the Town Centre and be capable of being completed before March 2021 funding deadline.

9.1.7 TfGM guidance advises that the matched funding contribution commitments need to be maintained at levels relative to that provided within the original bid submission. On the

revised funding of £6m this would equate to approximately £0.920k, and the level of match funding in the Conditional Business Case should not fall below this level.

9.1.8 Should any of the schemes not be completed by March 2021, there is a risk that the Growth Deal 3 monies may not be available to fund the schemes and alternative financing would need to be identified from within the capital programme. Work is currently being undertaken on some of the projects currently expected to be funded by Growth Deal 3 resources. Should any of these projects not feature in the Conditional Business case then alternative financing would need to be identified from within the Councils transport capital programme.

9.2 Revenue Implications

9.2.1 It is envisaged that the Council will have submitted a Conditional Business case for approval by the end of 2018. Costs are currently being incurred on scheme development and business case preparation. These costs can only be capitalised if the scheme progresses. If any of these schemes do not progress, there may be abortive costs that will need to be charged to the revenue budget. (Cath Conlon/James Postle)

10 Legal Services Comments

10.1 None (A Evans)

11 Co-operative Agenda

11.1 The scheme supports the Council's vision to deliver a co-operative future where everyone does their bit to create a confident and ambitious borough. It will help to deliver the strategic objective to create an inclusive economy where people and enterprise thrive by investing in the town centre and supporting the delivery of key regeneration projects that are growing the business base, creating jobs and transforming opportunities.

12 Human Resources Comments

12.1 Not requested.

13 Risk Assessments

13.1 None received.

14 IT Implications

14.1 None.

15 Property Implications

15.1 N/a.

16 Procurement Implications

16.1 The current LVCHSF expires 30th April 2019 and it is proposed that a new multi lot framework will be in place effective 1st May 2019. The sourcing of the required activities will be in accordance with Council's Procurement Rules. (J Thind)

17 Environmental and Health & Safety Implications

Environmental

- 17.1 Environment: The proposals in the Growth Deal 3 programme will support the ambition for Oldham Town Centre to be an exemplar sustainable and low carbon town centre with a number of pedestrian and cycle improvements. (A Hunt)

Health and Safety

- 17.2 During the commissioning/procurement of any contracts, it's important to consider the health and safety roles and responsibilities of all parties. When selecting any contractor or delivery partner, the project manager must ensure that relevant health and safety checks have been made. Key considerations in the selection process should include the historical health and safety record, suitable and effective management systems and competence to both manage and deliver a safe and healthy contract. (Laura Smith)

18 Equality, community cohesion and crime implications

- 18.1 The proposals in the Growth Deal 3 programme will support the regeneration of Oldham Town Centre, creating a more attractive and connected town centre environment that people will want to visit and spend time in. It will help Oldham Town Centre become destination for all members of the community and attract more visitors from outside.

19 Equality Impact Assessment Completed?

- 19.1 An EIA has not been undertaken on this project as it is not expected to have a negative impact on any of the protected groups. It is expected to have a positive impact on some protected groups as it will be designed in accordance with the relevant guidance in the Design Manual for Roads and Bridges and in compliance with all DDA standards which will mean improved accessibility and safety for non-motorised road users including those with a sensory disability, those in wheelchairs and those with prams and pushchairs.

20 Key Decision

- 20.1 Yes

21 Key Decision Reference

- 21.1 NEI-04-18

22 Background Papers

- 22.1 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:

Records held in the Economy, Skills and Neighbourhoods Directorate, Room 310
Civic Centre
Oldham
OL1 1UG*
Officer Name: Joanne Betts
Contact No: 0161 770 4346



Report to CABINET

Broadway Green Phase 2, Chadderton,

Portfolio Holder:

Cllr Sean Fielding (Leader) – Cabinet Member for Economy and Enterprise.

Officer Contact: Helen Lockwood, Deputy Chief Executive – People and Place.

Report Author: Liz Garsrud, Principal Surveyor, Strategic Property Partnerships. **Ext.** 4284

19th November 2018

Reason for Decision

The purpose of the report is to update the Council on the progress made with regard to Phase 1 of the Broadway Green development and to seek approval to vary the Joint Venture legal agreements in accordance with the grant funding conditions from Homes England for Phase 2 of the Broadway Green Development.

Recommendations

Cabinet is asked to note the contents of the report only, with a further report which contains financial information to be considered in the restricted part of this agenda.

Broadway Green Phase 2, Chadderton.

1 Background

- 1.1 The Broadway Green development (previously known as the Foxdenton scheme) is being promoted by a joint venture partnership between Oldham Council, Grasscroft Property and Seddon Construction. The creation of the joint venture partnership and the terms of the partnership were approved by Cabinet on 16th December 2013.
- 1.2 The site has detailed planning consent for a new link road and for the first phase of 97 family homes. It also has outline consent for up to 700,000 sq.ft of employment space, a further 373 new homes and a new linear park (see masterplan at Appendix 2).

2 Current Position

- 2.1 The Broadway Green development started on site in June 2017. The extent of the works completed so far include the first phase of the new link road, the creation of a development plateau for the first residential phase and highway improvements to the Eaves Lane/Broadway/Foxdenton Lane junction.
- 2.2 The phase 1 works have now been substantially completed. This means that the first third of the link road from Foxdenton Lane is constructed, Redrow Homes are now on site building the first residential phase of the development and in addition to this, the highway works at the Eaves Lane junction have now been completed.
- 2.8 In January 2018 the council was notified that they had been successful in their bid for £4.9m of Marginal Viability Funding, for Broadway Green Phase 2, on the basis that it would deliver approximately 373 new homes.

3 Options/Alternatives

- 3.1 The options available to the council can be summarized as follows:-

Option 1

- 3.2 The council to approve the variation of the joint venture legal agreements.

Advantages

- 3.3 This would enable the works to continue on site.

Option 2

- 3.11 The council not to approve the variation of the joint venture legal agreements.

Disadvantages/Risks

- 3.13 There would be no grant funding from Homes England.

4 Preferred Option

- 4.1 The preferred option is Option 1 above and for the council to approve the variation of the joint venture legal agreements.

-
- 6 Financial Implications
 - 6.1 These are outlined in the report in the restricted part of this agenda.
 - 7 Legal Services Comments
 - 7.1 These are outlined in the report in the restricted part of this agenda.
 - 8. Co-operative Agenda
 - 8.1 The Council is working co-operatively with its' joint venture partner to bring forward comprehensive development at Broadway Green. This will create a significant number of new homes and jobs, improve the local highway network, stimulate the local economy and improve the local environment.
 - 10 Risk Assessments
 - 10.1 These are outlined in the report in the restricted part of this agenda.
 - 11 IT Implications
 - 11.1 None.
 - 12 Property Implications
 - 12.1 Property implications are dealt with in the body of the report.
 - 13 Procurement Implications
 - 13.1 None.
 - 14 Environmental and Health & Safety Implications
 - 14.1 None.
 - 15 Equality, community cohesion and crime implications
 - 15.1 None.
 - 16 Equality Impact Assessment Completed?
 - 16.1 No.
 - 17 Key Decision
 - 17.1 Yes
 - 18 Key Decision Reference
 - 18.1 ECEN -17-18
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Report to CABINET

Acquisition of third party interest in Oldham Property LLP – Acquisition of former Sainsbury's, Bloom Street, Oldham Town Centre [Coldhurst]

Portfolio Holder:

Cllr Sean Fielding, Leader and Cabinet Member for Economy and Enterprise

Officer Contact:

Helen Lockwood, Deputy Chief Executive – People and Place

Report Author: Roger Frith, Director of Economy
Ext. 4120

19 November 2018

Reason for Decision

The purpose of the report is to outline details of the proposal for the Council to enter into a land swap which would see the Authority acquire the third party interests held by The Brookhouse Group ('Brookhouse') in the assets owned by Oldham Property LLP ('OPLLP'). A number of surplus, Council owned assets – which are thought to have an equivalent value – would be used in exchange.

The report also provides details of the proposal for the Council to enter into an agreement with the Department of Education ('DfE') to lease the assets previously held by OPLPP for the purposes of a new secondary school.

Recommendations

Cabinet are asked to note the proposals at this stage only, with a further report – which provides full details including the financial implications to the Council – to be considered in the restricted part of this agenda.

Acquisition of third party interest in Oldham Property LLP – Acquisition of former Sainsbury's, Bloom Street, Oldham Town Centre [Coldhurst]**1 Background**

- 1.1 Oldham Property LLP ('OPLLP') is a 50/50 joint venture company involving both the Council and The Brookhouse Group ('Brookhouse'). -The company was formed in February 2013 and originally setup to acquire the former Sainsburys store. Following acquisition, OPLLP entered into a car parking agreement with Euro Car Parks who operated the previous foodstore car park as a pay and display opportunity, generating an income for the company.
- 1.2 In July 2013, OPLLP also acquired a vacant property at 11 Slater Street (as shown edged blue on the attached plan) prior to demolishing the building in the following months. This area has been left vacant and fenced following its clearance.
- 1.3 In addition to the above mentioned purchases, in anticipation of providing a comprehensive redevelopment of the area, OPLLP have exchanged contracts to purchase the Council owned, former Trans-Web property (edged yellow) and a landscaped area fronting Manchester Street (edged brown). Whilst contracts for the former Trans-Web site were exchanged in September 2017 – with the Council legally bound to transfer the site to OPLLP for an independently verified sum – it has not been possible for either the Council nor OPLLP to complete the agreement due to an ongoing delay in receiving final sign off from Homes England who, originally (through their predecessors, the North West Development Agency) provided the Council with grant funding to complete the initial purchase of the Trans-Web site.
- 1.4 In November 2017, OPLPP secured planning permission (PA/339744/17) for the comprehensive redevelopment of the area, with authority granted for a new;
- A1 retail unit providing up to 90,000sq.ft of floorspace;
 - A detached pod unit to provide A1 retail, A3 restaurant or A5 takeaway uses providing up to 2,000sq.ft of floorspace;
 - A twelve-level multi-storey car park providing up to 376 parking spaces and associated ground parking (up to 196 spaces).
- 1.5 Following on from the grant of planning permission, in recent months, OPLLP have completed the demolition of the former Sainsburys store – which has allowed the amount of pay and display car parking to be extended.

2 Current Position

- 2.1 In recent months, a local education provider has been working with officers from the Council in order to explore options for the possible development of a new, centrally located secondary free school.
- 2.2 Council officers have identified a number of sites and offered three potential sites to the education provider, which includes Bloom Street.
- 2.3 The land in and around Bloom Street provides the opportunity to provide a development within an existing, centrally located education quarter that benefits from excellent public transport links. Following the acquisition of any interests held by Brookhouse, the Council would own an area of land measuring 4.64 acres with the further potential to increase this area through road closures.

-
- 2.4 In addition to the main Bloom Street site, this opportunity would also be able to utilise the facilities at West End Street (Asset 3135) which provide an additional 2.56 acres of currently underutilised sports and changing facilities which lie less than 400 metres away. In view of this, in recent months, officers have sought to engage with its partner in OPLPP – Brookhouse – with a view to acquiring their third party interest in the properties held by the company.
- 3 Options/Alternatives
- 3.1 There are a number of options available to the Council and these can be summarised as follows;
- Do Nothing
 - Seek to acquire the Bloom Street site based on Market Value only
 - Make a cash payment based on the Brookhouse valuation
 - Dispose of a number of existing Council assets as a cash equivalent to the Brookhouse valuation
- 4 Preferred Option
- 4.1 Given the desire to acquire a contractual right for the Council to assemble Bloom Street if required, it would be preferable for the Council to proceed to acquire the interest held by Brookhouse utilising a number of Council assets in exchange.
- 5 Consultation
- 5.1 None.
- 6 Financial Implications
- 6.1 These are fully detailed in the report to be considered in the report in the restricted part of this agenda.
- 7 Legal Services Comments
- 7.1 These are fully detailed in the report to be considered in the report in the restricted part of this agenda.
8. Co-operative Agenda
- 8.1 The Council are seeking to work co-operatively with a local education provider to deliver a new secondary school which, will aim to be multi faith and deliver the same high standards as their other education establishments. The school will help to satisfy increasing demand for secondary school places within the Borough.
- 9 Education and Early Years Comments
- 9.1 These are fully detailed in the report to be considered in the report in the restricted part of this agenda.
- 10 Property Implications
- 10.1 These are fully detailed in the report to be considered in the report in the restricted part of this agenda.

-
- 11 Procurement Implications
 - 11.1 The Council is not purchasing a product or service, with the report relating to a land and property transaction only.
 - 12 Environmental and Health & Safety Implications
 - 12.1 None.
 - 13 Equality, community cohesion and crime implications
 - 13.1 If implemented, the proposals would seek to develop a multi faith secondary school within the heart of the Borough.
 - 14 Equality Impact Assessment Completed?
 - 14.1 No.
 - 15 Key Decision
 - 15.1 Yes
 - 16 Key Decision Reference
 - 16.1 ECEN-14-18
 - 17 Background Papers
 - 17.1 None.
 - 18 Appendices
 - 18.1 None



Report to CABINET

Eastern Gateway at Oldham Mumps

Portfolio Holder: Cllr Sean Fielding, Cabinet Member for Economy and Enterprise (Leader)

Officer Contact: Roger Frith, Interim Director of Economy

Report Author: Julie Burke, Team Leader, Ext. 4290

19th November 2018

Reason for Decision

To seek Cabinet approval for the delivery strategy for the Eastern Gateway development, site A at Mumps.

Executive Summary

The Mumps Area/Eastern Gateway is a key area of opportunity and a catalyst for the regeneration of the Town Centre and the wider area. Development of the TfGM Park and Ride site at Mumps/ Prince Street is the first phase of a wider Masterplan, prepared by BDP in 2014, which set out a vision for a new Town Centre residential neighbourhood and a major new retail development to bolster Oldham's Town Centre retail offer.

In order to release the retail site for development, a replacement TfGM Park & Ride facility was required and Growth Fund 2 monies was allocated towards the cost. The replacement car park was completed in January 2017, with the land swap completing mid-March 2017.

An outline proposal has been approved in principle by several interested parties who have now provided offers for the site. The offers have been appraised by officers and external consultants. Whilst any agreement would be subject to a number of conditions precedent, the Council is now in a position to decide on the delivery strategy for the Eastern Gateway, site A.

Recommendations

That Cabinet:

1. Approves the delivery strategy for The Eastern Gateway, site A.

-
2. Notes the current proposals in the delivery strategy for the remaining sites, approval of which will be sought subsequent to this report:
 3. Authorises further recommendations as outlined in the report in the restricted part of this agenda.

Eastern Gateway Developments at Oldham Mumps

1.0 Background

The Oldham Prospectus and Investment Framework (2013) identifies the Mumps Area/ Eastern Gateway as a key area of opportunity and catalyst for the regeneration of the Town Centre. In December 2012 the Council and Transport for Greater Manchester (TfGM), who have significant land interests in the area, signed a Memorandum of Understanding to agree to work together to identify and develop investment opportunities in the area.

Key to the regeneration of the wider area is the development of the TfGM Park and Ride site at Mumps/Prince Street and the adjoining land and buildings on Rhodes Bank. The development of these sites is seen as the key to the future redevelopment of the Prince St, Yorkshire St and Eastern Gateway area in the new tram era.

Site A is the first element of the Eastern Gateway Masterplan to be brought forward. The masterplan sets out a vision for a new Town Centre residential neighbourhood of new homes, together with new retail development to bolster Oldham's Town Centre retail offer, and build upon the wider improvements within the Town Centre, such as the transformation of the Old Town Hall.

2.0 Current Position

2.1 Mumps Metrolink Park and Ride

The replacement TfGM Park & Ride was completed in January 2017, with the land swap completing mid-March 2017.

2.2 Site A: Retail and Hotel

Following the decision by M&S in 2016 not to progress with a department store in Oldham, officers have been considering the feasibility for a revised scheme comprising retail and hotel uses. This scheme has been approved in principle by the remaining interested parties who have now provided offers for the site. The offers have been appraised by officers and external consultants and any agreement would be subject to a number of conditions precedent.

The revised scheme avoids BT fibre optic cables and the need to divert the deep sewer beneath the site which had contributed to significant time and financial costs in the original scheme.

2.3 Site B – Office and Retail/Business

Due to the geometry of site B, it lends itself to retail/ business use at ground floor with office space above. Officers will consider further options for the delivery of development on site B, and will seek further approvals regarding the delivery strategy.

2.4 Site C – Car Park

Once redeveloped for the retail and hotel scheme, the existing pay & display car park on site A will no longer exist. This in turn will leave a deficit in available public car parking in the Mumps area. Whilst the TfGM Park and Ride facility and the new car park for site A will be available, this will only be for use by their respective customers/ users. Car parking for

use by businesses in the area, or visitors to those businesses must seek alternative options in the town; the distance of travel to which could potentially have an impact on the decision of new businesses to invest in the Mumps area. The need to provide parking for local use is therefore still considered to be significant. Officers will obtain professional fees and construction costs for the delivery of a car park on site C prior to obtaining further approval for its delivery.

2.5 Site C – Residential

Officers will consider further options for the delivery of residential use on the remainder of site C and will seek further approvals regarding the delivery strategy.

2.6 Site D – Residential

The original scheme had proposed the conversion and extension to the building for residential use and there is no cause to alter this proposal. However, once an announcement regarding the development of site A has been made, Officers will undertake a new marketing campaign for the site as this is likely to be more successful once the market can see significant investment by the private sector in the area.

2.7 Site E (Southlink) – Residential

Officers will consider further options for the delivery of residential use on site E and will seek further approvals regarding the delivery strategy.

2.8 Planning Strategy

The previous retail scheme was approved by the planning committee in April 2016, but due to the material change for the revised scheme on Site A, a full planning application would need to be submitted. The proposals for the remaining sites may not be fully consistent with the approved plans therefore will likely require new applications.

3.0 Options

3.1 Option 1: Sell Site A

The Council to sell site A.

Option 2: Do Not Sell Site A

The Council does not sell site A.

3.2 Preferred Option

Option 1: Sell the site

Option 1: The Council to sell site A.

4.0 Consultation

Consultation has been held with external professional advisors.

5.0 Financial Implications

Financial implications are covered in the report in the restricted part of this agenda.

6.0 Legal Services Comments

Legal implications are covered in the report in the restricted part of this agenda.

7.0 Co-operative Agenda

This report is intended to build upon Oldham's Council's Corporate Plan "Delivering a Cooperative Oldham" (updated 2013) and in particular one of its key objectives – 'A productive place to invest where business and enterprise thrive'.

There are 4 key work programmes within the Corporate Plan that will help achieve this objective;

- Invest in Oldham
- Get Oldham working
- Destination Oldham
- Campaigning Oldham

The recommendations contained within this report are intended to make a significant contribution to the Corporate Plan and the key work programmes listed above.

8.0 Human Resources Comments

Not applicable.

9.0 Risk Assessments

As set out in the report in the restricted part of this agenda.

10.0 IT Implications

None envisaged.

11.0 Property Implications

Property implications are covered in the report in the restricted part of this agenda.

12.0 Procurement Implications

Procurement implications are covered in the report in the restricted part of this agenda.

13.0 Environmental and Health & Safety Implications

Environmental implications are covered in the report in the restricted part of this agenda.

14.0 Equality, community cohesion and crime implications

None.

15.0 Equality Impact Assessment Completed?

No.

16.0 Key Decision

Yes.

17.0 Key Decision Reference

ECEN-15-18

18.0 Background Papers

None.

19.0 Appendices

Appendices as attached to the report in the restricted part of this agenda.

Report to CABINET



Cultural Quarter Update

Portfolio Holder:

Cllr Sean Fielding, Leader of the Council and Cabinet Member for Economy and Enterprise

Officer Contact: Helen Lockwood, Deputy Chief Executive – People and Place

Report Author: Nigel Fraser
Ext. 5625

19th November 2018

Summary

Following a branding exercise in late 2017/early 2018, the name of what was then known as Oldham Heritage and Arts Centre (OHAC) changed. OHAC became “OMA” – i.e. Oldham Museum and Arts/Archive. For the purposes of this report the abbreviations OMA will be used.

Reason for Decision

- Update Cabinet on the development of the project to date
- To approve progress of OMA into the next phase of contractor procurement
- To approve the development of feasibility options to consider delivery solutions for high quality sustainable performance space in the town centre

A further report which outlines the full details of the project – will be considered in the restricted part of this agenda and seeks approval for additional recommendations.

Recommendations

That Cabinet approves the recommendations as the preferred delivery strategy for the next phase for the Cultural Quarter capital programme as set out in Part B of the report.

Cultural Quarter update

1 Background

- 1.1 The cultural offer for Oldham will provide the widest possible participation and promote excellence in theatre, heritage and the arts. It will foster civic pride, act as a catalyst for economic growth and well-being and promote Oldham as a destination of choice for investors and cultural attenders.
- 1.2 The Council first published its plans for a Cultural Quarter in 1996. Following the completion of Phases 1 and 2 (Gallery Oldham and the Lifelong Learning Centre) in 2002 and 2006 respectively a feasibility study was undertaken to consider relocation of the museum, archives, local studies and stores to the vacant former Library and Art Gallery building on Union Street. In parallel the Coliseum Theatre Trust were exploring options.
- 1.3 The study concluded that substantial investment was required to improve the existing provisions and that significant opportunities existed for greater partnership working between Oldham Coliseum and the Arts and Heritage Service creating a more integrated approach to Oldham's Cultural Offer.
- 1.4 The options were appraised against the Council's Strategic Objectives and the development objectives of the Heritage Service and Oldham Coliseum.
- 1.5 The report concluded that:

A vibrant cultural complex will provide the widest possible cultural participation and promote excellence in theatre, heritage and the arts. It will foster civic pride, act as a catalyst for economic growth and well-being and promote Oldham as a destination of choice for investors and cultural attenders.

2 Current Position

- 2.1 The Outline Business Case (OBC) for OMA and OCT was first agreed in April 2013, and then subsequently revised and agreed by Cabinet in April 2017.
- 2.2 In August 2016, Gilbert Ash was awarded a pre-construction contract as part of a two stage procurement process for the construction of OCT and the refurbishment of OMA. This pre-construction activity has now been concluded.
- 2.3 The project architect Mecanoo, commissioned in 2014, closed its Manchester office at the end of 2017 and Ellis Williams Architects have now been engaged as a replacement.
- 2.4 OMA Design

Following from the completion of an extensive array of surveys and an internal strip-out of the building by GA, as part of a Pre-contract Services Agreement, the OMA designs have been further refined by the Councils Architect Ellis Williams (EWA).

The building has been secured and is now ready for the next phase of the project. Further development of the design and construction detailing is aimed at de-risking the project to assist in a preferred procurement option/route.

2.5 OMA project funding

In May 2016 the Council successfully secured £3,379,000 from the Heritage Lottery Fund (HLF) towards the costs of OMA. This was also been supplemented by a commitment from a private contributor in the sum of £3,934,809 (previously £4,034,809).

2.6 Off site storage

As reported at Cabinet in April 2017, an integral element of the OMA phase is to provide off-site storage and archiving facilities, to accommodate those archives and collections which cannot be accommodated within the refurbished and remodeled former library building and adjacent Gallery Oldham building. To facilitate this, a brief was produced on behalf of the Arts and Heritage Service setting out the key building and locational requirements. In order to identify the most appropriate site for this facility, the Council requested Unity Partnership to undertake an assessment of current Council assets capable of providing adequate floor area to accommodate an off-site storage solution as set out in the Brief. Key requisites are that the facility needs to be between 1500-2000sqm, have an allowance for shelving up to 6m in height, and be accessible to the public, being within 5 miles/20 minutes' drive of the Gallery Oldham. The location approved by Cabinet was Prince of Wales Units A & B.

Since this decision, officers have commissioned Kier to undertake a detailed feasibility study of these units.

2.7 OCT

Officers have continued to engage with the ACE and at a meeting in September 2018, whilst restated their commitment to the cultural vision of the Council, ACE:

- Recognised the increase cost of the project and value for money
- Acknowledged the need to revisit proposals and recognise a new vision for the long term sustainability of theatre production

2.7 In Autumn 2018, ACE and the Coliseum Theatre formally recognised a new vision for theatre production and performance in Oldham. Whilst working closely with the Council a vision statement has been developed that seeks to provide a foundation for a renewed approach.

The vision statement reads:

Building on the success of the Coliseum, we will ensure a vibrant programme of the highest artistic quality is produced and presented across theatre, live performance and digital entertainment and build upon recent work to become a hub for supporting new, emerging and established artists, introducing their work to new and

existing audiences. We remain unfailing in our commitment to supporting community cohesion and regeneration, and will deliver a wide range of trailblazing participatory opportunities, reaffirming our commitment to community engagement and growing participation. Working in partnership with Oldham Heritage and Arts Centre and Gallery Oldham, we will ensure delivery of a relevant and cohesive arts programme across the borough.

ACE have confirmed their continued support for a Town Centre arts and cultural performance offer.

Therefore, in order to progress the realisation of the cultural vision for the theatre, a feasibility exercise should be implemented with a focus on cultural and performance solutions that are sustainable and compliment current regional and national theatre ambitions. ACE are currently consulting on their new 10 year strategy which has a strong focus on diversity, collaboration and sustainability. Thus there is an opportunity now to align the theatre project and the cultural offer for Oldham closely to a strategic body for the arts and major funder.

HLF have affirmed their commitment to OMA and the project is recognised in creating a catalyst for growth and regeneration. The venue will bring new life to an important heritage building and help create a vibrant cultural complex – sitting alongside existing destinations, Gallery Oldham and Oldham Library and Lifelong Learning Centre.

3 Options/Alternatives

3.1 As set out in the report in the restricted part of this agenda.

4 Preferred Option

4.1 As set out in the report in the restricted part of this agenda.

5 Consultation

5.1 Throughout the design phase external stakeholders such as access groups and user groups have been consulted. Extensive consultation has also taken place as part of the successful development of the funding applications for both Heritage Lottery Fund and Arts Council England. In addition to this, detailed consultation has been undertaken through the planning approval process with both statutory and non-statutory bodies.

5.2 Furthermore, regular updates have been, and continue to be provided in accordance with the Cultural Quarter Governance arrangements, through the Cultural Quarter Programme Board, Project Boards, and the Cultural Quarter Steering Group.

The following Council departments have also been consulted:

- Legal
- Finance

-
- Procurement
 - Heritage, Libraries and Arts
 - Property
 - Corporate Governance

6 **Financial Implications**

6.1 Financial implications are covered in the report in the restricted part of this agenda.

7 **Legal Services Comments**

7.1 Legal implications are covered in the report in the restricted part of this agenda.

8 **Human Resources Comments**

8.1 As set out in the report in the restricted part of this agenda.

9 **Risk Assessments**

9.1 As set out in the report in the restricted part of this agenda.

10 **IT Implications**

10.1 As set out in the report in the restricted part of this agenda.

11 **Property Implications**

11.1 As set out in the report in the restricted part of this agenda.

12 **Procurement Implications**

12.1 As set out in the report in the restricted part of this agenda.

13 **Environmental and Health & Safety Implications**

13.1 As set out in the report in the restricted part of this agenda.

14 **Equality, community cohesion and crime implications**

14.1 At the heart of the projects is the desire to enhance to community cohesion and promote equality. Facilities will have an ongoing programme of events that reflects the rich social and cultural mix of Oldham. These inclusive programmes will be held in safe and secure buildings that will have security measures that will include unobtrusive CCTV cameras.

15 **Equality Impact Assessment Completed?**

15.1 As set out in the report in the restricted part of this agenda.

16 **Key Decision**

16.1 Yes

17 **Background Papers**

17.1 As set out in the report in the restricted part of this agenda.

18 **Appendices**

18.1 As set out in the report in the restricted part of this agenda.

Report to Cabinet

Council Performance Report September 2018

Portfolio Holder:

Councillor Sean Fielding, Leader of the Council

Officer Contact: Dami Awobajo, Head of Business Intelligence

Report Author: Dami Awobajo, Head of Business Intelligence
Ext. 1559

Date: 19 November 2018

Reason for Decision

The purpose of this report is to allow:

- The review of Council Performance for September 2018
- The scrutiny of areas of underperformance as appropriate

Recommendations

- To note areas of good performance
- Agree improvement plans for any areas of under performance.

Oldham Profile in Numbers

POPULATION

Total Population (Mid 2016) **232,724** 

Male 49.3% 50.7% Female

Aged 0-15 25.3% Aged 16-64 58.9% Aged 65+ 15.8%

White 79.5% Pakistani 9.1% Bangladeshi 6.6% Other 4.9%

Census 2011/ONS MY Estimate 2016



INCOME & BENEFITS

Median Household Income **£24,652**

58.2% Employment Rate
11.7% Out of Work Benefits
2.9% Unemployment
7.5% ESA Benefits

CACI 2017/Census2011/DWP 2017



HOUSING

65.3% Owner Occupied

12.1% in Fuel Poverty
21.1% Social Rented
12.2% Private Rented
25.1% Claiming Council Tax Benefits/Housing Benefits

Census 2011/Dept for Business 2015/Council Tax 2017



HOUSEHOLD INFO

Number of Households **94,946**

30.3% Single Person Households
13.1% Lone Parent Households
7.5% Overcrowded Households
60.7% with No Children

OMBC Council Tax 2017/Census 2011



98% with at least 1 qualification at KS4

63.7% School-Ready Children with standard pass in GCSE English and Maths

96.4% young people aged 16 to 18 are in EET
92% staying in education or entering employment
29.6% Adults with No Qualifications

Positive Steps 2017/Census 2011/OMBC BIS 2017

HEALTH

16.3% Long Term Health Problems/Disabilities 

77.2 yrs Male Life Expectancy
80.9 yrs Female Life Expectancy
23.7% Currently Smoke

Obese Children

Reception: 10.2% Year 6: 21.4%

Census 2011/Public Health England 2016/Acorn 2015

CRIME

Crimes Recorded **816.8** (per 10,000 of the Population) 

163.2 Theft Rate
62.0 Burglary (Dwellings) Rate
122.5 Criminal Damage Rate
81.2 Serious Violent Crime (ABH) Rate

GMP 2016

COMMUNITY

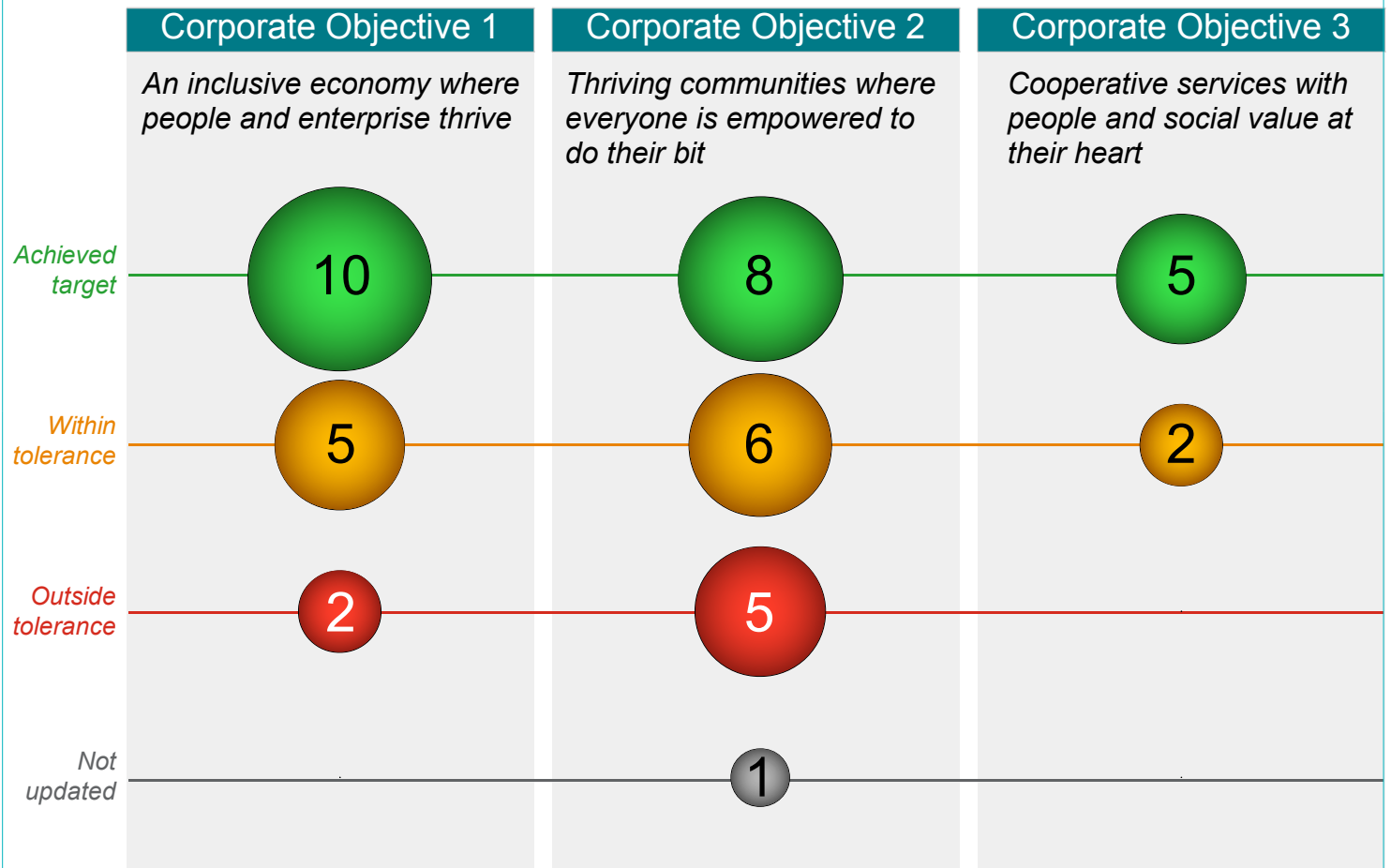
Satisfied with Local Area **71%** 

38% Volunteered in Last 12 Months
36% Local Election Turnout
26% Feel Involved in Community

YYC 2013 / OMBC Election team 2016

Performance Measures by Objective

Details in Appendices I and II



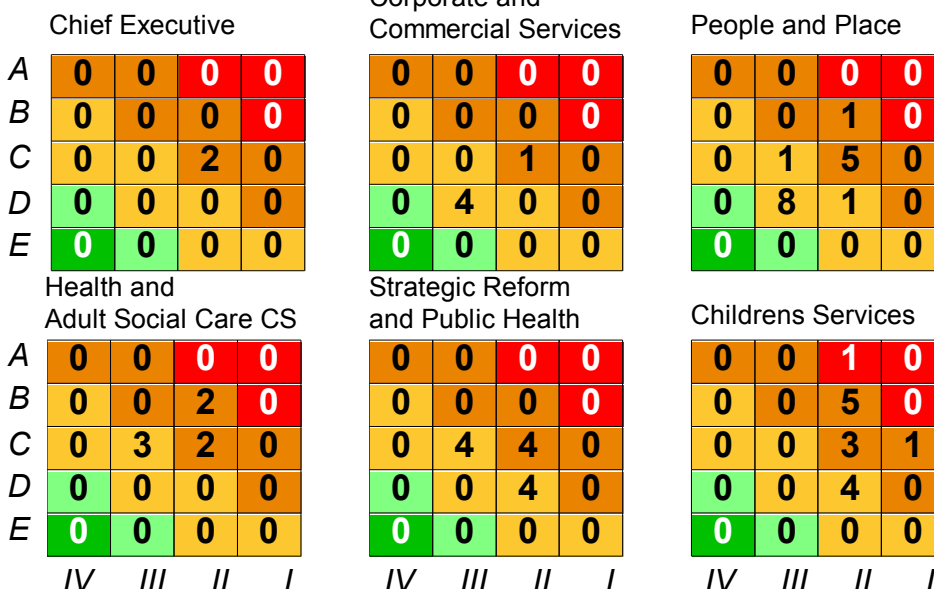
Action Summary

Details in Appendix III

	Total Actions	Updates commence 30 Sep 2018				
		Not Updated	Complete	On Track	Behind Schedule	Unlikely to Achieve
Chief Executive	2			2		
People and Place	27			22	5	
Health and Adult Social Care CS	7			7		
Childrens Services	13			10	2	1
Corporate and Commercial Services	7			6	1	
Strategic Reform and Public Health	14			11	3	
Admin Priority only	33			26	6	1

Details in Appendix IV

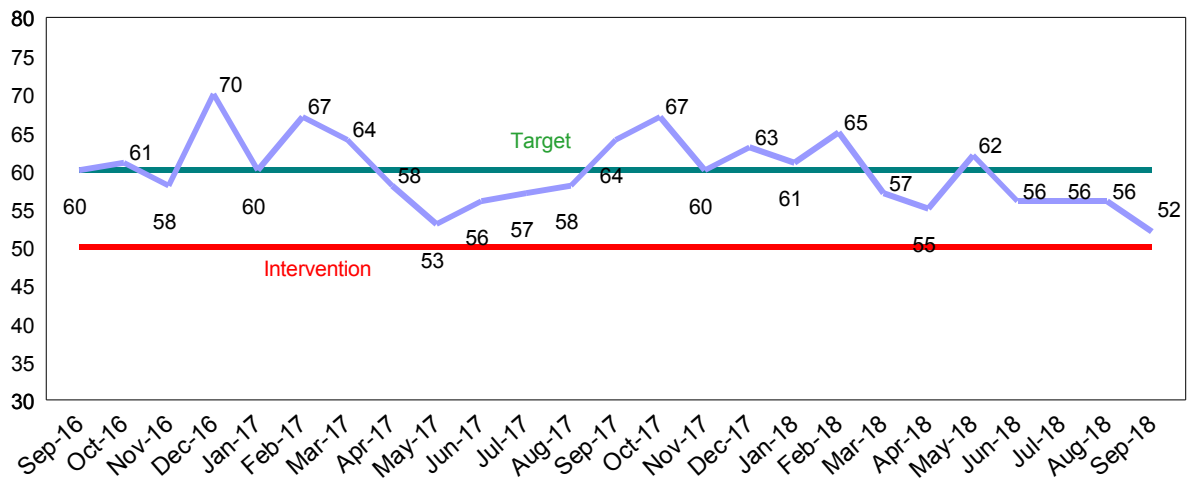
Risk Summary



Likelihood	Impact
A Very High	I Catastrophic
B High	II Critical
C Significant	III Marginal
D Low	IV Negligible
E Very Low	

RAG-rated Performance Measure Trend (September 2018)

Performance Measures that achieved their target as a percentage of all reported Performance Measures. The aim is for 60% or more of the Performance Measures to have met their target.



No Update

1

> 5% off Target

7

Off Target

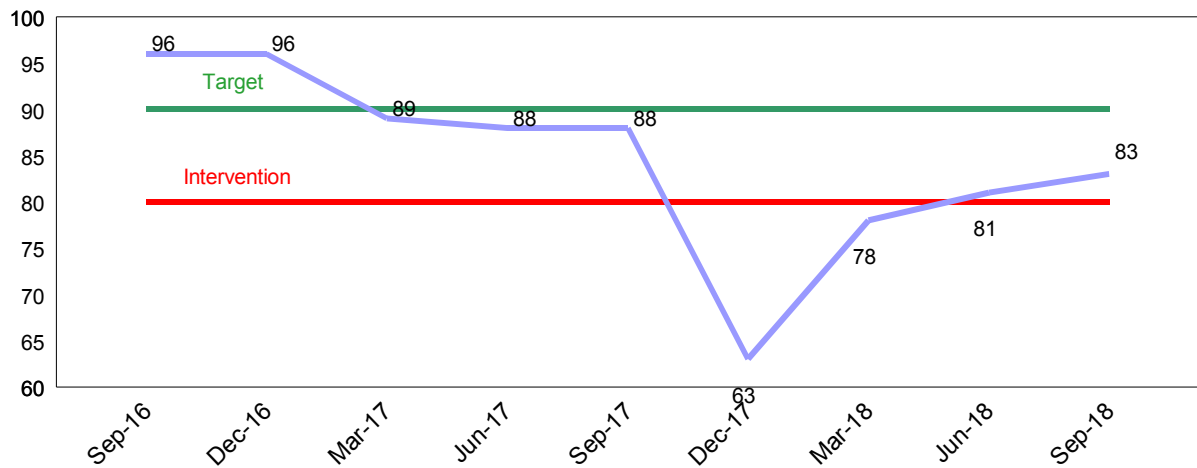
13

Achieved Target

23

Action Trend (September 2018)

Corporate Actions that are on track or completed as a percentage of all reported Corporate Actions. The aim is for 90% or more of the Corporate Actions to be on track or complete.



No Update

0

Unlikely to achieve

1

Behind schedule

11

On track

58

Complete

0

SICKNESS (year to date)

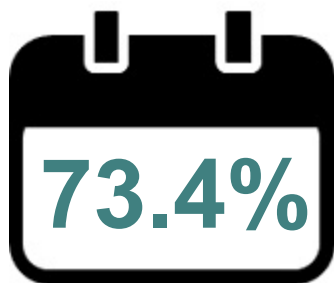


average days lost to sickness

top 3 reasons

From April 2018 to September 2018 the top 3 most common causes of sickness are Musculo-Skeletal (28.08%), Mental Health inc. Stress (27.48%) and Stomach, Liver and Digestion related (10.46%).

LONG TERM SICKNESS (year to date)



of days lost are due to long-term sickness

Long term sickness is defined as all instances of sickness covering 20 working days or more.

TOP 5 REASONS FOR LEAVING (year to date)



year end 2017/18

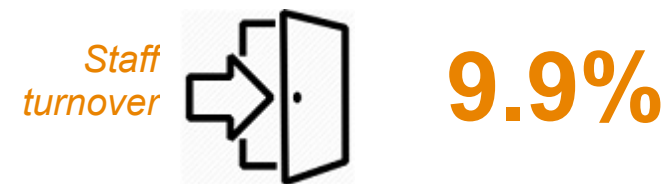
Resignation	186
End of Contract	13
TUPE Transfer	11
Other	13

SICKNESS TOP 3 DIVISIONS (year to date)

1	Economy and Skills	4.77 days per FTE
2	Childrens Social Care and Early Help	4.34 days per FTE
3	Environmental Services	3.95 days per FTE

Average days FTE per employee is calculated by total sick days in the service since the start of the year divided by total number of FTE. Smaller service's figures may be more disproportionately affected by individual instances of long terms absence

TURNOVER (year to date)

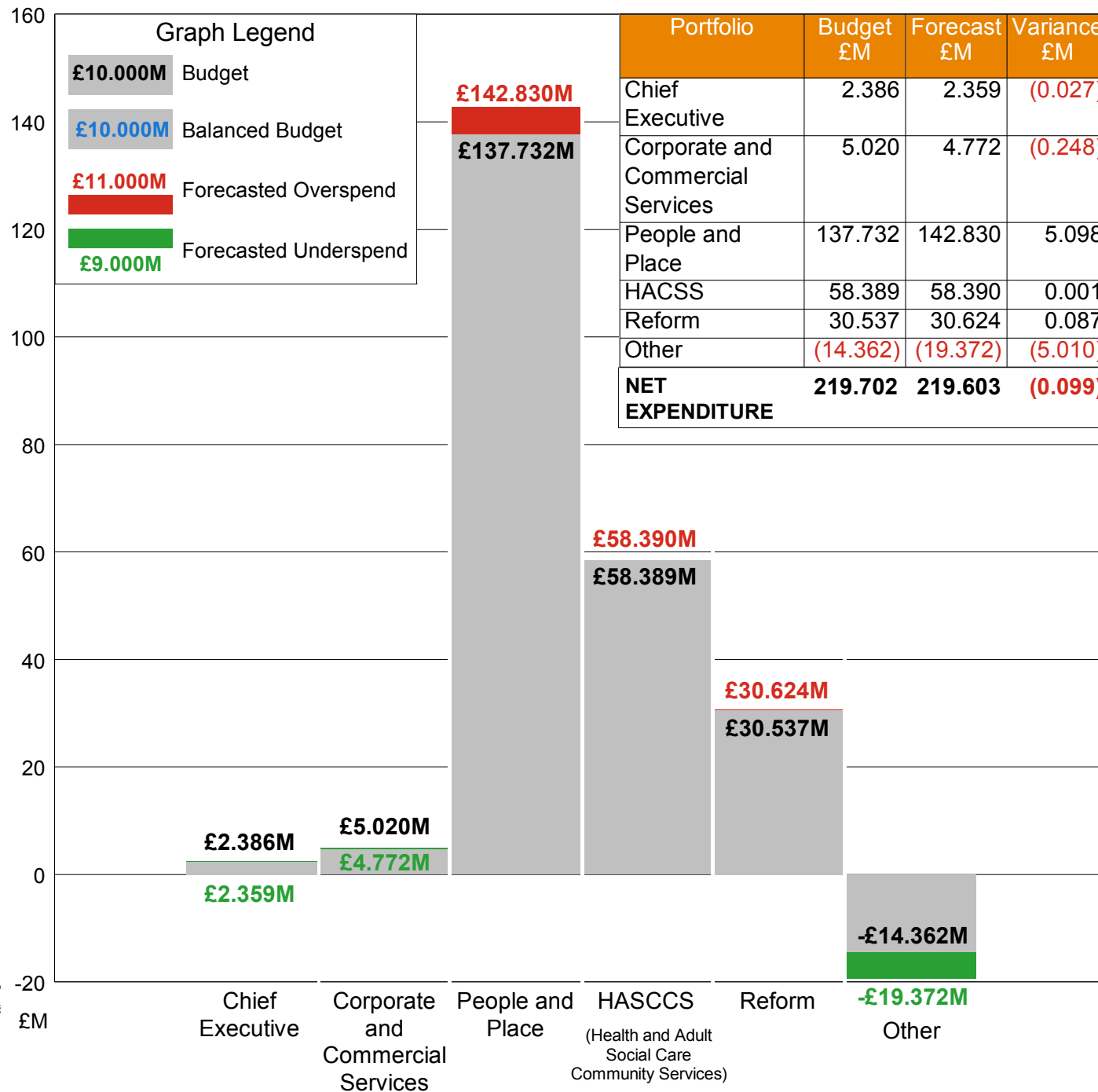


TURNOVER (rolling 12 months)



Budget Forecast

Month 6 2018/19 - subject to Cabinet approval

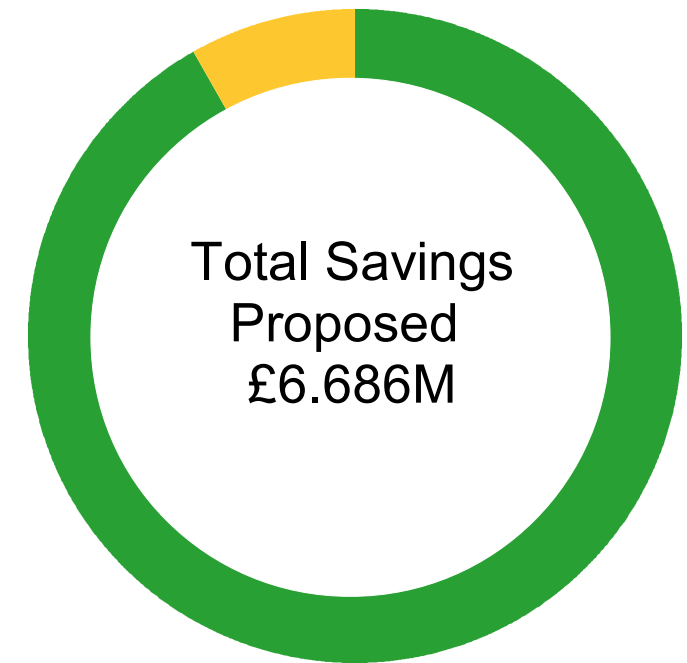


Approved 2018/19 Budget Reductions

Quarter 2 2018/19

Work in progress

£0.550M



Delivered
£6.136M

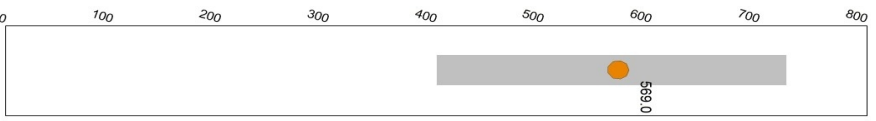
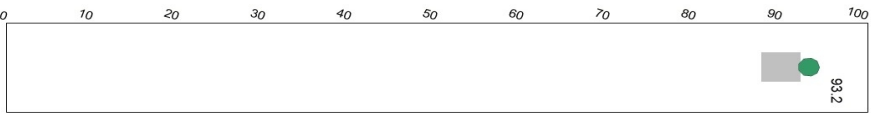
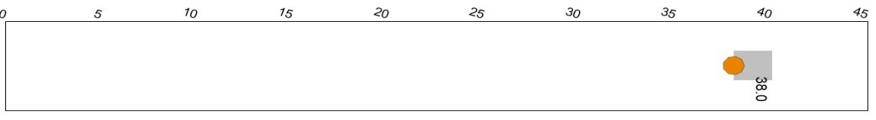
Appendices

- I Corporate Measure detail
- II Red Corporate Measure Follow-up Action(s)
- III Corporate Plan Actions detail
- IV High-level Directorate Red Risk(s)

Appendix I - Corporate Measure Detail

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2017/18 Year End Outturn	2018/19 Year End Ambition	Current Month Target	Current Month Actual and Status		
								tolerance (+/- 5% of target)	LEGEND	● on or better than target ● within tolerance ● worse than tolerance
✓	M819(CP) KS4 Basics (% of children who achieve level 4+ in both English and Maths at Key Stage 4)	Cllr P Jacques	Annual	61.8%	59.2%	60.5%	60.5%	58.1	within tolerance	
✓	M730(CP) Percentage of pupils achieving the national standard in reading, writing and mathematics at the end of Key Stage 2	Cllr P Jacques	Annual	62.00%	57.00%	61.00%	61.00%	61.6	on or better than target	
✓	M729(CP) Percent of children receiving their 1-3 preference of school place for the September intake in Reception and Year 7	Cllr P Jacques	Annual		New Measure	92.0%	92.0%	91.5	within tolerance	
✓	M721(CP) Percent of Oldham schools that are judged as good or outstanding by Ofsted	Cllr P Jacques	Quarterly		84.0%	89.0%	89.0%	80.0	worse than tolerance	
✓	M716(CP) Timeliness of quality EHC plans: Percent completed within 20 weeks over 12 months	Cllr P Jacques	Monthly	63.5%	New Measure	60.0%	60.0%	41.3	worse than tolerance	

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2017/18 Year End Outturn	2018/19 Year End Ambition	Current Month Target	Current Month Actual and Status
✓	M700(CP) Attendance rates in Oldham Primary and Secondary Schools	Cllr P Jacques	Quarterly		95.4%	96.0%	96.0%	<p>A horizontal bar chart with a scale from 0 to 100. A grey bar represents the target at 96.0%. An orange dot represents the current month actual at 96.2%.</p>
✓	M649(CP) Percentage take up of 2 year-old children benefitting from funded early education places	Cllr P Jacques	Quarterly		85.8%	85.0%	79.0%	<p>A horizontal bar chart with a scale from 0 to 90. A grey bar represents the target at 79.0%. A green dot represents the current month actual at 88.7%.</p>
✓	M648(CP) % of children who have reached a Good Level of Development (GLD) at the end of the Early Years Foundation Stage.	Cllr P Jacques	Annual		63.7%	66.0%	66.0%	<p>A horizontal bar chart with a scale from 0 to 70. A grey bar represents the target at 66.0%. An orange dot represents the current month actual at 64.1%.</p>
	M639(CP) Achieve the expected standard for the childhood immunisation programme as indicated by uptake of MMR at age 5	Cllr Z Chauhan	Quarterly		96.8%	95.0%	95.0%	<p>A horizontal bar chart with a scale from 0 to 100. A grey bar represents the target at 95.0%. A green dot represents the current month actual at 96.8%.</p>
	M640(CP) 16 to 17 year olds who are not in education training or employment (NEET)	Cllr S Mushtaq	Monthly	3.5%	3.6%	3.5%	4.6%	<p>A horizontal bar chart with a scale from 0.0 to 5.0. A green dot represents the current month actual at 3.5%. A grey bar represents the target at 4.6%.</p>
	M655(CP) Number of Band 2+ courses of child dental treatment per 100,000 population	Cllr Z Chauhan	Quarterly		New Measure	15,308		<p>A NEW MEASURE TO SUCCEED THIS MEASURE IS IN THE PROCESS OF BEING AUTHORISED.</p>

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2017/18 Year End Outturn	2018/19 Year End Ambition	Current Month Target	Current Month Actual and Status
	M668(CP) Number of children looked after by the authority - snapshot at end of month (measure now under review)	Cllr A Chadderton	Monthly		New Measure	400 - 725	400 - 725	 <p>0 100 200 300 400 500 600 700 800</p> <p>593.0</p>
	M738(CP) Participation of 17 year olds in education or training (counted as Year 12 year group under CCIS)	Cllr P Jacques	Quarterly		94.00%	95.00%	92.20%	 <p>0 10 20 30 40 50 60 70 80 90 100</p> <p>93.2</p>
	M860(CP) Percent of all infants due a 6-8 week check that are totally or partially breastfed	Cllr Z Chauhan	Quarterly	39.3%	38.0%	40.0%	40.0%	 <p>0 5 10 15 20 25 30 35 40 45</p> <p>38.0</p>

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2017/18 Year End Outturn	2018/19 Year End Ambition	Current Month Target	Current Month Actual and Status
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LIVE WELL : Adults of working age benefit from inclusive growth, live well and are empowered to do their bit

✓	M659(CP) Percent of eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check	Cllr Z Chauhan	Quarterly		42.0%	50.0%	50.0%	
✓	M408(CP) Total new homes built	Cllr H Roberts	Quarterly	486	New Measure	289	144	
✓	M256(CP) Number of life long learning enrolments	Cllr S Mushtaq	Monthly		7,055	8,650	1,426	
	M63(CP) Number of visitors to Gallery Oldham	Cllr P Jacques	Quarterly		101,934	90,000	21,000	
	M69(CP) Number of library visits per 1000 population. To library service points - not including web visits	Cllr P Jacques	Monthly		5,755	5,774	5,774	
	M197(CP) Number of visits to OCL Leisure Centres per 1000 population	Cllr Z Chauhan	Quarterly		New Measure	5,156	2,578	

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2017/18 Year End Outturn	2018/19 Year End Ambition	Current Month Target	Current Month Actual and Status
	M240(CP) Provision of high quality care: adult social care (CQC ratings for ASC providers)	Cllr Z Chauhan	Quarterly		New Measure	62	62	
	M409(CP) Percentage of completed homes that are affordable	Cllr H Roberts	Quarterly	22.0%	New Measure	26.6%	14.6%	
	M548(CP) Proportion of adults with learning disabilities in paid employment in England	Cllr Z Chauhan	Quarterly	5.6%	New Measure	4.0%	2.5%	
	M645(CP) Number who successfully quit smoking at 4 weeks	Cllr Z Chauhan	Quarterly		606	1,065	533	
	M646(CP) Early Help - Percentage of cases showing improvement	Cllr A Ur Rehman	Monthly		65.4%	65.0%	65.0%	

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2017/18 Year End Outturn	2018/19 Year End Ambition	Current Month Target	Current Month Actual and Status
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AGE WELL : Older people live fulfilling lives and form part of an engaged and resilient community

✓	M565(CP) Delayed days (per 100,000 of the population) aged 18+ attributable to social care in England	Cllr Z Chauhan	Monthly	160 days	New Measure	926 days	425 days	
✓	M543(CP) Number of individuals (65+) in a permanent residential or nursing placement – per 10,000 population 65+	Cllr Z Chauhan	Monthly		New Measure	200	205	
✓	M141(CP) Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services	Cllr Z Chauhan	Monthly	83.2%	90.0%	93.0%	93.0%	
	M863(CP) Percent of eligible adults aged 65+ who have received the flu vaccine	Cllr Z Chauhan	Annual	72.2%	74.3%	75.0%	75.0%	

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2017/18 Year End Outturn	2018/19 Year End Ambition	Current Month Target	Current Month Actual and Status
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PLACE : An organisation that works cooperatively with residents and partners to deliver for Oldham

✓	M890(CP) Highways: Classified Network Surface Condition (Percentage of principal roads requiring maintenance)	Cllr A Shah	Annual		New Measure	6.0%	8.0%	
✓	M501(CP) Percentage of Household waste sent for Reuse, Recycling or Composting	Cllr A Shah	Monthly	48.17%	39.85%	44.75%	46.05%	
✓	M275(CP) Percentage of minor planning applications determined in time	Cllr H Roberts	Quarterly		66.0%	80.0%	80.0%	
✓	M274(CP) Percentage of major planning applications determined in time	Cllr H Roberts	Quarterly		75.0%	80.0%	80.0%	
	M126(CP) Percentage CO2 reduction on 1990 baseline	Cllr A Jabbar	Annual 3yr in arrears		41.0%	40.0%	40.0%	

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2017/18 Year End Outturn	2018/19 Year End Ambition	Current Month Target	Current Month Actual and Status
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WELL LED : Oldham has an inclusive economy, thriving communities and residents who are independent, resilient and engaged

✓	S368(CP) Percentage of national non domestic rates (NNDR) collected in year as a % of the total owed	Cllr A Jabbar	Monthly	96.73%	96.94%	96.94%	55.17%	<p>Bar chart showing current month actual (55.3%) and target (55.17%). The x-axis ranges from 0 to 60.</p>
✓	S357(CP) Percentage of council tax in year collected of the total owed (cumulative)	Cllr A Jabbar	Monthly	98.03%	94.53%	94.60%	55.34%	<p>Bar chart showing current month actual (55.1%) and target (55.34%). The x-axis ranges from 0 to 60.</p>
✓	M683(CP) Children's Social Care – Percentage of ICPCs within 15 working days of section 47	Cllr A Chadderton	Monthly	77.0%	71.6%	80.0%	80.0%	<p>Bar chart showing current month actual (80.3%) and target (80.0%). The x-axis ranges from 0 to 90.</p>
✓	M682(CP) Children's Social Care – Percentage of completed assessments to timescale	Cllr A Chadderton	Monthly	81.6%	87.8%	85.0%	85.0%	<p>Bar chart showing current month actual (86.8%) and target (85.0%). The x-axis ranges from 0 to 90.</p>
✓	M664(CP) Percentage of referrals which are repeat referrals to Children's Social Care	Cllr A Chadderton	Monthly	23.3%	18.7%	17 - 22%	17 - 22%	<p>Bar chart showing current month actual (23.2%) and target range (17 - 22%). The x-axis ranges from 0 to 25.</p>
✓	M333(CP) Percentage Council spend in Oldham	Cllr A Jabbar	Monthly		35.00%	38.00%	38.00%	<p>Bar chart showing current month actual (50.1%) and target (38.00%). The x-axis ranges from 0 to 60.</p>

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2017/18 Year End Outturn	2018/19 Year End Ambition	Current Month Target	Current Month Actual and Status
	M340(CP) Percent of Internal Audit Opinions resulting in Weak, Inadequate, Limited Assurance	Cllr A Jabbar	Quarterly		New Measure	15%	15%	
	M900(CP) Percent of transformational change projects sponsored by SMT progressing through the corporately agreed gateway review process.	Cllr A Jabbar	Quarterly		New Measure	100.0%	0.0%	
	M915(CP) Customer satisfaction (Contact Centre)	Cllr A Jabbar	Monthly		95.05%	94.00%	94.00%	
	S202(CP) Council Sickness Absence	Cllr A Jabbar	Monthly	9.80	8.38	6.00	0.50	

Accountable Lead
Elizabeth Dryden-Stuart

Follow-up Action

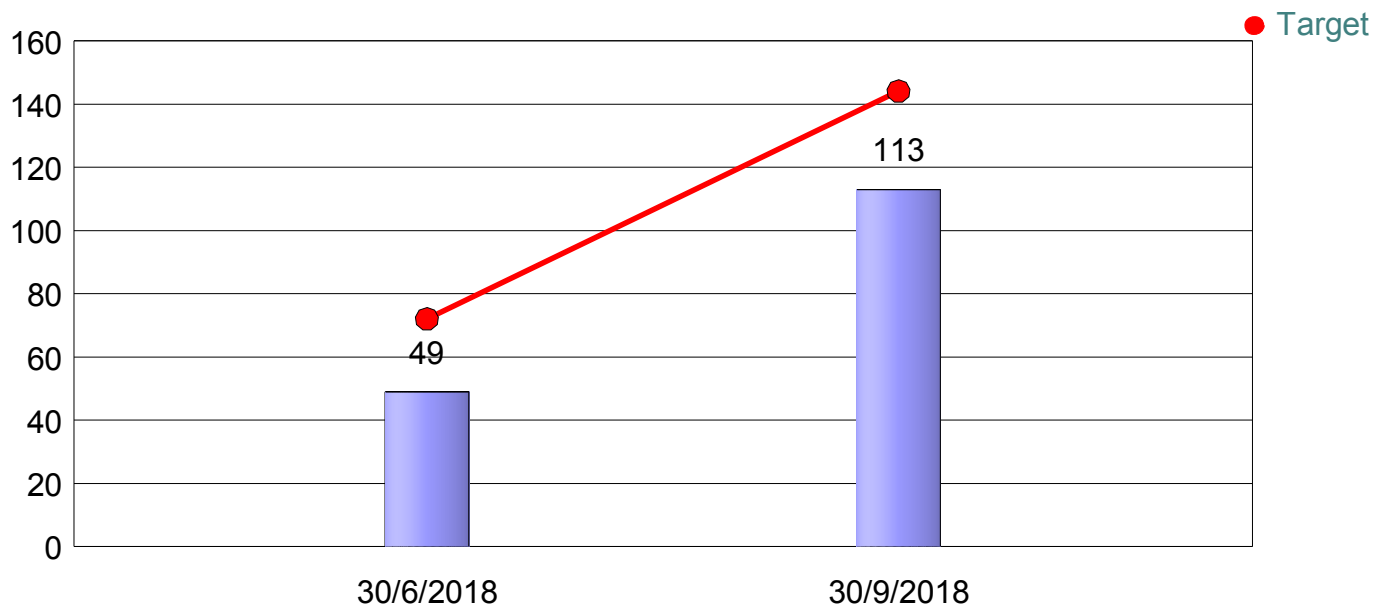
The 289 is an annual target. Completions fluctuate throughout the year. Based on past trends it is considered that the annual target will be met.

Target Date
31 Mar 2019

Director Assurance
Roger Frith

Nothing further to add

Current and Previous Performance



Benchmarking Period
Financial year

01 Apr 17
to
31 Mar 18

Updated
Annually

Averages

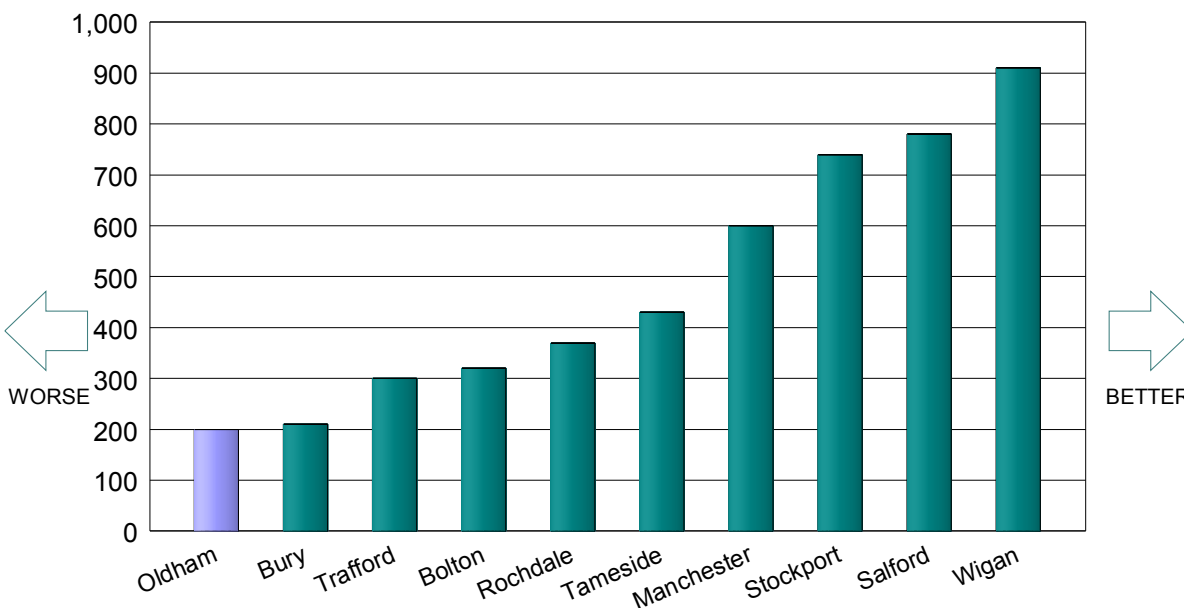
Geographical neighbours 653

English authorities 488

GMCA 486

CIPFA nearest neighbours 552

Benchmarking Definition : Number of new dwellings completed - total (dwellings)



Accountable Lead

Bryn Cooke

Follow-up Action

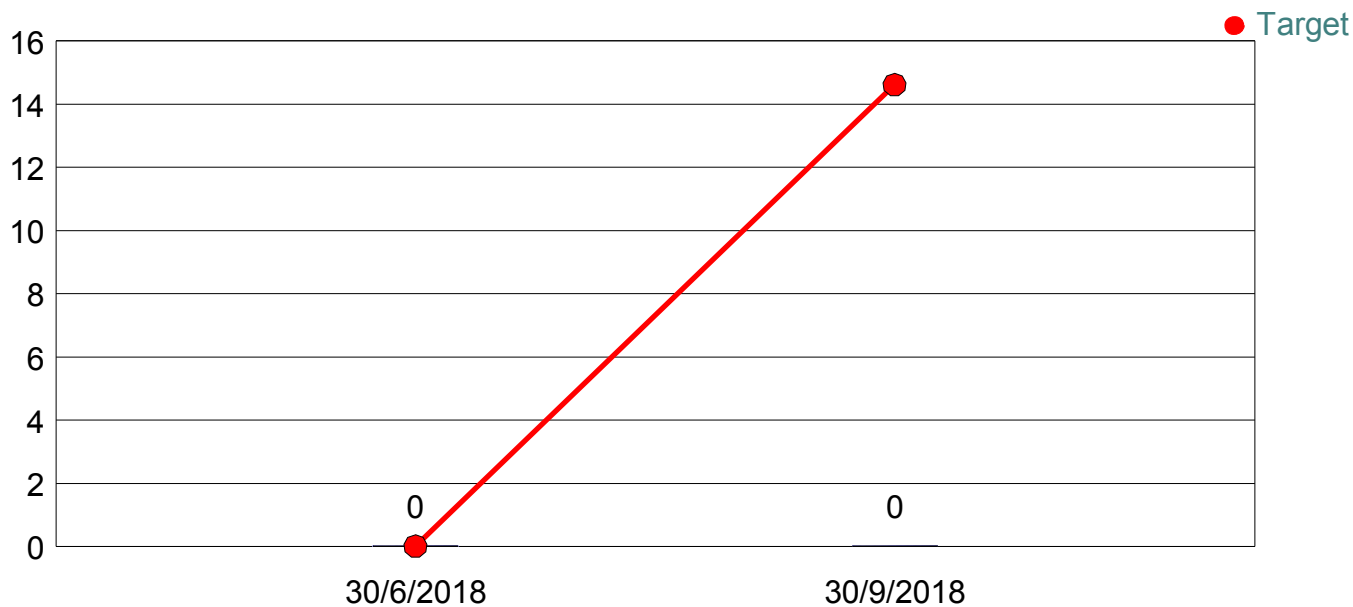
77 affordable homes are forecast to be completed across the Borough in 18/19. These homes are being delivered by two registered housing providers First Choice Homes and Great Places Housing Group. Both of our partners affordable housing programmes were forecast to complete 29 homes in Quarter 2 but have suffered from programme slippage and are now forecast to complete all of their 77 homes in quarter 4.

Director Assurance

Roger Frith

Nothing further to add

Current and Previous Performance



Benchmarking Period
Financial year

01 Apr 16
to
31 Mar 17

Updated
Annually

Averages

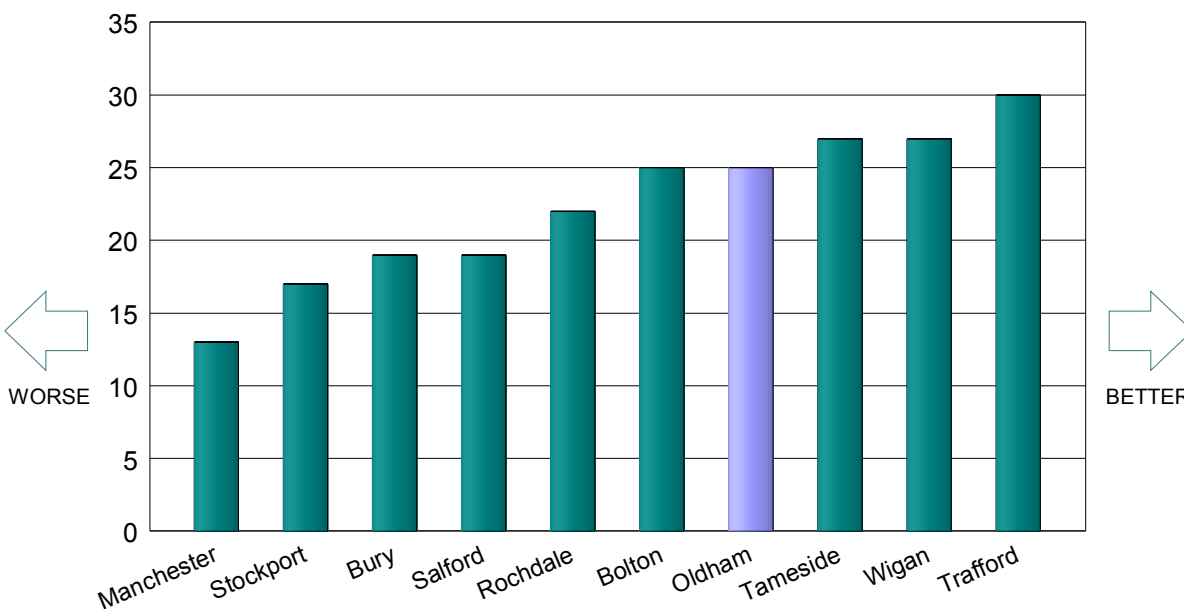
Geographical neighbours 18

English authorities 19

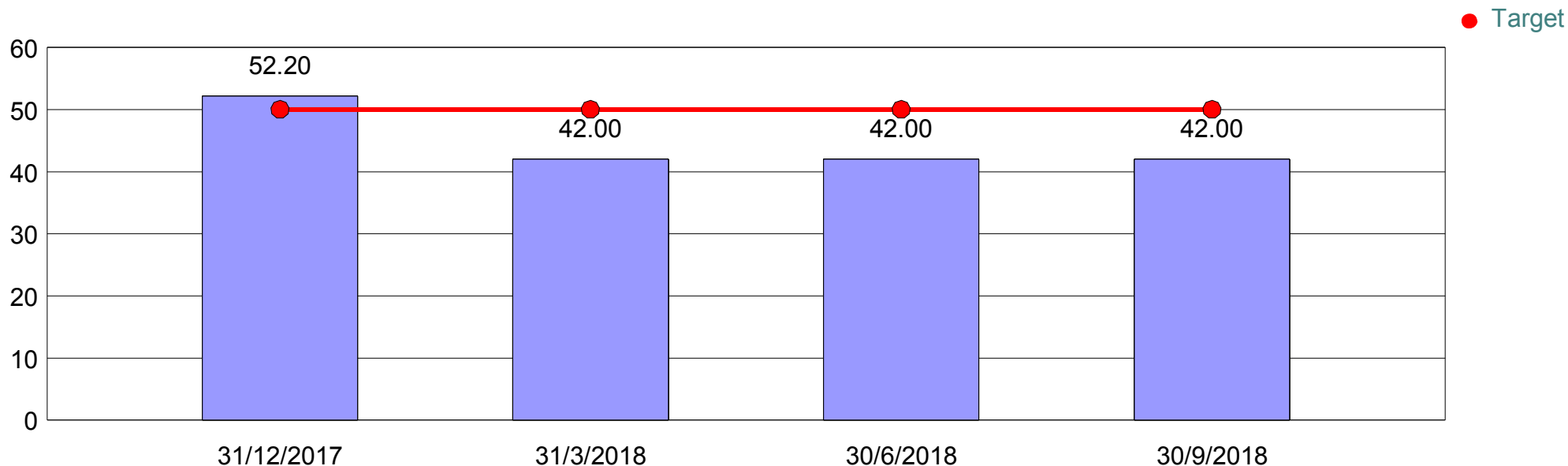
GMCA 22

CIPFA nearest neighbours 23

Benchmarking Definition : additional affordable homes provided as a percentage of all net additional homes (%)



Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Mike Bridges

Target Date

04 Jan 2019

No Benchmarking Available

Accountable Lead Follow Up Action

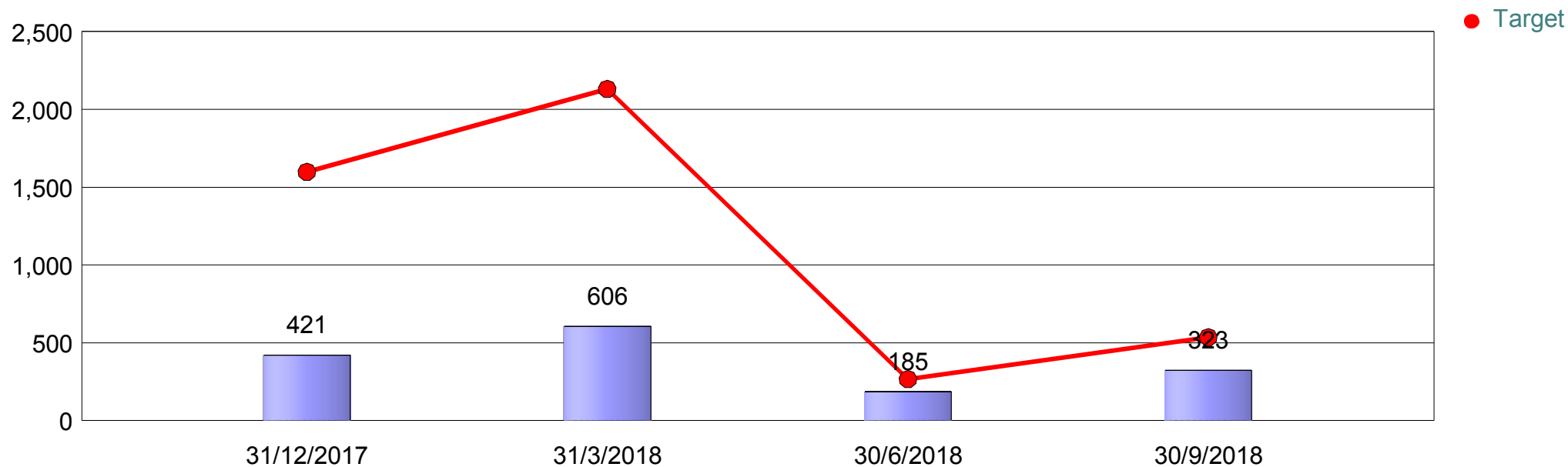
There has been a recent IT system change which may have had an impact by delaying Quarterly performance monitoring, reducing the availability of data for targeted action. A plan is in place to sub contract MSD informatics to work with the CCG EMIS Team to develop centrally written EMIS searches for NHS HC's. This will provide similar data to MSDi. This will ready to report in Q3.

Director Assurance

Charlotte Stevenson

The NHS Health Check programme in Oldham has a renewed focus on quality and outcomes, ensuring that each Health Check is completed fully & people who take up the offer are those most likely to benefit. This new approach focuses on targeting & best practice will provide better outcomes for residents.

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Lianne Davies

Accountable Lead Follow Up Action

Quarter 2 data is not available until December 2018.

Director Assurance

Rebekah Sutcliffe

Target Date

04 Jan 2019

Numbers using stop smoking services to successfully quit smoking are improving & support continues to be provided to improve targeting and increase referrals. This is supported by wider work on the Council smoking policy, public facing campaigns & local delivery of the GM Making Smoking History plan

No Benchmarking Available

Accountable Lead

Jill Beaumont

Follow-up Action

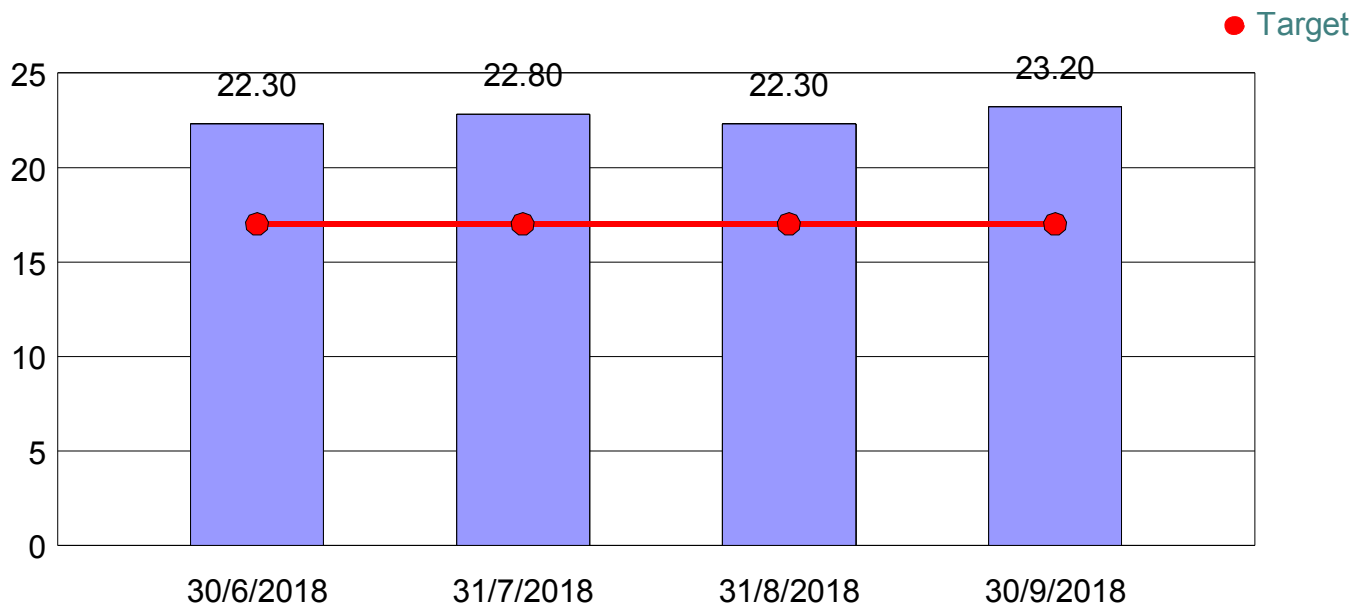
The service has seen an increase in re-referrals over the year and the target will not be achieved.

Director Assurance

Merlin Joseph

This is a result of systemic issues that have been certified through Overview & Scrutiny. Additional investment has been made to undertake systemic change.

Current and Previous Performance



Benchmarking Period
Financial year

01 Apr 16
to
31 Mar 17

Updated
Annually

Averages

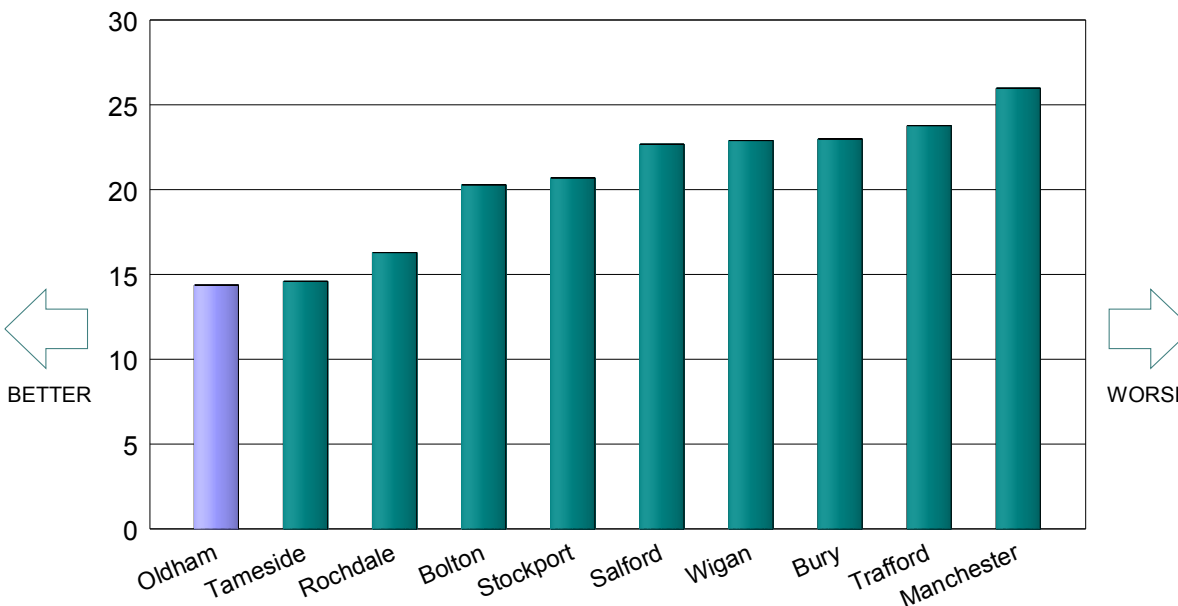
Geographical neighbours 19.6

English authorities 20.0

GMCA 20.5

CIPFA nearest neighbours 19.4

Benchmarking Definition : Referrals to children's social care within 12 months of earlier referral (%) (%)



← BETTER

→ WORSE

Accountable Lead

Paula Green

Follow-up Action

The current backlog of 122 EHC assessments will be completed by 31 December. The reason this has occurred has been in part due to a focus on delivering quality plans and upskilling/increasing capacity and this has resulted in the cumulative figure reported.

From November onwards as a consequence of the additional investment into staffing, the team will be at full capacity and all assessments will be done within timeframe unless there are exceptional circumstances i.e late advice, DNA of appointments.

It should be noted that the data on Corvu runs for the financial year whereas the DFE and SEN2 return run from January to December. The timeliness data next year will start cumulative again in January 2019.

Target Date

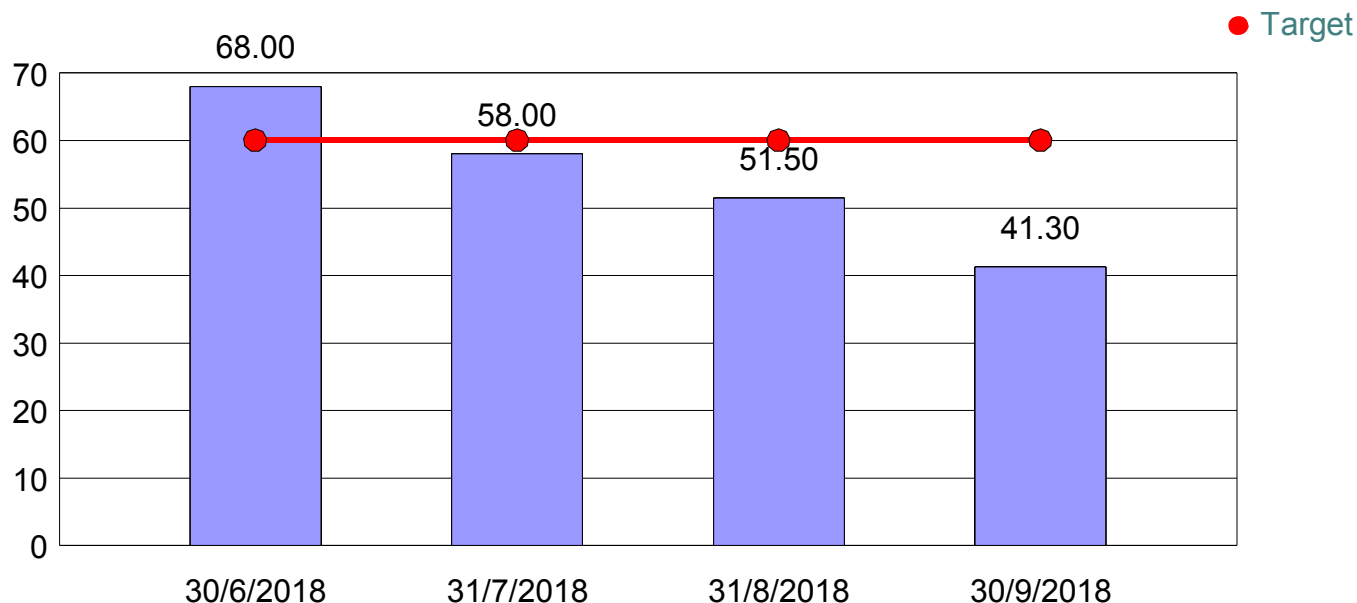
31 Dec 2018

Director Assurance

Andrew Sutherland

The timeliness and quality of plans is an important part of the EHCP process. There is strong performance management supported by partnership governance which regularly reviews this data.

Current and Previous Performance



Benchmarking Period

Calendar year

01 Jan 17 to 31 Dec 17

Updated Annually

Averages

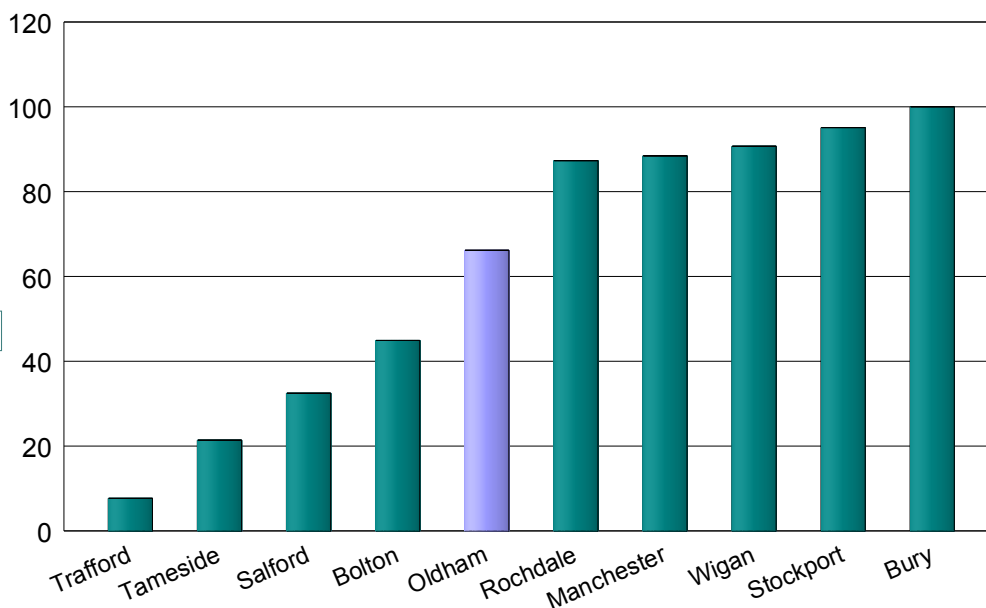
Geographical neighbours 64.6

English authorities 63.8

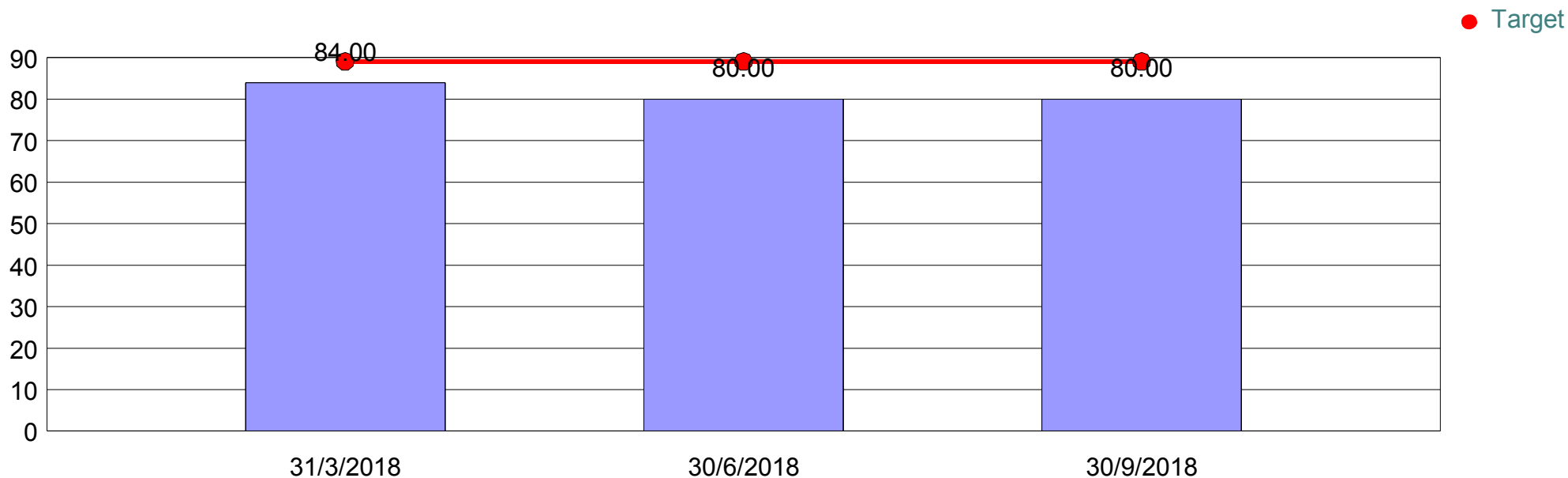
GMCA 63.5

CIPFA nearest neighbours 56.9

Benchmarking Definition : Proportion of new Education, Health and Care (EHC) Plans issued within 20 weeks, including exceptions (%)



Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Adrian Calvert

Accountable Lead Follow Up Action

Changes in national methodology has reduced the figure from 83.3% to 80.2% without individual school gradings changing. Under either methodology the target has not been met. The Education and Early Years Service, OEP and OA have signed up to five key priorities for improvement with support being given to:

Director Assurance

Andrew Sutherland

Nothing further to add

Target Date

31 Mar 2019

- 1 Teaching, learning and assessment;
- 2 Effective leadership at all levels;
- 3 Literacy at all ages and stages, through a borough-wide initiative;
- 4 School readiness, child and family support;
- 5 Inclusion issues affecting the achievement of SEND, disadvantaged and International New Arrivals.

No Benchmarking Available

Work within all of these areas including School to School Support work in schools with the most need will support the improvement of this figure but this will need to run over the timescale of Ofsted frameworks.

Appendix III - Corporate Plan Actions Detail

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
Corporate Objective 1 : An inclusive economy where people and enterprise thrive									
A01	✓	Fight for better transport links and connectivity to address economic imbalance across the region, in particular for routes between towns that don't involve travelling in and out of the city centre	Carol Brown	Cllr A Shah	4/10/2018	31/3/2019	31/3/2019	Ongoing work with TfGM & other organisations to ensure strategies/policies/future investment plans have positive impacts on the borough & fully reflect our priorities for a cleaner, greener & more prosperous Oldham-contributing to development of GMSF transport evidence base/delivery plan; submitting bids to GM Mayor's Cycling & Walking Infrastructure Fund.	9/10/2018
A02	✓	Extend free weekend car parking (up to 3 hours) in town centre beyond 2016	Roger Frith	Cllr S Fielding	4/10/2018	31/3/2019	31/3/2019	No change to the status of free weekend parking.	9/10/2018
A03	✓	Maintain 24-hour road repair promise for priority routes and invest in our highways	Carol Brown	Cllr A Shah	4/10/2018	31/3/2019	31/3/2019	The 24 – hour repair promise network continues to have capital funding investment and interventions to the appropriate level as detailed within the current approved Transport Capital programme.	9/10/2018
A04	✓	Deliver our Town Centre Masterplan to transform Oldham's economy	Roger Frith	Cllr S Fielding	4/10/2018	31/3/2020	31/3/2020	Determine updated masterplan strategy with new Leadership and review delivery options. Proceed with market hall options.	9/10/2018
A05	✓	Deliver an exciting calendar of cultural events and attractions and enhance the tourism offer through Parliament Square and other locations and facilities	Roger Frith	Cllr P Jacques	4/10/2018	31/3/2019	31/3/2019	Town Centre/Parliament Square: *Music Services event:Summer Music Festival-July *Oldham Classic Car Show-July-4k attendees. *Oldham Flower Festival event-July-4k attendees. *Comms event:Oldham Live-August *Appearances of Town Centre Mascots-560 meet-&-greet. *Town Centre Promotional Stand at Student	9/10/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
A05					4/10/2018	31/3/2019	31/3/2019	Fresher Fayres in September–2k interactactions	9/10/2018
A06	✓	Encourage investment in green and renewable technology to produce clean power and create jobs	Roger Frith	Cllr S Fielding	4/10/2018	31/3/2019	31/3/2019	Exploring options for renewable technology at Alexandra Park depot and refurbishment / new build of Tommyfield market.	9/10/2018
A07	✓	Support Oldham Education Partnership Board in prioritising all the recommendations of Education & Skills Commission	Andrew Sutherland	Cllr P Jacques	1/10/2018	31/3/2020	31/3/2020	The Education Partnership is now established with schools, academies and colleges signed up to MOUs at their Governing Body meetings. Strong links are in place with the Local Authority and Opportunity Area to ensure progress on the relevant (not all) recommendations and targets.	9/10/2018
A08	✓	Focus on raising standards in reading writing, maths and phonics to level up educational outcomes at the end of all key stages	Andrew Sutherland	Cllr P Jacques	1/10/2018	31/3/2019	31/3/2019	The focus is in place but continued work by all partners is needed to level up outcomes. In 2017 gaps narrowed. Work is taking place with coordination between the LA, OEP and OA. Included is system led support for key schools and CPD/strategic work in phonics, literacy, maths and SEND.	9/10/2018
A09	✓	Be a strong voice in Greater Manchester for Fair Growth - equality of opportunities and investment, fight poverty	Roger Frith	Cllr S Fielding	4/10/2018	31/3/2019	31/3/2019	Work is progressing with regards development of the Oldham ask of the GM ERDF Business Support programme, ensuring Oldham businesses get fair access to support services. Devolution of Adult Education Budget creates a real opportunity to shape the Oldham skills narrative.	9/10/2018
A10	✓	Identify key employment sites to secure new job opportunities and welcome new businesses into the borough	Roger Frith	Cllr S Mushtaq	4/10/2018	31/3/2019	31/3/2019	Broadway Green Phase 1 of the new link road has been completed and works have started on phase 2. Redrow have started building out the first residential phase.	9/10/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
A10					4/10/2018	31/3/2019	31/3/2019	Hollinwood Junction The Euro Garages development has now been completed and 19 new jobs have gone to local people. Terms have been agreed for a pub/restaurant and a drive-thru coffee shop.	9/10/2018
A11	✓	Support existing and attract new business from high profile retailers to independent traders	Roger Frith	Cllr S Fielding	4/10/2018	31/3/2019	31/3/2019	The Independent Quarter gained 2 more retailers this quarter when Fusion 21 restaurant moved into 21 Mumps and Fishman Aquatics took a lease on 52 Yorkshire Street. The Council accepted offers on 24 Clegg Street and 18 Greaves Street from local independent businesses with both transactions being in legals and completion expected in the following quarter.	9/10/2018
A12	✓	Get Oldham Working to engage with 6,000 residents and fill 5,000 new employment-related opportunities by 2020	Roger Frith	Cllr S Mushtaq	4/10/2018	31/3/2020	31/3/2020	We estimate that we have engaged over 4,000 residents since the new programme started, including 2,500 recently attending our annual jobs fair. Overall assisting in filling 3,762 employment related opportunities (723 over target).	9/10/2018
A13	✓	Encourage 'In work' progression to help at least 400 residents gain new skills so they can gain promotions up the career ladder (Career Advancement Service)	Roger Frith	Cllr S Mushtaq	4/10/2018	31/3/2019	31/3/2019	The service has engaged 386 residents. The project has recruited an additional staff member to achieve the target It is demonstrating a £5,500 uplift in wages for those completing the programme.	9/10/2018
A14	✓	Fight for a Fair Employment borough	Roger Frith	Cllr S Mushtaq	4/10/2018	31/3/2019	31/3/2019	The Council is reviewing its position relating to the GM Mayoral Employment Charter and the Council Fair Employment Charter.	9/10/2018
A15	✓	Deliver Oldham's Cultural Quarter including new Oldham Coliseum Theatre, Arts & Heritage Centre	Roger Frith	Cllr P Jacques	4/10/2018	31/3/2020	31/3/2020	Further detailed design work currently being undertaken by the design team to be completed December 2018. Waterloo street /Rhodes bank Junction improvements	9/10/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
A15					4/10/2018	31/3/2020	31/3/2020	are now programmed to start Spring 2019.	9/10/2018
A16	✓	Invest in Tommyfield Market Hall	Roger Frith	Cllr S Fielding	4/10/2018	31/3/2019	31/3/2019	Proceed with market hall work stream and review options for refurbishment or new build, together with the need for a temporary market.	9/10/2018
A17	✓	Complete regeneration of Prince's Gate	Roger Frith	Cllr S Fielding	4/10/2018	31/3/2020	31/3/2020	Obtain approval to proceed with land sale on the basis of new offers, then complete legal agreements.	9/10/2018
A18	✓	Improve security at bus stations, metrolink stops and car parks	Carol Brown	Cllr A Shah	15/10/2018	31/3/2019	31/3/2019	TfGM aware - Combined Authority function On target to influence the position as the opportunity arises	
A19	✓	Regulate buses to get the routes we need and the fares we can afford	Carol Brown	Cllr A Shah	15/10/2018	31/3/2020	31/3/2020	TfGM aware - Combined Authority function On target to influence the position as the opportunity arises	
A20	✓	Enhance our town centres by attracting high street retailers and independent traders. In particular, in Shaw, Lees and Failsworth (A62 corridor)	Roger Frith	Cllr S Fielding	4/10/2018	31/3/2019	31/3/2019	Grant on target in Shaw and Lees. Slower uptake along A62. To date: * 8 new businesses set up * 11 vacant buildings improved / brought back into use * Secured 67 existing jobs * Estimated 25 new jobs created * 37 external improvement schemes completed * 2 existing business relocated to district grant areas	9/10/2018
A21		To support the GM Digital Strategy and the GMCA to secure a grant agreement for the GM Full Fibre Challenge Fund	Roger Frith	Cllr S Fielding	4/10/2018	31/3/2021	31/3/2021	Site selection has been completed on time. Procurement process is beginning with GMCA. Intention is to support Gigabit and 5G infrastructure roll out in the next 2 years.	9/10/2018
A22		Implementation of current Local Plan (including monitoring and providing policy advice / input into key development initiatives / masterplans).	Roger Frith	Cllr H Roberts	4/10/2018	31/3/2019	31/3/2019	Policy advice provided as and when required. Monitoring report scheduled for approval December 2018 and on track at present.	9/10/2018
A23		Ensure the Council's corporate	Joe Davies	Cllr A Jabbar	1/10/2018	31/3/2019	31/3/2019	The procurement function is developing; a	9/10/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
A23		objectives and social value are driven through the effective and prioritised review of contract management.			1/10/2018	31/3/2019	31/3/2019	new approach to increasing the level of SME involvement in service delivery; measures to ensure that frameworks do not become over expensive	9/10/2018
A24		Implement the Oldham Heritage & Arts Centre (OHAC) transition plan	Charlotte Stevenson	Cllr P Jacques	10/10/2018	31/3/2019	31/3/2019	A dedicated leadership session on the cultural quarter has been scheduled for November 2018.	12/10/2018
A25		Leading the development of the GM Energy company - feasibility, funding bids, partnership	Rebekah Sutcliffe	Cllr A Jabbar	5/10/2018	31/3/2019	31/3/2019	A report was taken to GMCA Chief Executives' in July. This report had a mixed reception, and a new report focusing on a much smaller number of options, with potential opportunities for Joint Ventures with existing organisations, will be brought forward to Chief Executives' in October.	12/10/2018
A26		Feasibility for electrical spec of Market Hall, car park & Civic Hub, liaison with FCHO on heat network feasibility.	Rebekah Sutcliffe	Cllr S Fielding	5/10/2018	31/3/2019	31/3/2019	Feasibility for solar PV on the Market Hall and new multi-storey car park completed and supplied to Regen and their design consultants. Feasibility underway to identify whether connection to FCHO heat network is possible. Also bid submitted to GM ELENA for test borehole for ground source heat.	12/10/2018
A27		Leading delivery and analysis of CLES anchors work and implementing CLES evaluation framework	Rebekah Sutcliffe	Cllr S Fielding	5/10/2018	31/3/2019	31/3/2019	Final CLES report on PBI tools submitted for review by PBI Delivery Group & GM Place & Reform Exec to consider how to implement tools across all place based sites. Anchors and local wealth building expanded beyond OMBC to include ROH, OCL and Oldham College spend. OLB agreed to develop measure on spend. OMBC to consider weighting social value in procurement.	12/10/2018
A28		Commission tracking of number of young people attending higher	Andrew Sutherland	Cllr P Jacques	1/10/2018	31/3/2019	31/3/2019	This exercise has not yet started as there is a need to scope out what could already be	9/10/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
A28		education to provide a clearer picture of the sustained destination profile of each individual school to assist challenge on curriculum and pastoral support linked to supporting increased sustained positive destinations			1/10/2018	31/3/2019	31/3/2019	available to us from the Office for Students and via the Opportunity Area work. Once we have scoped this out we will be in a better position to identify how best we can deliver on this action. Planned discussion to take place during August.	9/10/2018
A29		Successful implementation of the Opportunity Area three priorities of improving Early Years outcomes, raising attainment for all and fastest for disadvantaged and improving skills for life, learning and work. Coordinating delivery with Oldham Education Partnership and LA education establishment improvement functions	Andrew Sutherland	Cllr P Jacques	1/10/2018	31/3/2020	31/3/2020	Year One commitments are all in delivery. Plans for Year 2 and 3 are developed and will be implemented from September. Shared targets are in place with the LA and OEP.	9/10/2018
A30	Page 129	Successful implementation of the five recommendation in the written statement of action linked to the SEND strategy: (See WSOA paper)	Andrew Sutherland	Cllr P Jacques	1/10/2018	31/3/2020	31/3/2020	At monitoring visit 03/07/18 with DfE and NHSE the LA and partners were monitored against the 5 recommendations. Progress is on track to deliver all recommendations within the specific timescales identified, follow on actions from the recommendations are being identified to ensure that children and young people with SEND have continually improved outcomes.	9/10/2018
A31		Lead on developing an agreed approach for how the Council and partners will maximise spend	Rebekah Sutcliffe	Cllr S Fielding	5/10/2018	31/3/2019	31/3/2019	Report submitted to the Oldham Leadership Board outlining both Council and partner areas of influenceable spend. The Oldham Leadership Board have agreed to develop some measures/targets for local wealth building by 15 November 2018.	12/10/2018
A32	✓	Invest £37 million in new primary and secondary school facilities	Andrew Sutherland	Cllr P Jacques	9/10/2018	31/3/2022	31/3/2022	Significant activity in establishing school places in good/outstanding schools. Development/build of a new primary school in Greenfield being overseen & work	9/10/2018

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A32					9/10/2018	31/3/2022	31/3/2022	underway to expand primary schools in East Oldham and Chadderton. Significant investment and planned expansion at 3 secondary schools, rebuild at Royton & Crompton and continuing upgrades/expansion.	9/10/2018
A33	✓	Demolishing the gas holder and regenerating Hollinwood junction; delivering a new Saddleworth School and promoting the area's tourism offer	Roger Frith	Cllr S Fielding	4/10/2018	31/3/2019	31/3/2019	Demolition of the gasholder started on site on 9th July. The phase 1 highway works are programmed to start in January 2019. Development of Saddleworth School - planning application is expected to go to committee late October/early November	9/10/2018

Corporate Objective 2 : Thriving communities where everyone is empowered to do their bit

T01	✓	Maintain and extend the Private Landlord Licensing Scheme to improve the quality of private sector housing	Carol Brown	Cllr H Roberts	4/10/2018	31/3/2019	31/3/2019	2500 applications for licenses received across 8 neighbourhoods with 1371 licenses being granted & 367 unannounced audits carried out. The team have made sure 235 hazards identified in rented properties rectified, acted on 41 warrants obtained from the Courts & prosecuted 41 landlords for not applying for licenses. Educational materials sent to landlords.	9/10/2018
T02	✓	Ensure our children in care get our parental support until the age of 25	Jill Beaumont	Cllr A Chadderton	5/10/2018	31/3/2019	31/3/2019	PAs are in post and providing support to care leavers aged 18-25. Work is ongoing to develop corporate support for the local offer for care leavers and to ensure that young people are aware of the changed entitlements. Progress to be overseen via the Corporate Parenting Panel.	12/10/2018
T03	✓	Deliver pipeline of 1,000 new homes across the borough – with a range of high quality affordable and aspirational	Roger Frith	Cllr H Roberts	4/10/2018	31/3/2019	31/3/2019	Three schemes have now completed delivering 315 news homes. Developers are on site building a further 388 affordable	9/10/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
T03		housing			4/10/2018	31/3/2019	31/3/2019	and aspirational homes across 5 sites.	9/10/2018
T04	✓	Extend the National Award winning Warm Homes Oldham Programme	Roger Frith	Cllr H Roberts	4/10/2018	31/3/2019	31/3/2019	Engie have been delivering the scheme again since 1st June, Auriga delivering since 1st July Currently have 183 people out of fuel poverty, on track to meet target. Service is ready for delivery over winter period. OJEU procurement for new delivery partner to start October 2018 (for delivery April 2019 onwards).	9/10/2018
T05	✓	Continue to develop co-operative communities where people support each other	Rebekah Sutcliffe	Cllr S Fielding	5/10/2018	31/3/2019	31/3/2019	Thriving Communities programme continues to build upon and grow community capacity. Fast Grants have launched, with a positive response and are already being deployed to get grass roots community ideas off the ground in Oldham. 15 community groups have secured support to transform their alleyways as part of the Love Where You Live campaign.	12/10/2018
T06		Ensure all of our children get a healthy start in life to enable them to thrive	Charlotte Stevenson	Cllr A Chadderton	10/10/2018	31/3/2019	31/3/2019	Delivery of the Right Start contract continues, supported by additional action through the GM Population Health plan on smoking in pregnancy, oral health and alcohol exposed pregnancies.	12/10/2018
T07	✓	Ensure the "voice of the child" is heard in everything that Oldham Council does	Carolyn Wilkins	Cllr A Chadderton	10/10/2018	31/3/2019	31/3/2019	The Voice of the Child was the subject to the main focus of the staff conference in 2018. Work is ongoing to embed the voice of the child in everything we do.	
T08		Implement the Continuous Improvement Plan for children's services	Jill Beaumont	Cllr A Chadderton	5/10/2018	31/3/2019	31/3/2019	Continuous improvement plan in place via Getting to Good Board and self assessment process – this work is ongoing.	12/10/2018
T09		Develop a case weighting system to	Jill Beaumont	Cllr A	5/10/2018	31/3/2019	31/3/2019	Caseloads have begun to be addressed	12/10/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
T09		ensure that newly qualified and experienced staff can increase contact with children and their families on their caseload and deliver high quality assessments		Chadderton	5/10/2018	31/3/2019	31/3/2019	through a short term investment in social workers in the Assessment and Long Term Teams. A case weighting system will be revisited when caseloads stabilise. Caseloads are starting to reduce where there has been additional staffing resource, but further attention is needed as they are not at the level we would want.	12/10/2018
T10		Commit to preserving and enhancing the quality of our environment through: - Britain in Bloom - Green Dividend - Prosecuting fly tippers and people who drop litter	Carol Brown	Cllr A Shah	4/10/2018	31/3/2019	31/3/2019	2018 Brittain in Bloom entry focuses on Failsworth/Hollinwood corridor, Alexandra Park & the Town Centre. Green dividend extended to 2018/19, bids submitted for funding up to £5k. Since Jan 2018: 35 Fly-tipping prosecutions and 167 FPNs served for littering. 26 individuals prosecuted for non-payment of FPNs. Legal notices served + 20 FPNs for non-compliance.	9/10/2018
T11	✓	Review of prevention and early intervention to inform recommissioning of Early Help	Jill Beaumont	Cllr A Ur Rehman	5/10/2018	31/3/2019	31/3/2019	A review of prevention and early intervention is underway, led by Rebekah Sutcliffe, which will set a strategic direction to inform the recommissioning of Early Help. Additional programme support has been identified with stakeholder workshops planned in October to inform the future delivery model.	12/10/2018
T12		Oldham Leadership Board: Supporting key projects defined and agreed with OLB. Working with Policy to ensure best approach and co-ordinate cross-organisational messaging on priority agendas such as tackling social isolation and homelessness.	Carl Marsden	Cllr S Fielding	10/10/2018	31/3/2019	31/3/2019	On-hold. To discuss with Strategic Director of Reform as part of work to develop The Oldham Model.	12/10/2018
T13		Delivery impactful and consistent	Carl Marsden	Cllr S	10/10/2018	31/3/2019	31/3/2019	Key stakeholders for Oldham Coliseum	12/10/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
T13		communications messages for the Oldham Cultural Quarter (Coliseum Theatre and Arts & Heritage Centre) in partnership with others		Fielding	10/10/2018	31/3/2019	31/3/2019	Theatre, Gallery Oldham, Library and other partners all identified. Project milestones pushed back due to delay in procurement. Comms plan underway, plus site hoardings and work to finalise brand hierarchy and messaging ensuring clarity for residents, potential visitors and partners.	12/10/2018
T14		For OMBC to continue to take a lead GM role in the GM transformation agenda which includes working across the core features of the GMHSCP Care 2020 model (which includes supporting people to live independent lives for longer in their own homes)	Mark Warren	Cllr Z Chauhan	5/10/2018	31/3/2019	31/3/2019	ASC continues to have a significant role in the GM Transformation Agenda and the Living Well at Home Programme (formerly the Care 2020 model). This is reflected both through involvement in GM-wide programmes and the implementation of transformation locally with partner organisations.	12/10/2018
T15	Page 133	To ensure that the Oldham safeguarding multi agency procedures are followed at a time of change. - undertake a peer safeguarding review with Stockport and MBC and respond to all recommendations - configure the MASH (adults) team to dovetail with the new LCO arrangements	Mark Warren	Cllr Z Chauhan	5/10/2018	31/3/2019	31/3/2019	The Safeguarding Peer Review with Stockport is concluding and a DOLS process review underway. Findings from these plus a concluded review of MASH arrangements and quality assurance audit of processes will be incorporated into a safeguarding review scheduled to be undertaken Nov–Feb. This will lead to a clear, consolidated plan for safeguarding improvements.	12/10/2018
T16		Develop a service specification for a new wellness service and tender the opportunity through a full procurement exercise	Charlotte Stevenson	Cllr Z Chauhan	5/10/2018	31/3/2019	31/3/2019	A draft specification has been developed based on resident consultation and clinical engagement carried out in 2017. The proposed service has no funding confirmation at this time. Awaiting the outcome of a review which will help inform potential levels of investment. More progress details next quarter.	12/10/2018
T17		Lead, support and implement delivery	Rebekah	Cllr S	5/10/2018	31/3/2019	31/3/2019	The programme continues to deliver against	12/10/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
T17		of the Thriving Communities programme	Sutcliffe	Fielding	5/10/2018	31/3/2019	31/3/2019	all Greater Manchester milestones. The social prescribing network is live in Oldham West and has supported 70+ residents with 'more than medical' care with procurement of the remaining network about to take place.. The Fast Grants are being deployed, with the Social Action fund going live this winter.	12/10/2018
T18		Lead the development and delivery of Place Based Integration including clear evaluation and outcomes	Rebekah Sutcliffe	Cllr A Chadderton	5/10/2018	31/3/2019	31/3/2019	A draft Framework and Operating Model for Place Based Integration for Oldham is currently under development and will be complete by December 2018	12/10/2018
T19	Page 134	Preventing and reducing Youth offending	Jill Beaumont	Cllr A Ur Rehman	13/7/2018	31/3/2021	31/3/2021	A steering group has been established, analytical work is being progressed to fully understand the profile and cohort group, work with the youth justice service is being strengthened.	12/10/2018
T20		Reduce violent crime in Oldham Town Centre	Bruce Penhale	Cllr A Ur Rehman	9/10/2018	31/3/2019	31/3/2019	A working group has been established to co-ordinate Council and partner activity to reduce violent crime in Oldham Town Centre, particularly associated with the night-time economy.	9/10/2018
T21	✓	Ensure all children are school ready when they are due to start school	Andrew Sutherland	Cllr P Jacques	1/10/2018	31/3/2020	31/3/2020	Improving the GLD rate to reach the target of 70% by 2020 remains a key priority. The Director led a presentation this month with all primary head teachers breaking down the GLD 12 early learning goals to focus effort on the areas most needing improvement. The OA investment is also focussed on 250 children required to meet GLD in order to achieve the target.	9/10/2018
T22	✓	Every school in Oldham to be rated "Good" or "Outstanding" by 2020	Andrew Sutherland	Cllr P Jacques	1/10/2018	31/3/2020	31/3/2020	Changes in Ofsted policy which brought previously sponsored academy ratings back into the calculation makes this a	9/10/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
T22					1/10/2018	31/3/2020	31/3/2020	challenging target. Notwithstanding this, school support packages have targeted establishments requiring support based on robust data analysis. Ofsted feedback in recent inspections acknowledged LA support in the inspected schools.	9/10/2018
T23	✓	Invest in our street cleaning team	Carol Brown	Cllr A Shah	4/10/2018	31/3/2019	31/3/2019	Recruitment in progress	9/10/2018
T24	✓	Maintain district working arrangements with dedicated teams for Oldham's districts	Rebekah Sutcliffe	Cllr A Shah	5/10/2018	31/3/2019	31/3/2019	District Review being considered as part of Strategic Design Authority.	12/10/2018

Corporate Objective 3 : Cooperative services with people and social value at their heart

C01		Delivery of emerging ICT strategic roadmap to agreed time, cost and quality measures	Ray Ward	Cllr A Jabbar	9/10/2018	31/3/2019	31/3/2019	The Delivery of the IT strategic roadmap was re-profiled to complete FY'20-'21 at the November CIPB meeting. Current delivery of this program remains on target for completion during 2021, and significant progress has been made on several project streams including Mobile Data Management, Office365 and SharePoint technologies.	9/10/2018
C02		Effectively manage, support and deliver transformational change through a portfolio of transformation activity enabled by fit for purpose governance, methodology, and a transformation team.	Christopher Lewis	Cllr A Jabbar	9/10/2018	31/3/2019	31/3/2019	The PMO continues to support major change within the Council and working across organisational boundaries with partners. The corporate review of change is underway to build on the existing governance, methodology and to inform the future of the transformation team. This will be facilitated within the Strategic Design Authority.	9/10/2018
C03		Improve digital inclusion, engagement, and skills for residents, members, and staff through a co-ordinated strategy and programme.	Ray Ward	Cllr A Jabbar	9/10/2018	31/3/2021	31/3/2021	The improvement of digital inclusion through the Residents First Programme remains on target & is being coordinated with the IT Strategy through the Strategic	9/10/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
C03					9/10/2018	31/3/2021	31/3/2021	Roadmap programme. Digital by Design proposal will drive this forward.	9/10/2018
C04		Through our Welfare Rights Service, support people adversely affected by Welfare Reform.	Anne Ryans	Cllr A Jabbar	1/10/2018	31/3/2019	31/3/2019	In line with the anticipated work programme, good progress continues to be made in ensuring the maximum number of people are assisted in, for example, gaining additional Council Tax Reduction and debt management advice.	9/10/2018
C05		Reshape and transform access channels and end to end customer journeys through the delivery of the Resident First Programme.	Ray Ward	Cllr A Jabbar	9/10/2018	31/3/2020	31/3/2020	Phase 1 of the programme has been delivered. Phase 2 is focussed on developing re-usable cross-cutting functionality to be rolled out across services. Phase 3 is being shaped. Digital by Design proposal will drive this forward.	9/10/2018
C06	Page 136	Corporate Narrative: Phase 2 Rollout of the #ourbit #yourbit #result narrative internally and externally across all communication channels and praise/encourage those doing their bit in the environment	Carl Marsden	Cllr S Fielding	1/12/2018	31/3/2019	31/3/2019	Second phase rollout is ongoing. Budget consultation (starting November 5) is next tranche of ###. Devising Phase 3, January 2019 onwards concepts next, to go to future Strategic Communications meeting.	
C07		Provide communications and digital support for the next phase of the Resident First project	Carl Marsden	Cllr A Jabbar	10/10/2018	31/3/2019	31/3/2019	Ongoing. Pest Control went online as test case for appointment bookings in October 2018. Phase 2 starts soon. Discussions ongoing with Resident First over future communications requirements.	12/10/2018
C08		To ensure that all PCFT /ASC / Miocare staff have access to technology to assist them to practice including; smart phones (that sync with Windows 10), client database development and access, work rota systems	Mark Warren	Cllr Z Chauhan	5/10/2018	31/3/2019	31/3/2019	A number of pieces of work have been undertaken to ensure that staff have the appropriate technology to enable them to both carry out work and to ensure information sharing in a safe and secure environment. Cluster co-location will be completed by 31/10/18. Work is ongoing to implement coordinated systems across the provider organisations ASC/PCFT/MioCare.	10/10/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
C09		To develop and implement a new Quality Assurance Framework and audit system to monitor practice at the front line which includes demand management, improving practice and encapsulates case law and evidence based learning	Mark Warren	Cllr Z Chauhan	5/10/2018	31/3/2019	31/3/2019	A Principal Social Worker started on 17/09/18. A TFG has been set up to develop the new Framework. An audit of frontline practice & review of the ASC practice standards is underway. This will include any legal judgements & implications for ongoing social work practice & to ensure that the voice of the social worker is embedded within the integrated teams.	10/10/2018
C10		To develop, design and implement a new personalised approach to our customers health and social journey including a new electronic Resource Allocation System (RAS)which can integrate health assessments (CHC)	Mark Warren	Cllr Z Chauhan	5/10/2018	31/3/2019	31/3/2019	Development is ongoing, testing of the new RAS has been completed and the configuration is being reviewed based on the outcomes of this and will be finalised this month. Initial feedback has been positive and the new RAS was well received by the staff involved with the testing in relation to meeting the needs of the business and Oldham residents.	10/10/2018
C11		To prepare revised policy and procedure documentation that includes outlining how statutory and regulatory requirements will be met across the new service provider and commissioner.	Mark Warren	Cllr Z Chauhan	5/10/2018	31/3/2019	31/3/2019	This is ongoing. As with the work being carried out on IT (C08) work is also underway to ensure that existing policy and procedures across both community health and social care provision and commissioning are both sufficiently robust and meet the requirements of integrated working across the ICO.	10/10/2018
C12		Ensuring adequate business controls are developed which enable the service to achieve adequate and robust audit control mechanisms for the payment of services across the health and social care economy (supporting the Fundamental Financial Audit requirements)	Mark Warren	Cllr Z Chauhan	5/10/2018	31/3/2019	31/3/2019	The latest FFA cycle started on 1 October 2019. Regular reviews and updates against our Fundamental Financial System improvement plan - put in place following the last FFA, are being undertaken as we progress and complete actions.	10/10/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
C13		Deliver the GIS improvement programme. Develop a singular approach to gathering, managing and analysing geographical data across the organisation	Dami Awobajo	Cllr S Fielding	2/10/2018	31/3/2020	31/3/2020	Recruitment to temporary resources still ongoing. However initiation of Bentley replacement projected as started (key piece within of the programme) with a forecasted completion date of Feb 2019	9/10/2018

Appendix IV - High Level Directorate Red Risks

Risk Group	Risk Owner	Portfolio	Risk	Project or Activity	Likelihood	Impact	Prev Qtr Trend	Mitigation	Review Date
Childrens Services	Merlin Joseph	Cllr P Jacques	RC06 Risk of not enough places therefore failing in statutory duty leading to increased parental complaints, increased CME and EHE and associated safeguarding issues.	Successful implementation of strategy for additional places, ensuring that this contributes towards sufficiency, quality and choice.	A Very High	II Critical	➡	We use basic need effectively, maintain close working relationships with RSC, MATs and Diocese; 5 year plan on education establishment capacities, secure suitable additional land for education establishment build where possible. Ensure members are fully briefed and supporting expansion and new build plans	12/10/18

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