

Public Document Pack

CABINET Agenda

Date Monday 16 December 2019

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 Liz Droган in advance of the meeting.
 2. CONTACT OFFICER for this Agenda is Liz Droган Tel. 0161 770 5151 or email elizabeth.drogan@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 copy of the question is submitted to the Contact officer by 12 Noon on Wednesday 11th December 2019.
 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.

Item No

- 1 Apologies For Absence
- 2 Urgent Business
Urgent business, if any, introduced by the Chair
- 3 Declarations of Interest
To Receive Declarations of Interest in any Contract or matter to be discussed at the meeting.
- 4 Public Question Time
To receive Questions from the Public, in accordance with the Council's Constitution.
- 5 Minutes of the Cabinet Meeting held on 18th November 2019 (Pages 1 - 8)
- 6 Income Strategy 2020/21 to 2024/25 (Pages 9 - 28)
- 7 Commercial Property Investment Strategy (Pages 29 - 36)
- 8 Creating a Better Place (Pages 37 - 44)
- 9 Council Tax Tax Base and Non-Domestic Rates Tax Base Forecast 2020/21 (Pages 45 - 58)
- 10 Schools Funding Formula (Pages 59 - 78)
- 11 Risk Management Strategy and Framework (Pages 79 - 100)
- 12 Update on the Oldham Healthcare Economy (Pages 101 - 110)
- 13 Care Leavers and Homelessness (Pages 111 - 118)
- 14 Selective Licensing of the Private Rented Sector. (Pages 119 - 214)
- 15 Expansion of Mayfield Primary School (Pages 215 - 222)
- 16 Council Performance Report September 2019 (Pages 223 - 272)
- 17 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.
- 18 Commercial Property Investment Strategy (Pages 273 - 300)

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Present: Councillor Fielding (Chair)
Councillors Jabbar, Mushtaq, Roberts, Shah and Ur-Rehman

1 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Chadderton and Chauhan.

2 **URGENT BUSINESS**

There were no items of urgent business received.

3 **DECLARATIONS OF INTEREST**

Councillor Roberts declared a personal interest at Items 12 and 16 Procurement of Early Intervention Service and Health Improvement and Weight Management Service by virtue of her Council appointment to the Positive Steps Board.

4 **PUBLIC QUESTION TIME**

There were no public questions received.

5 **MINUTES OF THE CABINET MEETING HELD ON 21ST OCTOBER 2019**

RESOLVED – That the minutes of the Cabinet meeting held on 21st October 2019 be approved.

6 **TREASURY MANAGEMENT MID YEAR REVIEW REPORT 2019**

The Cabinet gave consideration to a report of the Director of Finance which advised them of the performance of the Treasury Management function of the Council for the first half of 2019/20 and provided a comparison of performance against the 2019/20 Treasury Management Strategy and Prudential Indicators.

The Cabinet were informed that the Council was 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). The report set out the key Treasury Management issues, for Members' information and review, and outlined:

- An economic update for the first six months of 2019/20;
- 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 2019/20;
- A review of the Council's borrowing strategy for 2019/20;
- Why there has been no debt rescheduling undertaken during 2019/20;

- A review of compliance with Treasury and Prudential Limits for 2019/20.

Options/ Alternatives considered:

In order that the Council complied with the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management, the Council had no option other than to consider and approve the contents of the report. Therefore no options/alternatives were been presented for consideration.

RESOLVED - That the following be approved and commended to Council:

1. The Treasury Management activity for the first half of the financial year 2019/20 and the projected outturn position
2. The 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.
3. The amendments to the Capital Financing Requirement (CFR) as set out in the table at section 2.4.5
4. The addition to the Treasury Management Strategy 2019/20 with regards to specified investments as presented at Appendix 3.

7

REVENUE MONITOR AND CAPITAL INVESTMENT PROGRAMME 2019/20 QUARTER 2 – SEPTEMBER 2019

Consideration was given to a report of the Director of Finance which provided the Cabinet with an update on the Council's 2019/20 forecast revenue budget position and the financial position of the capital programme as at 30th September 2019 (Quarter 2) together with the revised capital programme 2019/23.

In relation to the Revenue position, the Cabinet was informed that the current forecast outturn position for 2019/20 was a projected deficit variance of £1.625m, after allowing for approved and pending transfers to and from reserves.

The most significant areas of concern were the People and Place, Children's Services and Community Services & Adult Social Care portfolios. Action was being taken and would continue for the remainder of the financial year to address variances and take mitigating action as detailed in the report. The overall corporate position was, to a limited extent, being managed by offsetting favourable variances, most noticeably from Capital, Treasury and Corporate Accounting budgets. An update on the major issues driving the projections was provided. The report reflected the financial position at Quarter 2 and could be regarded as an early warning of the potential year end position if no corrective action was taken. The Cabinet noted that management action had been initiated across all service areas to review and challenge planned expenditure and to maximise income. Progress was being made and this was demonstrated in the position outlined in this report.

Information on the Quarter 2 position of the Dedicated Schools Grant (DSG), Housing Revenue Account (HRA) and Collection Fund was also outlined in the report. There were currently no significant issues of concern in relation to the HRA, however the

Collection Fund was forecasting an in-year deficit of £195k. The DSG continued to be an area which was facing a financial challenge, with a projected deficit increase in 2019/20. Action was being

taken with the aim of reducing the cumulative deficit and bringing the DSG towards a balanced position.

Options/Alternatives considered:

1. Approve the forecast revenue and capital positions presented in the report, including proposed changes.
2. Approve some of the forecasts and changes included in the report.
3. Not to approve any of the forecasts and changes included in the report.

RESOLVED - That:

1. The forecast revenue outturn for 2019/20 at Quarter 2 being a £1.625m overspend be approved.
2. The forecast positions for both the HRA and Collection Fund be approved.
3. The use of reserves as detailed in Appendix 1 to Annex 1 of the report be approved.
4. The revised capital programme for 2019/23 as at Quarter 2 be approved.

8

SEND STRATEGY AND DEVELOPMENT PLAN

The Cabinet considered a report of the Director of Education, Skills and Early Years which sought approval of the Special Educational Needs and or Disabilities (SEND) Strategy and Development Plan.

Following the Ofsted/CQC inspection in October 2017 of Oldham's effectiveness in identifying and meeting the needs of children and young people who have SEND, the local SEND Partnership had co-produced a new SEND Strategy and development plan for Oldham.

It was reported that as a local partnership significant improvement was being driven to ensure the services offered were making a real difference to the lives of Oldham's children and young people with special educational needs and disabilities.

The final version of the SEND strategy and development plan were appended to the report for consideration and approval.

Option 1 – Approve the SEND strategy and development plan.

Option 2 – Do not approve the SEND strategy and development plan.

RESOLVED – That:

1. The Special Educational Needs and Disabilities Strategy and development Plan as appended to this report be approved.
2. The mission and outcomes of Special Educational Needs and Disabilities Strategy and development plan be approved and endorsed.

HOMELESS FRIENDLY



The Cabinet considered a report of the Director of Economy which provided details of a request to adopt Homeless Friendly pledges, which involved reviewing service delivery to ensure accessibility and an inclusive service for homeless people. The report provided details of the Homeless Friendly charity founded in 2017 which aims to promote a cultural shift in how homeless people are viewed and treated offering understanding and flexibility in terms of practical issues such as attending appointments.

The Housing Options service had returned in-house to Oldham Council and this presented an opportunity to review the service was delivered and pledging to become Homeless Friendly would provide reassurance to homeless people when accessing advice and support, within a non-judgemental and understanding environment.

Options/Alternatives considered

Option 1 – Pledge that Oldham Council becomes Homeless Friendly. This option would help to ensure homeless people receive an inclusive service from the Council and promote positive engagement.

Option 2 – Do not pledge to become Homeless Friendly. This would not be in line with the Council's Corporate ambition to working with a resident focus.

RESOLVED – That Oldham Council pledge to become Homeless Friendly.

PROPOSED CHARGING SCHEME FOR PRE-APPLICATION ADVICE FOR PLANNING PROPOSALS

The Cabinet considered a report of the Deputy Chief Executive, which sought approval in principle of charging fees for providing pre-application advice to prospective applicants/developers and the approval of the charging schedule attached at Appendix 1 to the report.

The Council had provided a free of charge pre-application advice service to applicants and developers however due to competing work pressures and a limited officer resource there had been delays in providing advice which had resulted in customer complaints and dissatisfaction.

The introduction of a charging scheme as operated by most Planning Authorities would enable reinvestment in the Development Management Service and provide an improvement upon the existing free advice service without additional costs to the public purse.

Option 1 – Not to provide a pre-application advice service.

Option 2 – To continue to provide a free advice service without any additional funding.

Option 3 – To provide a fee charging scheme for pre-application planning advice.

RESOLVED – That:

1. The implementation of a fee charging scheme for planning pre-application advice be approved.

2. The fee charging schedule as detailed at appendix 1 be approved.



Oldham
Council

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OLDHAM PROPERTY PARTNERSHIPS - NORTH BANK REDEVELOPMENT RECONCILIATION

The Cabinet considered a report of the Director of Economy which sought approval to accept the terms of an agreement of reconciliation with Oldham Property Partnerships.

On 27th January 2010 the Cabinet resolved to enter into an agreement with Oldham Property Partnerships (OPP) for the developer to acquire an area of Council owned land in Failsworth. The approved report set out the basis of how the land value would be calculated, with capital receipt due to the Council only becoming known once the scheme was completed. In terms of the completed development value, the Council and OPP both appointed professional valuers. In terms of the costs of construction the Council appointed an independent quantity surveyor to verify the costs OPP claimed had been incurred in completing the development.

Terms had provisionally been agreed with OPP and approval was sought to accept the terms of the agreement.

Options/Alternatives

Option 1 – Do Nothing.

Option 2 – Seek to dispute the offer from OPP.

Option 3 – Agree the settlement being proposed by OPP.

RESOLVED – That the Cabinet would consider the commercially sensitive information contained at Item 15 of the agenda before making a decision.

12

PROCUREMENT OF EARLY INTERVENTION SERVICE AND HEALTH IMPROVEMENT & WEIGHT MANAGEMENT SERVICE

Councillor Roberts declared a personal interest at Items 12 and 16 Procurement of Early Intervention Service and Health Improvement and Weight Management Service by virtue of her Council appointment to the Positive Steps Board.

The Cabinet considered a report of the Strategic Director of Communities and Reform which sought approval for the extension of the All Age Early Help contract for a further 9 months until December 2020.

All Age Early Help was established in April 2015 with some service delivery being in-house and a significant element of the service being delivered through a contract with Positive Steps. The contract was let for 3 years with an option to extend for an additional year.

The option for a further year was exercised and in February 2019 the Cabinet agreed a further contract extension up to March 2020.

The extension was to allow for the completion of a review considering the long-term development of Early Intervention and Prevention Services.

The review produced several key considerations which would inform the proposed approach to the procurement and continuing development of those services. The request for a further extension was required in order to complete the procurement of a new all age low and medium entry level intervention service and a new health improvement and weight management service.

Option 1 – Do not re-procure the non-statutory elements of All Age Early Help Contract.

Option 2 – Extend the current contract with Positive Steps for up to nine months.

RESOLVED – That the Cabinet would consider the commercially sensitive information contained at Item 16 of the agenda before making a decision.

13

LEVY ALLOCATION METHODOLOGY AGREEMENT

The Cabinet gave consideration to a report which provided Members with an update of the Levy Methodology Agreement (LAMA).

The LAMA was a proposed 6 year agreement between the 9 District Authorities subject to the Combined Authority waste disposal arrangements, to fairly allocate the waste and resources budget and replace the 2018/19 Inter Authority Agreement.

A review of the current methodology i.e. the Inter Authority Agreement was deemed appropriate following the recent procurement exercise which resulted in a fundamentally revise contract to deliver waste disposal.

The LAMA would allocate the fixed and variable costs of the budget by waste stream, trade waste, Household Waste Recycling Centres and GMCA – Waste and Resources own costs. An update to the LAMA was required as a result of the award of a new contract. To enable the budget setting process to take account of potential waste levy costs, agreement was required by each district and the proposed 202/21 levy would then be allocated as per the LAMA.

Option 1 – Agree the proposed Levy Allocation Methodology Agreement.

Option 2 – Do not agree the proposed Levy Allocation Methodology Agreement.

RESOLVED – That the Cabinet would consider the commercially sensitive information contained at Item 17 of the agenda before making a decision.

14

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 paragraphs 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

**OLDHAM PROPERTY PARTNERSHIPS - NORTH BANK
REDEVELOPMENT RECONCILIATION**

The Cabinet gave consideration to the commercially sensitive information in relation to Item 11 - Oldham Property Partnerships - North Bank Redevelopment Reconciliation.

RESOLVED – That the recommendations as detailed in the commercially sensitive report be approved.

16

**PROCUREMENT OF EARLY INTERVENTION SERVICE
AND HEALTH IMPROVEMENT & WEIGHT MANAGEMENT
SERVICE**

The Cabinet gave consideration to the commercially sensitive information in relation to Item 12 - Procurement of Early Intervention Service and Health Improvement & Weight Management Service

RESOLVED – That the recommendations as detailed in the commercially sensitive report be approved.

17

LEVY ALLOCATION METHODOLOGY AGREEMENT

The Cabinet gave consideration to the commercially sensitive information in relation to Item 13 - Levy Allocation Methodology Agreement

RESOLVED – That the recommendations as detailed in the commercially sensitive report be approved.

The meeting started at 6.00pm and finished at 6.20pm.

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Report to Cabinet

Income Strategy 2020/21 to 2024/25

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

Officer Contact: Anne Ryans, Director of Finance

Report Author: Andy Moran, Assistant Director of Finance
Ext. 4467

16 December 2019

Reason for Decision

To set out the Council's strategy for income generation for the next medium-term financial planning period (2020/21 to 2024/25).

Executive Summary

The proposed income strategy set out in Appendix 1 covers all material sources of revenue that finance day to day service provision including:

- Government Grants;
- Council Tax;
- Business Rates;
- Fees, charges and other contributions.

The strategy also considers:

- Investment opportunities;
- Opportunities relating to traded services and other chargeable activities;
- The process for setting charges and collection efficiency.

Recommendations

That Cabinet approves the income strategy included at Appendix 1.

Income Strategy 2020/21 to 2024/25**1 Background**

1.1 The purpose of this report is to set out the Council's strategy for income generation for the current medium-term financial planning period (2020/21 to 2024/25). The strategy covers all material sources of income that finance day to day service provision including:

- Government Grants;
- Council Tax;
- Business Rates;
- Fees, charges and other contributions.

1.2 The strategy also considers:

- Investment opportunities;
- Opportunities relating to traded services and other chargeable activities;
- The process for setting charges and collection efficiency.

2 Current Position

2.1 The Council's current income strategy covering the period 2018/19 to 2021/22 was approved by Cabinet on 18 September 2017. The impact of the recently published one-year spending round by HM Treasury together with the approval of key strategies covering housing, capital investment, property and commercial investment means it has been necessary to refresh the strategy. The strategy has been developed with regard to the latest Chartered Institute of Public Finance and Accountancy (CIPFA) guidance covering income generation and has also been rolled forward to cover the next financial planning period of 2020/21 to 2024/25.

2.2 The objective of the attached Income Strategy is to support and encourage activity that will generate significant levels of additional revenue alongside the delivery of Oldham Plan objectives without materially increasing service delivery costs. Success in this regard will help reduce the Council's forecast budget reduction requirement thus mitigating the need for service reductions. To succeed, it will be necessary for the Council to:

- Continue to adopt an increasingly commercial stance to chargeable activities whilst maintaining the Council's ethos of having an inclusive economy, co-operative services, thriving communities and being an employer of choice through living wage accreditation, plus having regard to increasing social value for the residents of the Borough;
- Consider income generating activity as an integral part of other relevant Council strategies including housing provision, property management, capital programme investment and commercial property investment;
- Revisit and update existing policies and ways of working; particularly with regard to income collection practices and the recovery of arrears;
- Refine its approach to Council Tax and Business Rates collection as well as strengthen and grow the tax bases underpinning these major revenue streams;
- Adopt efficient methods of working and, after having considered relevant issues, where appropriate cease non-statutory chargeable activity that is unlikely to generate surplus revenue or at least fully recover all cost inputs;
- Review and rationalise existing property holdings across all Council activities.

2.3 A successful income strategy will support:

- The maximisation of existing income sources and full recovery of cost inputs;
- The identification of opportunities to maximise social value to complement income generation activity;
- Growing Council Tax and Business Rates revenues whilst recognising and allowing for the service implications arising from housing and economic growth;
- A reduced reliance on corporate sources of funding including Council Tax and Business Rates, for existing service provision;
- The identification of realistic and properly risk assessed commercial opportunities.

3 Options/Alternatives

3.1 There are two options as follows:

- Option 1 – Approve the Income Strategy for Oldham Council for the period 2020/21 to 2024/25;
- Option 2 – Do not approve the Income Strategy for Oldham Council for the period 2020/21 to 2024/25 and suggest an alternative approach

4 Preferred Option

4.1 Option 1 is the preferred option.

5 Consultation

5.1 There has been internal Council consultation on the content of this report.

6 Financial Implications

6.1 The preparation of an income strategy clearly has the aim of increasing resources available to the Council. Whilst there are no specific sums which can be attached to the approval of this strategy, it is an enabling document that will guide and shape the approach to income generation.

7 Legal Services Comments

7.1 There are no direct legal implications arising from the report, however, in moving forward with proposals for income generation advice should be sought from Legal Services as to the lawfulness of any such proposals including vires and powers to generate income. Under the provisions of the Localism Act 2011, for example, section 4 provides that where an Authority does things for commercial purpose in exercise of general power, the general power confers power on a local authority to do things for a commercial purpose only if they are things which the authority may, in exercise of the general power, do otherwise than for a commercial purpose. Further, by section 14 (2) of the Act, where, in exercise of the general power, a local authority does things for a commercial purpose, the Authority must do them through a company. (Colin Brittain)

8 Co-operative Agenda

- 8.1 Income generation will be undertaken working to co-operative principles and in recognition of the role and opportunity of the Council as a key anchor institution. There is a commitment to maximising opportunities which increase income and deliver social value - including social investment opportunities. As joint working and commissioning develops across sectors, this will be actively considered to complement this strategy. There will be a regular review of this strategy in the context of delivering both the Oldham and Corporate plans with shared priorities around inclusive growth, thriving communities and co-operative services.

9 Human Resources Comments

- 9.1 There are no specific human resources implications.

10 Risk Assessments

- 10.1 The pursuit of an increasingly commercial approach to income generation has to be considered in the context of the Council appetite for risk. Generally, the greater the potential returns, the greater the risk of financial loss. It is important therefore that due diligence exercises are undertaken where new opportunities are being explored.
- 10.2 Similarly, when considering the pricing strategy for services (new or existing), appropriate analysis and review is required to minimise the risks associated with setting fees and charges at either too high or too low a level.

11 IT Implications

- 11.1 There are no specific IT implications.

12 Property Implications

- 12.1 As part of the Council's Medium-Term Property Strategy (MTPS), the Property Investment Strategy is under review to ensure it provides a robust framework to guide future decision making to support the Council's medium-term financial planning.
- 12.2 The MTPS will also ensure that all opportunities to maximise use of the wider public sector estate are fully explored and exploited, to enable costs to be driven out, service delivery to be improved and surplus assets to be released. (Peter Wood).

13 Procurement Implications

- 13.1 There are no specific procurement implications.

14 Environmental and Health & Safety Implications

- 14.1 There are no specific Environmental and Health & Safety Implications.

15 Equality, community cohesion and crime implications

- 15.1 There are no specific 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 FCS-19-19

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: Background Papers are contained in Appendix 1
Officer Name: Andy Moran
Contact No: 0161 770 4467

20 Appendices

20.1 Appendix 1: Oldham Metropolitan Borough Council Income Strategy 2020/21 to 2024/25.

Income Strategy 2020/21 to 2024/25

Oldham Metropolitan Borough Council



Income Strategy 2020/21 to 2024/25

1. Background

1.1. This document presents the Council's strategy for income generation for the medium-term financial planning period 2020/21 to 2024/25. The strategy covers all material sources of revenue that finance day to day service provision including:

- Government Grants;
- Council Tax;
- Business Rates;
- Fees, charges and other contributions.

1.2. The strategy also explores:

- The impact of other major Council strategies covering income generating activities such as housing provision, property management, capital programme investment and commercial property investment;
- Opportunities relating to traded services and other chargeable activities;
- The process for setting charges and collection efficiency.

1.3. The strategy has been developed having regard to the latest Chartered Institute of Public Finance and Accountancy (CIPFA) guidance covering income generation (published July 2019).

2. Strategic Objectives

2.1. The objective of this Income Strategy is to support and encourage activity that will generate significant levels of additional revenue alongside the delivery of Oldham Corporate Plan objectives without materially increasing service delivery costs. Success in this regard will help reduce the Council's forecast budget reduction requirement thus mitigating the need for service reductions. The Council will therefore;

- Continue to adopt an increasingly commercial stance to chargeable activities whilst maintaining the Council's ethos of having an inclusive economy, co-operative services, thriving communities and being an employer of choice through living wage accreditation, plus having regard to increasing social value for the residents of the Borough;
- Consider income generating activity as an integral part of other relevant Council strategies including housing provision, property management, capital programme investment and commercial property investment;
- Revisit and update existing policies and ways of working; particularly with regard to income collection practices and the recovery of arrears;
- Refine its approach to Council Tax and Business Rates collection as well as strengthen and grow the tax bases underpinning these major revenue streams;
- Adopt efficient methods of working and, after having considered relevant issues, where appropriate cease non-statutory chargeable activity that is unlikely to generate surplus revenue or at least fully recover all cost inputs;
- Review and rationalise existing property holdings across all Council activities.

2.2. A successful income strategy will support:

- The maximisation of existing income sources and full recovery of cost inputs;
- The identification of opportunities to maximise social value to complement income generation activity;
- Growing Council Tax and Business Rates revenues whilst recognising and allowing for the service implications arising from housing and economic growth;
- Improved methods of collection and the reduction in bad debt provision and the requirement to write off any income due to the Council;
- A reduced reliance on corporate sources of funding, including Council Tax and Business Rates, for existing service provision;
- The identification of new realistic and properly risk assessed income streams including commercial opportunities.

3. Government Grant maximisation

3.1. The Council's 2019/20 revenue budget is financed by numerous income streams. The initially approved gross revenue budget, which shows all major funding streams, totalled almost £660m. This is summarised in Table 1 below.

Table 1 - Sources of Revenue (General Fund)

Sources of Revenue (General Fund)	2019/20 £000
Ringfenced Grants	331,266
Unringfenced Grants	69,138
Council Tax	92,368
Business Rates	50,826
Other Grants, Reimbursements and Contributions	44,818
Customer and Client Receipts	44,604
Interest Revenue Sources	7,442
Recharge Income	17,774
Total	658,236

3.2. The figures presented in the table above are based on the original budget approved by Council on 27 February 2019. The net revenue budget is the more familiar budget presentation, which excludes ringfenced grants, some of the other grants and contributions, customer and client receipts and recharge income.

3.3. As the year progresses, estimates for some of these revenue sources change as a result of new funding announcements and allocations and increased business activity.

- 3.4. Despite significant reductions in Government Grant funding since the start of the decade, they finance a significant proportion of the Council's gross and net revenue expenditure. However, it should be noted that significant elements of this funding is ringfenced for specific purposes. Major ringfenced revenue sources for 2019/20 include:
- £145m of Dedicated Schools Grant funding (£245m including amounts attributable to Academy Schools);
 - £54.6m of subsidy to finance Rent Allowances and Rent Rebates (Housing Benefit Payments);
 - £13.3m to help finance operational PFI projects (derived from PFI Credits);
 - £9.4m of Pupil Premium Grant.
- 3.5. An initial sum of £69.1m of Government Grants was un-ringfenced and used to underpin the Council's 2019/20 net revenue budget. Most of this funding relates to Business Rates Top Up Grant (£40.653m) and Grants in lieu of Business Rates (£10.503m). Being a Member of the Greater Manchester 100% Rates Retention Pilot Scheme, the Council does not currently receive Revenue Support Grant or ringfenced Public Health grant as a separate funding stream. Both are, in effect, included within Business Rates grants and retained revenues.
- 3.6. Government Grants remain the most significant source of funding for the Council. The Council's ability to grow or influence this grant income stream is restricted. This is because:
- Grant allocations are determined by the relevant Government department (often on the basis of a national formula) or other third party providing the funding rather than the Council;
 - Many grants are ringfenced and cannot be used to underpin the net revenue budget or reduce the Council's budget reduction requirement;
- However, where there are opportunities to bid for specific sources of grant, the Council will consider if and how the available resource will contribute to the delivery of corporate and service objectives and after evaluation, where considered appropriate, will actively pursue the funding available.
- 3.7. In addition to the revenue grants highlighted in Table 1, capital grants provide a significant source of funding to support the capital programme and the Council will apply the same approach to such grant funding opportunities as to revenue grants.
- 3.8. All expenditure that can legitimately be financed from ringfenced grants will be identified and accounted for accordingly. The Council already has long-standing processes in place to ensure this happens; particularly when service and funding transfers take place, and this will be continued.

4. **Council Tax**

- 4.1. In 2019/20, Council Tax will generate around £92.4m to help finance the provision of Council Services and fund Parish Precepts. This includes £6.7m from the Adult Social Care precept (first introduced in 2016/17). Council Tax is a major source of revenue, financing over 40% of the Council's Net Revenue Budget. To counter previous reductions in Government Grant funding, the Council Tax Policy of the Administration has been to increase district Council Tax by 3.99% per annum since 2017/18 (inclusive of a 1.99% general increase and a 2% increase for the Adult Social Care precept).
- 4.2. Clearly, any interventions that improve the yield from Council Tax in addition to straightforward increases in the amount charged per dwelling could provide a significant boost to this crucial revenue stream. Interventions designed to improve Council Tax yield fall into two categories:
- Growth in the Tax Base; and
 - Improvements in the Collection Rate.

Growth in the Tax Base

- 4.3. Annually, prior to the formal Budget Council Meeting, Cabinet determines the Council Tax Base for Tax Setting purposes. This comprises an assessment of the number of Band D equivalent properties located within the borough adjusted for an overall collection rate. The most recent report for 2020/21 was presented to Cabinet on 16 December 2019 and highlights the Tax Base for Council Tax Setting Purposes as being 57,663 Band D equivalent properties based on a collection rate of 97%. This report also determines the arrangements for approving the forecast for Business Rates revenues for the forthcoming financial year. Business Rates revenues are considered further in Section 5 below.
- 4.4. The process for setting the Tax Base and Council Tax Requirement is driven by statute. The manner in which the revenue budget is presented also means increased Council Tax yield (from higher collection rates or tax base growth) will not manifest itself as part of a formal budget reduction proposal. Instead, any interventions that grow the tax base and improve the collection rate will be reflected in the annual Tax Base report considered by Cabinet.
- 4.5. In order to maximise the Tax Base, Finance, Revenues, Regeneration, Housing and Planning Service officers liaise closely to ensure that new developments and other changes to the housing stock are reflected appropriately. Specific initiatives are also instigated to ensure empty properties are brought back into use and that only the correct Council Tax discounts are awarded. These initiatives also align to the maximisation of New Homes Bonus grant (see 4.11)

Collection Rates

4.6. Collection rates can be improved by sustained and targeted activity as follows:

- Continuing to encourage greater take up of payment by Direct Debit;
- Benchmarking against the best performing Councils and adopting their good practices;
- Reviewing enforcement costs, benefits and effectiveness, for example by comparing in-house resources with external enforcement agents;
- Reviewing and amending correspondence, for example utilising nudge theory/behavioural approaches to increase the likelihood of payment;
- Achieving and maintaining quick turnaround times for benefit processing;
- Always taking swift action when arrears recovery/enforcement activity fails.

In this regard, the Council will continue to work closely with the Unity Partnership on all the activities outlined above to sustain collection performance and by taking advantage of new technology to support e-billing and the issuing of reminders by SMS text message. The programme of initiatives is under constant review.

4.7. Whilst many of the discounts and reductions offered as part of Council Tax arrangements are mandatory, the Council will take additional steps to check and confirm entitlement and possibly reduce the value of discounts where discretion is permitted. A particular focus will be on confirming entitlement to Single Person Discount and empty property discounts

4.8. The Council is required to review its Council Tax Reduction scheme each year. The Council is committed to, as far as possible, providing support to poorer households. It will not therefore consider amending the Scheme as a means to increase Council Tax receipts.

Illustration of gains from improved Council Tax Yield

4.9. Sustained improvement in collection rates could eventually be reflected in the tax base calculation (for tax setting purposes). A sustained 1% increase in the collection rate to 98% would generate an additional £0.948m per annum in Council Tax revenue (based on 2019/20 Council Tax levels).

4.10. The Council's Housing Strategy approved by Cabinet on 24 June 2019 stated that the Borough has an annual development target of 716 new homes. Assuming these new dwellings convert to 716 additional Band D equivalent dwellings, this would generate an additional £1.163m per annum (at 2019/20 Council Tax levels). It should be noted that Council Tax income projections already assume a growth of 500 Band D equivalent dwellings per annum.

4.11. The delivery of additional dwellings also drives increases in New Homes Bonus (NHB) grant. NHB is an incentive grant. Now payable for four years, the grant provided Councils with a financial incentive to encourage the development of new homes as well as bringing empty homes back into use. A multi-disciplinary team of officers has been operating for a number of years to ensure that as far as possible,

NHB income is maximised through initiatives including using information from various agencies to check occupancy and increased inspection of potentially occupied homes. This work will continue to promote the achievements of NHB grant but also general Council Tax income.

5. Business Rates

- 5.1. In 2019/20, Business Rates will generate £50.826m to help finance the provision of Council Services and represents funding for just over a fifth of the Council's Net Revenue Budget. Alongside Council Tax, Business Rates provide a critical and significant source of income. As with Council Tax, the process for approving Business Rates revenue forecasts for budget setting purposes is driven by statutory requirements. The manner in which the revenue budget is presented means increased Business Rates yield (from higher collection rates or growth) will not manifest itself as part of a formal budget reduction proposal. Instead, any interventions that create growth in Business Rates will be reflected in the forecasts presented alongside the Council Tax Tax Base which are considered by Cabinet prior to the annual Budget Cabinet and Budget Council meetings.
- 5.2. Fluctuations in the economic conditions in the borough are reflected in the rise and fall of the Business Rates Tax Base, making it less robust than the Council Tax Base. The situation is not unique to Oldham and affects all billing areas with Business Rates Tax Bases both large and small. The frequent changes to the Business Rates system is a general challenge but there are also some specific challenges associated with sustaining and growing business rates revenues including:
- Little local flexibility to determine the rate of tax applied to the Tax Base; in this case the multiplier applied to rateable value;
 - Little local discretion regarding entitlement to certain reliefs and discounts which, in most cases, are mandatory;
 - The volume and value of appeals against the level of Business Rates lodged with the Valuation Office Agency under the Government's national framework for Business Rates challenge. As at 31 March 2019, this resulted in £7.370m of funds being set aside as provision to cover the potential for backdated losses. Appeals resulting in a reduction in rateable value will also result in a permanent ongoing reduction in Business Rates revenues.
 - The impact of rateable value revaluations (which in future are expected to take place every three years) typically result in more Business Rates being generated from London and the South East relative to less prosperous areas of the country;
 - Rates avoidance activity resulting in some businesses paying fewer Business Rates than might otherwise be the case.

5.3. Although there are significant issues, the Council is focussing energy and resources at regeneration and related activities that support economic growth and underpin Council priorities. Current priorities are as follows:

- Identifying key employment sites to secure new job opportunities and investment;
- Supporting existing and to attract new businesses into the Borough;
- Delivering of Oldham's Cultural Quarter;
- Investment in the future Vision for the Town Centre;
- Completion of regeneration activities at Prince's Gate;
- Lobbying for better transport links at Greater Manchester level
- Redevelopment of Royton Town Hall and the district centre;
- Completion of the delivery of a premium business park and high-quality homes at Foxdenton;
- Completion of the regeneration of Hollinwood Junction; and
- Delivering new Primary and Secondary Schools across the Borough to invest in all schools being Good or Outstanding and to address the need for places.
- Using powers to incentivise new business and investment into Oldham such as granting Business Rates discounts within the limits of the primary legislation and European rules on state aid

5.4. In addition, the Council will continue to explore other opportunities to grow Business Rates revenues by, for example, engaging the services of specialists who can search for and identify premises that are not currently included on the rating list and the identification of business rates avoidance.

5.5. These activities are all aimed at having a positive impact from the perspective of Business Rates revenue generation.

6. Fees, Charges and Other Contributions

6.1. In 2019/20, the Council's Revenue Budget is supported by £114.6m of income from sources other than Government Grants, Council Tax and Business Rates. These are summarised in Table 5 below:

Table 5 - Other Sources of Income

	2019/20 £000
Other Grants, Reimbursements and Contributions	44,818
Customer and Client Receipts	44,604
Interest Revenue Sources	7,442
Recharge Income	17,774
Total	114,638

Other Grants, Reimbursements and Contributions

- 6.2. This category of income includes contributions from third party organisations (primarily public bodies) including other Local Authorities and NHS organisations. Also included are contributions from organisations and individuals towards the cost of service provision; largely relating to the provision of Health and Social Care services.
- 6.3. The Council will ensure all amounts due are collected and paid as efficiently and effectively as possible. Efficiency in collection processes is covered in Section 10 of this strategy.

Customer and Client Receipts

- 6.4. This category of income includes revenues generated from sales, fees, charges and rents. Income is derived from Council owned property and chargeable services provided by the Council to both residents and third party organisations. There is scope (potentially limited in some areas) to generate additional yield and/or reduce costs associated with such activities and these will be actively pursued.

Interest Revenue Sources

- 6.5. This source of income includes interest on investments associated with Treasury Management activity along with interest and dividends derived from the Council's other investments. All Treasury Management investment is undertaken with regard to the objectives of security, liquidity and yield. A target rate of return is set annually and performance to that target is regularly reviewed. The objective is to maximise the rate of return with regard to the investment objectives. The current low interest rate environment means traditional bank deposits and money market fund investments cannot make a significant additional contribution towards reducing the budget reduction requirement so the Council's Treasury Management Strategy allows other income yielding opportunities to be explored.

Recharge Income

- 6.6. Recharge income is derived from charges to other services within the Council including schools. Increased recharge income is therefore matched by increased costs elsewhere within the Council. Unless the Council can identify additional and legitimate opportunities to recover additional costs from ringfenced grants, this source of income will make no contribution towards a reduction in the forecast budget reduction requirement.

7. Commercial Investment Opportunities

- 7.1. The combined effect of sustained reductions in Government Grants and low interest rates reducing the rate of return from traditional Treasury Management investments has prompted the examination of the possibility for generating additional income through alternative investment activity.

- 7.2. By their very nature, such investments often carry a different risk profile to the cash-based investments typically utilised as part of traditional Local Authority Treasury Management activity.
- 7.3. In this regard, the Council will consider:
- Investment in 'green' technology including wind farms and solar technology;
 - The acquisition of commercial property;
 - Debt and equity investments to generate growth and long and short term income for the Council
 - Investment in companies to deliver, for example traded services or new housing.
- 7.4. The Council has several approved strategies in place covering housing, Council property, capital investment and commercial property investment which rely on taking advantage of some of these opportunities. This is covered further in section 9 of this strategy.
- 7.5. Councils have had greater freedoms to invest in commercial projects since being granted the power of general competence through the 2011 Localism Act. As with any commercial activity, assessing the risks is vital and the more commercial the venture, the more robust and detailed the due diligence exercise the Council will undertake.
- 7.6. Given the heightened risks relating to security of capital, liquidity and level of return, all such investments will be subject to an appropriately detailed assessment to provide assurance and cover such matters as:
- The legal powers being relied on to undertake the investment;
 - How a specific investment proposal is accommodated within the Council's existing policy framework;
 - The decision making and approval process surrounding such investments;
 - Whether the Council requires permission to proceed from Government (or anyone else);
 - Whether land and buildings are being transferred between the General Fund and Housing Revenue Account;
 - Whether proposals affect contractual arrangements with third parties;
 - How the investment proposal is to be financed;
 - Whether the investment proposal has been subject to procurement and tendering procedures (EU requirements may apply);
 - Justification for moving ahead with the proposal and being prepared for such proposals being debated and discussed within the local and national media (print and online) as well as being debated at Scrutiny Committees and Council Meetings.

8. Traded Services and Other Chargeable Activities

- 8.1. The Council has established various trading units where the service manager is required to operate in a commercial environment by generating income in order to either match expenditure incurred or, in certain instances, operate within an approved level of subsidy.
- 8.2. Success in improving margins (the difference between costs and revenues) within trading operations will have a positive impact on the budget reduction requirement. The full range of chargeable Council services goes beyond purely trading operations. Many services charge fees to recover the cost of service provision even though they are not formally established as a trading operation (e.g. Planning Services, Registrars). The latest schedule of fees and charges for trading and other income generating services was approved at the Budget Council Meeting on 27 February 2019.
- 8.3. Regular reviews of chargeable services (including trading operations) will be undertaken as good practice to determine:
- The extent to which costs are recovered from fees and charges;
 - Whether charges are comparable with competitors in the public or in some instances, the private sector;
 - Which services are subject to income generation targets and to establish whether such targets are achievable and sustainable;
 - The rationale behind specific tariff structures, charges and concessions and whether this remains appropriate;
 - Whether alternative delivery models need to be considered in order to modernise service provision and fully recover costs through charging.

The findings of these reviews will determine the action required on a case by case basis.

9. Council Strategies that rely on Income Generation

- 9.1. The Council has several approved strategies in place that rely on income generation to help achieve some or all of their objectives.

Housing Strategy 2019

- 9.2. The Council's Housing strategy is ambitious and seeks to deliver 716 new homes per year (more than double the number built annually in recent years). In addition to scaling up development, the strategy aims to deliver greater diversity in the type of new homes built and seeks to address some of the challenges which can hamper new development.
- 9.3. In addition to financing housing development, measures to open up sites and reduce risks for developers carry significant financial implications. To be viable, development proposals need to either generate sufficient sale proceeds/capital receipts to cover financing and development costs or provide a sustainable rental income stream to cover these costs along with management and maintenance costs.

Capital Strategy 2019/20 to 2023/24

- 9.4. The Council's Capital Strategy is reviewed, updated and considered by Council annually alongside the revenue budget for the forthcoming financial year. Although the majority of the Council's programme of capital investment is focused on improving the borough's assets and amenities, an element of that investment is focused on income generating opportunities and regeneration activities which may take the form of:
- The acquisition of assets which generate an ongoing revenue stream;
 - The provision of loans or similar instruments in exchange for interest income.
- 9.5. Typically, investment in such activities is primarily focused on regeneration. However, to be sustainable, plans for investing in the Town Centre and across the borough will take account of the ability of assets to generate sufficient income to cover financing and operating costs if they are going to be sustainable in the medium to long term.

Capital Receipts

- 9.6. The Council's approved Capital Strategy for 2019/20 to 2023/24 requires Capital Receipts to be generated for financing purposes. The Council has a programme in place to review its property and assets base to identify which assets can be disposed of in order to generate capital receipts. The Council is increasingly working with partners through the One Public Estate initiative to have a joined up approach to capital asset disposal. To the extent additional Capital Receipts are generated over and above the level relied upon to support the capital programme, they can be used to:
- Reduce existing prudential borrowing commitments;
 - Fund additional capital programme priorities; or
 - Fund the acquisition of alternative investments in lieu of undertaking additional borrowing.

Capital Grants

- 9.7. The Government frequently introduces a range of capital grant funding opportunities for which bids must be submitted at short notice. The Council will respond as it considers appropriate to these and all other bidding opportunities, ensuring that bids are submitted which align with its objectives and capital investment priorities and that any external grants that can be utilised as such, will be used to generate additional income streams to support the Council's Capital programme/revenue budget.

Medium Term Property Strategy 2018-2022

- 9.8. As at 31 March 2019, the Council's Property, Plant and Equipment Assets were valued at £727.7m. In addition, Investment Properties were valued at £17.9m. Many of the Council's property assets are vested in land and buildings that are integral to the provision of services such as schools (including PFI schools) and the Civic Centre complex.
- 9.9. In addition to seeking opportunities to rationalise the property estate and accelerate planned disposal activity, the Council will reduce the operating costs of property that is to be retained by, for example, ensuring buildings are as energy efficient as possible and to enhance income generation.
- 9.10. The Council's approach in this regard is set out in the Medium-Term Property Strategy that sets out strategic outcomes for the period 2018 to 2022, covers the delivery of asset management and sets out a series of policies relating to the management and disposal of Council Property. The Council is currently developing detailed proposals as part of its 'Creating a Better Place' strategy to ensure it can meet Oldham's ambitions to support economic growth and thriving communities whilst delivering financial savings from its existing property estate.

Commercial Property Investment Strategy (CPIS)

- 9.11. In order to take advantage of commercial investment opportunities (see section 7 above), the Council has approved a strategy and established a fund to facilitate the development of a robust, property investment portfolio in order to generate a sustainable future income stream to support the Council's mainstream service delivery. A revised strategy (Cabinet 16 December 2019) includes the addition of debt financing and green technologies to facilitate income generation and to deliver economic growth across the Borough and within Greater Manchester. The strategy will ensure the governance and financial appraisals of potential acquisitions align with the Council's appetite for risk and that forecast rates of return are based on robust and stress-tested calculations.
- 9.12. Arrangements are in place to evaluate business cases and make recommendations in relation to future property acquisitions which align to the Commercial Property Investment Strategy principles, with the intention of creating ongoing revenue savings as well as providing an income stream to support service delivery.

10. Collection Efficiency

- 10.1. The Council will continue initiatives to improve collection efficiency and reduce the number of sundry debtor invoices produced. As well as reducing the cost of income collection, well designed processes will avoid increased bad debt provisions and write offs. The Council will therefore:
- Collect charges in advance of service provision where possible;
 - Offer digital facilities to reduce collection costs (including the cost of back-office support);

- Encourage channel shift so that more customers order services and pay by digital means;
- Ensure that all service users are promptly assessed and billed;
- Ensure that service users pay charges promptly and that an effective recovery capacity is in place;
- Have high-quality and transparent accounting and administration to ensure that all income provides clear proof of debt; and
- Ensure that other agencies bear their agreed share of expenditure (e.g. the health content of complex care packages).

10.2. The Council will move away from charging for services after they have been provided in order to reduce the likelihood of bad debts and write offs. This aspiration is consistent with the objectives of the Council's Digital by Design Programme which seeks to transform the way services interact with residents and service users. This includes delivering improvements to business processes and supporting technology.

11. **Conclusions**

11.1 As is clear from this strategy, the number of income streams supporting the provision of Council services is many and varied. The adoption of the strategy will however provide the Council with a framework to support its income generation ambitions.



Report to CABINET

Commercial Property Investment Strategy and Fund

Portfolio Holder: Councillor Sean Fielding, Leader of the Council and Cabinet Member for Economy and Enterprise
Councillor Abdul Jabbar MBE, Deputy Leader and Cabinet Member for Finance and Corporate Services

Officer Contact: Anne Ryans, Director of Finance
Emma Barton, Director of Economy

Report Author: Sam Smith, Senior Finance Manager
Ext. 1089

16 December 2019

Reason for Decision

Cabinet approval is sought for the updated Commercial Property Investment Strategy and to continue a Fund to facilitate development in a robust, property and alternative investment portfolio in order to generate a sustainable future income stream to support the Council's mainstream service delivery.

Executive Summary

The Council continues to be faced with an unprecedented financial challenge with uncertainty around funding arrangements. This proposal to revise the Commercial Property Investment Strategy and continuation of the Investment Fund, presents an opportunity to reduce this pressure by increasing revenue income to support the Council's budget by way of additional income streams from the acquisition of new investment property assets and alternative investments.

Recommendations

Cabinet is recommended to approve:

1. The transfer of functions of a Member/Officer Property Appraisal Group to the Corporate Property Board which will comprise of the Directors of Finance, Legal Services and Economy and the Deputy Chief Executive, the Leader of the Council and the Cabinet Member for Finance and Corporate Services to evaluate business cases and make recommendations in relation to future property acquisitions which align to the Commercial Property Investment Strategy principles.
2. Realignment of the Capital Programme to allow for new alternative investments to be agreed at Annual Budget Council.
3. The Directors of Finance and Economy be given delegated authority to secure additional specialist external advisors as considered appropriate.
4. The authorisation to the Director of Legal Services or his nominated representative to sign and/or affix the Common Seal of the Council to all the documents and ancillary or associated paperwork required to give effect to the recommendations in this report.
5. The Directors of Finance and Economy be given delegated authority to utilise the £250k pre-investment reserve as appropriate.

Commercial Property Investment Strategy and Fund

1 Background

- 1.1 The original Commercial Property Investment Strategy (CPIS) was agreed at Cabinet on 18 December 2017. This was to be a mechanism to increase revenue streams for the Council via the acquisition of investment properties. The CPIS is aligned to the Medium Term Financial Strategy (MTFS) in that income from investment properties is utilised to support in the provision of Council services.
- 1.2 In order for the CPIS to be sustainable, an allocation was agreed within the Capital Programme of £15m and which c £9m will be uncommitted at financial year end. Further allocation in the Capital Strategy is required to ensure there is a suitable level of funding available for arising opportunities.
- 1.3 The Chartered Institute of Public Finance and Accountancy (CIPFA) has recognised that commercial investment is an option for Local Authorities for future financial sustainability and revised their Prudential Code of Practice in 2018 to take into account these new initiatives. The Prudential Code of Practice was developed as a professional code to support local strategic planning, asset management planning and proper option appraisal for Local Authorities when developing their programmes for capital investment in fixed assets. Its objectives are to ensure that capital investment plans are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. The prudential indicators within the Prudential Code are designed to demonstrate compliance with these objectives and to provide assurance to Government that Local Authorities are acting responsibly. The CPIS has been prepared having regard to the revised Code.
- 1.4 Recently, CIPFA has issued a document entitled “Prudential Property Investment” which provides guidance on the provisions in the Prudential Code that relate to the acquisition of property intended to make investment returns. It clarifies a range of issues including changes to statutory guidance.
- 1.5 The CPIS has been prepared having regard to the revised Prudential Code and the most recent CIPFA guidance.

2 Current Position

- 2.1 Currently, the Council's non-operational property portfolio consists of shops, offices, industrial units and an extensive range of low value freehold reversionary residential and commercial interests situated in the town centre and across the borough.
- 2.2 The portfolio generates a gross annual income of c £3m. Not unlike many Council property non-operational estates in the UK, the majority of the revenue value of the estates is held within a few properties and this is not unexpected given the complex reasons why Councils have acquired and then retained assets in the past.

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- 2.3 A review of the Council's property assets began in 2018 following the adoption of an updated Medium Term Property Strategy (MTPS). The review reidentified properties within the Council's estate which are required for service delivery, investment, community assets, regeneration and surplus to requirements. Since the realignment of the estate a number of disposals, community asset transfers and rental income reviews have taken place.
- 2.4 The revised strategy sets out the Council's intent and approach to acquiring new property assets to be held for investment and making alternative investments. It presents the risks and the process by which the Council can achieve increased income streams. It also covers those properties in the current non-operational portfolio which can be classified as investments and should be managed accordingly.
- 2.5 There are two main additions to the strategy since December 2017. These are the inclusion of two new categories of investment as an opportunity for income generation:
- a) Debt/equity investments
 - Debt investment utilises the purchase of a debt instrument with a profit at the end of the investment period and profit interest during the investment period.
 - Equity investment occurs when shares or part of a building is purchased, generating a dividend payment.
 - b) Investment in green technologies which is a new but growing area. Income would be generated through investment in a scheme producing an annual tariff return and this would also promote sustainability and alignment with the Council's Green Strategy.
- 2.6 There are a number of ways in which the Council could deliver elements of the Commercial Property Investment Strategy, whether in-house, via a property vehicle company or through arm's length investment in a property fund. Since the adoption of the 2017 strategy, management of the property estate has remained inhouse and is planned to continue in the short term, although the strategy allows for external professional advisors to be engaged.
- 2.7 It is recommended that specialist professional advice is secured as and when required. In addition, as it is possible that some of the acquisitions may be out of borough, therefore geographically, use of external resource including on-going property management, may be more appropriate. Any acquisition costs including specialist fees will be included within the business case.

Governance and Delegations

- 2.8 When an investment property or alternative investment opportunity comes to market, decision-making must align with the due diligence processes and timetables usually followed by the private sector, otherwise opportunities will be lost. This will necessitate the extension of delegated authority in order to make decisions within a commercial timeframe.

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- 2.9 A typical timetable for the purchase of commercial property could be a 2-3 weeks marketing period, including making of offers and confirmation by the seller of the preferred buyer and preparation of Heads of Terms, followed by a 4-6 weeks period of due diligence investigations by the buyer's solicitors prior to exchange of binding unconditional contracts on the purchase. Completion will usually follow within a further four weeks.
- 2.10 It is therefore proposed that Cabinet confirms the existing delegated approval process for decision making as per the Commercial Property Investment Strategy. An extract of the strategy is detailed below:
- All acquisition proposals will be channelled through the Director of Economy, by Heads of Service within the Property Services, who will review any outline business case in consultation with the Senior Finance Manager to consider potential investment opportunities. All alternative investment opportunities will be channelled through the Senior Finance Manager or Assistant Director of Finance, who will review the financial case and present an outline business case to be considered by the Director of Finance.
 - To ensure that good investments are not lost through delays in the decision making process, it is recommended that the Corporate Property Board (CPB) consider recommendations in a timely manner (this is a change from the 2017 Strategy where the Property Appraisal Group was the forum for consideration of recommendations).
 - The CPB will comprise of Directors of Finance, Legal and Economy, Deputy Chief Executive and the Leader of the Council and Portfolio Holder for Finance and Corporate Services.
 - A quorum of at least 3 members of the Board will be required to conduct business, including finance, property and Member representation.

Performance Issues

- 2.11 The success of the CPIS will have a direct impact on the Council's General Fund revenue income and therefore on delivery of the Council's priorities and outcomes.
- 2.12 The financial performance of the CPIS as a whole and of each property within the portfolio will be measured and reported on a regular basis to Cabinet following periodic reviews by the Corporate Property Board. Reports presented to Cabinet will include an analysis of performance with a view to making recommendations concerning review/amendments to the adopted strategy to ensure that the main objectives continue to be achieved.
- 2.13 The day to day management of investment properties and alternative investments will adopt normal 'private sector' principles for such a portfolio including rent collection. Council officers will need to be upskilled to carry out some of these activities, whilst there will be a necessity to engage with external consultants and partner organisations to carry out these functions should investments be outside of the Borough or on such a scale that the Council does not have the required capacity.

3 Options/Alternatives

3.1 Two options are presented for consideration as follows:

3.2 Option 1 - Do not agree the strategy and reallocate funds within the Capital Programme.

Cabinet could choose not to agree the Commercial Property Investment Strategy and continuation of a fund to acquire new investment properties. This is not recommended as it does not maximize the potential of additional revenue generation for the Council. The remaining £9m would be reallocated within the Capital Programme to emerging priorities.

3.3 Option 2 - Agree the strategy and continuation and increase of the fund.

The Council could choose to agree the Commercial Property Investment Strategy and continuation of the Commercial Property Fund based on its principles. This will include a further allocation to the fund to be determined as part of the wider Capital Strategy and Programme which will be presented to Budget Council. Utilisation of the current funding allocation, Prudential Borrowing or capital receipts will be based on a sound business case which will be subject to a robust due diligence exercise.

4 Preferred Option

4.1 The preferred option is to approve the strategy and to continue with the fund to facilitate implementation of the attached Commercial Property Investment Strategy.

5 Consultation

5.1 Officers in Property, Legal and Finance Services together with the Senior Management Team have been consulted.

6 Financial Implications

6.1 This CPIS is a framework designed to secure long term and sustainable income streams for the Council and to increase its financial resilience over time, so that it is less reliant on declining funding from Central Government.

6.2 All other financial implications are contained in Part B of the report.

7 Legal Services Comments

7.1 Any investments will need to be appraised and appropriate due diligence carried out in line with relevant Council policies, powers and strategies and will be the subject of separate reports which will need to assess merits/risks/benefits and relevant powers on an individual basis.

7.2 Any property transactions would need to comply with the Council's Land and Property Protocols and in particular with the best value obligations in Section 123 of the Local Government Act 1972.

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- 7.3 Any contracts / procurements to be entered into by the Council would need to comply with the Council's Contract Procedure Rules.
- 7.4 All transactions must comply with the Council's Financial Procedure Rules and appropriate external advice must be obtained to protect the Council's interests and to ensure all decisions are lawful and reasonable. In discharging its fiduciary and reasonableness duties the Council will also need to be mindful of the following;
- Procurement issues
 - State aid issues
 - Best value
 - Vires considerations
 - Appropriate consultation processes
- 7.5 The Council has the power to make this decision.

(Rebecca Boyle)

8 Co-operative Agenda

- 8.1 Generation of income from property investment will support service delivery and is therefore entirely aligned to the Co-operative agenda.

9 Human Resources Comments

- 9.1 None.

10 Risk Assessments

- 10.1 This initiative represents a risk for the Council and is therefore included in the Council's Risk Register. (Jane Whyatt)

11 IT Implications

- 11.1 None.

12 Property Implications

- 12.1 The CPIS is in accordance with the Council's need to increase revenue from the acquisition of new income generating investments. This is also supported by the Council's Medium Term Property Strategy which was approved by Cabinet in August 2018.

(Peter Wood)

13 Procurement Implications

- 13.1 There are no immediate procurement implications. Any future requirements to commission goods, services, or works, must be done so in line with Council CPRs and where applicable, external legislation, and therefore a requirement to engage the procurement team at an early stage. (Dan Cheetham)

14 Environmental and Health & Safety Implications

14.1 None directly arising from this report.

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-13-19

19 Background Papers

19.1 N/A.

20 Appendices

20.1 None.



Report to CABINET

Creating a Better Place

Portfolio Holder(s):

Councillor Sean Fielding, Leader of the Council and Portfolio Holder for Economy and Enterprise

Councillor Abdul Jabbar MBE, Deputy Leader and Cabinet Member for Finance and Corporate Services

Councillor Hannah Roberts, Cabinet Member for Housing

Senior Responsible Officer:

Helen Lockwood, Deputy Chief Executive People and Place

Report Author: Emma Barton, Director of Economy

16 December 2019

Reason for Decision

This report requests approval to revise the level of planned expenditure and investment within the Council's Capital Strategy and Programme to support wider regeneration and investment ambitions.

This aligns to the emerging property strategy review 'Creating a Better Place' which aims to deliver a balance between public sector projects to meet the needs of the local community, and to support accelerated economic growth and thriving communities across the borough.

Executive Summary

Oldham Council is ambitious and bold, and it is on the cusp of an exciting programme of significant change, which is essential to achieve its wider objectives. Corporate land and property assets are critical to this agenda and therefore the previously approved Medium-Term Property Strategy (MTPS) was reviewed as it needs to meet the scale of the change required.

At a strategic level, the review has confirmed that the property portfolio can be a catalyst for building new homes, creating job opportunities, re-skilling residents through new apprenticeship

opportunities, and re-engaging communities and partners through property / estate co-location and collaboration.

New core areas of focus were identified for property services through the MTPS, which incorporated key priority projects: Investments (direct and indirectly into property), Housing, Regeneration (especially the Town Centre) and the Corporate Estate.

This requires changes to be made to the governance arrangements, and service delivery structures to ensure the right resources are in place for effective and enhanced delivery across this programme.

Recommendations

Cabinet Members are asked to approve:

- 1) the proposals to reprofile the existing property service priorities / core areas and timescales to support the delivery of the indicative future savings;
- 2) the required structural changes needed to enable enhanced delivery, and to delegate this to the Deputy Chief Executive People and Place, the Director of Economy and the Chief Operating Officer of Unity Partnership;
- 3) a strong narrative, communications plan and engagement points/timescales to support this amended work programme in conjunction with the progression and delivery of the major projects which align with the investment proposals and the land / property decisions taken.

Creating a Better Place

1.0 Background:

- 1.1 The Council is facing unprecedented financial challenges and Cabinet have previously approved a Medium-Term Property Strategy to help provide clarity on the future requirements for every property and land asset with a view to confirming those for retention (and therefore supported by a detailed Asset Management Plan) or disposal (sale or transfer) to help reduce revenue implications and provide income generation opportunities. This work is supported by Central Government's 'One Public Estate' agenda in seeking greater collaboration and cooperation across the public sector property estate with the co-location of services; sharing of resources to deliver financial savings and releasing assets to support residential development as a further Government priority.
- 1.2 An independent review of the Medium-Term Property Strategy (MTPS) has been undertaken to:
- review the progress to date against the objectives and targets, to challenge whether the targets are still fit for purpose, to determine whether amendments were needed to service work programmes, to test opportunities for acceleration, to maximise the use of resources; and
 - look at processes, procedures, governance and structures to ensure any proposed amendments the MTPS would be adequately supported.
- 1.3 This report summarises the findings of this review and outlines proposals to be included in the Medium Term Property Strategy (MTPS).

2.0 Strategic Context for the Review:

- 2.1 The property services review was undertaken in the context of obtaining approval for a new set of exciting plans for property led change, including town centre regeneration with a new 'homes' focus as set out in the recently approved Town Centre Vision, plans for new public service accommodation, closer working with the Clinical Commission Group and One Public Estate, drive and direction from the new Housing Strategy, and a desire to review and expand property investments to help secure revenue funding.
- 2.2 The review involved scrutinising work programmes, performance reports, and technical documents, protocols, processes and systems. Several internal workshops took place and this was complemented by separate 'discovery' sessions with various officers from across the council to gain a greater understanding of ideas and opportunities for enhanced delivery, but also to understand any frustrations, key issues, challenges and risks.

3.0 Review Findings:

- 3.1 For ease of identification, the conclusions below summarise the thematic findings from the technical reports:

Strategy

- Refresh the MTPS to align with the new thematic areas, objectives and financial / milestone / performance targets;
- Refresh the Investment strategy to ensure opportunities can be supported to increase revenue generation;

- Re-prioritise the list of projects that sit within the thematic areas; identifying business case justification.

Targets

- Revise the objectives and associated activities in support of the new strategic approach to MTPS.
- Ensure activities focus on corporate estate consolidation / place-based integrated working / one public estate which links to the Housing Strategy and Town Centre Vision.
- Consider new approach to project delivery.

Culture / Delivery Function Structure


- Embrace a 'One Team' approach to bring together all internal and external stakeholders involved with the delivery of property services.
- Quick win - co-locate relevant groups of staff.
- Finance and Legal support should be an integral part of the strategic team and where necessary their resources increased to match the overall demand from programme requirements.
- Project management resources will be required to add pace to the programme and link to the role of the transformation lead

Governance

- To ensure that good investments are not lost through delays in the decision-making process, it is recommended Cabinet remains the decision making body, following recommendations from the Corporate Property Board (CPB).
- The Board will comprise Directors of Finance, Legal and Economy, Deputy Chief Executive and Portfolio Holders for Finance and Corporate Services and the Leader of the Council. A quorum of at least 3 members of the Board will be required to conduct business, including finance, economy and Member representation.
- Dedicated programme director (Head of Service level support) will provide technical capacity to ensure holistic strategic programme delivery, risk management, and interdependency alignment;
- Assets, Accommodation and Investment (AAI) Group will replace the Property Rationalisation Group to review and report on performance and risks to the work programme. This needs to include external stakeholders such as CCG / OPE and key internal functions such as the corporate estate, finance, legal and Unity partnership in order to act as one integrated team at Head of Service level;
- Each workstream within the AAI programme needs a dedicated lead / responsible officer (Head of Service) supported by a Transformation Project Management Officer to provide high level operational decisions, programme alignment, assurance, programme inter-dependencies, programme milestone management, financial milestone management, risk management, technical expertise and additional resources as required.
- Each workstream will need sub project / task boards to ensure collaborative working across the holistic work programme and to map interdependencies.

Example structure is indicated below:

Governance Structure	Membership	Support Resource
Cabinet	Senior Politicians	As existing
Corporate Property Board	Senior Politicians & Senior Officers	Transformation Director (property specialist)
Assets, Accommodation and Investment Group	Senior Officers and Heads of Service	Dedicated finance / legal support



MTPS Workstreams	Heads of Service and delivery officers	Dedicated Project Management Officer for each workstream
Task Groups	Delivery teams	

Processes and Procedures

- A revision is needed to the Property Protocols around disposals which ultimately needs much greater member support and more advanced work on 'why' and 'which' properties are being disposed of.

4.0 Consultation

- 4.1 Extensive consultation has taken place over the last 12-18 months through the development of the Town Centre Vision (refresh), the Housing Strategy, the Greater Manchester Spatial Framework, and more recently the Locality Asset Review (linked with the One Public Estate work), all of which are now formally adopted.
- 4.2 Consultation and engagement work has taken place with stakeholders, partners, Council teams and services, elected members, public sector organisations and different voices from our local communities to help clearly define regeneration ambitions, and to ensure that a vision was in place that was alignment with national, regional and local strategic priorities. The residential opportunities identified have been shaped by local people and stakeholders through engagement and consultation, especially with regards to ensuring the Council explores brownfield land in the first instance, to release the pressures on Green Belt land to meet our housing need.
- 4.3 Consultation has included face to face meetings, drop-in events, postal survey (to 15,000 residents of the borough), workshops, engagement meetings, briefing sessions, and stakeholder events.
- 4.4 Portfolio Holders have been consulted on the findings, and both staff and elected members have been engaged throughout this process to allow ideas and suggestions to be fed into the review work from the start.
- 4.5 Project consultation will take place at the applicable time in conjunction with standard practice for project development.

5.0 Financial Implications

- 5.1 All financial information is contained within Part B of this report.

(Sam Smith)

6.0 Legal Services Comments

- 6.1 External legal advice may be required from time to time to support the delivery of Council Projects as part of the Council's Capital Programme and aligned to the Medium-Term Property Strategy. This will dovetail with in-house legal teams and help to ensure all necessary steps are taken/documents are in place to protect the Council's position and commercial interests. Any such commissions will be obtained through lawful and compliant procurement exercises to ensure value for money and services are fit for purpose.

-
- 6.2 All work carried out/advice given will need to be governed by and in accordance with the Council's Constitution.
- 6.3 Any contracts for the supply of works, goods or services made in the name of the Council will need to comply with the Council's Contract Procedure Rules and all relevant EU regulations. All land transactions will need to comply with the Council's Land and Property Protocol. All financial transactions will need to comply with the Council's Financial Procedure Rules.
- 6.4 In developing the Medium-Term Property Strategy and Projects to support it alongside the Council's Capital Programme the Council will need to be mindful of the following;
- Procurement issues
 - State aid issues
 - The Council's Fiduciary Duty
 - Best Consideration
 - Vires Considerations
- 6.5 Part B of this report contains information as is detailed in Paragraph 3 of the revised Part 1 of Schedule 1A of the Local Government Act 1972. The exclusion from publication is justified for the reasons stated.
- 6.6 All legal issues will be reviewed and kept under advisement during the process and as Schemes and Projects come forward and progress.

(Rebecca Boyle)

7.0 Co-operative Agenda

- 7.1 The review of the management and disposal of corporate land and property assets provides numerous opportunities to support the development of a Co-operative Borough both through how decisions are taken and the engagement of key partners, service providers and communities in this; and the creation of new opportunities for development that includes more co-operative businesses. Decisions on which assets should be retained, managed and disposed of should be mindful of the need to maintain the infrastructure required to ensure partners and residents can still access the services they need and that place-based integration of services is supported.

(Jonathan Downes)

8.0 Human Resources Comments

- 8.1 None identified at this time. (Adele Savage)

9.0 Risk Assessments

- 9.1 None identified at this time. This will be picked up with project development. (Mark Stenston)

10.0 IT Implications

- 10.1 None identified at this time. (Chris Petrie)

11.0 Property Implications

- 11.1 Corporate land and property assets are critical to this agenda and therefore the previously approved Medium-Term Property Strategy (MTPS) needed to be reviewed to meet the scale of the change required.
- 11.2 At a strategic level, the review has confirmed that the property portfolio can be a catalyst for building new homes, creating job opportunities, re-skilling residents through new apprenticeship opportunities, and re-engaging communities and partners through property / estate co-location and collaboration.
- (Peter Wood).

12.0 Procurement Implications

- 12.1 None identified at this time. The procurement team will work closely with departments and provide the required support to ensure strategies are delivered successfully, and any requirement for goods, services, and works are procured in line with Council procedures, and where applicable, external legislation/public procurement law.
- (Dan Cheetham)

13.0 Environmental and Health & Safety Implications

- 13.1 In July 2019, the Council committed to becoming carbon neutral as an organisation by 2025 and to leading the borough to carbon neutrality by 2030. The MTPS is an essential transformational element in achieving these environmental targets and wider economic regeneration objectives such as building the green economy.
- (Andrew Hunt)

14.0 Equality, community cohesion and crime implications

- 14.1 None identified at this time.

15.0 Equality Impact Assessment Completed?

- 15.1 Not required at this time. This will be picked up with project development.

16.0 Key Decision

- 16.1 Yes

17.0 Key Decision Reference

- 17.1 ECEN-16-19ECEN-16-19

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Report to Cabinet

Council Tax Tax Base and Non-Domestic Rates Tax Base Forecast 2020/21

Portfolio Holder: Report of Councillor Abdul Jabbar MBE, Deputy Leader & Cabinet Member (Finance and Corporate Services)

Officer Contact: Anne Ryans (Director of Finance)

Report Author: John Hoskins (Finance Manager)
Ext. 1323

16 December 2019

Reason for Decision

This report presents to Cabinet the Council Tax Tax Base and provisional Non-Domestic Rates (NDR) Tax Base forecast for 2020/21 which will underpin the forthcoming Council Budget and Medium-Term Financial Strategy scheduled for consideration at Budget Council on 26 February 2020.

The report also seeks delegated authority to finalise the 2020/21 Non-Domestic Rates (Business Rates) forecast in order to reflect the information contained in the Local Government Finance Settlement for 2020/21 and up to date Non-Domestic Rates details to be submitted to Central Government via the annual NNDR 1 return by the statutory deadline of 31 January 2020.

Finally, the report seeks approval to delegate the final decision to join the pooling of Business Rates in 2020/21 with other Greater Manchester Districts, Cheshire East & Cheshire West and Chester Councils. Oldham has pooled Business Rates with neighbouring Authorities since 2015/16. The receipt of the Provisional Local Government Finance Settlement marks the start of a 28-day period for confirming Oldham's membership within the 2020/21 Business Rates Pool and the timing may not align with future Cabinet meetings.

Members are asked to note that the General Election of 12 December 2019 has affected the timetable for budget setting and related activities across all billing and precepting authorities. Delays to the publication of information such as the Provisional Local Government Finance Settlement may impact on billing authorities' ability to submit government returns (such as the NNDR 1) and notify preceptors of tax base information on or before normal statutory deadlines. This, in turn, may impact on the timetable for scrutinising and considering budget reports at

Committees and meetings leading up to Budget Council planned for 26 February 2020.

Executive Summary

This report sets out information on the Council Tax Tax Base for 2020/21 using the most up to date valuation list and all other information and estimates available.

The total number of chargeable properties included in the Council Tax Tax Base calculation in Oldham for 2020/21 is 95,071. This figure is reduced to 86,290.25 after allowing for discounts and exemptions and translates to the equivalent of 68,454 Band D properties. After applying adjustments for the Local Council Tax Support scheme offset by the additional charging for empty properties and an anticipated increase in the number of properties to be included in the valuation list over the forthcoming year, the number of Band D equivalent properties reduces to 59,446. The final Tax Base after the application of the anticipated collection rate of 97% is 57,663 which is an increase of 970 over the Council Tax Tax Base for 2019/20 of 56,693.

The 2020/21 Tax Bases for Saddleworth and Shaw and Crompton Parish Councils of 8,707 and 5,494 respectively, have been calculated using the same methodology.

Statute requires local billing authorities to prepare and submit to the Ministry of Housing, Communities and Local Government (MHCLG) a locally determined and approved Business Rates forecast through the NNDR 1 return by 31 January each year. This forecast will be used to determine the 2020/21 “demand” and payment schedule for Business Rates between Oldham Council and the Greater Manchester Combined Authority. Being a participant in the Greater Manchester 100% Rates Retention Pilot Scheme (now extended by at least a further year until 31 March 2021) means the Council no longer pays a share of Business Rates to Central Government. Instead, Oldham currently retains 99% of the income with 1% being paid to the Greater Manchester Combined Authority for Fire and Rescue services.

The estimated rating income for 2020/21 attributable to Oldham Council is currently £50.547m. Delegation is sought to enable the Business Rates forecast to be updated to take account of the 2020/21 Local Government Finance Settlement and up to date Non-Domestic Rates information, enabling the submission to Central Government of the annual NNDR 1 return by the statutory deadline of 31 January 2020 to Central Government.

Members will recall that Oldham has pooled Business Rates revenues with other Greater Manchester districts and the two Cheshire Unitary Authorities since 2015/16 (Cheshire West & Chester joined the pool from 2016/17). The aim of pooling is to retain the benefits of any Business Rates growth within Greater Manchester for the benefit of the region. This report seeks approval to continue these arrangements into 2020/21 (subject to the notification of the 2020/21 Local Government Finance Settlement).

Traditionally, the Chancellor of the Exchequer delivers an autumn budget statement. On previous occasions, this has been used to announce policy changes to the business rates system and Members have been provided with updates on

those changes within previous tax base reports. However, due to the calling of the General Election for 12 December 2019, the Chancellor cancelled his autumn budget statement (originally planned for 6 November 2019) meaning no national policy changes to the business rates system for 2020/21 have been proposed.

Members should note however, that significant changes are proposed for the Retained Business Rates system from 1 April 2021. Changes include:

- A move to 75% rates retention nationally (increased from 50%) and the likely ending of the Greater Manchester 100% rates retention pilot scheme;
- The resetting of business rates baselines which may see locally retained growth fully or partially taken away from individual local authorities and redistributed through the funding formula;
- The implementation of recommendations from the fair funding review which could also impact on business rates baselines and the calculation of tariff payments and top up grants (designed to equalise the difference between an authority's need for business rates revenue compared to what can be generated from local ratepayers);
- The revaluation of Business Rates leading to the national adjustment of rateable values and multipliers.

Recommendations

It is recommended that

- 1) Cabinet approves:
 - a) The Council Tax Tax Base for 2020/21 at 57,663 Band D equivalent properties.
 - b) The latest estimate for 2020/21 Business Rates revenue that is attributable to Oldham Council as being £50.547m.
- 2) Cabinet notes the Tax Bases for Saddleworth and Shaw and Crompton Parish Councils of 8,707 and 5,494 respectively.
- 3) Cabinet delegates the decision to vary the final Business Rates forecast and hence the Business Rates Tax Base, if required, to the Deputy Leader and Cabinet Member for Finance and Corporate Services in consultation with the Director of Finance.
- 4) Cabinet delegates to the Deputy Leader and Cabinet Member for Finance and Corporate Services in consultation with the Director of Finance, the final decision of the Council's membership of the proposed Greater Manchester, Cheshire East & Cheshire West and Chester Councils Business Rates Pool for 2020/21 (subject to the information contained in the 2020/21 Local Government Finance Settlement).

Council Tax Tax Base and Non-Domestic Rates Tax Base Forecast 2020/21**1 Background**

- 1.1 The Local Government Finance Act 1992 (as amended for the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012) requires the Council as the Billing Authority to calculate and approve the Council Tax Tax Base for 2020/21 based on the valuation list and other information and estimates available. The method of calculation is contained in the regulations.
- 1.2 This report presents for approval, Oldham Council's Council Tax Tax Base for 2020/21 and the extracted Tax Bases for Saddleworth and Shaw & Crompton Parish Councils. This will enable Tax Base information to be made available to the two Parish Councils in addition to the Greater Manchester Combined Authority (GMCA) in relation to the major precepting functions.
- 1.3 The Council will use the Council Tax Tax Base for 2020/21 in setting the Council Tax and determining the level of Council Tax income for 2020/21.
- 1.4 Notification of the Council Tax Tax Base is provided to Major Precepting Authorities by the statutory deadline of 31 January 2020. The GMCA is responsible for determining two major precepts including the Mayoral Police and Crime Commissioner Precept and the Mayoral General Precept (including Fire and Rescue Services).
- 1.5 The Non-Domestic Rating (Rates Retention) Regulations 2013 set out a timetable for informing the Government and precepting Authorities of the Business Rates revenue calculation. The Council is required to submit a Government return (NNDR 1) by 31 January in the year prior to the financial year for which the calculation is being made. The return estimates the amount of Non Domestic Rate (NDR) that it is expected will be collected in the following financial year. Given the legislative changes introduced from April 2013 and the current 100% Business Rates Retention Pilot arrangements, the estimates now take on a higher profile as a result of the Council retaining a greater proportion of the business rates collected.
- 1.6 Consequently, the Council must now formally approve the NDR forecast in a manner similar to the Council Tax Tax Base.

2 Current PositionCollection Fund Forecast Outturn Position for 2019/20

- 2.1 The Collection Fund forecast outturn position is presented as part of the revenue monitoring reports considered by Cabinet throughout the year. As explained in paragraph 2.12 (below), it is exceptionally challenging to accurately forecast Business Rates revenues over the short to medium term. At this stage, for budget setting purposes and for the purpose of notifying the GMCA as major preceptor, the Collection Fund forecast outturn position for

both Council Tax and Business Rates for 2019/20 will be a surplus of approximately £1.1m of which Oldham Council's share is £1.0m. This surplus will be available to support the revenue budget of the Council and the GMCA for 2020/21. However the statutory deadline by which preceptors must be notified of the 2019/20 Collection Fund surplus is 15 January 2020. Appropriate formal notification will be provided by the required due date.

Calculation of the Council Tax Tax Base for 2020/21

- 2.2 The Council Tax Tax Base determines the Council Tax revenue generated at a given collection rate, for each £1 of Council Tax levied. It is the estimated full year equivalent number of chargeable dwellings. This is expressed as the equivalent number of Band D dwellings with two or more liable adults.
- 2.3 In October each year the Government requires the submission of a return, the CTB1, and a version of this is used as the basis for the calculation of the Tax Base. Using this return, Appendix A shows the total number of dwellings on the valuation list in Oldham is 96,958. Allowing for exemptions, demolitions and disabled relief dwellings, this number reduces to 95,071 chargeable dwellings which are then allocated across the nine Council Tax Bands. Some of these chargeable dwellings receive discounts from Council Tax (e.g. dwellings occupied solely by students) whilst single person households pay only 75% of the charge otherwise payable. The number of dwellings is therefore adjusted to reflect these discounts and exemptions, giving a figure of 86,290.25 dwellings.
- 2.4 The nine Council Tax Valuation bands provide the basis for the Tax Base calculation, with the number of chargeable dwellings in each band being calculated through to its 'Band D equivalent'. A bill for a Band A property is equivalent to 6/9 for that of a Band D property whilst a Band H property is equivalent to 2 times (18/9) of a Band D property. The application of the Band D equivalent calculation therefore reduces the Tax Base to 68,453.6.
- 2.5 A further adjustment is required to the Tax Base due to the Local Council Tax Reduction Scheme (LCTRS). The scheme replaced Council Tax Benefit and was introduced for the first time in 2013/14. The LCTRS is treated as a discount rather than a benefit and therefore reduces the Tax Base. The Council has chosen not to consult on changing the LCTRS for 2020/21 and therefore intends to maintain discounts at the 2019/20 level, with discount anticipated to continue to be capped at 85% of a Band A property.
- 2.6 The summarised method of calculating the 2020/21 Tax Base is shown in Appendix A. This shows that, taking the above issues into account, the Tax Base would be 59,446.4 at a 100% collection level but will be 57,663 at a collection rate of 97% (see paragraphs 2.7 to 2.8 below). The Tax Base has increased by 970 compared to the figure for 2019/20 (56,693), largely reflecting an increase in the number of new properties, the empty properties brought back into use and reductions in the numbers claiming Council Tax Reduction.

Estimated Collection Rate

2.7 A recent review of collection levels has been undertaken to inform the 2020/21 budget process. This review has been informed by:

- The impact of the LCTRS on Council Tax revenues. Evidence indicates that entitlement to benefit has been lower than initial projections and that collection levels remain in line with projections. This has influenced the Council's decision not to consult on changing the LCTRS for 2020/21;
- Higher than expected level of Council Tax collection on properties affected by technical reforms (empty properties and second homes);
- The general economic climate and pressures on households to manage their finances which has led to an increase in the number of Council Tax payers falling into arrears;
- The success of initiatives to reduce non-payment.

2.8 In view of the above it is considered appropriate to anticipate a collection rate of 97% (unchanged compared to the 2019/20 collection rate). Nonetheless, the Council will continue to closely monitor the collection rate and tax base position to determine whether the roll out of full service Universal Credit has any impact on the Council Tax collection rate and Collection Fund position.

Parish Council Tax Bases

2.9 The Tax Base calculated for 2020/21 for the Parish Councils of Saddleworth and Shaw & Crompton are 8,707 and 5,494 respectively. This represents an increase for Saddleworth of 80 Band D equivalent properties and for Shaw & Crompton an additional 56 Band D equivalent properties when comparing totals to the Parish Tax Bases for 2019/20. The Tax Bases have been calculated on a basis consistent with those for the Borough as a whole.

2.10 The Council provides grant compensation to the two local Parish Councils for losses associated with the introduction of Local Council Tax Reduction Schemes in 2013/14. Whilst Central Government originally provided grant funding in 2013/14 to cover these losses, the funding was subsequently rolled into Revenue Support Grant and cut year on year. Between 2016/17 and 2019/20, the grant payable to Parish Council's was scaled down to match continued reductions in Revenue Support Grant. As advised in the Tax Base report for 2019/20 (approved by Cabinet on 17 December 2018), grants payable to the Parish Councils will be maintained at 2019/20 levels. The amount of grant payable to each Parish for 2020/21 is set out in the table below.

	2020/21
	£000
Saddleworth Parish Council	13
Shaw & Crompton Parish Council	5
Total Parish Grant Payable	18

Business (Non-Domestic) Rates

- 2.11 Local billing authorities are required to prepare and submit to the MHCLG a locally determined and approved Business Rates forecast through the NNDR 1 return by the statutory deadline of 31 January each year. This forecast is used to determine the 2020/21 “demand” and payment schedule for Business Rates revenues between Oldham Council and the GMCA. The GMCA determines the Mayoral General Precept which includes Fire and Rescue functions for which it receives 1% of all Business Rates Revenues collected across Greater Manchester. Under the 100% Rates Retention Pilot scheme arrangements, Central Government does not receive a share of Business Rates revenues.
- 2.12 Business Rates are a highly complex and volatile tax and it is exceptionally difficult to forecast movements over the short to medium term with great accuracy. Since the change to the Business Rates regime in 2013/14 and the revaluation exercise undertaken by the Valuation Office Agency (effective from 1 April 2017), much more uncertainty has been introduced into the setting of Council budgets as the tax base is prone to significant changes and can fluctuate for many reasons; the most common of which are listed below:
- Changes in liability resulting from a change in occupancy;
 - Appeals against rating decisions, the length of time it takes to conclude appeals and the requirement to make an assessment of the cost of appeals prior to settlement;
 - Demolitions and the point at which properties are removed from the rating list;
 - New builds and the point at which rateable occupation is triggered;
 - Changes in building use and alterations to building size or layout;
 - Changes in entitlement to mandatory and/or discretionary reliefs;
 - Action taken by property owners/occupiers to avoid full liability and maximise relief; particularly empty property and charitable relief;
 - Changes in Council policy in relation to discretionary rate relief;
 - Changes in the requirement to provide for doubtful debts.
- 2.13 Fluctuations in Business Rates income are also strongly linked to the performance of the wider economy. In an economic downturn there is a heightened risk of properties being left empty and lower levels of development activity. Conversely, when the economy is more buoyant, business activity and thereby rating income can increase.
- 2.14 The level and timing of appeals against a rateable value are perhaps the most significant factors that can have an impact on variability in yield. Appeals are dealt with by the Valuation Office Agency (VOA) and can date back many years. Recent information highlights that appeals covering around £42m of rateable value remain unresolved. Total rateable value for the Oldham Billing Area is around £157m meaning appeals currently affect approximately 27% of the overall business rates tax base.
- 2.15 The Check, Challenge & Appeal process introduced by the VOA has tried to incorporate a degree of consistency to the appeals submission process whilst

simultaneously seeking to limit the number of 'speculative' claims. Indications suggest the revised process is significantly reducing the number of claims that reach the appeal stage. However, it is not clear whether the process is reducing the real number of appeals or simply causing delay. What is clear is that greater financial provision will need to be made for individual claims that reach the appeal stage as, having been through check and challenge, their probability of securing a rateable value reduction is much greater than under the previous arrangements. Furthermore, nationally, appeals that are currently being considered are effectively test cases that may set precedents which prompt a whole new wave of local appeals or straightforward rateable value reductions.

- 2.16 Recognising the challenges that this volatility presents, the Council has put in place arrangements to monitor Business Rates liability on a monthly basis. The output from these monitoring arrangements shows that net liability tends to reduce as the year progresses from each April. These reductions are the result of:

- Reductions in gross rates payable as outstanding appeals are settled;
- Increases in mandatory and empty property relief as more claims are submitted and processed as the year progresses.

- 2.17 These trends/movements set against the base position form the basis of the forecast business rates outturn position for 2019/20 and forecast for 2020/21.

Greater Manchester (GM) 100% Business Rates Retention Pilot Scheme

- 2.18 On 1 April 2017, the GMCA, Oldham Council and the nine other GM districts commenced a pilot scheme for the 100% local retention of Business Rates. Under the pilot scheme, additional rates income was initially offset by reductions in other funding streams such as Revenue Support Grant and Public Health Grant in exchange for the local retention of all future growth in Business Rates revenue (rather than just 50% as is the case with the national scheme of rates retention). The pilot scheme has delivered fiscal benefits for its participants. Oldham's share of these benefits supported the 2019/20 budget by £1.7m and is forecast to support the 2020/21 budget by a further £1.4m. The pilot scheme was originally expected to cease at the end of 2019/20 but has been extended for a further year to cover 2020/21 due to the Government delaying the introduction of key business rates reforms until at least 1 April 2021 (further details are set out below).

Business Rates Reform

- 2.19 Traditionally, the Chancellor of the Exchequer delivers an autumn budget statement. On previous occasions, this has been used to announce policy changes to the business rates system and Members have been provided with updates on those changes within previous tax base reports. However, due to the calling of the General Election for 12 December 2019, the Chancellor cancelled his autumn budget statement (originally planned for 6 November 2019) meaning no national policy changes to the business rates system for 2020/21 have been proposed.

2.20 Members should note however, that significant changes are proposed for the Retained Business Rates system from 1 April 2021. Changes include:

- A move to 75% rates retention nationally (increased from 50%) and the likely ending of the Greater Manchester 100% rates retention pilot scheme;
- The resetting of business rates baselines which may see locally retained growth fully or partially taken away from individual local authorities and redistributed through the funding formula;
- The implementation of recommendations from the fair funding review which could also impact on business rates baselines and the calculation of tariff payments and top up grants (designed to equalise the difference between an authority's need for business rates revenue compared to what can be generated from local ratepayers);
- The revaluation of Business Rates leading to the national adjustment of rateable values and multipliers.

GM, Cheshire East & Cheshire West and Chester Councils Business Rates Pool 2020/21

2.21 Members will recall that Oldham has participated in Business Rates pooling since 2015/16. The aim of pooling is to retain the benefits of any Business Rates growth within Greater Manchester for the benefit of the region. For 2020/21, members of the pool for Business Rates provisionally includes all ten GM districts and Cheshire East and Cheshire West & Chester Councils.

2.22 The business rates pooling proposition is such that no Local Authority should be worse off by pooling than it would be if it did not pool. Therefore, if there is any growth in business rates as a result of the economic regeneration activity planned within the borough, the Council would be able to keep its share of that benefit also benefiting from a share in any levy payment that any other levy paying Authority in the pool would normally pay to Central Government.

2.23 The fact that Greater Manchester is piloting full Business Rates retention, suggests participating in Business Rates pooling is no longer necessary as there are no additional financial gains to be made. However, participating in such a pool enables Greater Manchester to retain any levy that would otherwise be payable to central government and to share in any business rates growth achieved outside of the 100% rates retention pilot scheme area (such as that achieved within the two Cheshire Council areas). A decision on membership cannot be made until the contents of the 2020/21 Provisional Local Government Finance Settlement have been examined and the impact understood. Confirmation of pool membership must be made within 28 days of the receipt of Provisional Local Government Finance Settlement information. It is therefore recommended that Cabinet delegates the final decision of the Council's membership of the proposed Greater Manchester, Cheshire East and Cheshire West & Chester Business Rates Pool for 2020/21 to the Cabinet Member for Finance and Corporate Services in consultation with the Director of Finance subject to the contents of the 2020/21 Local Government Finance Settlement.

Grants in Lieu of Business Rates

- 2.24 It should be noted that the Council receives significant sums from Central Government as compensation for loss of Business Rates revenue resulting from previous national policy changes such as multiplier caps and the introduction of new business rates reliefs and discounts. These 'Section 31' grants for 2020/21 are currently forecast to be worth around £11.3m.

Future High Streets Fund/Town Deal Funds

- 2.25 The Council has received over £0.3m to develop proposals to bid for further capital funds to invest in Oldham Town Centre. Such investment may boost future business rates revenue growth by investing in town centre infrastructure, including increasing access to high streets and supporting redevelopment and densification around high streets. These funds aim to stimulate heritage-based regeneration, restore historic high streets to boost retail and bring properties back into use as homes, offices and cultural venues.

2020/21 Business Rates Forecast – Conclusion

- 2.26 Having considered the issues above it is clear that many factors are outside the control of the Council. Central Government confirmation that Local Government will continue to be fully compensated for implementing policy announcements made within previous Budgets provides assurance for our short term forecasts assuming a net neutral financial impact. However, over the long term, the switch to more frequent revaluations and the ongoing results of Business Rates Retention are extremely difficult to assess. However, forecasts have been prepared on the basis of trends emerging from the monthly monitoring of business rates liability during 2019/20 whilst the announcement of the Provisional Local Government Finance Settlement is awaited.
- 2.27 For the purposes of formal decision making, Oldham Council's share of the Business (Non-Domestic) Rates forecast for 2020/21 is presented at £50.547m. This represents the best estimate available at this time and is the assumption underpinning the 2020/21 budget estimates that are currently being reviewed and updated. However, assuming delegation is approved, the final Business Rates forecast for 2020/21 will be confirmed when preparing the submission of the Council's NNDR 1 return in late January 2020. The calculation of the current forecast of £50.547m is summarised in the table below:

Forecast Business Rates Yield	2020/21 £000
Oldham Council Share (99%)	50,547
GMCA Share (for Fire and Rescue functions) (1%)	511
Total Forecast Yield	51,058

3 Options/Alternatives

- 3.1 The Council has little discretion in the calculation of the number of properties incorporated into the Council Tax Tax Base given the legislative framework that is in place. However, there is some discretion over-estimating the number of new properties that will be included on the Council Tax register during 2020/21. A prudent view has been taken in this regard. The main area for an alternative approach is over the level of assumed collection rate. An increase in the collection rate would boost the anticipated Council Tax income and a decrease in the rate would decrease income. The Council has chosen to maintain its 2019/20 collection rate at 97%. This decision has been influenced by a continuing and targeted focus on Council Tax collection rates.
- 3.2 The NNDR1 return generates the figures upon which the Business Rates Tax Base is prepared. It is not therefore appropriate to consider an alternative approach. However, as the figures included on the NNDR1 return on 31 January 2020 may vary from the estimated level, delegation is sought to allow the opportunity to revise the Business Rates forecast and approve a revised and more accurate position for budget setting.

4 Preferred Option

- 4.1 It is recommended that Members approve the Council Tax Tax Base of 57,663 and an estimate of the Business Rates Tax Base of £50.547m. Delegation to the Deputy Leader and Cabinet Member for Finance and Corporate Services in consultation with the Director of Finance is however sought for the final Business Rates Tax Base decision, the final estimated net business rate yield and ultimately the Council's retained Business Rate income for 2020/21.
- 4.2 It is also recommended that Cabinet approves the Council's membership of the GM, Cheshire East and Cheshire West and Chester Councils Business Rates pool for 2020/21, subject to the review of the outcome of the 2020/21 Local Government Finance Settlement. If necessary, however, the decision to discontinue pool membership or to approve membership of a pool with revised participants is delegated to the Deputy Leader Cabinet Member for Finance and Corporate Services in consultation with the Director of Finance.

5 Consultation

- 5.1 Indicative Tax Base information has been shared with precepting Authorities to assist them in the budget projections, subject to confirmation by this report.
- 5.2 The Council will advise the preceptors of the approved Council Tax and Business Rates Tax Bases (as appropriate) by the statutory deadline of 31 January 2020 and submit the final NNDR1 also by that date.

6 Financial Implications

- 6.1 Dealt with in full in this report.

7 Legal Services Comments

- 7.1 It is necessary for the Cabinet to set the Council Tax Tax Base having regards to the appropriate Regulations and to notify that to the relevant precepting bodies. Additionally, it is now required that the Business Rates Tax Base is approved by Cabinet.

8. Co-operative Agenda

- 8.1 Income generated from Council Tax and Business Rates supports the Council's budget process and hence supports the delivery of the cooperative agenda.

9 Human Resources Comments

- 9.1 None.

10 Risk Assessments

- 10.1 There is a risk that if the anticipated Council Tax collection level is too high, there will a shortfall in the income anticipated. This would have an effect on the budget setting arrangements in future years. With the introduction of the Local Council Tax Reduction Scheme, collection rates are now much more difficult to assess and these will be kept under constant review however the proposed collection rate seeks to minimise the risk with a prudent approach taken to setting the collection level.
- 10.2 There is also a risk that if the anticipated level of Business Rates is not achieved it would lead to budget pressures in future financial years. Hence a prudent approach will be taken in assessing the anticipated business rates income levels.
- 10.3 There are extensive recovery procedures that will ensure that the maximum Council Tax and Business Rates income level is achieved.

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 Not applicable.

17 **Key Decision**

17.1 Yes.

18 **Key Decision Reference**

18.1 FCS-08-19.

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: Background Papers are contained in Appendix A
Officer Name: John Hoskins
Contact No: 0161 770 1323

20 **Appendices**

20.1 Appendix A Calculation of the Council Tax Tax Base for 2020/21

APPENDIX A

CALCULATION OF COUNCIL TAX TAX BASE 2020/21 (Based on all properties)

Bands	A reduced	A	B	C	D	E	F	G	H	TOTAL
Total number of Dwellings on the Valuation List		50,742	17,229	16,270	6,928	3,290	1,527	891	81	96,958
Total number of Exempt and Disabled Relief Dwellings on the Valuation List	136	(1,320)	(208)	(302)	(102)	(45)	(12)	(12)	(22)	(1,887)
No. of Chargeable Dwellings	136	49,422	17,021	15,968	6,826	3,245	1,515	879	59	95,071
Less: Estimated discounts, exemptions and disabled relief	(8.5)	(5,581)	(1,432.25)	(1,125)	(374.25)	(149.5)	(69.75)	(36.75)	(3.75)	(8,780.75)
Total equivalent number of dwellings after discounts, exemptions and disabled relief	127.5	43,841	15,588.75	14,843	6,451.75	3,095.5	1,445.25	842.25	55.25	86,290.25
Factor stipulated in regulations	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	
Band D equivalent	70.8	29,227.3	12,124.6	13,193.8	6,451.75	3,783.4	2,087.6	1,403.85	110.5	68,453.6
Net effect of Local Council Tax Support Scheme (LCTSS) and other adjustments										(9,977.2)
Additional Net Dwellings in 2020/21 based on known regeneration within the Borough and reductions in the levels of discounts and exemptions										970
TOTAL AFTER LCTSS AND OTHER ADJUSTMENTS										59,446.4
Multiplied by estimated collection rate										97.00
BAND D EQUIVALENTS										57,663

For information: Parish Council Tax Tax Bases –

Saddleworth 8,707

Shaw & Crompton 5,494



Report to Cabinet

Schools National Funding Formula

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

Officer Contact: Anne Ryans, Director of Finance

Report Author: Liz Caygill, Schools Finance Manager
Ext. 1012

16 December 2019

Reason for Decision

Following the Government announcement in October 2019 regarding School Funding for 2020/21, it is necessary to consider how the funding for Schools and Academies should be distributed in 2020/21.

Executive Summary

This report provides a breakdown of the Dedicated Schools Grant (DSG) for 2020/21 and provides information about the National Funding Formula (NFF) for the Schools and High Needs Blocks for Oldham. It also presents a recommended approach for the distribution of the Schools Funding Block of the DSG to Schools and Academies for 2020/21.

The report presents a preferred option (Model B) to move to the 2020/21 NFF cash values in full except for the Area Cost adjustment where it is proposed that the factor applied in Oldham is reduced from 1.00535 to 1.00000. It also proposes that there is a 0.5% movement of funding from the Schools Block to the High Needs Block in order to ensure that the DSG (which is currently in a deficit position) can be managed so that there is a balanced position over a three year timeframe (in accordance with the requirements of the Recovery Plan submitted to the Department for Education (DfE)).

As highlighted in the report, the continued agreement of the Schools Forum to the proposed 0.5% movement of funds between the Schools and High Needs Blocks is essential. At its meeting of 27 November 2019, the Schools Forum voted to support the 0.5% transfer between blocks, in recognition of the challenging financial position in relation to the High Needs Block and to show a positive movement towards delivering a DSG Recovery Plan.

Recommendation

That Cabinet approves Model B outlined in the report which is a move to the 2020/21 NFF cash values in full except for the Area Cost Adjustment factor which is reduced to 1.00000, together with a 0.5% transfer of DSG funding between the Schools and the High Needs Funding Blocks.

Schools National Funding Formula

1 Background

- 1.1 The Dedicated Schools Grant (DSG) is a ring-fenced grant payable to Local Authorities by Government for the funding of schools and academies. Over a number of years, the Government is changing the way it funds schools via the DSG from locally agreed arrangements towards a standard means of allocating resources. This is known as the National Funding Formula (NFF).
- 1.2 There has been little change in the national funding arrangements between 2019/20 and 2020/21 and therefore as will be explained later, there is no requirement for Authorities to move further to the funding allocation methodology that was initially introduced by the NFF in 2018/19. However, there is a requirement for the Local Authority (LA) to consult with schools and academies on the DSG allocation methodology that will be applied. Oldham is proposing to move to the NFF values in full except for the Area Cost Adjustment (ACA). Consultation with schools on the 2020/21 Oldham DSG funding methodology ran from 12 November to 22 November 2019, followed by a meeting of the School's Forum on 27 November 2019. The report outlines the outcome of the Consultation and the Council's response (Section 4).
- 1.3 The DSG is made up of 4 blocks of funding
- Schools
 - High Needs
 - Early Years
 - Central Schools Services

The **Schools Block** covers funding for:

- a) Individual mainstream schools and academies
- b) Growth funding for planned growth by the LA in schools.

The **High Needs Block** supports provision for children and young people with special educational needs and disabilities (SEND) from their early years to age 25 in a range of provision including Special Schools, the Pupil Referral Unit, Post 16, Out of Borough and Independent in Borough placements, and the additional number of children with Education, Health and Care Plans (EHCP's) in mainstream schools. In addition, it also funds Council centrally retained expenditure for High Needs.

The **Early Years Block** covers:

- a) Two Year old Funding
- b) Early Years Funding in Schools and Private, Voluntary and Independent provision (PVIs)
- c) Centrally retained expenditure for under 5's.

The **Central Schools Services Block** covers:

- a) Funding previously allocated through the retained duties element of the Education Services Grant (ESG) which was discontinued from 2018/19

- b) Central School Services which includes the expenditure related to Schools Forum, Premature Retirements, Admissions service, and School Improvement
 - c) School Licenses
 - d) Statutory and Regulatory duties.
- 1.4 Each of the 4 Blocks is determined by a separate National Funding Formula which calculates the funding due to Local Authorities. The Department for Education (DfE) has calculated the funding the Local Authority will receive for the Schools Block as if the National Funding Formula had been applied to Schools. However, as advised above, for 2020/21 it will remain the role of the Local Authority to determine the funding for Schools and Academies via their Local Funding Formula for the Schools Block and to agree this via a consultation process.

2 Current Position

Funding Announcements

- 2.1 On 4 September 2019, the Chancellor of the Exchequer presented the 2019 Spending Round to Parliament. This included notification that nationally, Schools funding would increase by £2.6bn in 2020/21, £4.8bn by 2021/22 and £7.1bn by 2022/23. Within this funding announcement the Government advised that in 2020/21, High Needs funding for Schools was set to increase by more than £700m.
- 2.2 The 2020/21 indicative DSG for Oldham is £238.203m; being £13.038m more than 2019/20. As illustrated in the table below, this excludes funding for the Early Years Block which is due to be announced at a later date. The initial allocations, as notified are based on October 2018 pupil numbers. The final allocations for 2020/21 will be calculated using the October 2019 census which will be announced in December 2019 or in January 2020.

Table 1 DSG for 2019/20 and the Indicative Allocation for 2020/21

Dedicated Schools Grant (DSG)	2019/20 £000	2020/21 £000	Movement £000
Schools Block	189,123	197,283	8,160
High Needs Block	33,043	38,250	5,207
Central Schools Services Block	2,999	2,670	(329)
Total	225,165	238,203	13,038

- 2.3 The Central School Services Block (CSSB) provides funding for Local Authorities to carry out central functions on behalf of maintained schools and academies. The Block comprises two distinct elements: ongoing responsibilities and historic commitments. For 2020/21, historic commitments funding has been reduced by 20% nationally by the DfE. The DfE will continue to unwind this funding in future years and further detail will be provided in due course. As a result, the allocation for Oldham for 2020/21 has reduced by £329k, although the costs will still be incurred. The impact of this reduction will be managed as part of the Council's 2020/21 revenue budget setting process.
- 2.4 The DfE has also issued financial information on the funding that individual schools would receive if the Local Authority moved in full to the NFF for 2020/21. These illustrative allocations are based on 2018 pupil data and characteristics. Each school can view the calculation of its budget via the DfE COLLECT Portal.

2.5 In 2020/21 the DfE will provide funding in the School's Block as follows:

- (a) An increase of 4% on 2019/20 NFF cash values (not locally set cash values) for pupil led factors, excluding Free School Meals (FSM), Minimum Funding Guarantee (MFG) and Minimum Funding Levels (MFL's). See Appendix 1 for 2020/21 NFF cash values
- (b) An increase of 1.84% in line with inflation for Free School Meals
- (c) Area Cost Adjustment (ACA) – once the NFF cash values have been set for those factors at point (a) and (b) above, an ACA then inflates the allocation using a weighted multiplier. The ACA is a nationally determined weighting which is calculated based on differences in salary costs throughout the country and general labour market costs. The ACA will therefore be different in each Local Authority. In Oldham the ACA is 1.00535
- (d) An increase of 4% on 2019/20 NFF cash values (not locally set cash values) for the lump sum allocation
- (e) A Minimum Funding Level per pupil of £3,750 in primary and £5,000 in secondary schools.
- (f) A Minimum Funding Guarantee of 1.84% and the removal of capping for any gainers.

The Approved DSG Recovery Plan

2.6 When the Council's accounts for 2018/19 were closed, the final outturn position showed that the DSG had a cumulative deficit balance of £2.723m. All Local Authorities that had a cumulative DSG deficit that was at a value of 1% or more of the DSG allocation for 2018/19 were required to submit a Recovery Plan to the DfE by 30 June 2019. This was to outline how the DSG deficit would be brought back into balance in a three-year time frame. Oldham was one of 32 Local Authorities required to produce a Recovery Plan and, in consultation with the Schools Forum, a DSG Financial Recovery Plan was submitted to the Department for Education in line with the deadline of 30 June 2019. The plan is summarised in the table below:

Table 2 Summary Recovery Plan – June 2019

	2019/20 £000	2020/21 £000	2021/22 £000
Opening Balance - Surplus/ (Deficit)	(2,723)	(3,710)	(2,259)
Net Savings/Additional Resources - Schools Block	-	4,751	-
Net Savings/ Additional Resources - High Needs Block	1,022	3,305	4,525
Anticipated Pressures - High Needs Block	(3,603)	(8,561)	(4,085)
Transfer from Schools Block (Approved by Schools Forum)	1,594	1,956	1,956
Net Forecast Variance Surplus/ (Deficit)	(3,710)	(2,259)	137

2.7 As per the recovery plan (summarised above) the Dedicated Schools Grant for 2019/20 is projecting a deficit of £3.710m at month 6. This is mainly due to additional costs which are impacting on the High Needs Block. The position improves in the next two

years as there is a movement towards the delivery of a balanced position over the lifetime of the recovery plan.

- 2.8 It should however be noted that the Plan relied upon the generation of some savings, linked to the initiatives recommended by an independent review and an assumption of additional DSG. Of particular importance in delivering a balanced position over the required 3-year timeframe is a transfer of resources from the Schools to the High Needs Block. The Schools Forum has previously agreed to a 0.84% movement between the Schools and High Needs Blocks for 2019/20 and an additional 1% transfer in both 2020/21 and 2021/22.
- 2.9 The Education and Skills Agency (ESFA) wrote to the Council on 30 October noting receipt of and providing comments on the Recovery Plan. A copy of the letter is attached as Appendix 2. The ESFA considered the Plan was realistic and achievable. However, it is evident that both the Recovery Plan and the ESFA comments were based on information that was right at a point in time but has since moved on. In addition, there have been two specific developments since the preparation and submission of the Recovery Plan:
- a) As advised in a Ministerial Statement on 9 September 2019 announcing high level funding allocations for 2020/21 to 2022/23, Schools Forum will no longer be able to agree to a transfer of more than 0.5% between Funding Blocks. Any transfer request above 0.5% with or without Schools Forum agreement, will now require the approval of the Secretary of State.
 - b) In view of the additional funding notified for 2020/21, the ESFA expressed an expectation in its letter of 30 October that there would not be a need to transfer funding from the Schools Block to the High Needs Block. However, as will be demonstrated at Table 4, this comment does not take into account the most up to date DSG financial position.

The Requirement for Consultation

- 2.10 The timescale for agreeing a revised local funding formula for schools for 2020/21 is highlighted in the table below. Meetings were held with the Fair Funding Group, on 11 and 18 October and again on 5 November to consider the local approach to the funding allocation methodology. The Consultation Document setting out the issues upon which schools were being consulted was issued to 104 individual schools and Academies on 12 November. The consultation period closed on 22 November. The outcome of the consultation and the Council's response are outlined in section 4.

Table 3 Consultation Timetable

Consultation Stage	Date
Fair Funding Group	11 & 18 October and 5 November 2019
Consult schools	12 & 22 November 2019
Schools Forum Meeting	27 November 2019
Cabinet Meeting	16 December 2019
Schools Forum	15 January 2020
Schools Block Formula to DfE	21 January 2020

- 2.11 The consultation paper outlined two potential funding models; Models A and B and requested a response to the following question (together with an opportunity to provide any further comments or observations):

‘Do you support the Local Authority proposal of a transfer to the High Needs Block of 0.5% in 2020/21?’

The DSG Recovery Plan - Updated

- 2.12 When considering the approach to consultation, key elements were the impact of the increased funding allocations on the Recovery Plan and the anticipated continuation of pressure on the High Needs Block of the DSG. The table below shows a revised Recovery Plan.

Table 4 Updated Summary Recovery Plan – November 2019

	2019/20 £000	2020/21 £000	2021/22 £000
Opening Balance - Surplus/ (Deficit)	(2,723)	(5,700)	(2,309)
Savings - Schools Block		4,751	
Savings - High Needs Block	1,022	3,305	4,525
Pressures - High Needs Block	(3,603)	(8,561)	(4,085)
Transfer from Schools Block	1,594	1,956	1,956
Initial Net Forecast Variance (in Recovery Plan)	(3,710)	(4,249)	87
Estimated additional pressures – October 2019	(1,990)	(2,060)	(1,819)
Additional High Needs Funding – October 2019		4,000	3,600
Revised Forecast Variance – Surplus/ (Deficit)	(5,700)	(2,309)	1,868

- 2.13 As can be seen, additional pressures of £1.990m not anticipated in the initial Recovery Plan (nor by the DfE) creates an increased adverse variance of £5.700m at the end of 2019/20. However, further anticipated pressures in 2020/21 are offset by the increased funding from Government, and this is perpetuated in 2021/22 to deliver an estimated surplus of £1.868m at the end of the 3 year timescale.
- 2.14 It is important to note that in presenting the figures in the table above, the indicative High Needs Block allocation of £38.250m has increased by £5.207m between 2019/20 and 2020/21 (which is £4.007m above the assumed £1.200 uplift included in the original DSG Recovery Plan). The working assumption is that an additional £3.600m will be available in 2021/22 (in addition to the £1.600m included in the original modelling).
- 2.15 The table above is based on retaining the original assumption of a 1% movement between the Schools and High Needs Blocks in both 2020/21 and 2021/22. In view of the increased funding and subsequent DfE guidance, this has now to be revisited using two scenarios (both of which assume that all the estimated savings in the original plan are achieved).
- Scenario 1 shows that the DSG will still have a (small) deficit of £0.088m by reducing the movement in funds by 0.5% (to 0.5%) in each of the two remaining years of the current recovery plan (assuming there are no other changes)
 - Scenario 2 shows that a 0.5% movement in 2020/21 and 1% in 2021/22 produces a position that delivers the required surplus (estimated at £0.890m) at the end of 2021/22.

Scenarios 1 and 2 are demonstrated in the table below. In both scenarios the net movement includes a 1% transfer from the Schools Block to the High Needs Block in both 2020/21 and 2021/22:

Table 5 Scenarios – Revised Recovery Plan

	2019/20 £000	2020/21 £000	2021/22 £000
Scenario 1			
Opening Balance - Surplus/(Deficit)	(2,723)	(5,700)	(3,287)
Net Movement	(2,977)	3,391	4,177
Reduce Movement by 0.5%		(978)	(978)
Closing Balance	(5,700)	(3,287)	(88)
Scenario 2			
Opening Balance - Surplus/(Deficit)	(2,723)	(5,700)	(3,287)
Net Movement	(2,977)	3,391	4,177
Reduce Movement by 0.5%		(978)	
Closing Balance Surplus/(Deficit)	(5,700)	(3,287)	890

- 2.16 Taking into account all known factors it is proposed that the transfer between the Schools and High Needs Blocks is reduced from the currently approved 1% to 0.5% in 2020/21 and this formed the basis of the consultation with schools (Scenario 2), a reduction of £0.978m p.a. based on an assumed transfer of £1.956m included in the original recovery plan. Based on the revised assumptions in relation to cost pressures and increased High Needs funding, the full transfer of 1% will need to be reinstated in 2021/22 in order to return an estimated surplus at the end of the financial year. This will obviously be reviewed for 2021/22 to take account of the most recent legislation and funding guidance.
- 2.17 An updated version of the recovery plan, together with the Authority's response to the issues raised in the ESFA correspondence (Appendix 2) will be submitted to the ESFA after Cabinet has considered this report.

3 Options / Alternatives

Consultation on the approach to the NFF

- 3.1 The currently available National Funding Formula values has 14 factors which influence funds allocation levels, and these have been used to calculate the funding allocated to the Authority. However, for 2020/21 the distribution of funding can still have an element of local determination, hence Oldham currently has the flexibility to set its own funding formula in order to distribute the School Block allocation.
- 3.2 In 2019/20 Oldham continued to substantially use Oldham's 2018/19 funding formula but moved further to the National Funding Formula by providing a minimum per pupil funding level of £3,500 per primary pupil and £4,800 per secondary pupil with an MFG of zero per cent and a cap on gains for Primary Schools and moved further to the NFF for secondary schools, in relation to the Income Deprivation Affecting Children Index (IDACI), only bands E and F were included at 10% NFF values.

- 3.3 A full move to the NFF in 2020/21 would mean that Oldham would not be able to address the High Needs pressures which currently exist.
- 3.4 Two options for Oldham's funding formula for 2020/21 were therefore modelled and issued to schools for consultation. Model A reflected schools funding allocations if Oldham moved to the NFF cash values in full. Model B worked on the basis of a 0.5% movement between the Schools and High Needs Blocks and an adjustment to the ACA element of the formula and is the proposed model for 2020/21. Model B was presented as the preferred Model within the consultation document issued to schools.
- 3.5 The options were based on current characteristics as outlined at 2.4 and are subject to change when the actual numbers of pupils on the October 2019 census is notified to the Council. This data will be released in late December 2019/ January 2020 and the allocations will then be revised.
- 3.6 The options were based on 3 key principles:
- The presentation of what is considered to be the fairest allocation of resources for Oldham Schools and Academies having regard to prevailing pressures and issues
 - Ensuring that Oldham Schools are best placed for smooth implementation when the National Funding Formula for Schools is fully introduced
 - The positive management of the DSG deficit position.
- 3.7 It is important to note that the key components of the financial strategy to bring the DSG towards a balanced position (as set out in Model B) are as follows;
- a) A proposed move to the 2020/21 NFF cash values in full except for the Area Cost adjustment where it is proposed that the factor applied in Oldham is reduced from 1.00535 to 1.00000
 - b) A 0.5% transfer of funding between the Schools and the High Needs Blocks in 2020/21; representing a 0.5% reduction on the 1.0% transfer included in the original approved recovery plan
- 3.8 A summary of the two models follows, and detailed calculations are attached at Appendix 3. In reviewing the models, it may be useful to note the following;
- a) Local Authorities may top-slice the Schools Block of the DSG in order to create a Growth Fund to support schools which are required to provide extra places in order to meet basic need within the Authority, including pre-opening, diseconomy of scale and reorganisation costs. In this regard the Schools Block predicted in the options tables in section 3.9 and 3.10 shows the funding available to schools at £202.8m which includes an estimated £1.655m for growth funding.
 - b) From 2019/20, there has been a new approach for allocating funding to Local Authorities to support schools with significant in-year growth in pupil numbers. Local Authorities will be funded according to actual levels of pupil number growth, rather than on the basis of historic spend. Appendix 4 details the current growth funding for Oldham schools.

Model A

- 3.9 Model A shows the impact on schools if there was a move to the National Fair Funding Formula allocations in full. It demonstrates that the funding is sufficient to meet the cost of the model, including growth, leaving an estimated balance of £0.216m, which, if it were to be realised would be transferred to the fund growth. As shown in the table below, whilst there is a balance, it is insufficient to fully provide for the proposed transfer between funding blocks:

Table 6 Model A

Model A	£000	£000
Schools Block		201,100
Estimated additional Schools Block for growth		1,655
Funding Available to allocate to schools		202,755
Formula Allocation to Schools based on estimated October 2019 Pupils	200,973	
Cost of Oasis Leesbrook growth September 2020 (150 pupils)	489	
Current funding allocated through School's Block		201,462
Estimated explicit growth 2019/20 for planned expansions		1,077
Balance Remaining		216

Model B

- 3.10 Model B presents a 0.5% movement to the High Needs Block at an estimated value of £1.014m (increased from the previous estimate of £0.978m to include a growth estimate for increased pupil numbers). The model uses the cash values based on the same principles as those used in Model A except for the ACA, which, in order to fund the 0.5% transfer assumes an ACA of 1.00000 (i.e. no further uplift to those eligible factors). This will impact on all cash values equally and in turn, all schools and is therefore the fairest method of financing a 0.5% movement to the High Needs Block.
- 3.11 Model B shows a balanced position after the proposed transfer to High Needs Block. The figures used are provisional estimates and will be revisited once final allocations are received.

Table 7 Model B

Model B	£000	£000
Schools Block		201,100
Estimated additional Schools Block for growth		1,655
Proposed movement of funding to High Needs Block		(1,014)
Funding Available to allocate to schools		201,741
Formula Allocation to Schools based on estimated October 2019 Pupils	200,175	
Cost of Oasis Leesbrook growth September 2020 (150 pupils)	489	
Current funding allocated through School's Block		200,664
Estimated explicit growth 2019/20 for planned expansions		1,077
Balance Remaining		0

4 Consultation

- 4.1 The consultation with 104 Schools and Academies closed on 22 November. The consultation document has not been included with this report but is available within the Schools Forum section of the Council's website, which is accessible via the link in Section 19 (Background Papers) of this report. The number of responses to the consultation is shown in the table below. As can be seen, the overall response rate was 26%, with responses varying between sectors.

Table 8 Number of Consultation Responses

Type	No of Responses	No Consulted	Response Rate
Primary	18	86	21%
Secondary	9	13	69%
Special	0	5	0%
Total	27	104	26%

- 4.2 The response to the consultation question is shown in the table below

Table 9 Response to the Consultation Question

Question	YES	NO	TOTAL
Do you support the Local Authority proposal of a transfer to the High Needs Block of 0.5% in 2020/21?	19	8	27
	70%	30%	100%

- 4.3 Based on the responses received, 70% (a clear majority) of schools voted in favour of the preferred option, the implementation of Model B with the transfer of 0.5% from the Schools to the High Needs Block.
- 4.4 After detailed consideration and discussion Schools Forum resolved on 27 November 2019 that Model B was approved. It therefore agreed to the movement to the 2020/21 NFF cash values in full except for the Area Cost Adjustment factor, which is reduced to 1.0, together with a 0.5% transfer of funding between the Schools and the High Needs Blocks in 2020/21. (Votes: 6 for and 2 against – 75% in favour, again, a clear majority).

5 Preferred Option

- 5.1 In view of the Schools Forum decision, the preferred option for Oldham's funding formula for 2020/21 is Model B – to move to NFF cash values except for the Area Cost adjustment of 1.00000 together with a 0.5% transfer of funding between the Schools and the High Needs Blocks.

6 Financial Implications

- 6.1 A key requirement of the Local Education Authority is to ensure the effective financial management of DSG resources. It is also important to ensure that those resources that are available for allocation to schools are distributed in a fair and equitable way. A particular concern in the context of the 2020/21 allocation of resources is that the DSG is already in a deficit position and this would have continued to increase without a proposal to manage spending within the resources available.

- 6.2 The allocation methodology agreed by Schools Forum aims to promote effective financial management, fairness and equity in funding allocations and the preparation of a revised Recovery Plan will determine the next steps in the process of reducing the DSG deficit.

7 Legal Services Comments

- 7.1 The proposed decision is intra vires. In making the decision the usual considerations should be had in regard to “Wednesbury Reasonableness” and the results of the consultation with the Schools Forum should also be taken into account in formulating the decision. (Colin Brittain)

8 Co-operative Agenda

- 8.1 The School Budget Allocations supports the Council’s cooperative ambition empowering school staff to deliver high quality education for the residents of Oldham.

9 Human Resources Comments

- 9.1 There are no specific comments.

10 Risk Assessments

- 10.1 The key risks to the proposed allocation arrangement are the failure of the Schools Forum to agree to the movement of funds to the Schools Block and the failure of the Secretary of State to agree the funding movement if it is not agreed by Schools Forum. Given the decision of the Schools Forum, this risk has now been mitigated.

11 IT Implications

- 11.1 There are no specific comments.

12 Property Implications

- 12.1 There are no specific comments.

13 Procurement Implications

- 13.1 There are no specific comments.

14 Environmental and Health & Safety Implications

- 14.1 None

15 Equality, community cohesion and crime implications

- 15.1 There are no specific comments.

16 Equality Impact Assessment Completed?

- 16.1 Not required

17 Key Decision

- 17.1 Yes

18 Key Decision Reference

18.1 FCS-21-19

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: Background Papers are contained in Appendices 1 - 4
Officer Name: Liz Caygill
Contact No: 0161 770 1012

File Ref: School Funding Consultation 2020/21
Officer Name: Liz Caygill
Contact No: 0161 770 1012
Link:

https://www.oldham.gov.uk/info/200226/schools_and_colleges/1931/schools_forum

20 Appendices

20.1 Appendix 1 – NFF Cash Values
Appendix 2 – ESFA Letter re DSG Recovery Plan
Appendix 3 – Model A and Model B
Appendix 4 – Growth Funding

NFF Cash Values

Appendix 1

National Funding Factors		2019/20 Cash Values Oldham		2019/20 Cash Values NFF (Before ACA).		2020/2021 Cash Values NFF (Before ACA). These are the cash values used in the preferred model at Appendix A (model 2)		% change in values compared to 2019/20 Oldham Cash Values		% change in values compared to 2019/20 NFF Values	
		Primary £	Secondary £	Primary £	Secondary £	Primary £	Secondary £	Primary	Secondary	Primary	Secondary
Basic Per Pupil KS1 / KS2		2,787		2,747		2,857		2.50%		4.00%	
Basic Per Pupil KS3			3,916		3,863		4,018		2.60%		4.00%
Basic Per Pupil KS4			4,401		4,386		4,561		3.64%		4.00%
Attainment		983	1,437	1,022	1,550	1,065	1,610	8.34%	12.06%	4.00%	4.00%
Free School Meals		440	440	440	440	450	450	2.27%	2.27%	2.00%	2.00%
Free School Meals Ever6		540	785	540	785	560	815	3.70%	3.82%	4.00%	4.00%
English as Add'l Language		515	1,385	515	1,385	535	1,440	3.88%	3.97%	4.00%	4.00%
Mobility		65	104	N/A	N/A	875	1,250	1245.12%	1105.75%		
IDACI	F	0	29	200	290	210	300	100.00%	934.48%	5.00%	3.00%
	E	0	39	240	390	250	405	100.00%	938.46%	4.00%	4.00%
	D	360	515	360	515	375	535	4.17%	3.88%	4.00%	4.00%
	C	390	560	390	560	405	580	3.85%	3.57%	4.00%	4.00%
	B	420	600	420	600	435	625	3.57%	4.17%	4.00%	4.00%
	A	575	810	575	810	600	840	4.35%	3.70%	4.00%	4.00%
Lump Sum		108,864	108,864	110,000	110,000	114,400	114,400	5.09%	5.09%	4.00%	4.00%
Minimum Funding Levels		3,500	4,800	3,500	4,800	3,750	5,000	7.14%	4.17%	7.00%	4.00%



Education & Skills
Funding Agency

Education and Skills Funding Agency
Sanctuary Buildings
Great Smith Street
London
SW1P 3BT

Tel: 0370 000 2288

www.gov.uk/esfa

30 October 2019

Sent via email: liz.caygill@oldham.gov.uk

Dear Liz

Thank you for submitting your Dedicated Schools Grant (DSG) Recovery Plan on 28 June 2019.

Due to the announcement at the end of August of additional funding for schools and high needs, we have delayed responding to authorities' plans until we were able to give more detail about funding for individual authorities in 2020-21. Provisional allocations have now been published on 11 October 2019. Your allocations can be found [here](#). We will let authorities know as soon as we can in 2020 about likely high needs allocations for 2021-22 and 2022-23. We appreciate you will need to review your plan in light of the additional funding.

We have provided comments on your submitted plan below. We expect you to address the points raised and provide feedback to your schools forum. We appreciate the additional funding may also have an impact on your plans which again we would expect to see discussed with your schools forum. We expect your plan will continue to develop over time and envisage that it will form a reference point for both ongoing discussions and further development with your schools forum. If you would like any support to develop your recovery plan further, please get in touch.

We are really pleased with the amount of detail you have provided for both savings and pressures. You have shown a very good understanding of the pressures your authority are facing and how you are addressing these. We note the plan does see an initial increase in the deficit position in 2019-20 followed by a reduction in 2020-21 and realises a surplus balance in 2021-22. We also noted that bringing your DSG budget back into balance was reliant on additional funding from the department and we have not revisited your plan subsequent to the announcement of additional high needs funding; however, we do consider that your plan is both realistic and achievable.

Your seventh pressure (P7) details a pressure of £350k across each year of your plan as a result of 'Schools Forum agreement to fund the Early Help Service for 2019-20'. We would

have liked to have seen more detail as to exactly what this pressure is and how you have arrived at the costings.

Due to the additional funding in high needs we expect that the need to transfer funding from the Schools Block to the High Needs Block will not be required. We have noted within your recovery plan you have provided assumed transfer amounts to the High Needs Block across 2019-20 to 2021-22. However, we believe that the additional funding you have been allocated will now meet your planning for more income without the requirement to move money away from schools and you will want to remodel your recovery plan accordingly.

If you have any queries about this letter or would like any further discussion or support with your recovery plan please get in touch with us at Financial.MANAGEMENT@education.gov.uk.

We appreciate this has been a new process – Oldham were one of thirty-two local authorities submitting a recovery plan this year and we are keen to ensure that the process is as clear as possible.

If you wish to provide feedback on the process, please contact us via the Financial Management mailbox as above.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Owen Jenkins', with a long horizontal stroke extending to the right.

Owen Jenkins

**Deputy Director, Funding Directorate
Education and Skills Funding Agency**

Appendix 3- Model A and Model B

2020/21 SCHOOLS BLOCK FORMULA MODELLING BASED ON ESTIMATED PUPIL NUMBERS AT OCTOBER 19

DFE NO	SCHOOL	Estimated Pupil Numbers used for 2020/21 modelling	MODEL A		MODEL B	
			Impact of full NFF		Impact of moving 0.5% from Schools Block	
			Difference £ compared to using 19/20 cash values	Difference %	Difference £ compared to using 19/20 cash values	Difference %
2000	Alexandra Park Junior	360	133,976	8.28%	124,844	7.71%
2007	Richmond Primary	396	100,344	5.72%	90,514	5.16%
2002	Beever Primary	200	65,973	6.58%	60,376	6.02%
2008	Freehold Community	420	101,021	5.81%	91,283	5.25%
2010	Greenacres	214	60,244	6.27%	54,829	5.70%
2018	Lyndhurst Primary	420	48,925	2.90%	39,757	2.36%
2017	Limeside Primary	353	48,935	3.21%	40,593	2.67%
2022	Roundthorn Primary	211	43,465	4.53%	38,158	3.98%
2020	Woodlands	277	19,523	1.56%	19,552	1.56%
2033	Limehurst Primary	306	61,494	4.30%	53,774	3.76%
2034	Mayfield	212	32,738	3.42%	27,488	2.87%
2044	Littlemoor Primary	300	118,074	9.00%	110,589	8.43%
2047	Glodwick Infant and Nursery	267	75,315	5.96%	68,277	5.40%
2052	Mills Hill Primary	600	150,000	7.00%	150,000	7.00%
2054	Mather Street Primary	188	53,150	5.71%	48,072	5.17%
2058	Blackshaw Lane Primary	210	39,279	4.53%	34,625	3.99%
2062	South Failsworth Primary	405	85,769	5.88%	85,769	5.88%
2064	Whitegate End Primary	208	13,103	1.49%	13,108	1.49%
2065	Rushcroft Primary	191	12,669	1.46%	12,683	1.47%
2069	Fir Bank	210	12,934	1.48%	12,940	1.48%
2071	Propps Hall	201	37,034	4.19%	32,255	3.65%
2075	Diggle	183	10,009	1.40%	10,034	1.40%
2076	Friezland Primary	104	6,473	1.34%	6,461	1.34%
2077	Greenfield	222	12,711	1.47%	12,737	1.47%
2078	Springhead Infant	233	39,329	4.23%	34,268	3.68%
2079	Delph Primary	202	17,563	2.27%	13,443	1.74%
2080	Knowsley Junior	350	68,320	5.15%	61,038	4.60%
2085	Buckstones	206	17,677	2.24%	13,455	1.70%
2091	Beal Vale Primary	185	12,461	1.48%	12,450	1.48%
2093	Thorp	203	23,524	2.94%	19,241	2.41%
2023	Willowpark	203	15,597	1.52%	15,627	1.52%
2095	Broadfield	327	68,476	4.85%	60,633	4.29%
2097	Greenhill	434	51,469	2.75%	41,301	2.21%
2098	Horton Mill Primary	216	34,297	3.23%	28,615	2.70%
2099	Burnley Brow Community	422	132,157	7.08%	121,795	6.52%
2013	Alt Primary	310	60,193	4.25%	52,359	3.70%
2014	Westwood	200	49,096	5.23%	43,854	4.67%
2109	Stanley Road Primary	393	125,972	7.18%	116,183	6.62%
2110	Crompton Primary	208	45,663	5.45%	41,094	4.91%
2111	Medlock Valley Community	308	64,611	4.50%	56,820	3.95%
2025	Clarksfield Primary	416	125,617	7.29%	115,803	6.72%
2113	Yew Tree Community	612	146,545	5.84%	132,588	5.28%
3005	Woodhouses	134	26,028	4.65%	22,970	4.10%
3007	St Annes CE Lydgate	204	11,218	1.47%	11,227	1.47%
3008	St Chad's CE Saddleworth	290	67,913	6.63%	67,913	6.63%
3009	Holy Trinity Dobcross	209	14,270	1.76%	11,405	1.41%
3010	Thornham St James' CE	211	20,490	2.60%	20,490	2.60%
3011	Christ Church Denshaw	97	6,436	1.31%	6,453	1.31%
3012	Hey With Zion	276	16,226	1.52%	16,235	1.52%
3303	St. Thomas Moorside CE	201	29,645	3.08%	24,387	2.53%
3315	St Thomas CE Werneth	418	83,777	4.58%	73,633	4.02%
3325	St Hugh's CE Primary	201	46,544	4.71%	41,056	4.16%
3326	St Agnes CE	100	21,049	4.57%	18,491	4.01%
3328	Holy Rosary RC Primary	208	84,435	9.30%	79,176	8.72%
3329	St Hilda's CofE Primary	366	175,647	10.70%	166,009	10.11%
3330	St Martin's CE Primary	235	51,057	4.66%	44,987	4.11%
3333	St Margaret's C.E.	297	58,435	4.39%	51,079	3.84%

DFE NO	SCHOOL	Estimated Pupil Numbers used for 2020/21 modelling
3341	Christ Church Primary Chadderton	284
3342	St Luke's CE Primary	196
3344	St Matthew's	406
3345	East Crompton St James CE	210
3346	St Mary's CE High Crompton	211
2024	St Johns Primary	268
3351	St Thomas CE Leesfield	210
3353	St. Anne's CE Primary	281
3355	East Crompton St Georges CE	220
3358	Corpus Christi RC Primary	298
3359	St Joseph's RC Primary	209
3362	St Edwards RC Primary	252
3363	SS Aidan & Oswald's RC Primary	361
3364	St Herbert's RC	303
3366	Greenfield St Mary's CE	209
3400	Holy Family RC	190
3401	St Anne's RC	210
3402	St Patrick's RC	201
3403	St Mary's RC Primary	412
3503	St Paul's CE Primary	214
3504	Higher Failsworth Primary	383
2009	Coppice Primary	489
3506	Bare Trees Primary	598
3507	Royton Hall Primary	309
3508	Werneth Primary	420
3393	Holy Cross C.E.V.A. Primary	416
3509	Hodge Clough Primary	415
2003	St Theresa's RC Primary	183
2016	Northmoor Academy	485
	TOTAL PRIMARY SCHOOLS	24,376

4011	The Hathershaw College	1060
4010	Royton & Crompton	1090
4006	Failsworth	1459
4026	Saddleworth	1384
4027	North Chadderton	1337
4028	The Radclyffe	1500
4600	The Blue Coat	1308
4605	Crompton House	1238
4608	Blessed John Henry Newman College	1490
4004	Waterhead Academy	1351
6905	Oasis Academy Oldham	1477
6906	The Oldham Academy North	1212
4008	Oaslis Leesbrook Free School	449
	TOTAL SECONDARY SCHOOLS	16,355

	Balance Unallocated (See Model A- Table 6)	
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TOTAL ALL SCHOOLS	40,731
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Impact of full NFF	
Difference £ compared to using 19/20 cash values	Difference %
76,873	6.98%
65,191	7.39%
80,813	5.40%
53,911	6.54%
36,968	4.72%
60,589	5.61%
34,949	3.96%
49,332	4.51%
14,246	1.55%
69,463	5.67%
31,859	3.99%
40,697	4.18%
53,309	3.71%
46,029	3.99%
18,517	2.41%
15,093	1.70%
51,094	5.35%
59,908	6.47%
68,131	4.48%
45,851	5.28%
74,340	4.72%
147,683	7.43%
238,324	8.97%
33,648	2.63%
111,274	6.30%
134,836	7.00%
39,597	2.35%
34,301	3.84%
285,743	13.20%
5,227,464	

322,524	5.54%
347,081	6.05%
494,017	5.78%
270,899	4.05%
275,058	4.16%
560,897	6.31%
257,727	4.08%
247,600	4.15%
434,631	5.30%
457,321	6.00%
454,224	5.38%
126,720	1.69%
114,432	4.47%
4,363,131	

215,650

9,806,245

Impact of moving 0.5% from Schools Block	
Difference £ compared to using 19/20 cash values	Difference %
70,623	6.41%
60,172	6.82%
80,813	5.40%
49,258	5.98%
32,617	4.16%
54,676	5.06%
30,080	3.41%
43,270	3.96%
14,227	1.54%
62,606	5.11%
27,460	3.44%
35,329	3.63%
45,422	3.16%
39,676	3.44%
18,517	2.41%
13,461	1.52%
45,762	4.79%
54,682	5.91%
59,708	3.92%
41,009	4.72%
65,685	4.17%
136,379	6.86%
223,234	8.40%
27,060	2.11%
101,339	5.74%
123,900	6.43%
30,773	1.82%
29,656	3.32%
272,788	12.60%
4,764,978	

289,964	4.98%
314,733	5.49%
451,437	5.28%
270,899	4.05%
238,704	3.61%
516,197	5.80%
257,727	4.08%
247,600	4.15%
391,283	4.77%
414,595	5.44%
407,145	4.82%
126,777	1.69%
100,348	3.92%
4,027,409	

0

8,792,387

	Primary	Model A	Secondary	Model A	Primary	Model B	Secondary	Model B
	£	% increase on 20/21 budget using 19/20 values	£	% increase on 20/21 budget using 19/20 values	£	% increase on 20/21 budget using 19/20 values	£	% increase on 20/21 budget using 19/20 values
Minimum Gain	6,436	1.31%	114,432	4.47%	6,453	1.31%	100,348	3.92%
Maximum Gain	285,743	13.20%	560,897	6.31%	272,788	12.60%	516,197	5.80%

Growth Funding

The total amount allocated to the Growth Fund within the Schools Block for 2020/21 is £1.077m. Of this amount, £0.826m is explicit growth for schools where it has been already been agreed with the LA that there will be an increase in the planned admission numbers (PAN) by means of the provision of a school extension. The remaining Growth Fund is available within the Schools Block for allocation to schools.

The table below details how the explicit growth will be allocated to schools from 2020/21 to 2022/23.

School	Additional Places	Cost 2020/21 (£)	Cost 2021/22 (£)	Cost 2022/23 (£)
East Crompton St Georges	30	48,778	0	0
Mills Hill	30	48,778	0	0
Propps Hall	10	16,259	0	0
Watersheddings	15	24,389	0	0
Oasis Academy Limeside	30	48,778	48,778	0
St Herberts	5	8,130	8,130	8,130
Holy Trinity Dob Cross	5	0	0	0
Blue Coat	47	0	0	0
Saddleworth School	10	22,845	22,845	0
Saddleworth School	20	0	45,690	45,690
Greenfield School	30	48,778	48,778	48,778
Crompton House	112	255,862	255,862	255,862
Oldham Academy North	60	137,069	137,069	137,069
North Chadderton	30	68,535	68,535	68,535
Clarksfield	30	48,778	48,778	48,778
Mayfield	30	48,778	48,778	48,778
Unallocated Growth		251,316	20,274	15,206
TOTAL Estimated Additional Place/Cost Already Allocated	494	1,077,073	753,517	676,826

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Report to Cabinet

Risk Management Strategy & Framework

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

Officer Contact: Mark Stenson – Head of Corporate Governance

Report Author: Mark Stenson – Head of Corporate Governance
Ext. 4783

16 December 2019

Reason for Decision

The purpose of this report is to propose a refreshed Risk Management Strategy and Framework. Under Financial Procedure Rules Cabinet is responsible for approving any revision in the corporate risk management arrangements of the Council.

Executive Summary

The Council produces a Corporate Risk Management Strategy and Framework, which is subject to regular review.

It is proposed that the existing Risk Management Policy is replaced with two separate documents i.e. Risk Management Strategy and a Risk Management Framework. The proposed Risk Management Strategy is a high level document that sets out the Council's strategic approach to risk management (Appendix 1), the proposed Risk Management Framework provides the detailed approach to risk management including the risk matrix and risk appetite tables for measuring the level of risk and ensuring that risks are managed within the Council's risk appetite (Appendix 2).

The refreshed Risk Management Strategy and Framework is presented for approval.

Recommendations

Cabinet approves the refreshed Risk Management Strategy and Framework

Risk Management Strategy and Framework

1 Background

- 1.1 Under Financial Procedure Rules, Cabinet is responsible for approving any revision to the corporate risk management arrangements of the Council. It is proposed that the existing Risk Management Policy is replaced with two separate documents i.e. Risk Management Strategy and a Risk Management Framework.
- 1.2 The proposed Risk Management Strategy is a high level document that sets out the Council's strategic approach to risk management (Appendix 1)
- 1.3 The proposed Risk Management Framework provides the detailed approach to risk management including the risk matrix and risk appetite tables for measuring the level of risk and ensuring that risks are managed within the Councils risk appetite (Appendix 2)

2 Current Position

- 2.1 There are two levels of risks: strategic risks and operational risks. The Council's working definition of risk, to be applied to both strategic and operational risks is:

"Risk is something that may have an impact on the achievement of our objectives. This could be an opportunity as well as a threat".

The two levels of risk and their management are clearly identified within the Risk Management Strategy and Framework documents.

Risk Management Strategy

- 2.2 The Risk Management Strategy provides the overall approach to risk management that addresses the risks facing the Council in achieving its objectives. The Strategy also facilitates the effective recognition and management of risk. It advises that the Councils aim is not avoid risk but to identify and manage an acceptable level of risk. It will therefore identify, understand and manage the risks inherent in service provision and those associated with plans, policies and strategies to support responsible informed risk taking.
- 2.3 The Strategy outlines the risk management objectives, the risk assessment technique, and risk appetite. It also confirms that there will be Operational Risk Registers and a Strategic Risk Register. It sets out the governance arrangements and highlights that the role of the Audit Committee in monitoring the Councils risk management arrangements.

Risk Management Framework

- 2.4 The Risk Management Framework defines how risk and opportunities will be handled within the Council. It provides information on roles and responsibilities, processes and procedures.
- 2.5 The leadership roles and responsibilities are detailed, highlighting how Cabinet, Audit Committee, the Head of Corporate Governance, Senior Managers and other officers will be involved in each stage of the risk management process.

- 2.6 The Framework details the four steps to good risk management including identifying the risks, assessing the risks, managing and controlling risks, and recording and reporting risks.
- 2.7 It is proposed to change the risk matrix from a current 7x5 matrix to a 4x4 matrix. One of the key aims of proposing a change is to simplify the risk management process. Risks will continue to be measured based upon their likelihood and impact. The Framework document presents two tables which show how to score this likelihood and impact including what the indicative threats and opportunities would look like for each category of risk. Once the risk score has been determined, mitigating controls and actions need to be applied to manage down the risk. Where services work with the NHS and need to use the National Patient Safety Agency model (a national model in use within the NHS), then these services will utilise a 5x5 matrix. Annual reviews of the Strategy and Framework will be undertaken to assess options for further alignment with practices adopted by partners.

Corporate Risk Register

- 2.8 The maintaining and monitoring of the Corporate Risk Register using the revised risk matrix will support the delivery of the Council's corporate aims in ensuring that the identified risks are appropriately managed. Given the role of the Audit Committee in monitoring risk management arrangements, it will review the Corporate Risk Register on a regular basis.

3 Options/Alternatives

- 3.1 The Cabinet can either:
- a) Consider and approve the revised Risk Management Strategy and Framework.
 - b) Consider but not approve the revised Risk Management Strategy and Framework.

4 Preferred Option

- 4.1 The preferred option is that the Cabinet approves the refreshed Risk Management Strategy and Framework.

5 Consultation

- 5.1 Internal Consultation with Executive Members, Senior Management Team, Finance, Policy & Legal Services Officers and members of the Audit Committee at the meeting on 14 November 2019.

6 Financial Implications

- 6.1 Dealt with within the body of this report and the two appendices.

7 Legal Services Comments

- 7.1 Management of risk is essential of the Council to mitigate the risk of legal challenge. The risk management strategy and framework provide an appropriate tool for the identification and management of risk (Colin Brittain)

8 Cooperative Agenda

- 8.1 The Risk Management Strategy and Framework has been prepared so that it embraces the Council's co-operative agenda with risks being considered alongside the aims, objectives and co-operative ethos of the Council.

9 Human Resources Comments

- 9.1 There are no Human Resources implications.

10 Risk Assessments

- 10.1 Dealt with within the body of this report and the two appendices.

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 Environment and Health & Safety implications.

15 Equality, community cohesion and crime implications

- 15.1 There are no specific 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 FCS-23-19.

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: Background papers are included at Appendix 1 & 2
Officer Name: Mark Stenson
Contact No: Extension 4783

20 **Appendices**

- 20.1 Appendix 1 Risk Management Strategy
 Appendix 2 Risk Management Framework

RISK MANAGEMENT STRATEGY

Oldham Metropolitan Borough Council

November 2019

Section		Page No's
	RISK MANAGEMENT STRATEGY	
1	Introduction	3
2	Risk Management Objectives	3
3	Risk Assessments	4
4	Risk Appetite	4
5	Risk Register	4
6	Governance	5

1 Introduction

- 1.1 The purpose of this document is to outline an overall approach to risk management that addresses the risks, both negative and positive, facing the Council in achieving its objectives and which will facilitate the effective recognition and management of risks. The approach has been designed to support Members and officers in fulfilling their risk management responsibilities in a consistent manner.
- 1.2 Risk management will be embedded within the daily operations of the Council, from strategy and policy formulation through to business planning, general management and operational processes. It will also be applied where the Council works in partnership with other organisations to ensure that partnership risks are identified and managed appropriately. However, where there is a need for services to work with a different matrix e.g. when working with the NHS, using the National Patient Safety Agency model (a national model in use within the NHS), these services will utilise a 5x5 matrix.
- 1.3 Through understanding risks, decision-makers will be better able to evaluate the impact of a decision or action on the achievement of the Councils objectives.
- 1.4 Risk management will not focus upon risk avoidance, but on the identification and management of an acceptable level of risk. It is the Councils aim to proactively identify, understand and manage the risks inherent in our services and associated with our plans, policies and strategies, to support responsible, informed risk taking and as a consequence, aim to improve value for money. The Council will not support reckless risk taking.
- 1.5 The Council will seek to learn from other organisations where appropriate and to keep up to date with the best practice in risk management. Annual reviews of the Strategy and Framework will be undertaken to assess options for further alignment with practices adopted by partners.

2 Risk Management Objectives

- 2.1 Oldham Council is committed to establishing and maintaining a consistent risk management approach throughout its decision making and operational processes.
- 2.2 The Councils risk management objectives are to;
 - Ensure that risks that could prevent the Council achieving its objectives are identified and appropriately managed
 - Ensure that risk management is clearly and consistently applied throughout the Council
 - Raise awareness of the principles and benefits involved in the risk management process
 - Inform policy and operational decisions through the identification of risks and their likely impact
 - Ensure compliance with statutory requirements
 - Ensure safety and wellbeing of staff, Members and customers

2.3 These objectives will be achieved by;

- Maintaining documented risk management procedures
- Considering risk management implications in reports and decision-making processes.
- Maintaining strategic and project-based risk registers that identify and rank all significant risks facing the Council, which will assist the Council achieve its objectives through pro-active risk management.

3 Risk Assessment

- 3.1 This will involve consideration of all potential risks facing the Council, with risks broken down into strategic risks, which could impact on the achievement of the Councils objectives, and operational risks which could impact upon service delivery or the achievement of service objectives.
- 3.2 Identified risks will be assessed based on the likelihood of the risk materialising and the impact to the Council should the risk materialise. This will include an assessment of both the inherent risk i.e. the level of risk prior to mitigating actions and controls being applied and the residual risk i.e. the level of risk considering the mitigating actions and controls in place. The Council's specified risk matrix will be used to score each risk.
- 3.3 Where the risk carried more than one risk type e.g. financial and compliance; the primary risk factor will be used to ensure the risk is managed within the Councils risk appetite.

4 Risk Appetite

- 4.1 The Council will define its risk appetite across designated risk types i.e. economic, reputational, financial, legal, operational, and regulatory. Appropriate mitigating actions and controls will be put in place to ensure that residual risk scores are within the risk appetite for the primary risk type.

5 Risk Registers

- 5.1 The Strategic Risk Register will be approved by the Audit Committee half yearly. Monitoring reports will be provided to the Audit Committee, where required.
- 5.2 Operational Risk Registers will be maintained in individual services and be reviewed as part of the Business Planning Process. Where an operational risk materialises to a level where it becomes a potential strategic risk this will be escalated to the Head of Corporate Governance for consideration.
- 5.3 Risks will be allocated a "Risk Owner" who will be responsible for ensuring that the risk is appropriately managed.

6 Governance

6.1 There will be clear accountability for all risks. This will be achieved by:

- The production of an Annual Governance Statement signed by the Chief Executive and Leader of the Council at the end of each financial year.
- Making the Council's risks and risk management process open to regular Internal Audit and external inspections (e.g. by the Council's external auditors).

The Audit Committee will be responsible for monitoring the Councils risk management arrangements.

6.2 An annual review of this Strategy will be undertaken to ensure it remains current and up to date and reflects current best practice in risk management. Recommendations will be made to Cabinet if it is considered that any improvements or amendments are required.

6.3 Members will be briefed to ensure they are aware of significant risks affecting their portfolios and any improvements in controls which are proposed.

6.4 Service Directors will update their operational risk registers as part of the Business Planning Process. To ensure that risks are identified then these will be reviewed by the Head of Corporate Governance.

6.5 The Internal Audit section will audit the process, to ensure effectiveness across the whole Council.

RISK MANAGEMENT FRAMEWORK

Oldham Metropolitan Borough Council

November 2019

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1 Introduction

- 1.1 The purpose of the risk management framework is to define how risks and opportunities will be handled within Oldham Council. The framework provides information on roles and responsibilities, processes and procedures. It sets the context for the management of risks and defines how they will be identified, assessed, managed and reviewed.
- 1.2 The Council has a clear framework and process for identifying, assessing, managing/controlling, reviewing and reporting of its risks. The leadership, roles and responsibilities are defined for managing those risks.
- 1.3 The Council expects all of its employees, officers and Councillors to have a level of understanding of how risks and opportunities could affect the performance of the Council and to acknowledge the management of those risks / opportunities as part of their everyday activities. This could be the management of strategic risks (those risks that need to be considered when making judgements about medium and long terms goals), or operational risks that managers and staff will encounter in the daily course of their work.
- 1.4 The Council has a four-step process for identifying, assessing, managing and controlling and reviewing the risk (See Figure 1, page 5). This is a continuous process and integrates with performance management. The Council has agreed criteria by which to judge the likelihood and impact of risks, effectiveness of control measures and required level of management of residual risks.

2 Leadership roles and responsibilities

- 2.1 The respective roles and responsibilities within the Council for the Risk Management Framework are set out below:

Cabinet

The Cabinet will:

- Approve the Council's Risk Management Strategy and Framework
- Consider risk management implications when making decisions

Audit Committee

The Audit Committee will:

- Maintain an independent oversight of the risk register and risk management issues
- Undertake reviews of specific areas of risk management activity or initiatives where required
- Review and approve the Council's Annual Governance Statement

Head of Corporate Governance

The Head of Corporate Governance will:

- Be responsible for the oversight of risk management activities of the Council
- Provide the Cabinet and Audit Committee with assurance that the Council's corporate business risks are being actively and appropriately managed
- Review and keep up to date the strategic risk register
- Ensure that the most appropriate and cost-effective measures are adopted to avoid, minimise and control those risks in accordance with 'Best Value' principles
- Encourage the development of contingency plans

Senior Management Team

The Senior Management Team will:

- Oversee the corporate approach to risk management
- Identify, assess and capture improved performance and value for money through risk and opportunity management
- Identify, monitor and manage the Council's strategic risks and opportunities
- Demonstrate commitment to the embedding of risk management across the organisation

Heads of Service

Heads of Service will:

- Identify and assess new risks and opportunities
- Maintain the Council's operational risk registers in relation to their areas of responsibility, identifying and reporting any significant risk management issues affecting their service area.
- Ensure that an effective process is in place to manage risks faced by the service.
- Identify and analyse risks for impact and likelihood and introduce risk control measures
- Identify initiatives that could reduce the impact and/or likelihood of risks occurring.
- Identify initiatives that could increase the likelihood of an opportunity being realised.
- Ensure that risk register entries and controls are accurate and up to date.
- Monitor the progress of planned actions on a quarterly basis to ensure that aims are achieved.

Risk and Insurance Team

The Risk and Insurance Team will:

- Ensure that risk management records and procedures are properly maintained and that clear audit trails exist in order to ensure openness and accountability.
- Provide the Head of Corporate Governance with progress of delivery of risk register timescales and any other risk issues as appropriate.
- Ensure the timely purchase of adequate insurance for the transfer of risk, where appropriate.

All employees

All employees, within their given areas of responsibility and work, will:

- Understand risks and regard their management as part of their everyday activities, including the identification and reporting of risks and opportunities which could affect the Council.
- Assist with risk assessments for their areas of work
- Support and participate in risk management activities.

Internal Audit

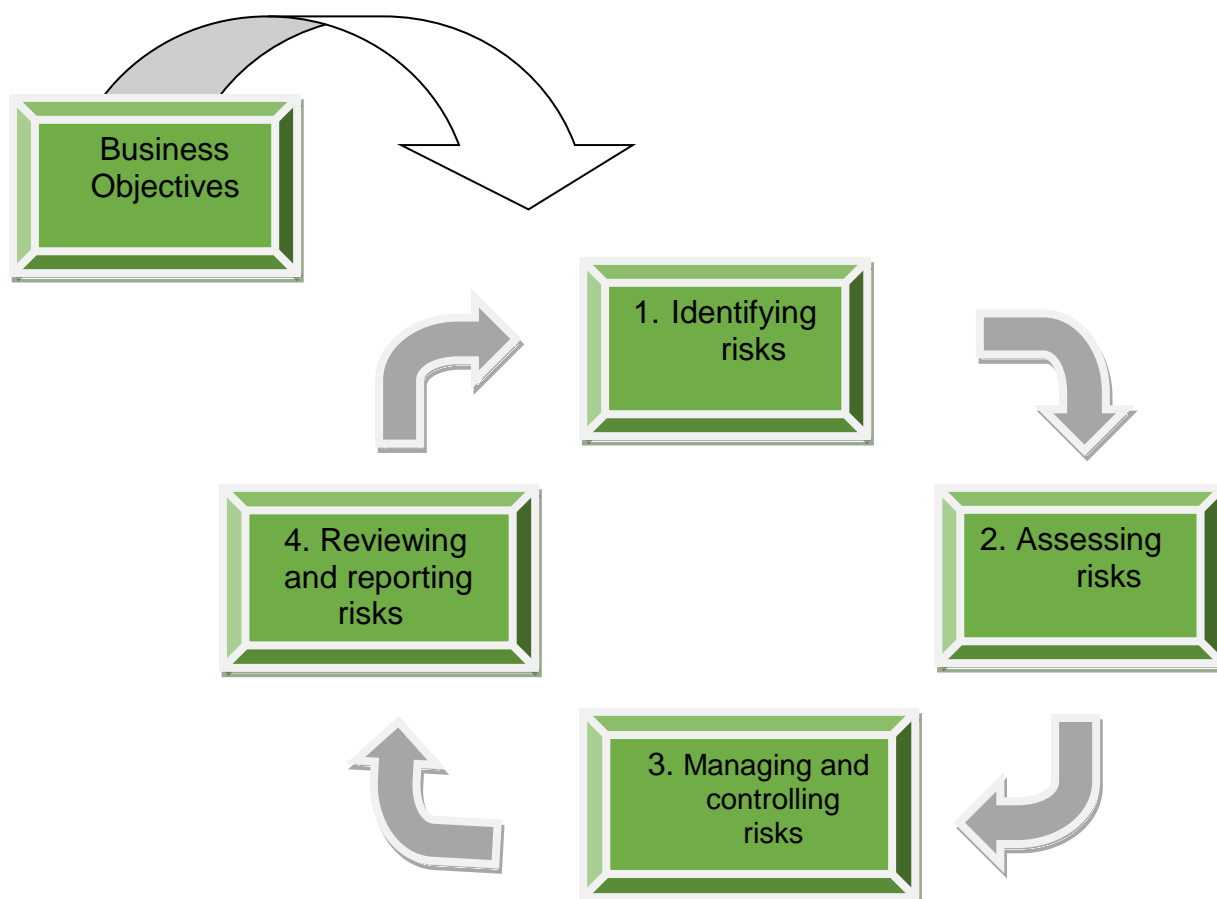
The Internal Audit team will:

- Independently assess the Council's risk management arrangements
- Review the adequacy of procedures by departments to assess, review and respond to risks
- Review the effectiveness of the Council's system of internal control
- Consider the content of the risk registers when preparing the Annual Audit Plan

3 Risk Management Process

The following four step process is fundamental to good risk management. Figure 1 below shows the four steps and the link to business objectives.

Figure 1: The Four Steps of the Risk Management Cycle



Step 1 - Identifying Risks

The working definition of a risk is:

“Risk is something that may have an impact on the achievement of our objectives. This could be an opportunity as well as a threat”

Drivers of risk

The Council faces risks from both internal and external factors. Understanding this helps us to assess the level of influence we may have over the risk.

There are three main parts to a risk – an **event** that has a **consequence** that leads to an **impact** on the Council objectives – and it can be measured by estimating the **likelihood** of the event happening and **impact** it may have on the objectives if it does.

It also helps to think of risk being driven by two basic categories **Strategic** and **Operational**. At Strategic levels, the focus is on identifying the key risks to successful achievements of the Councils overall objectives. Operational risks are the risks (or opportunities) that are most likely to affect the performance and delivery of business services.

Strategic and operational risk are not mutually exclusive, and a risk may escalate from one to another. They can all be driven by either external or internal factors, or a combination of both.

When identifying the risk, both positive and negative effects need to be considered. This will help with risk taking and exploiting opportunities. Insignificant risks can be ignored, significant risks can be planned for and the costs of taking action can be compared with the price to be paid if adverse events occur.

It will help to use prompts to identify the areas of risk e.g.

Risk	Consequence
Strategic	Doing the wrong things as an organisation, missing opportunities
Operational	Doing the right things in a wrong way (service delivery failure, targets missed)
Financial	Losing monetary resources or incurring unacceptable liabilities
Reputational	The Council's image, loss of public confidence
Political	Political embarrassment, not delivering local or national policies
Partnerships	The risks/opportunities the Council is exposed to as part of a partnership
Project	The risks/opportunities the Council is exposed to as part of a project
Legal/Regulatory	Claims against the Council, non-compliance
Information	Loss or inaccuracy of data, systems or reported information
Customer/residents	Understanding their needs, delivery of services
Environmental	Things outside control, environmental impact
People	Risks associated with employees, management

Using the categories above, it is important to consider the things that could prevent or hinder a team from achieving its business objectives. There should not be too much focus on the categories, or what risk fits under which category, they are just a general guide to assist.

The thoughts and ideas then need to be grouped into common themes and developed into the actual risk.

There should be, where possible, three parts to the risks **Event – Consequence – Impact**

This will ensure that focus and action is placed on the event.

Typical risk phrasing could be

Loss of Failure of Failure to Lack of Partnership with Development of	}	leads to resulting in
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For example, Environmental Services may identify the failure of the waste collection service e.g. due to bad weather conditions, as a risk. Developed around event, consequence, impact to;

Failure of the waste collection service due to inclement weather (**the event**) could lead to unacceptable delays in collecting refuse (**the consequence**) resulting in public health issue and loss of reputation (**the impact**).

Step 2 – Assessing Risks

Once a list of risks has been established, the next step is to assess those risks in terms of the likelihood that they will occur and the impact if they do. This provides an inherent risk score that will help identify the most serious risks before any controls have been applied. Decisions can then be made about the significance of those risks and how or whether they should be addressed.

The Council has agreed criteria for the levels of likelihood and impact for risks and criteria for opportunities should in tables 1 and 2 below.

Consideration should be given to each of the identified risks, from Step 1, and using the criteria in the table, assess the risk in terms of **likelihood** that it will occur and **impact** on the Council if it should occur.

There should be a focus on the description when assessing the level of likelihood and impact and the number rating should be used to summarise the descriptive information.

When both the risk likelihood and impact have been assessed, the likelihood score should be multiplied by the impact score – this will give the inherent risk score. This is the score used to identify which risks are the most serious, allowing decisions to be made about the significance of those risks to the Council and how, or whether they should be addressed.

Table 1 – Likelihood – Description and definitions

Rating	Score	Indicative Guideline	
		Threat	Opportunity
Very Likely	4	<ul style="list-style-type: none"> Regular occurrence Circumstances frequently encountered 	Favourable outcome is likely to be in short term (within 1 year)
Likely	3	<ul style="list-style-type: none"> Likely to happen at some point in the next 3 years Circumstance occasionally encountered 	Reasonable prospects of favourable outcome in short term (within 1 year)
Unlikely	2	<ul style="list-style-type: none"> Only likely to happen once every 3 or more years Circumstances rarely encountered 	Some chance of favourable outcome in medium term (up to 3 years)
Remote	1	<ul style="list-style-type: none"> Has never happened before Circumstance never encountered 	Little chance of a favourable outcome in short or medium term (up to 3 years)

Table 2 – Impact – Description and definitions

Rating	Score	Indicative Guideline	
		Threat	Opportunity
Major	4	<ul style="list-style-type: none"> • Major loss of service for more than 5 days • Severe disruption to the Council and its residents affecting the whole council • Major financial loss > £1,000,000 • Loss of life, intervention by HSE • National news coverage • Likely successful judicial review or legal challenge of Council decision • Major environmental damage 	<p>Major improvement in service delivery</p> <p>Income generation/savings >£1,000,000</p> <p>Positive national press, national award or recognition</p> <p>Noticeable widespread environmental improvements</p>
Serious	3	<ul style="list-style-type: none"> • Loss of service for 3 to 5 days • Serious disruption, ability to service residents affected across several service areas of the council • Serious financial loss £100,000 to £999,999 • Extensive/multiple injuries, intervention by HSE • Local adverse news item/ professional press item • Likely judicial review or legal challenge of service specific decision • Serious damage to local environment 	<p>Noticeable improvement to residents in service delivery, quality and cost</p> <p>Income generation/savings >£100,000</p> <p>Sustained positive recognition and support from local press</p> <p>Noticeable improvement to local environment</p>
Significant	2	<ul style="list-style-type: none"> • Loss of service for 1 -3 days • Noticeable disruption, some residents would be affected across a service area of the Council • High financial loss £10,000 - £100,000 • Severe injury to an individual / several people • Local news/minor professional press item • Moderate damage to local environment 	<p>Slight improvement in internal business processes. No noticeable change in service delivery or resident service.</p> <p>Income generation/savings > £10,000</p> <p>Positive support from local press</p> <p>Minor improvement to local environment</p>
Minor	1	<ul style="list-style-type: none"> • Brief disruption to service less than 1 day – minor or no loss of resident service • Low financial loss > £10,000 • Minor / no injuries • Minimal news/press impact • Affects single team only • Minor/ no damage to local environment 	<p>No noticeable improvement to service delivery or internal business processes</p> <p>Income generation/ savings up to £10,000</p> <p>No press coverage</p> <p>Insignificant/ no environmental improvements</p>

When the inherent risk score has been calculated, the next step is to plot the risks on a risk prioritisation matrix to show the level of the risks and make decisions about the significance of those risks to the Council and how they will be managed.

Table 3 Risk Prioritisation Matrix and Risk Rating

Likelihood	Very Likely (4)	4	8	12	16
	Likely (3)	3	6	9	12
	Unlikely (2)	2	4	6	8
	Remote (1)	1	2	3	4
		Minor (1)	Significant (2)	Serious (3)	Major (4)
		Impact			
Overall Risk Rating					
12-16	High				
6-9	Moderate				
3-4	Low				
1-2	Very Low				

Risks need to be managed within the Council's risk appetite. Whatever the risk score, mitigating controls and actions need to be applied to manage the risk down.

Risks identified will often have risk factors that fall within more than one risk type, in these cases the risk type deemed to present the highest level of risk should be designated as the Primary Risk Type.

NB Where services work with the NHS and need to use the National Patient Safety Agency model (a national model in use within the NHS), then these services will utilise a 5x5 matrix.

Step 3 Managing and Controlling Risks

When all the risk and opportunities have been identified and assessed for likelihood and impact, there needs to be agreement on who will own the risk and who the risk/ opportunity will be managed, controlled or exploited.

There are three questions that will help?

- Can the likelihood of occurrence be reduced?
- Can the impact be reduced?
- Can the consequences of the risk be changed?

Tolerating the risk. An organisation that recognises the value of risk management may accept that it might be appropriate to continue with an “at risk” activity because it will open up greater opportunities for the future, or perhaps limited things can be done to mitigate a risk.

These risks must be monitored, and contingency plans should be put in place in case the risks occur.

Treating the risk. This is the most widely used approach. The purpose of treating a risk is to continue with the activity which gives rise to the risk, but to bring the risk to an acceptable level by taking action to control it in some way through either:

- Containment actions, these lessen the likelihood of consequences of a risk and are applied before the risk materialises
- Contingency actions, these are put in action after the risk has happened, thus reducing the impact.

Terminating the risk. Doing things differently and therefore removing the risk. This is particularly important in terms of project risk.

Transferring the risk. Sometimes a risk can be transferred to a third party, for example via insurance or by arranging for a third party to take the risk in another way.

Taking the opportunity. This is not an alternative to any of the above, rather it is an option to be considered whenever tolerating, treating, or transferring a risk.

The cost of risk management and control of the risk should be proportionate to the risk that is being addressed. There is a need to;

- Identify existing controls and actions plans that are in place. Develop new controls and action plans where none exist.
- Identify and agree who will own the risk and who will manage the risks. The risk owner should have authority to implement and manage the controls.

When the existing controls and action plans have been identified, the risk can be re-assessed for likelihood and impact.

Step 4 Recording and Reporting Risks

Risks should be recorded on a risk register. The risk register template is appended at Appendix A to this framework.

The Council maintains two levels of risk register, the Strategic Risk Register which is monitored by Internal Audit and presented to the Audit Committee and Operational Risk Registers which are maintained at a service level.

Circumstances and business priorities can, and do change, and therefore risks, opportunities and their circumstance need to be regularly reviewed. Some risks will move down the priority rating, some may leave, and new risks will be identified.

Conclusion

The risk management framework (the four steps of risk management) is a continuous cycle designed not only to identify, assess, manage and review risks, but also to support business objectives. The implementation of this framework will support the Council in recognising risk and minimising its impact through all areas of service provision.

APPENDIX A

Risk	Category of Risk	Risk Owner	Implications	Likelihood	Impact	Score	Mitigating Actions as at (input date)	Revised Likelihood	Revised Impact	Revised Score	Review Date
Number the risk eg1 Describe the Risk	Eg Financial	Eg SMT	Why the risk has been identified	Pick a score from 1,2,3,4	Pick a score from 1,2,3,4	Times the likelihood by the Impact to obtain the score	Input Risk Mitigation Actions	Revised Likelihood Score 1,2,3,4	Revised Impact score 1,2,3,4	New Score	Date Risk Reviewed

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Report to Cabinet

Update on the Oldham Healthcare Economy

Portfolio Holder:

Cllr Abdul Jabbar MBE, Deputy Leader and Cabinet Member for Finance and Corporate Services

Cllr Zahid Chauhan, Cabinet Member for Health and Social Care

Officer Contact: Anne Ryans – Director of Finance

Report Author: Anne Ryans – Director of Finance

Ext. 770 4902

16 December 2019

Reason for Decision

To present a proposal to increase the Council's proposed contribution to the pooled budget managed via a Section 75 Funding Agreement which operates between Oldham Council and Oldham Clinical Commissioning Group (CCG). In addition to transferring budgets for existing services into the pooled arrangement, it is proposed to increase the Council's contribution by £5.9m in 2019/20. This would support the financial resilience plan of the CCG whilst it is undergoing transformation to achieve future efficiencies and in turn support the wider Oldham healthcare economy over the next four financial years. It is anticipated that the investment would be reversed and that the Council would then pay a reduced contribution into the pool between 2021/22 and 2023/24.

Executive Summary

The report outlines the issues around the potential allocation of £5.9m of Oldham Council reserves to support the financial recovery plan of Oldham CCG in 2019/20 and support the wider Oldham healthcare economy benefiting all our residents.

As the 2019/20 Section 75 Pooled Funding Agreement between the Council and the CCG is currently being reviewed, a revision to the phasing of previously anticipated contributions can be agreed. It is proposed that the use of reserves of £5.9m will increase the Council's contribution to the pooled budget for the financial year 2019/20 with reduced contributions from 2021/22 to 2023/24. This will allow the Council to put investment into the CCG so that the CCG can initiate work that could otherwise be delayed at this stage of the integration process. This would support the delivery of longer-term savings and efficiencies across the CCG, the Council and the wider Oldham healthcare economy.

The CCG will subsequently contribute an additional £5.9m to the pool over the period 2021/22 to 2023/24, thereby enabling the Council to reverse the investments made and replenish reserves.

Recommendation

That Members approve the use of £5.9m of Council reserves to provide additional investment supporting transformation to Oldham CCG in 2019/20.

Update on the Oldham Health Economy

1 Background

- 1.1 Members will be aware that like the Council, Oldham CCG as a key public sector partner is facing a significant financial challenge. The CCG's initial budget gap for 2019/20 was £34.7m and the CCG has proposed that one element of its strategy to address its budget position and also enhance joint working, is to seek investment from Oldham Council to deliver better integration including processes for Adult Social Care.
- 1.2 The CCG and Council have been working closely together for a number of years, including addressing pressures in Adult Social Care and health services. As part of this integrated working, Oldham CCG has provided additional non-repayable support to the Council in previous financial years. In part, the funding was used to provide much needed support for Adult Social Care services at a time of significant financial challenge providing better health and social care support for the residents of Oldham.
- 1.3 The 2019/20 Section 75 Pooled Funding Agreement between the Council and the CCG is currently being reviewed to allow an increase to both the Council and CCG contributions to facilitate greater integration including Adult Social Care, Children's Social Care and Public Health. The purpose of this report is to propose a potential additional £5.9m increase to the Council's contribution to the pooled budget to support quicker integration, particularly in relation to Adult Social Care. This would then allow the CCG to initiate a range of activities to enable it to take forward the integrated working agenda and hence provide the dual benefits of improving its financial position as well as providing service development and improvement across the wider Oldham healthcare economy including those services provided for vulnerable adults. This in turn will enable the Council to use its own children's and adults social care and Public Health resources more economically, efficiently and effectively. This will support the Council's medium to long-term financial resilience, through the delivery of budget reductions.

2 Current Position

Requirement for Investment

- 2.1 The 2019/20 budget of the CCG has been based on addressing an initial budget gap of £34.7m. It is evident that this is a challenge and the plan to address this gap has incorporated a range of measures including the delivery of savings proposals and, after discussion with the Greater Manchester Health and Social Care Partnership (GMHSCP), deferring the repayment of financial support that it had previously provided.
- 2.2 As the financial year has progressed, the CCG has proposed the Council invests in transformation linked into the integration plans, particularly for Adult Social Care to help close its budget gap. The financial arrangements for a CCG differ from those of the Council. A CCG must balance its financial position in year. A Council has, for example, the flexibility to use reserves accumulated in previous financial years to support the budget process and deliver transformation of services such as Adult Social Care. Despite best efforts to improve the financial position, the CCG is proposing a higher Council investment in the pooled budget for 2019/20 which will enable it to balance its budget in year but more importantly to enable it to move forward programmes of work that aim to deliver longer-term savings and efficiencies across the wider Oldham healthcare economy including Adult Social Care services provided by the Council, as well as services it provides.

- 2.3 Given the joint working arrangements between the Council and the CCG, opportunities have been explored whereby the Council could provide some financial investment to support the CCG and at the same time take forward the integration agenda and enable the benefits of the programme of joint working to be advanced. Support in the form of an additional investment of £5.9m has been proposed for 2019/20. This sum would be added to the pooled budget.
- 2.4 It has always been the intention of both the Council and the CCG to increase the pooled budget governed by the Section 75 Agreement between both parties. The Section 75 Agreement for 2019/20 is currently being reviewed and thus provides an opportunity to approve an additional Council contribution. Attached at Appendix 1 is a schedule which shows the proposed Council contribution for 2019/20 of £152.119m including the additional resources of £5.9m; a significant increase of £88.336m compared to the £63.783m that was originally included in the 2018/19 agreement.
- 2.5 The adjustment to the Section 75 Agreement will allow the Council to invest in the pooled budget and enable the overall increase in spending on initiatives with the aim of generating longer term savings and efficiencies. This will incentivise both partners to accelerate programmes of work linked to the delivery of savings. The principle of a Local Authority supporting the wider health economy by providing upfront investment to a CCG has been adopted by other Councils and has been audited as part of those Council's respective final accounts processes without challenge. It is essential when using this approach for the benefits to the Council Taxpayers of Oldham to be demonstrated.

Benefit to the Oldham Council Taxpayer

- 2.6 The Council's corporate plans look to support a healthier population through an equitable and joined up approach to strategic development requiring robust and strong leadership. Investment in the health economy will contribute to enabling Oldham Council to work towards delivering on its 'Creating a Better Place' strategy. The Council is facing a changing and challenging future and has a duty to consider the needs of its population and needs to use its resources and influence to create better outcomes and opportunities for people of all ages. At the core is the essential element of enabling people to access health services which can support less reliance on publicly funded services, including those provided by the Council.
- 2.7 As explained above, the extra resources would allow the CCG to initiate a range of activities to enable it to take forward the integrated working agenda and hence provide the dual benefits of improving its financial position as well as providing service development and improvement across the wider Oldham healthcare economy. This in turn will enable the Council to use its own children's and adults social care and Public Health resources more economically, efficiently and effectively. This extra investment by the Council will be reversed over a three-year period, commencing in 2021/22, via the Council making reduced contributions to the joint pooled budget. As the investment benefits are realised the CCG can make a corresponding and compensating increase. The anticipated profile of additional investment to the pooled budget is demonstrated in the table below:

S.75 Contributions	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
Oldham CCG Increase	0	0	1,000	1,000	3,900
Oldham Council Increase/(decrease)	5,900	0	(1,000)	(1,000)	(3,900)

- 2.8 From 2021/22, the Council will be able to reduce its investment to mirror the planned increase by the CCG which will support the replenishing of Council reserves. Both the Council and the CCG would anticipate that by 2021/22 the benefits of the initial increased investment will be evidenced.

-
- 2.9 The planned expansion of the Section 75 Pooled Budget for 2019/20 by both the Council and the CCG will include the merging of Community Health Services which are currently commissioned by Oldham CCG together with services relating to the provision of adult social care which are currently commissioned by the Council. The use of additional Council resources will enable all partners to initiate work in this area that could not otherwise be started at this stage of the integration process. Resources can be combined into a single budget thereby allowing the transformation of the offer and the development of pathways that go beyond the traditional boundaries and allow the offer to Oldham residents to be wider and more comprehensive than the current specifications allow, examples include;
- Building on the cluster working particularly in relation to Care at Home, optimising the deployment of resources, working only with quality assured providers, delivering a high-quality provision for all clients with social care and health requirements throughout the Borough
 - Shaping the external provider market to make it more sustainable, equitable and transparent for the citizens of the Borough
 - An increasingly holistic view of Continuing Healthcare, with a clearly defined and centrally controlled approach to Section 117 service users
- 2.10 Equally there will be a benefit of being able to have a more informed conversation between Oldham Cares "Health" and "Care" commissioners about the speed of integration, the approach to joint service redesign backed up by having resources available to pump prime transformational activities.
- 2.11 As noted in section 2.4 of the report the OMBC contribution to the pool is planned to increase by £88.336m, a significant proportion of which is the addition of budgets in relation to Children's Social Care (£37.623m), Public Health (£14.952m) and Housing Related Commissioning (£2.394m) all of which combined with the additional investment will enable the joining up of conversations about children and young people's health and well-being, social and housing needs as well as educational needs. This will assist in taking forward the Special Educational Needs and Disability (SEND) agenda using a single approach as well as supporting the identified need for improvement in the health offer to those in the community under 18 years of age. Plans are in place, but this step will speed up the work that is underway and increase the depth of our ambition.

Use of Council Reserves

- 2.12 When the Council's accounts for 2018/19 were closed, resources of £5.9m were allocated to a reserve to support efficiencies and developments within health. This reserve remains and could therefore be drawn down to support the increased £5.9m of expenditure, thereby not affecting the Council's in year financial position from a revenue perspective. It is then intended that the reduced contributions to the Section 75 agreement made by the Council; commencing in 2021/22 will be utilised to replenish reserves.
- 2.13 It is important to note that the Oldham Health Economy reserve of £5.9m is included in the Council's Reserves Policy which was presented to the Audit Committee at its meeting on 25 June 2019. This reserve was specifically highlighted when the Audit Committee, as agreed at the Council meeting of 27 February 2019, scrutinised the Council's earmarked reserves included in the Reserves Policy.

Issues for Consideration

2.14 In considering the proposal it is important to also have regard to the following:

a) The Impact on the Council's Financial Resilience

- i) The impact will be reflected through a medium-term reduction in earmarked reserves which will initially be shown in the Council's accounts at the 2019/20 year end. The proposed use of reserves for 'invest to save' purposes together with all the other approved and proposed uses (including £8.818m which has been used to balance the 2019/20 budget) will potentially have a short term impact on the financial resilience of the Council, particularly if there is no opportunity for the Council to replenish its reserves from other sources at the year end. It would also be highlighted in financial resilience ratings in national data sets. As the contributions to the pool are reversed this will be reflected in improved reserve balances and an improved financial resilience position.

b) The Impact on the Joint Working Agenda

- i) Were the CCG to fail to achieve financial balance it would result in significantly closer scrutiny from GMHSCP and NHS England, which in turn could lead to intervention and the introduction of Special Measures. This would be likely to have a serious and detrimental impact on the integration process and the work that has taken place to date.
- ii) The sharing of the solution to a joint financial challenge would demonstrate the increasingly joined-up approach to the financial management of key aspects of public service spend in the borough.

3 Options/Alternatives

3.1 Option 1 – Do nothing. This would impede the speed and scale of integration and potentially delay the delivery of financial efficiencies to both partners as a result.

3.2 Option 2 – Increase the Council contribution to the pooled fund in 2019/20 by £5.9m to support the CCG, recognising in doing so that the Council must be satisfied that there are clear and demonstrable benefits to the Council Taxpayers of Oldham.

4 Preferred Option

4.1 Option 2 is the preferred option on the balance of risk to the Council compared to the benefits that are anticipated over time.

5 Consultation

5.1 There has been consultation between officers and Members of the Council together with members of the Governing Body of the CCG.

6 Financial Implications

6.1 As advised above, the use of £5.9m of the Council's 2019/20 reserves will have a short-term impact on the financial resilience of the Council (albeit manageable) but not impact on the overall financial position in the year in which the contribution is made. There will however be a loss of investment income whilst the funds are out of the Council's direct control.

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- 6.2 There would also be an impact on the financial resilience of the Council if there is no opportunity to begin to either replenish the reserves from other sources or in the prescribed manner from the CCG. It would also be highlighted in financial resilience ratings in national data sets. However, as the contributions to the pool are reversed the financial resilience position will improve.
- 6.3 It is anticipated that the benefits of the investment will be demonstrated from 2021/22 and this will then have an influence on future years financial planning arrangements.

7 Legal Services Comments

- 7.1 The Council has entered into an agreement under section 75 National Health Services Act 2006 to evidence the pooled funding arrangements which are in place between the Council and the Oldham Clinical Commissioning Group in relation to the provision of services to maximise resources. This agreement has been reviewed from year to year and is currently in the process of further review.
- 7.2 The provisions in section 75 of the National Health Services Act 2006 prescribe the conditions under which these arrangements can be made. These are as follows:

Section 75 Arrangements between NHS bodies and local authorities

- (1) The Secretary of State may by regulations make provision for or in connection with enabling prescribed NHS bodies (on the one hand) and prescribed local authorities (on the other) to enter into prescribed arrangements in relation to the exercise of:

- (a) prescribed functions of the NHS bodies, and
- (b) prescribed health-related functions of the local authorities, if the arrangements are likely to lead to an improvement in the way in which those functions are exercised.

- (2) The arrangements which may be prescribed include arrangements:

- (a) for or in connection with the establishment and maintenance of a fund:
 - (i) which is made up of contributions by one or more NHS bodies and one or more local authorities, and
 - (ii) out of which payments may be made towards expenditure incurred in the exercise of both prescribed functions of the NHS body or bodies and prescribed health-related functions of the authority or authorities,
- (b) for or in connection with the exercise by an NHS body on behalf of a local authority of prescribed health-related functions of the authority in conjunction with the exercise by the NHS body of prescribed functions of the NHS body,
- (c) for or in connection with the exercise by a local authority on behalf of an NHS body of prescribed functions of the NHS body in conjunction with the exercise by the local authority of prescribed health-related functions of the local authority,
- (d) as to the provision of staff, goods or services in connection with any arrangements mentioned in paragraph (a), (b) or (c),
- (e) as to the making of payments by a local authority to an NHS body in connection with any arrangements mentioned in paragraph (b),
- (f) as to the making of payments by an NHS body to a local authority in connection with any arrangements mentioned in paragraph (c).

-
- 7.3 The proposal for the Council to provide additional funding in the current financial year to fund the transformation agenda with a view to achieving savings in the long run and the Clinical Commissioning Group committing itself to provide additional funding in future years would meet with the specific requirements laid out in the legislation for the pooled funding arrangements under section 75 of the Act. (Elizabeth Cunningham Doyle)
8. **Co-operative Agenda**
- 8.1 The proposal to provide financial support to the CCG aligns to the Cooperative Agenda of the Council.
- 9 **Human Resources Comments**
- 9.1 There are no Human Resources comments.
- 10 **Risk Assessments**
- 10.1 Set out below are the are five main risks that need to be considered. Where appropriate these have been included within the Council's own risk register:
- The CCG cannot vary their contribution to the pool in the three financial years, commencing 2021/22, as transformation does not deliver the planned efficiencies to enable them to so.
 - The Council is making a payment to an independent organisation so it is reliant on close partnership working to ensure its investment is successful as set out in this report.
 - The transaction is challenged by a resident of Oldham as not demonstrating clear and demonstrable benefits to the Council Taxpayers of Oldham.
 - The potential reduction in the financial resilience of the Council (if reserves cannot otherwise be replenished) at a time when the Medium-Term Financial Strategy highlights one off support is required to underpin day-to day service activity, including reputational damage as a result of a reduced standing in nationally published data sets.
 - The financial position of the CCG requires either closer external scrutiny or the implementation of Special Measures that may prevent the Authority from being able to benefit from both the planned reduced contribution to the pool in later years and the efficiencies in the wider provision of service arising from the investment.
- 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 & 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 No

17 **Key Decision**

17.1 Yes

18 **Key Decision Reference**

18.1 FCS-20-19

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:	Background papers are contained in Appendix 1 and in the Council's Reserves Policy approved at the Councils Audit Committee of 25 June 2019
Officer Name:	Anne Ryans
Contact No:	0160 770 4902

20 **Appendices**

20.1 Appendix 1 – Proposed Council Contribution to the 2019/20 Section 75 Agreement

APPENDIX 1

COUNCIL CONTRIBUTION TO SECTION 75 POOLED BUDGET 2019/20

Council Portfolio	Pooled Budget	£'000
	Revenue Budget	
Health and Adult Social Care	Community Equipment	1,400
Health and Adult Social Care	Learning Disability	15,056
Health and Adult Social Care	Mental Health	9,337
Health and Adult Social Care	Safeguarding	683
Health and Adult Social Care	Commissioning	18,429
Health and Adult Social Care	Director of Social Care	1,785
Health and Adult Social Care	Community Health and Social Care	37,499
Health and Adult Social Care	Community Business Services	2,388
Health and Adult Social Care	Clusters	2,608
Health and Adult Social Care	Housing Related Commissioning	2,394
Children's Services	Children's Social Care	37,623
Reform	Public Health	14,952
Corporate Resources	Earmarked Reserves	5,900
	Pooled Revenue Budget	150,054
	Capital Budget	
Health and Adult Social Care	Disabled Facilities Grant	2,065
	Pooled Capital Budget	2,065
	Total Proposed Pooled Budget	152,119



Report to CABINET

Care Leavers and Homelessness

Portfolio Holder:

Councillor Hannah Roberts, Cabinet Member for Housing
Councillor Amanda Chadderton, Cabinet Member for Childrens'
Councillor Zahid Chauhan, Cabinet Member for Health and Social Care

Officer Contact: Emma Barton, Director of Economy

Report Author:

Fiona Carr, Principal Homelessness Strategy Officer
Ext. 5163

Date: 16th December 2019

Reason for Decision

Oldham Council's Corporate Parenting Strategy supports the principle that children looked after should be supported on their journey to independence. As part of the Strategy's review, the role of housing as part of the Corporate Parenting offer is being strengthened. This, supported by wider discussions at a Greater Manchester level, has led to proposals to ensure that care leavers who become homeless receive the support of full rehousing duties up to the age of 25.

Executive Summary

With a focus on homelessness, this report helps emphasise Oldham's commitment to supporting and genuinely caring for the care leavers across the borough. This builds upon existing provisions such as free prescriptions, discretionary council tax rates and free bus passes. It gives an outline of work streams which have been taking place within the Council and Greater Manchester around care leavers, and the resulting recommendations which refer to how homelessness legislation is applied, and how this sets Oldham apart – in a positive way – from many other local authorities in England. This report therefore seeks approval for the adoption of these recommendations, and a new approach to enhancing the support available for care leavers through the homeless service provision in Oldham.

Recommendations

This report recommends that:

-
- I. Oldham Council adopts the principle that all care leavers up to the age of 25 are to be found as being in 'priority need' under homelessness legislation;
 - II. Oldham Council adopts the principle that no care leaver up to the age of 25 should be found intentionally homeless.

Care Leavers and Homelessness

1 Background

- 1.1 Oldham Council is committed to its role as a corporate parent, including to young people who have left its care upon reaching adulthood.
- 1.2 Under homelessness legislation, young people who were formerly in care aged 18-20 are automatically in 'priority need'. This means that if they become homeless there is a duty to provide temporary and potentially permanent accommodation.
- 1.3 Care leavers aged 21 and over do not have an automatic priority need under homelessness legislation, but the local housing authority must take into account the effect that being in care may have had on that young person in assessing whether they should be deemed as vulnerable. If they are found to be vulnerable, they will be owed the same housing duties as 18-20 year olds in terms of the local authority having a duty to provide temporary and potentially permanent accommodation.
- 1.4 The duty to provide permanent accommodation does not arise where someone has been found to have become intentionally homeless. This refers to a deliberate act or omission which has resulted in that person's homelessness; for example a deliberate non-payment of rent or giving up accommodation which was otherwise suitable.
- 1.5 The Children & Social Work Act 2017 introduced a new duty on local authorities to provide Personal Adviser (PA) support to all care leavers up to age 25, if they want to access this. This does highlight a difference from the homelessness legislation outlined above, which the recommendations in this report seek to address.
- 1.6 In addition this change in legislation, the Greater Manchester (GM) Care Leaver's Trust has been endorsed by the GM Children's Board to develop a 'core offer' across GM for all care leavers. This includes several work streams and a proposed guarantee that:
- Care leavers 18 – 21 years will be able to travel for free on buses across Greater Manchester;
 - No care leavers will be made intentionally homeless;
 - Care leavers will be able to access a clear, consistent education, employment, and training offer;
 - There will be access to a mentor for every care leaver that wants one;
 - Care leavers will be supported as a priority group within the health economy.
- The Council is not statutorily obligated to adopt this core offer, but it is certainly good practice in terms of supporting young people as a Corporate Parent.
- 1.7 The recommendations in this report seek to respond to both the change in legislation brought about by the Children & Social Work Act 2017, and the recommendations of the GM Care Leaver's Trust.

2 Current Position

2.1 Intentional Homelessness

- 2.1.1 The GM Care Leaver's Trust 'core offer' includes a proposal that no care leavers will be made intentionally homeless. There is currently no age limit applied to this, although other proposals in the offer apply to care leavers aged 18-21. This report proposes that this is applied to 25 – in line with when young people can receive a wider package of support from Personal Advisors.
- 2.1.2 Oldham Council rarely makes care leavers intentionally homeless, so the impact of the recommendations in this report would be minimal:
- In 2018/19, only one intentionally homeless decision was issued – and an accommodation solution was found for the young person;
 - In 2017/18, only one intentionally homeless decision was issued – and this decision was overturned on review;
 - In 2016/17, no intentionally homeless decisions were issued.

2.2 Priority Need

- 2.2.1 In order to fully bring respective legislation in line in terms of age and provide a comprehensive offer to Oldham's care leavers, it is also proposed that housing treat all homeless care leavers as priority need up to the age of 25.
- 2.2.2 This proposal could have a financial cost attached in terms of guaranteeing accommodation; however as per point 2.4 of this report most young people who have been looked after are found to be vulnerable as a result of this and consequently awarded priority need status anyway.
- 2.2.3 It is difficult to estimate the full impact of this proposal, as housing did not monitor whether people had formerly been in care prior to April 2018 – unless they were found to be vulnerable as a result of this. Points 2.3-2.4 of this report provide more information on demand from young people stating to have formerly been in care during the 2018/19 financial year for consideration.

2.3 18-20 year olds

- 2.3.1 In 2018/19, 36 young people aged 18-20 who stated to have formerly been in care presented themselves as in need of housing assistance:
- 18 of these young people just required advice on their situation;
 - 18 were found to be homeless or at risk of homelessness;
 - 13 of this 18 were homeless.
- 2.3.2 Presentations from care leavers do appear higher than the same time last year; however due to a change in legislation and monitoring in April 2018 it is not possible to establish a direct comparison.

2.4 21-24 year olds

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- 2.4.1 In 2018/19, 24 young people aged 21-24 who stated to have formerly been in care presented themselves as in need of housing assistance:
- 10 of these young people just required advice on their situation;
 - 14 were found to be homeless or at risk of homelessness;
 - 10 of this 14 were homeless.
- 2.4.2 Of those who were found to be homeless, 8 were provided with temporary accommodation as there was reason to believe that they may be vulnerable. This may suggest, therefore, that the impact of automatically applying priority need to this age group would not be too great.

2.5 Local connection

- 2.5.1 A concern which was raised during the consultation stage of these proposals was that young people from outside of Oldham may come here to take advantage of a more lenient homelessness offer.
- 2.5.2 The Homelessness Reduction Act 2017 makes provisions for referrals to other local authorities where someone does not have a 'local connection' to the area they have presented as homeless to. A provision has always existed in homelessness legislation, but the 2017 Act made it possible to do this at an earlier stage. Therefore, even if care leavers from other areas do present to Oldham – they can be reconnected to the local authority they do have a connection to.

3 Options/Alternatives

- 3.1 Option 1: Agree the following proposals:
- I. Oldham Council adopts the principle that all care leavers are to be found as being in 'priority need' under homelessness legislation until the age of 25;
 - II. Oldham Council adopts the principle that no care leaver should be found intentionally homeless until the age of 25
- 3.2 Option 2: Do nothing: The number of care leavers who are found to be intentionally homeless or not in priority need are low; however this does still mean that some of Oldham's young people could miss out on a full housing duty if they become homeless.

4 Preferred Option

- 4.1 Option 1 is preferred, in order to promote the best possible outcomes for young people to whom Oldham Council has a duty as a corporate parent. By adopting principles that all care leavers up to the age of 25 should be treated as in priority need and unintentionally homeless, they are being offered the best chance to succeed on their pathway to adulthood and independence.
- 4.2 This option does have some potential controversies, in that young people will not necessarily face 'consequences' for their actions – for example being evicted due to antisocial behavior. However, it does recognise that as care leavers, the Council has a duty to ensure these young people are allowed to learn from their mistakes and move on with its support, like young people who have not been looked after may be able to with their own families.

4.3 This decision is not outside the current budget/policy framework.

5 **Consultation**

5.1 Consultation has been undertaken with staffs in both housing and Children's Social Care, who are supportive of this proposal.

5.2 The wider Care Leaver Offer and Corporate Parenting Strategy have been consulted upon via a number of channels, including Oldham Youth Council. Care Leavers and Children Looked After in Oldham are in support of proposals which will bring them greater security and priority in terms of housing.

6 **Financial Implications**

6.1 There are no significant direct financial implications to adopting this policy. However, it is possible that it could lead to a small increase in the number of people put into temporary accommodation (2 using the data from 2018/19)

6.2 It is not the intention to amend any budgets for temporary accommodation at this stage. If any increase becomes quantifiable and material a further decision on that can be made in the next full financial year.

(David leach / John Hoskins)

7 **Legal Services Comments**

7.1 As alluded to in this report there is no legislation requiring the council to class all care leavers up to the age of 25 as being in priority need in relation to Housing purposes. However, this proposal would further highlight the commitment that the Council is making to tackle homelessness within the Borough and highlight its commitment to its corporate parenting role. Failure to adopt this option could have a negative reputational impact in comparison to those authorities that have taken the option. Option 1 is recommended.

(Alex Bougatef - Group Lawyer, Legal services)

8. **Co-operative Agenda**

8.1 Developing a core offer to care leavers promotes openness, responsibility and accountability, whilst encouraging housing and Children's Services to work together with their partners in all sectors.

9 **Human Resources Comments**

9.1 None.

10 **Risk Assessments**

10.1 The proposal sets out how the Council would strengthen its commitment as a Corporate Parent and tackling homelessness. It is likely on present information held this will come at some extra cost of temporary accommodation. The Council has to balance the extra benefits against this cost. (Mark Stenson – Head of Corporate Governance)

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	No.
18	Key Decision Reference
18.1	N/A.
19	Background Papers
19.1	N/A.
20	Appendices
20.1	N/A.

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Report to CABINET

Selective Licensing of the Private Rented Sector.

Portfolio Holders:

Cllr Hannah Roberts, Cllr V Leach

Officer Contact: Helen Lockwood

Report Author: Neil Crabtree, Head of Public Protection.
Ext. 4141

16th December 2019

Reason for Decision

A review of the scheme has been completed in line with the legislative requirements. The existing designation is in the 5th and final year. A decision is required seeking permission to carry out a statutory consultation exercise into the future use of Selective Licensing in Oldham considering the results of the review into the scheme and its impact.

Executive Summary

The Housing Act 2004 gives the power to introduce the licensing of the private rented sector with the aim of improving the management of these properties to tackle low housing demand or anti-social behaviour. In 2014 Oldham Council designated a selective licensing scheme in 8 neighbourhoods which were seen to be exhibiting signs of low housing demand following a statistical analysis of the whole borough. Low housing demand is where there is a high number of private rented properties, people are moving and only staying for short periods, house prices and rental prices are low meaning owner occupiers are often in negative equity. This results in it being very difficult for a strong community to be developed and maintained in the area. The current designation is due to expire from the 30th April 2020 and therefore another statistical analysis of the whole borough has recently taken place. This review has indicated some improvements in the neighbourhoods concerned and shows that other neighbourhoods are now exhibiting signs of low housing demand.

On the expiry of the scheme the Council cannot just continue the scheme or introduce another. They must carry out the designation process as dictated in the Housing Act. This includes obtaining Cabinet approval to consult on the proposed licence conditions and fees and this consultation must take place for a minimum period of 10 weeks. Once the consultation has concluded, the analysis and findings are then reported back to cabinet with any subsequent considerations. Officers are seeking approval to commence this consultation exercise to establish whether another designation of selective licensing of the private rented sector is needed and in which neighbourhoods.

The approach as outlined in the report is part of the Council's commitment to place based working and a piece of work is ongoing to establish the preferred model for the deployment of resources to enable the strategic approach to wider private sector housing issues across the Borough.

Recommendations

That Cabinet approve the following:

- To note the findings of the review of the existing selective licensing scheme;
- To approve the carrying out of the minimum 10-week statutory consultation required prior to any future designation of any new scheme in the neighborhoods highlighted;
- To report back to Cabinet on the outcome of the consultation and any further recommendations relating for any new designation.
- To note that a further report will be brought forward regarding the wider approach to private sector housing enforcement and use of available powers.

Selective Licensing**1 Background**

1.1 8 Selective Licensing neighbourhoods were designated due to exhibiting the indicators associated with low housing demand in December 2014 & March 2015.

1.2 The 8 areas were implemented in a phased approach as detailed below:

Selective Licensing Neighbourhoods.	Date Designation came into effect.	Expiry date of designation.
St Mary's	1 st May 2015	30 th April 2020
Hathershaw & Waterhead	6 th July 2015	5 th July 2020
Primrose Bank & Hollinwood	1 st September 2015	31 st August 2020
Alexandra, Oldham Edge & Coldhurst.	1 st January 2016	31 st December 2020

1.3 The indicators for low housing demand are:

- The turnover of occupiers of residential premises (in both rented and owner-occupied properties).
 - The number of residential premises which are available to buy or rent.
 - The length of time for which residential properties remain unoccupied.
 - The general appearance of the locality and the number of boarded up shops and properties.
 - The value of residential premises in the area, in comparison to the value of similar premises in other areas which the authority considers to be comparable (whether in terms of type of housing, local amenities, availability of transport).
- Rental Yield is also considered. Rental yield is a measure of how much finance an income generating asset produces each year as a percentage of that asset's value. The yield is calculated by working out the annual rent for a dwelling divided by the average value for a property.
- Higher yields are determined by lower sales values and relatively higher rental income. The higher the yield the more likely the area is lower in value and therefore in lower housing demand. Low yields tend to indicate higher demand areas.

1.4 The purpose of the scheme is that the implementation, combined with other measures being delivered by partners, will lead to a reduction in or elimination of the blight of low housing demand and therefore lead to improvements in social and economic conditions.

The scheme as it was approved is being delivered by ensuring that all private rented properties within the designated areas are identified, subject to license, applications are received, properties are licensed, properties are inspected, and landlords comply with management and property standards. In addition, should landlords fail to comply with these standards, necessary action is taken through enforcement. The enforcement team has built strong relationships with a number of agencies enabling a multi-agency approach. The scheme has enabled the Council to provide education and information to landlords, tenants and local residents and to ensure that issues can be dealt with quicker and to the satisfaction of all parties.

1.5 On the 26th November 2019 the following had been achieved:

No of applications received	2733
No of Licences granted	2124
Prosecutions	58
No of Condition Audits conducted	1256
No of serious hazards identified	115
No of defects identified	3458
No of properties where licence condition breaches identified	992
Warrants executed	84
Emergency Prohibition Orders served within the Selective Licensing areas.	20

1.6 In addition to the above there are numerous case studies that show how Selective Licensing has and is contributing to improving neighbourhoods, property standards and management and resident's knowledge, safety and wellbeing. Experience has shown that there is a distinct lack of knowledge with regard to rights and responsibilities of both landlords and tenants.

Condition audits are carried out to ensure that licensed landlords are complying with the conditions attached to their licenses. This provides tenants with an opportunity to be provided with information and education with regards to their rights and responsibilities, report concerns and an opportunity to ask any questions at the time. These may include:

- What they can expect from their landlord - a copy of the gas certificate, the 'how to rent' guide, protection of their deposit, copy of the Energy Performance Certificate, copy of the tenancy agreement and conditions under which an eviction process may be invoked.
- What is expected from a tenant - including reporting issues, providing access for works, wear and tear issues etc.

-
- Advise as to the difference between carbon monoxide and smoke detectors and how to check that they are working, maintained and what to do if the detectors sound a warning.

- 1.7 This face-to-face interaction is critical to establish the ongoing success of the scheme, with officers assisting with day-to-day issues which may arise during audit inspections. A few case studies are attached to this report, which demonstrate the work of enforcement officers and some of the successful outcomes that can be achieved. The support offered by officers to tenants is consistently well received.

Appendix 1: Case Studies.

- 1.8 The scheme is for a maximum period of 5 years and a number of the designated neighbourhoods are now in their fifth year. The first of the designated neighbourhoods will complete the five-year period on the 30th April 2020. The last designated neighbourhood will be completed on the 31st December 2020.
- 1.9 A review of the scheme is essential both to examine the impact achieved in the neighbourhoods, whether outcomes have been met, to comply with the requirements of the Housing Act 2004 and to determine the options available to the Council going forward.

2 Current Position

- 2.1 The independent review has recently been completed and consisted of a whole borough statistical analysis of the low housing demand criteria. Please see Appendix 2 for a copy of the statistical analysis.
- 2.2 The six indicators which have been assessed in line with the requirements specified in the Housing Act 2004 in 2014/15 and the current review are:
- Total number of households.
 - Percentage of households privately renting.
 - Percentage of vacant dwellings.
 - House prices.
 - Rental Values per calendar month.
 - Rental Yields.
- 2.3 The above indicators have been collated and examined at Ward level and at Lower Super Output Level (LSOAs). It is important to collate and examine at LSOA level as this provides information for a smaller geographical area than at Ward Level. It would not be accurate to state a whole ward has low housing demand when the statistics relating to low

housing demand relate only to one or two smaller geographical areas (LSOAs) within the whole ward.

- 2.4 The statistical analysis of the data gives an indication of the situation. This needs to be considered with the Council's local knowledge and experience on whether an area requires intervention and whether other interventions have or are going to be put in place in the area being considered.
Further analysis is required to determine previous, current and future planned interventions in line with the statistical analysis report as stated above. This will involve discussions with our Partners including District Partnership, Housing Strategy and Emerging Communities and will take place during the 10-week consultation period.
- 2.5 The statistical analysis of the low housing demand indicators reveals that 6 of the designated areas in the current scheme have shown improvement, 8 have maintained their earlier conditions and 2 have deteriorated.
- 2.6 Further to the analysis of the whole Borough a number of LSOAs currently designated as Selective Licensing Neighbourhoods have been identified as warranting further consideration for Selective Licensing. In addition, 5 LSOAs that are not currently designated Selective Licensing Neighbourhoods have been identified.

The table below shows a comparison of the Wards and LSOAs using the original low housing demand indicators in 2014/15 and 2019.

2014/15 Q1 wards and selected for licensing	2019 Q1 wards
Alexandra	Alexandra
Coldhurst	Chadderton South
Hollinwood	Medlock Vale
Medlock Vale	St Mary's
St Mary's	Waterhead
Waterhead	Werneth

Key	
	6/6 Q1 scores
	5/6 Q1 scores
	4/6 Q1 scores
	Quartile 1
	Quartile 2

2014/15 LSOAs selected		2019 LSOAs 4/6 Q1 scores			
Alexandra	E01005320	Alexandra	E01005320	Waterhead	E01005448
Alexandra	E01005321	Alexandra	E01005321	Waterhead	E01005450
Alexandra	E01005322	Alexandra	E01005322	Waterhead	E01005456
Alexandra	E01005434	Alexandra	E01005434	Werneth	E01005463
Coldhurst	E01005349	Chadderton South	E01005344	Werneth	E01032921
Coldhurst	E01005351	Coldhurst	E01005349		
Hollinwood	E01005378	Hollinwood	E01005382		
Hollinwood	E01005382	Medlock Vale	E01005323		
Medlock Vale	E01005323	Medlock Vale	E01005438		
Medlock Vale	E01005438	Shaw	E01005445		
St Mary's	E01005428	St James'	E01005421		
St Mary's	E01005431	St Mary's	E01005428		
St Mary's	E01005433	St Mary's	E01005429		
Waterhead	E01005448	St Mary's	E01005430		
Waterhead	E01005450	St Mary's	E01005431		
Waterhead	E01005456	St Mary's	E01005433		

Note - the ONS lookup table for locating LSOAs indicates E01005428 (Oldham 0019A) is in Waterhead Ward. However, OMBC's ward maps indicate it as covering the Townfield area of St Mary's Ward and the Kolverlow Rd area of Waterhead Ward. For the few LSOAs that span ward boundaries we have used one ward name or the other, rather than using two or sometimes three ward names.

- 2.7 Appendix 3 shows maps of the proposed neighbourhoods for consultation as a result of the statistical analysis.
- 2.8 Please see table below that details the LSOAs from the 2014 designation and the LSOAs that are being proposed for consultation as a result of the review findings.
(The red highlighted LSOAs currently cross over two designated Selective Licensing neighbourhoods):

2014 Selective Licensing Neighbourhoods & associated LSOAs.	No of Households	No of Private Rented	2019 Selective Licensing Neighbourhoods & associated LSOAs.	No of Households	No of Private Rented	2019 Wards affected.
St Mary's E01005431 E01005451 E01005429	717 482 479	153 69 75	St Mary's E01005431 E01005429	717 479	153 75	St Mary's
Hathershaw E01005438	966	233	Hathershaw E01005438	966	233	Medlock Vale

E01005323 E01005322 E01005320 E01005324 E01005325	621 523 631 482 419	102 108 161 41 34	E01005323 E01005322 E01005320	621 523 631	102 108 161	Alexandra
Waterhead E01005430 E01005428 E01005448 E01005456 E01005429 E01005450 E01005451 E01005449	714 532 781 785 479 627 482 578	155 142 104 107 75 173 69 57	Waterhead E01005430 E01005428 E01005448 E01005456 E01005429 E01005450 E01005455	714 532 781 785 479 627 619	155 142 104 107 75 173 89	St Mary's Waterhead
Primrose Bank E01005434 E01005322 E01005326 E01005320 E01005437 E01005435	657 N/A 554 N/A 529 490	171 N/A 72 N/A 114 111	Primrose Bank E01005434 E01005322 E01005320	657 N/A N/A	171 N/A N/A	St Mary's Alexandra
Hollinwood E01005439 E01005376 E01005378 E01005379 E01005382 E01005381 E01005377	654 558 663 507 598 642 498	80 103 130 36 100 73 50	Hollinwood E01005439 E01005378 E01005382	654 663 598	80 130 100	Hollinwood
Alexandra E01005321 E01005383 E01005326	596 718 554	139 78 72	Alexandra E01005321	596	139	Alexandra
Oldham Edge E01005433 E01005432	666 648	114 77	Oldham Edge E01005433	666	114	St Mary's
Coldhurst			Coldhurst			

E01005349	538	108	E01005349	538	108	
E01005353	657	47				
E01005352	461	59				
E01005351	467	86				
E01005350	989	48				
E01005354	541	89				
N/A	N/A	N/A	Chadderton South E01005344	656	147	Chadderton South
N/A	N/A	N/A	Shaw E01005445	672	180	Shaw
N/A	N/A	N/A	St James E01032921	771	114	St James
N/A	N/A	N/A	Werneth E01005463	406	70	Werneth
Total	23, 483	3,815	Total No of Households:	15,351	3,030	

The Census definition of household is “A household includes all the persons who occupy a housing unit as their usual place of residence. A housing unit is a house, an apartment, a mobile home, a group of rooms, or a single room that is occupied (or if vacant, is intended for occupancy) as separate living quarters”

- 2.9 In order to proceed with a designated Selective Licensing Scheme following the completion of the current scheme, the Council does not have the option under the Housing Act 2004 to continue the scheme, even if this includes the same neighbourhoods as previously designated. The Council must start the process of designating a Selective Licensing area again. This includes obtaining Cabinet approval regarding the proposed license conditions and fees, seeking approval to consult for a minimum period of 10 weeks as specified in the Housing Act 2004 and reporting back to the Cabinet on the consultation outcomes.
- 2.10 The Consultation and Review enables residents and interested parties to comment on the current scheme and contribute to shaping the future sustainability and stability of their neighborhoods. The scheme ensures that landlords are taking ownership of their responsibilities through education and enforcement where necessary. Better managed properties also ensure that tenants are acting with respect for their neighbours which in turn builds a more positive community where residents want to stay and be proud of. The Council by implementing a Selective Licensing Scheme is doing its bit to ensure the following: -
- Improvement in property standards;
 - Improvement in the management of the property;

-
- Landlords, tenants and residents are educated, encouraged and enforced where necessary to take responsibility and ownership and therefore creating better properties, better choice and a place where people choose to live.

3 Options/Alternatives

- 3.1 Option One - To note the findings of the review of the existing selective licensing scheme. To approve the consultation of the minimum 10-week statutory consultation required prior to designation of any new scheme.
To report back to Cabinet on the outcome of the consultation and any further recommendations relating to any new designation of schemes.
- 3.2 Option Two - Not to carry out consultation and allow each of the Selective Licensing designations to close at the expiry date.
- 3.3 Government guidance states that Selective Licensing was never intended to be a short-term solution, it was anticipated that the scheme would require additional designation to ensure the necessary implementation time that is required to effect change in the housing market
- 3.4 Evidence has been provided that there are already positive results from Selective Licensing and this will continue to be the case if a new Selective Licensing designation is enacted. Although some areas are still showing issues related to low housing demand the designation of a Selective Licensing scheme in the majority has not had a negative impact on these neighbourhoods.
- 3.5 The lack of a Selective Licensing scheme would have a negative impact on the already designated neighbourhoods. There would be no resource to provide education, support or enforcement at the current level with regards to property management. This could also have a negative impact on the strong relationship with our partners and the multi-agency working that has resulted in successful outcomes and quick, permanent resolutions of issues. The key to the continuous success of the scheme is consistency and changing landlord and tenant behaviours to improve areas and build communities.
- 3.6 Selective Licensing has enabled stronger relationships to be built with a significant amount of multi-agency work and visits being conducted. This has led to:
- enhanced and improved outcomes for landlords, residents, services and the community.
 - helping to build consensus, strengthen partnerships, breaking down professional boundaries and narrow focus of attitudes.
 - helping to enhance scale of coverage and sustainability where there are limited budgets,

- helping to build a more cohesive community approach through united multi-agency practitioners taking greater ownership and responsibility for addressing local needs jointly, thus avoiding duplication or overlap of provision
- promoting mutual support, encouragement and the exchange of ideas between agencies helping the sharing of expertise, knowledge and resources for training and good practice, leading to more manageable workloads and development of best practice and new ways of working.
- increased fit between the services offered and those required and improved co-ordination of services resulting in better relationships, improved referrals and the addressing of joint task.
- a broader perspective or focus to working practice
- helping to improve understanding and raise awareness of issues and agencies, and another professionals' practice
- increased level of trust existing between partners/providers so that each one knows what others can and will deliver
- facilitating joint planning for future multi-agency developments
- increased staff morale knowing that they do not work in isolation and that issues and problems can be resolved collaboratively.

4 **Preferred Option**

- 4.1 To note the findings of the review of the existing selective licensing scheme.
To approve the consultation of the minimum 10-week statutory consultation required prior to designation of any new scheme.
To report back to Cabinet on the outcome of the consultation and any further recommendations relating to the selection of neighbourhoods to be included in any new designation of a selective licensing scheme.

5 **Consultation**

- 5.1 Officers have been working closely with Portfolio Holders and Officers from Housing Strategy, Communications and District Partnerships. Officers have also worked closely with Overview and Scrutiny where the review into the existing licensing scheme has been discussed and an endorsement of the approach was agreed.
- 5.2 The consultation exercise being proposed will be extensive. Funding from the Council will be required to commission the detailed consultation work necessary over the minimum statutory 10-week period before any final decision is made. A variety of methods will be used to ensure all views are considered and that the consultation is meaningful. The variety of consultation methods will include questionnaires, individual door to door interviews, discussions in the highlighted neighbourhoods as well as more formal meetings and drop in sessions. It is anticipated that there will be a significant number of respondents - residents, businesses, landlords and residents in the communities affected.

We have up to date landlord/agent details currently licensed under the current scheme to ensure robust consultation. In addition, there are new neighbourhoods that will need intensive consultation in St James's, Shaw and Werneth as consultation with regards to Selective Licensing have not occurred in these areas previously.

6 Financial Implications

- 6.1 In order to carry out this consultation process, costs will be incurred in conducting interviews, communicating with residents by letter and establishing and maintaining effective social media channels. The cost of these activities is estimated at £22.25K, assuming 3,500 properties are visited, and will be met from within the overall Environmental Services revenue budget envelope for 2019/20.
- 6.2 If a Selective Licensing scheme were to be agreed subsequently, the associated costs and revenues in relation to its administration will depend upon the size and scope of the proposed catchment area. In principle, the scheme will be designed so that it is cost neutral to the Council over the full license period. This will involve setting an economic license fee payable by landlords that covers the full cost of running the scheme over its lifetime.
- 6.3 The Council already has experience of running a scheme of this nature and will rely upon this knowledge and experience so as to mitigate the risk of any overspending taking place.

(Nigel Howard/James Postle)

7 Legal Services Comments

- 7.1 Under section 80 of the Housing Act 2004, the Council may designate either the whole or part of the area of their district as subject to selective licensing. Before making a designation, the Council must be satisfied that one of two general conditions is met or that conditions to be specified in regulations are met. The first general condition is that the area is, or is likely to become, an area of low housing demand and that making a designation will, when combined with other measures (whether these are taken by the Council or another person), contribute to the improvement of the social or economic conditions in the area. The issue of low housing demand is to be determined by reference amongst other things to:
- (a) the value of the residential premises in the area in comparison to the value of similar premises in other comparable areas;
 - (b) the turnover of occupiers of residential premises; and,

-
- (c) the number of residential premises which are available to buy or rent and the length of time during which they remain unoccupied.

- 7.2 The second general condition is that the area is experiencing a significant and persistent problem caused by anti-social behaviour and that at least some of the private sector landlords who have premises in the area are failing to take appropriate action to combat the problem. "Private sector landlord" does not include a registered social landlord as defined in Part 1 of the Housing Act 1996. "Anti-social behaviour" means conduct on the part of occupiers of, or visitors to, residential premises which causes or is likely to cause a nuisance or annoyance to persons residing, visiting or otherwise engaged in lawful activities in the vicinity of such premises, or which involves or is likely to involve the use of such premises for illegal purposes. The Council must consider that the designation will, when combined with other measures (whether these are taken by the Council or another person) eliminate or reduce the problem.
- 7.3 The Council must ensure that any exercise of its power to introduce selective licensing is consistent with its overall housing strategy. It must adopt a co-ordinated approach in dealing with the overlapping issues of homelessness, empty properties and anti-social behaviour affecting the private rented sector. In particular, it must have regard to other possibilities, i.e. combining licensing with other courses of action available to it or with other steps which may be taken by others. The conditions that may be specified include, in particular, conditions intended to permit the Council to make a designation for the purpose of dealing with one or more specified problems affecting persons occupying Part 3 houses in the area.
- 7.4 Before making a designation the Council must take reasonable steps to consult persons who are likely to be affected by the designation and consider any representations made by consultees. The Council must give consultees precise information about the proposed area of the designation, details of proposed licence conditions and fee structure and reasons why the Council regard it as appropriate to impose a designation. Before making a designation, the Council must also consider whether there are any other courses of action available to them (e.g. using voluntary accreditation schemes for private landlords) which might provide an effective alternative to addressing the problems they face. It must also consider that making the designation will significantly assist the Council in dealing with the problems, whether or not it takes another course of action as well. (A Evans)

8. Co-operative Agenda

- 8.1 The Consultation and Review enables residents and interested parties to comment on the current scheme and contribute to shaping the future sustainability and stability of their neighborhoods.

The scheme ensures that landlords are taking ownership of their responsibilities through education and enforcement where necessary. Better managed properties also ensure that tenants are acting with respect for their neighbours which in turn builds a more positive community where residents want to stay and be proud of. The Council by implementing a Selective Licensing Scheme is doing its bit to ensure the following: -

- Improvement in property standards;
- Improvement in the management of the property;
- Landlords, tenants and residents are educated, encouraged and enforced where necessary to take responsibility and ownership and therefore creating better properties, better choice and a place where people choose to live.

- 8.2 Selective Licensing is a tool that is linked to Oldham Council's Corporate Plan and priorities. The aim of a Cooperative Borough through thriving communities, working with a resident focus and taking ownership and driving changes are all priorities that Selective Licensing has and can continue to contribute to. The Council has already committed to a Selective Licensing Scheme that has contributed to educating landlords and tenants on how private rented properties should be managed and ensured improvement or maintenance in areas which were exhibiting low housing demand 5 years ago. The Council has through its leadership and Housing Strategy invested in the development of engagement with the private rented sector with a dedicated Deputy Cabinet Member to the Private Rented Sector. This fits in line with the government's Housing Strategy which recognised an increasingly important role for the private rented sector, both in meeting people's housing needs and in supporting economic growth by enabling people to move to take up jobs elsewhere and to respond to changing circumstances.

- 8.3 The private rented sector in England is growing. Tenure reform and less accessible social rented housing are also likely to be an increasing factor to the growth in the private rented sector. The sector clearly now plays a vital role in meeting housing needs as well as providing an alternative to homeownership. Local authorities have an important role in ensuring that the private rented sector meets both these requirements. Balancing good quality supply with demand will help to stabilise rents and encouraging good quality management will improve the reputation of the sector and encourage longer term lets and lower turnover. This is a challenging task that can be assisted through the use of Selective

Licensing. Without Selective Licensing there are limited powers and resources available to encourage good quality management of the private rented sector.

9 Human Resources Comments

9.1 N/A

10 Risk Assessments

10.1 N/A

11 IT Implications

11.1 N/A

12 Property Implications

12.1 N/A

13 Procurement Implications

13.1 N/A

14 Environmental and Health & Safety Implications

14.1 N/A

15 Equality, community cohesion and crime implications

15.1 N/A

16 Equality Impact Assessment Completed?

16.1 No an Impact Assessment will be completed if approval is granted to proceed with undertaking the consultation.

17 Key Decision

17.1 Yes

18 Key Decision Reference

18.1 HSG-05-19

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:

Various technical documents and guidance/good practice relating to Selective Licensing of Private Landlords.

File Ref: N/A

Name of File: N/A

Records held in Public Protection Dept Chadderton Town Hall, Middleton Road, Chadderton, Oldham OL9 6PP

Officer Name: Joanne Collier

Contact No: 0161 770 4115.

20 **Appendices**

20.1 Appendix 1: Case Studies.
Appendix 2: Statistical Analysis.
Appendix 3: Maps.

Appendix 1: Case Studies.

Case Study 1: Hollinwood Selective Licensing:

While conducting a Selective Licensing audit an Officer was informed by the tenant that a property across the road was private rented and overcrowded.

Searches carried out suggested that the property was not rented. Due to the intelligence provided by the tenant a warrant was applied and obtained from the Magistrate's Court.

A visit was conducted with the Police and the following was found:

- Property was a two-bedroom terrace
- Property was private rented and required a licence
- Severe overcrowding
- Severe disrepair
- Pest infestation
- Accumulation of waste to the rear yard – due to the tenants being able to open the rear gate to put out the bins.
- Managing agent for the property is aware of Selective Licensing
- The landlord had taken a holding fee – rather than a deposit
- The tenants had paid 5 months' rent upfront and have very limited income
- The tenants have a disabled adult child who is blind and cannot walk upstairs and a child who has severe depression.
- The tenants have limited English
- Concern that the family were being taken advantage of by the agent, were struggling on their own to deal with several issues, were vulnerable and isolated.

Outcome of the visit:

- Managing agent contacted with regards to the issues above. Timescales provided for works to be carried out failure to comply will result in formal notices to be served.
- Formal notice served for the pest infestation and overcrowding.
- Landlord and Managing agent invited for a formal interview for failure to licence to proceed to prosecution.
- Referral to Tenancy Relations regarding holding fee, as agent may be trying to negate his obligations with regards to deposits.
- Referral to our Community Outreach worker to engage with the family to ensure they were receiving all the support they require.

Due to the property being within a Selective Licensing area, the Council has additional powers to be able to access the property to carry out investigations to determine any offences under Selective Licensing. The Council can without Selective Licensing deal with the disrepair and overcrowding element of this case. However, the Council would not be able to pursue a prosecution of the agent and landlord for the clear poor management and taking advantage of the

vulnerable tenants. In addition, by visiting under Selective Licensing the needs of these tenants were identified and can now be resolved to ensure a better quality of life.

Case Study 2: Hathershaw Selective Licensing:

A licensed private rented property within the above area. Family known for committing criminal activities actively within the area. Property in poor condition and stolen goods being stored at the address. Licence Holder and agent having issues with gaining access to the property. Selective Licensing Officer acted as mediator between landlord and tenant to gain access. Family stopped engaging and therefore support and advice provided to licence holder and agent with regards to their options to ensure they meet their responsibilities and obligations. The family was evicted from the property.

Selective Licensing enables the Council to engage, mediate and ensure that landlords are managing their properties including dealing with tenants who are not complying with their obligations as a tenant.

Case Study 3: Hathershaw Selective Licensing:

Information received from the Police with regards to the property being a cannabis farm with tampered electric and gas meters. Property private rented and licensed. Previous history of the property was that the property has within the last 12 months been a cannabis farm with tampered electric and gas meters. Contact had also been made previously with the landlord as the landlord has rented the property to a tenant without an electric meter, which ended with the landlord providing the tenant with his money back and released from the tenancy agreement.

Due to the history relating to this property and being a licensed property, a warrant was obtained from the Magistrates Court and a visit conducted with the Police.

- The property was being used as a professionally set up Cannabis Farm.
- The occupier was living in the kitchen area of the property due to the rest of the house being full of plants.
- The occupier stated that they were the victim of trafficking.
- The electric meter had been tampered with.

The outcome of the visit:

- The Police took the occupier into custody.
- The Cannabis plants and equipment was seized and destroyed by the Police.
- The electric meter was removed.
- The landlord and agent have been invited to a formal interview to proceed to prosecution.

Due to the property being licensed the property can be entered to determine the use of the property, including any anti-social and criminal activity and action taken when the property is not being managed properly.

Case Study 4: St Mary's Selective Licensing Area:

Residents of a street in the above area are having a significant issue with large numbers of tenants accumulating, causing noise in the early hours, causing criminal damage and behavior and having a detrimental affect on the community. Due to the properties being within Selective Licensing the addresses of the persons causing an issue have been identified. A multi- agency approach has been taken:

- warning letters being sent to persons causing an issue of the consequences of their actions should they continue.
- all residents have received a letter to provide contact details to report issues and to show that we are taking action.
- a visit has been conducted at each property with the Licensed Landlord, Police and Selective Licensing to inform the tenants that they have been identified, the behavior is unacceptable and the consequences of their actions including the loss of their tenancy if this continues.
- Other issues were identified which the landlord has been informed off and formal notices will be served.

Selective Licensing ensures that there is a robust, comprehensive register of the private rented properties within the Selective Licensing areas with up to date contact details of the person(s) responsible for the property. This ensures easy and quick contact of the right person to deal with the issues. In addition, licence conditions ensure that landlords do take responsibility for managing their tenants and work with the Council and agencies to deal with this matter or face formal consequences.

Case Study 5: Waterhead Selective Licensing Area:

Application received for licensing of a flat above a shop. Information was received by Building Control that they had received information that the flat had been converted without approval into a house in multiple occupation. A warrant was obtained by the Magistrates Court and a visit made to the property to determine the use and safety of the property.

Outcome of the visit:

- Property was being used as a house in multiple occupation by 6 unrelated males.
- Property had no building or planning approvals.
- Property did not require a licence under Selective Licensing, however, did require a licence as a house in multiple occupation.
- There were breaches of management regulations.
- There was an imminent risk of severe harm or death of the occupiers in the event of a fire and an Emergency Prohibition Order was served preventing the property for being used as sleeping or living accommodation until certain works were carried out.
- There were further serious hazards identified for example: no guarding or handrail to the stairs and no natural light or ventilation to an occupied bedroom and bathroom. A further formal notice will be served.
- The landlord will be invited for a formal interview to proceed to prosecution.

Selective Licensing not only enabled the entry into this property but also provided access to the landlord details to contact regarding the issues at this property.

Appendix 2 – attached

Appendix 3

SL proposed Area 1



Oldham





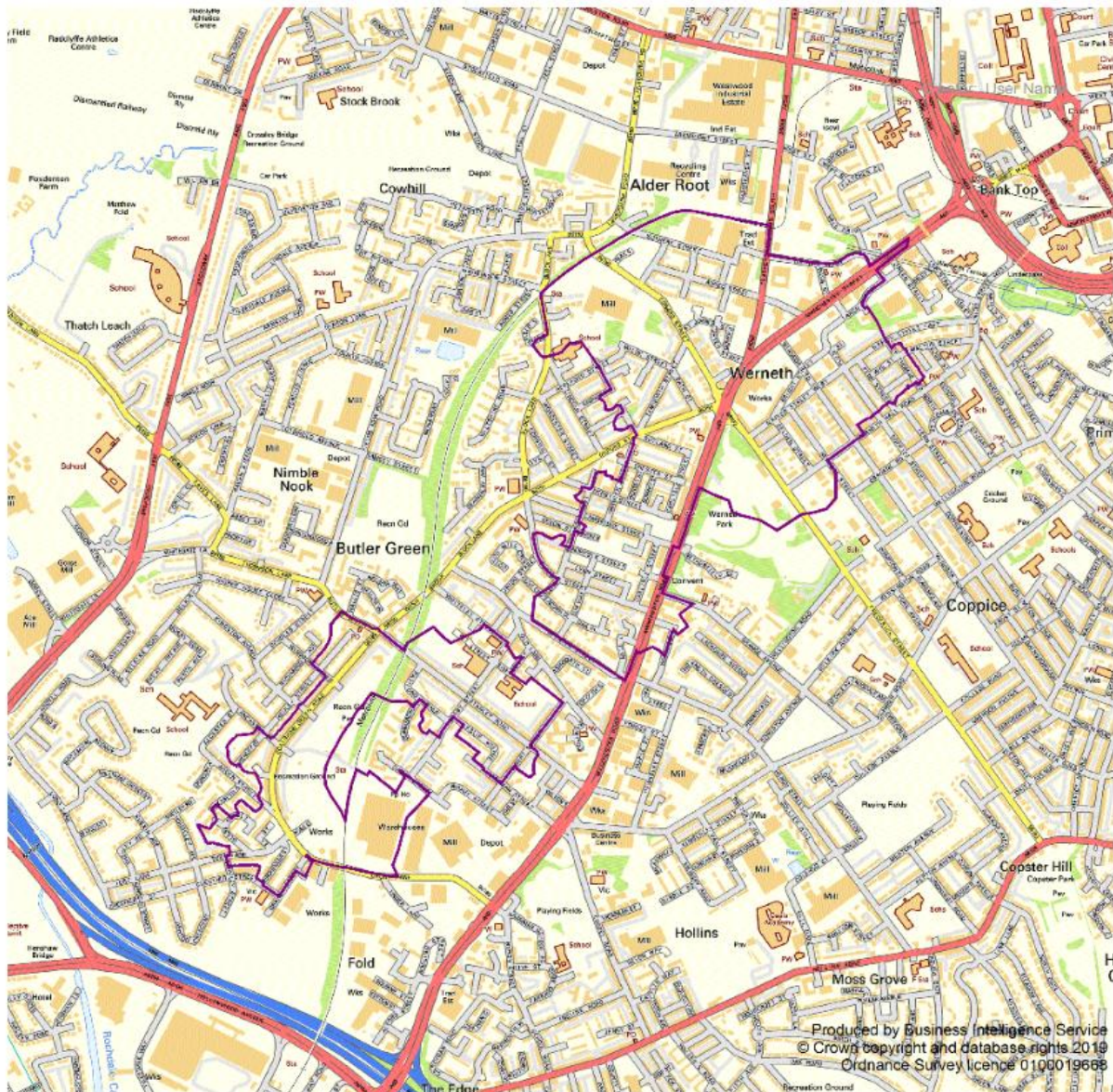
SL Proposed Area 3



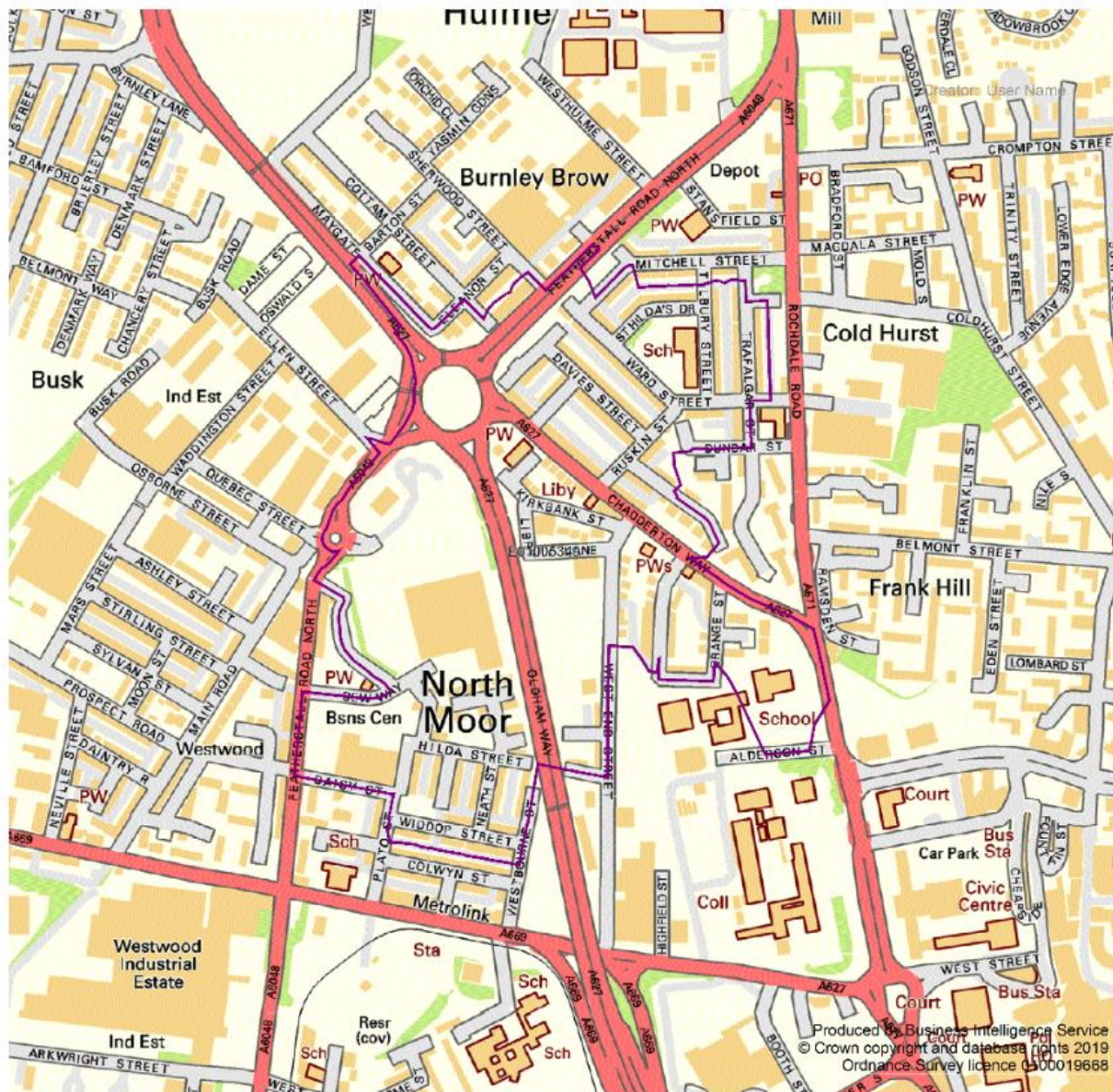
SL Proposed Area 4



SL Proposed Area 5



SL Proposed Area 6



SL Proposed Area 7



Appendix 4 - attached

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Statistical Report for Selective Licensing of Private Landlords

Indicator Update

May 2019

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1. Introduction

Overview

- 1.1 This analysis aims to review and update the 2014/15 report produced by Oldham Metropolitan Borough Council (OMBC) in respect of key statistical data and indicators pertaining to the selective licencing of landlords. It provides an update on parts of Section 7 of that report, the Low Demand Evidence Base (including tables 4 -16). <https://www.oldham.gov.uk/downloads/file/3488/statistical-report>.
- 1.2 Section Two of this report uses at the same datasets as in the 2014/15 report, including updates where these are available. In some cases, the latest information is 'as at' the date of the previous report (eg 2011 Census data) and this has been replicated. There are some instances where the data do not replicate exactly that shown in the 2014/15 report – for example, some of the totals for wards may differ. We have not been able to establish why the difference exists but where differences have been detected we do not consider they had a material effect on the conclusions of the previous report. A dataset used in the previous report is no longer available – the Vizzihomes website has now been taken over by Zoopla, which uses slightly different data collection methods. We have updated this information using Zoopla as the nearest equivalent available.
- 1.3 In order to facilitate comparison, this review uses the same table numbering as the 2014/15 report. Therefore, the report begins at Table 4, detailing data sources.
- 1.4 The wards and LSOAs with the highest 'scores' for the indicators used are compared to the wards/LSOAs identified in the 2014/154 report.
- 1.5 Section Three of the report uses the updates of the original indicators to identify the priority wards and LSOAs and compares then to the 2014/15 set.
- 1.6 Section Four of the report uses some supplementary or alternative indicators to identify priority wards and LSOAs.
- 1.7 Section Five of the report brings together the updated indicators and the new indicators to assess overall priorities.
- 1.8 Appendix A gives some further illustration of change in various indicators by means of graphs.
- 1.9 Data sources used include The Land Registry, The Office for National Statistics, Council Tax and Housing Benefit data from Oldham MBC and lettings and price information from Zoopla. Zoopla is a commercial database that records property listings and transactions and represents a reasonable proportion of market activity. Whilst the data are not comprehensive, they enable analysis of areas (for example, of renal levels and type/size segmentation) where Land Registry does not collect information. Further commentary on the data used is provided in the text.

2. Updated data and indicators.

Table 4 Sources of Data Used to Identify Areas of Low Housing Demand					
Factor	Data Source	Measure	Weighting	Quartile Rent	Output Areas
Total Households*	ONS 2011 Census Table KS402	Number of Households	N/A	N/A	Borough, Ward, LSOA Neighbourhood
Tenure: Private Sector Households*	ONS 2011 Census Table KS402	% Households Privately renting	100%	1 = lowest quartile (highest %), to 4 = highest quartile (lowest %)	Borough, Ward, LSOA, Neighbourhood
Vacant Stock	Council Tax extracts in Early 2019	% Vacant Dwellings	100%	1 = lowest quartile (highest %), to 4 = highest quartile (lowest %)	Borough, Ward, LSOA, Neighbourhood
House Prices	ONS HPSSA dataset 11 and Land Registry Sale prices to 2018	Ranked low to high values:- i) lower quartile ii) median	100%	1 = lowest quartile (lowest value) to 4 = highest quartile (highest value)	Borough, Ward, LSOA, Neighbourhood
Rental Values	LLPG and Academy extracts in March 2018	Per calendar month. Ranked low to high values	100%	1 = lowest quartile (lowest value) to 4 = highest quartile (highest value)	Borough, Ward, LSOA, Neighbourhood
Rental Yields	Land Registry and Zoopla data to 2018	Mean and Median** rents as percentage of average values	100%	1 = lowest quartile (lowest yield) to 4 = highest quartile (highest yield)	Borough, Ward, LSOA, Neighbourhood

Note: * The OMBC 2014/15 report stated 'Dwellings' here. 2011 Census table KS402 counts households. 'Dwellings' are counted in other census tables but are not reported on by tenure. See para 2.1

** The OMBC report stated 'average' – unless otherwise stated this update uses Median values (rather than arithmetic mean) but for the purposes of alignment, we have used 'mean' in part 2 of the report for this indicator.

Tenure

- 2.1 In Table 4, the 2011 Census source KS402 indicates household numbers, not 'dwellings' as stated in OMBC's 2014/15 report. The difference will probably be marginal because in most cases a dwelling accommodated a single household. The ONS data allow reporting at Ward and LSOA levels. There are 20 Wards and 141 LSOAs in Oldham, as in the previous report. Ward boundaries have not changed.
- 2.2 Table 5 below demonstrates that 12.2% of households in the Borough rented privately in 2011, lower than the average for Greater Manchester (16.1%), the region (15.4%) and for England (16.8%). The wards of St Mary's, Alexandra, Medlock Vale, Waterhead and Werneth (shaded blue) had the highest proportion of private rented accommodation with the St Mary's ward having the highest percentage of just over 17% of this type of tenure. Within the same ward owner occupation was low at 51% compared to the Borough average of 65%.
- 2.3 As stated in the previous report, the tenure pattern indicates a lack of balanced communities in some wards and individual LSOAs.

Ward	All house holds	Owner Occupied (incl SO)	Social rented	Private rented	% Owner occupied	% Social Rented	% Private Rented	Private Rented Rank
Alexandra	4,789	1,883	2,043	775	39.3%	42.7%	16.2%	2
Chadderton Central	4,332	3,236	609	445	74.7%	14.1%	10.3%	15
Chadderton North	4,313	3,209	661	388	74.4%	15.3%	9.0%	18
Chadderton South	4,713	3,172	925	577	67.3%	19.6%	12.2%	10
Coldhurst	4,278	1,716	1,980	492	40.1%	46.3%	11.5%	14
Crompton	4,617	3,710	474	377	80.4%	10.3%	8.2%	19
Failsworth East	4,515	3,305	624	526	73.2%	13.8%	11.7%	13
Failsworth West	4,515	2,039	1,826	589	45.2%	40.4%	13.0%	7
Hollinwood	4,488	2,997	854	581	66.8%	19.0%	12.9%	8
Medlock Vale	4,540	2,583	1,162	713	56.9%	25.6%	15.7%	3
Royton North	4,399	3,343	731	290	76.0%	16.6%	6.6%	20
Royton South	4,699	3,606	579	479	76.3%	12.3%	10.2%	16
Saddleworth North	4,068	3,337	269	411	81.9%	6.6%	10.1%	17
Saddleworth South	4,355	3,519	284	515	80.1%	6.5%	11.8%	12
Saddleworth West and Lees	4,764	3,757	352	602	78.6%	7.4%	12.6%	9
Shaw	4,582	3,086	840	601	66.8%	18.3%	13.1%	6
St. James'	4,734	2,861	1,271	573	59.9%	26.8%	12.1%	11
St. Mary's	4,358	2,226	1,267	751	51.1%	29.1%	17.2%	1
Waterhead	4,977	2,936	1,225	731	59.0%	24.6%	14.7%	5
Werneth	3,667	2,090	942	528	57.0%	25.7%	14.4%	4
Oldham	89,703	58,611	18,918	10,944	65.3%	21.1%	12.2%	-

Location	All households	Owner Occupied	Social rented	Private rented	% Owner occupied	% social rented	% Private Rented
Greater Manchester	1,128,066	684,097	247,540	181,095	60.6%	21.9%	16.1%
North West	3,009,549	1,957,351	550,481	462,899	65.0%	18.3%	15.4%
England	22,063,368	14,148,784	3,903,550	3,715,924	64.1%	17.7%	16.8%

Source: 2011 Census Table KS 402 ONS Crown Copyright Reserved (accessed 19 Feb 2019)

- Notes:
- 1) 'Owner Occupied' includes Shared Ownership. 'Living Rent Free' omitted except in 'all households'.
 - 2) In the top table some individual datapoints differ from the OMBC 2014/15 report although the 'top 5' wards are the same (with Waterhead's and Werneth's order reversed). The bottom table is identical to the 2014/15 report.

2.4 The LSOA data in Table 6 below give a finer 'grain' than the pattern at a ward level. This shows the quartile of wards with the highest proportion of privately renting households. The table identifies the same areas as in the previous OMBC report. LSOA E01005450 in the Waterhead ward has the highest proportion of private rent, at 27.6%.

Table 6 Private rented tenure by LSOA – Quartile 1					
Ward	LSOA	Private rented households	Total Households	% Private Rented	Rank
Alexandra	E01005320	161	631	25.5	5
Alexandra	E01005321	139	596	23.3	9
Alexandra/Coldhurst/ Medlock Vale	E01005434	171	657	26.0	4
Alexandra/Medlock Vale	E01005322	108	523	20.7	18
Chadderton Central/ Chadderton South	E01005332	171	979	17.5	25
Chadderton North	E01005337	134	655	20.5	19
Chadderton South	E01005344	147	656	22.4	12
Coldhurst	E01005349	108	538	20.1	20
Coldhurst	E01005351	86	467	18.4	24
Coldhurst	E01005354	89	541	16.5	30
Crompton	E01005355	102	630	16.2	36
Failsworth East	E01005368	162	729	22.2	13
Failsworth East	E01005376	103	558	18.5	23
Failsworth East/ Failsworth West	E01005363	145	699	20.7	17
Failsworth West	E01005369	158	655	24.1	8
Failsworth West	E01005371	134	554	24.2	6
Hollinwood	E01005378	130	663	19.6	21
Hollinwood	E01005382	100	598	16.7	29
Medlock Vale	E01005323	102	621	16.4	33
Medlock Vale	E01005435	111	490	22.7	11
Medlock Vale	E01005437	114	529	21.6	15
Medlock Vale	E01005438	233	966	24.1	7
Saddleworth North	E01005416	98	599	16.4	32
Saddleworth South	E01005409	108	664	16.3	35
Saddleworth W & Lees	E01005389	119	727	16.4	34
Shaw	E01005444	132	672	19.6	22
Shaw	E01005445	180	672	26.8	2
St James'	E01005421	170	735	23.1	10
St James'	E01032920	145	880	16.5	31
St Mary's	E01005430	155	714	21.7	14
St Mary's	E01005431	153	717	21.3	16
St Mary's	E01005433	114	666	17.1	27
St Mary's	E01032556	112	662	16.9	28
St Mary's/ Waterhead	E01005428	142	532	26.7	3
Waterhead	E01005450	173	627	27.6	1
Werneth	E01005460	122	753	16.2	37
Werneth	E01005463	70	406	17.2	26

Source: 2011 Census Table KS 402 ONS Crown Copyright Reserved (accessed 19 Feb 2019)

Notes: The data here exactly replicate that in the 2014/15 report.

Property Prices

- 2.5 The data source (CLG live table 582) used for the previous report is no longer available. The nearest equivalent is the ONS HPSSA dataset. This has been used in table 7 below. This repeats the pattern previously reported, with OMBC house prices lagging behind both regional and national prices. Greater Manchester figures are no longer collated. Comparing the June 2018 figures to the 2012/13 figures quoted in the previous report indicates that OMBC prices have risen more slowly than prices in the other areas, meaning the disparity has grown since the previous report. The lower prices are an indicator of lower demand, and this analysis can be repeated at Ward and LSOA level.

Table 7 Median House Prices Year ending June 2018		
	Y/E Jun 2018	% increase over previous report figure
England & Wales	£ 224,000	24%
England	£ 230,000	26%
North West	£ 154,000	23%
Oldham	£ 124,725	21%

Source: ONS House Price Statistics for Small Areas (HPSSA) Dataset 11 Median PP for admin geographies (*existing dwellings*) ONS Crown Copyright Reserved (accessed 19 Feb 2019)

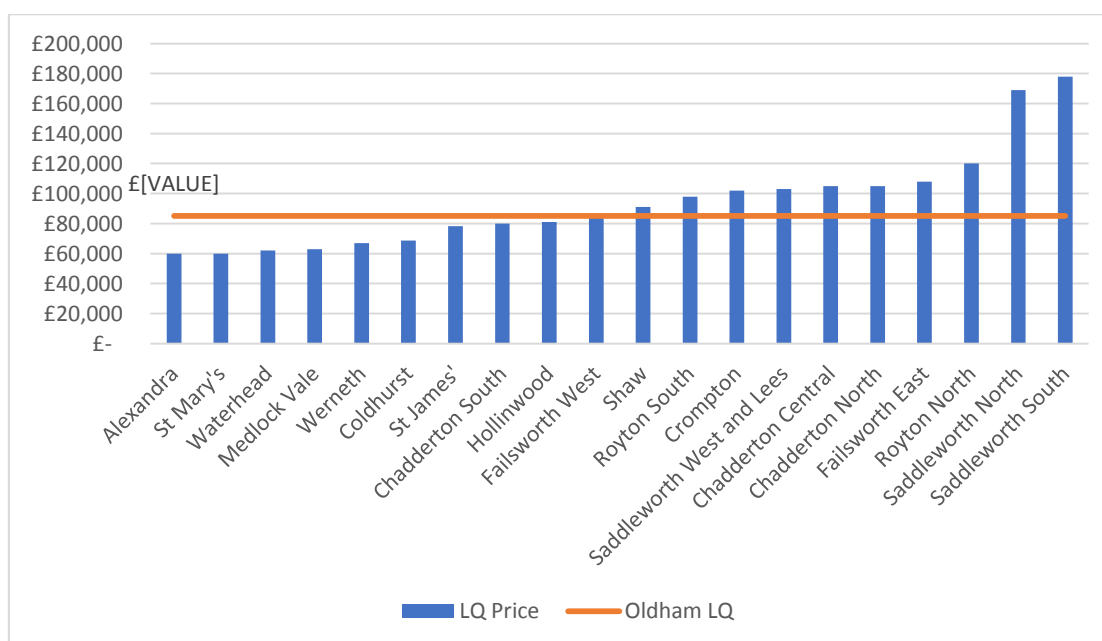
Note: The CLG live table 582 used in the 2014/15 report is no longer published. HPSSA is the nearest equivalent. Data for Greater Manchester is no longer shown.

- 2.6 Table 8 below shows median and lower quartile property prices for each of the wards in Oldham. The lower quartile value is a useful indicator of property at the lower end of the market. The overall figure for OMBC is £85,000 and 10 wards show individual figures below that. Wards have been ranked with '1' indicating the lowest value. The lowest 5 (a quarter of wards) are St Mary's Alexandra, Waterhead, Werneth and Medlock Vale. The 2018 pattern is slightly different to that in the previous report, with Coldhurst now just out of the 'first five' for lower quartile values, though it retains its place for median values. Waterhead has moved into the 'first five' for lower quartile values. The median values in both St James' and St Mary's appear to have reduced significantly and they now rank in the 'first five' for median prices, where in the previous table they ranked 16 and 15 respectively (albeit in the 'first five' for Lower quartile prices at that time).

Table 8 Ward property prices 2018

Ward	Lower Quartile	Lower Quartile Rank	Median	Median Rank
Alexandra	£ 60,000	1=	£ 77,500	2
Chadderton Central	£ 105,000	15=	£ 133,000	13=
Chadderton North	£ 105,000	15=	£ 145,000	18
Chadderton South	£ 80,000	8	£ 101,000	7
Coldhurst	£ 68,750	6	£ 94,750	5
Crompton	£ 102,000	13	£ 138,000	15
Failsworth East	£ 108,000	17	£ 133,000	13=
Failsworth West	£ 84,950	10	£ 110,000	8=
Hollinwood	£ 81,000	9	£ 112,000	10
Medlock Vale	£ 63,000	5	£ 81,500	4
Royton North	£ 120,000	18	£ 140,000	16=
Royton South	£ 98,000	12	£ 126,975	12
Saddleworth North	£ 169,000	19	£ 230,000	19
Saddleworth South	£ 178,000	20	£ 255,000	20
Saddleworth West and Lees	£ 103,000	14	£ 140,000	16=
Shaw	£ 91,000	11	£ 118,250	11
St James'	£ 78,350	7	£ 110,000	8=
St Mary's	£ 60,000	1=	£ 70,000	1
Waterhead	£ 62,000	3	£ 79,950	3
Werneth	£ 67,000	4	£ 100,000	6
Oldham	£ 85,000		£ 122,500	

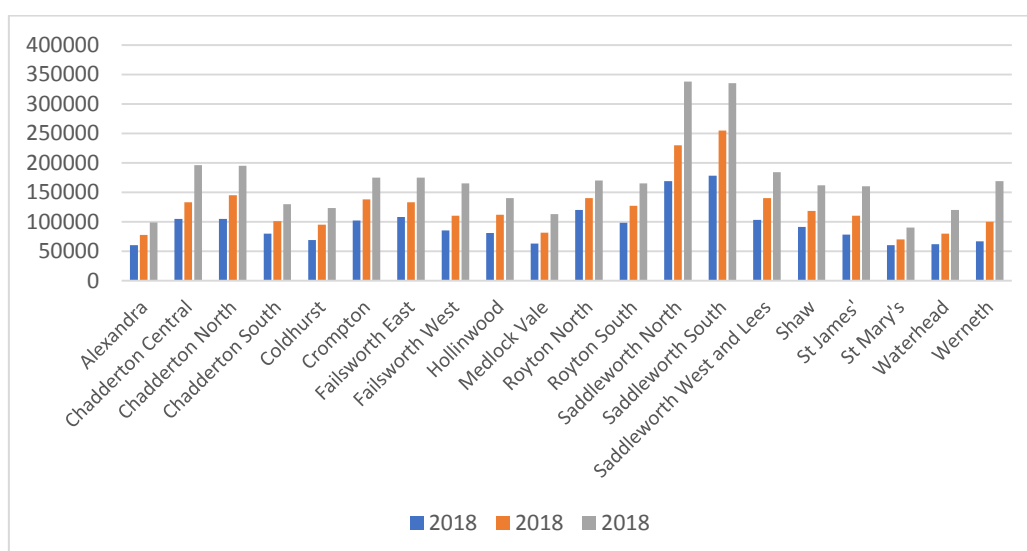
Source: HM Land Registry 2018. © Crown Copyright. This data is licenced under the Open Government Licence v3.0.

Graph 2 Oldham Ward Lower Quartile Property Prices 2018

Source: HM Land Registry 2018. © Crown Copyright This data is licenced under the Open Government Licence v3.0.

- 2.7 Graph 2 shows the lower quartile prices ranked by ward compared to the overall Borough lower quartile price.
- 2.8 As with the previous report, we have examined median property prices (the middle ranking price point in all transactions for the period). The Oldham median is now £122,500 (up from £103,171 since the previous report). This means the median has risen by 18.7% whilst the lower quartile figure has only risen by 12.8%. This may indicate that the position at the lower end of the market has become relatively more polarised over the past few years. The market in Oldham as a whole has fallen further behind the Region (and nation) and the position of the lower quartile is now even further behind.
- 2.9 The wards with the lowest median values are St Mary's Alexandra, Waterhead, Medlock Vale and Coldhurst. Four out of these five featured in the 'first five' in the previous report, with Chadderton Central then being replaced by St Mary's now. Graph 3 below shows the median and quartile prices for all wards for 2018. The 'first five' wards generally have a tight range of values from lower to upper quartile, indicating lack of stock variety, whereas areas such as Saddleworth have a more varied price range. There is a strong correlation between areas of low value and areas with a high proportion of private rented stock.
- 2.10 The 'first five' wards and the corresponding LSOAs (the lower quartile LSOAs are detailed in Table 9) are characterised by large numbers of pre-1919 terraced houses (in some cases now supplemented by former local authority stock where prices are relatively low). This makes the areas attractive for investors targeting the lower end of the private rental market, because relatively low capital investment can result in reasonable rental income. Rents at the lower end of the market usually reflect available subsidy levels (Local Housing Allowance) more than a direct tie to property amenity and location as is the case in the middle and upper market. Lower quartile property prices range for £45,000 to £70,000. The very lowest value LSOA is now in the Coldhurst ward, whereas in the previous report it was in Alexandra. The lowest median priced LSOA is now in St Mary's (again, a move from Alexandra).

Graph 3 Oldham Ward Property Prices 2018



Source: HM Land Registry 2018. © Crown Copyright This data is licenced under the Open Government Licence v3.0.

Table 9 LSOA Lower Quartile and Median Property Prices 2018 (LQ = bottom 35+ ties)

Ward	LSOA	Lower Quartile Property Price	Rank	Ward	LSOA	Median Property Price	Rank
Alexandra	E01005320	£57,000	13=	Alexandra	E01005320	£62,000	4=
Alexandra	E01005321	£58,000	16=	Alexandra	E01005321	£80,000	23=
Alexandra	E01005322	£57,000	13=	Alexandra	E01005322	£62,000	4=
Alexandra	E01005386	£70,000	35=	Alexandra	E01005434	£76,500	20
Alexandra	E01005434	£56,500	12	Chadderton North	E01005337	£85,000	30=
Chadderton South	E01005344	£65,000	22=	Chadderton South	E01005342	£78,250	22
Coldhurst	E01005349	£48,000	3	Chadderton South	E01005344	£71,250	12
Coldhurst	E01005350	£51,225	6	Coldhurst	E01005349	£58,500	2
Coldhurst	E01005351	£67,500	30	Coldhurst	E01005350	£72,500	15
Coldhurst	E01005353	£45,500	1	Coldhurst	E01005351	£85,000	30=
Hollinwood	E01005376	£66,500	29	Coldhurst	E01005352	£85,000	30=
Hollinwood	E01005378	£66,000	25=	Failsworth West	E01005370	£72,000	13=
Hollinwood	E01005379	£69,295	33	Hollinwood	E01005379	£87,000	35=
Hollinwood	E01005382	£69,500	34	Hollinwood	E01005382	£83,000	27=
Medlock Vale	E01005323	£62,500	19	Medlock Vale	E01005323	£77,750	21
Medlock Vale	E01005325	£70,000	35=	Medlock Vale	E01005325	£74,750	18
Medlock Vale	E01005437	£57,250	15	Medlock Vale	E01005435	£87,000	35=
Medlock Vale	E01005438	£55,000	10	Medlock Vale	E01005438	£69,000	8=
Shaw	E01005445	£68,000	31	Shaw	E01005445	£85,000	30=
St James'	E01005421	£70,000	35=	St James'	E01005421	£80,000	23=
St James'	E01032558	£65,000	22=	St James'	E01005422	£86,000	34
St James'	E01032920	£70,000	35=	St James'	E01032558	£80,000	23=
St Mary's	E01005326	£47,500	2	St Mary's	E01005326	£80,000	23=
St. Mary's	E01005427	£54,500	9	St. Mary's	E01005428	£69,000	8=
St. Mary's	E01005428	£53,000	7	St. Mary's	E01005429	£70,000	10=
St. Mary's	E01005429	£66,000	25=	St. Mary's	E01005430	£70,000	10=
St. Mary's	E01005430	£65,000	22=	St. Mary's	E01005431	£72,750	16=
St. Mary's	E01005431	£61,000	18	St. Mary's	E01005432	£83,000	27=
St. Mary's	E01005432	£64,500	21	St. Mary's	E01005433	£58,000	1
St. Mary's	E01005433	£50,000	4=	Waterhead	E01005448	£59,000	3
Waterhead	E01005448	£50,000	4=	Waterhead	E01005450	£62,000	4=
Waterhead	E01005450	£54,000	8	Waterhead	E01005455	£84,500	29
Waterhead	E01005451	£68,500	32	Waterhead	E01005456	£72,750	16=
Waterhead	E01005456	£63,000	20	Werneth	E01005460	£72,000	13=
Werneth	E01005460	£58,000	16=	Werneth	E01005463	£75,000	19
Werneth	E01005461	£66,000	25=	Werneth	E01032921	£62,000	4=
Werneth	E01005463	£66,000	25=	Oldham		£122,500	
Werneth	E01032921	£56,000	11				
Oldham		£85,000					

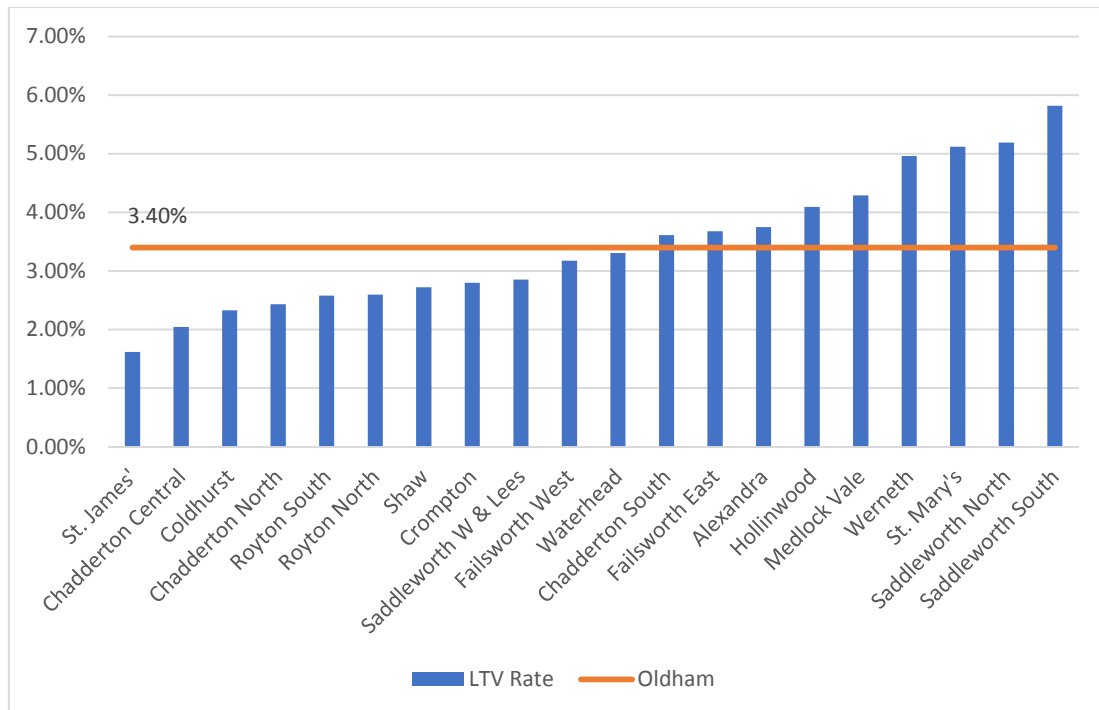
Source: HM Land Registry 2018 © Crown Copyright

- 2.11 Table 10 below and graph 4 overleaf show the number of private sector long term vacant dwellings (vacant for more than 1 year) at ward level as a number and as a percentage of total dwellings. Prior to vacancy, the dwellings could have been owner occupied or privately rented. On average, the private sector long term vacancy rate stands at 3.4% across Oldham. This is significantly higher than the 1.93% (for properties vacant for 6 months or more) reported in the previous document. Just under half of the wards have a higher percentage than this. It shows that Saddleworth South has the highest proportion of dwellings vacant for over 12 months with 5.82%. The five wards with the highest percentage voids are indicated with the blue highlighting.

Table 10 Private Sector Long Term (12 months+) Vacant Dwellings by Ward 2017

Ward	All Properties	Private Sector Long Term Vacants		Rank	Quartile
		Number	%		
Alexandra	4880	183	3.75%	7	2
Chadderton Central	5140	105	2.04%	19	4
Chadderton North	4690	114	2.43%	17	4
Chadderton South	4430	160	3.61%	9	2
Coldhurst	4720	110	2.33%	18	4
Crompton	4820	135	2.80%	13	3
Failsworth East	4350	160	3.68%	8	2
Failsworth West	5070	161	3.18%	11	3
Hollinwood	4960	203	4.09%	6	2
Medlock Vale	5220	224	4.29%	5	1
Royton North	4540	118	2.60%	15	3
Royton South	4880	126	2.58%	16	4
Saddleworth North	4700	244	5.19%	2	1
Saddleworth South	4090	238	5.82%	1	1
Saddleworth W & Lees	5540	158	2.85%	12	3
Shaw	4740	129	2.72%	14	3
St. James'	5190	84	1.62%	20	4
St. Mary's	4670	239	5.12%	3	1
Waterhead	5350	177	3.31%	10	2
Werneth	3890	193	4.96%	4	1
Oldham	95870	3261	3.40%		

Sources: 'All Properties' from VOA Table CTSOP 4.0 2017 © VOA used under Open Government Licence 3.0. Vacants data for 2017 from Oldham BC Council tax records used by permission.

Graph 4 **Ward Vacants**

Sources: 'All Properties' from VOA Table CTSOP 4.0 2017 © VOA used under Open Government Licence 3.0. Vacants data for 2017 from Oldham BC used by permission.

2.12 Table 11 overleaf shows the long term voids by LSOA. The quartile of LSOAs with the highest void levels are shown. The highest vacancy rate is ranked 1 and the least high (within this quartile) is 35. It can be seen that although Saddleworth South and North have high vacancy figures at ward levels, individual LSOAs in other wards have very high concentrations of vacants.

Table 11 Private Sector Long Term (12 months+) Vacants by LSOA 2018 – Quartile 1

Ward	LSOA	All Properties	Private Sector Long Term Vacants		Rank
			Number	%	
Alexandra	E01005320	690	32	4.64%	32
Alexandra	E01005321	610	29	4.75%	28=
Alexandra	E01005322	550	25	4.55%	34
Alexandra	E01005434	830	98	11.81%	1
Chadderton Central	E01005327	810	40	4.94%	26
Chadderton North	E01005339	610	29	4.75%	28=
Crompton	E01005355	660	42	6.36%	11
Failsworth East	E01005368	810	44	5.43%	20
Failsworth West	E01005369	690	38	5.51%	17=
Hollinwood	E01005378	700	32	4.57%	33
Hollinwood	E01005382	660	39	5.91%	14
Hollinwood	E01005439	690	65	9.42%	3
Medlock Vale	E01005436	530	46	8.68%	4
Medlock Vale	E01005437	560	31	5.54%	16
Medlock Vale	E01005438	1,100	69	6.27%	12
Royton North	E01005394	690	38	5.51%	17=
Royton North	E01005395	640	31	4.84%	27
Saddleworth North	E01005410	640	29	4.53%	35=
Saddleworth North	E01005411	770	51	6.62%	9
Saddleworth North	E01005414	570	65	11.40%	2
Saddleworth North	E01005416	700	48	6.86%	7
Saddleworth North	E01005417	640	29	4.53%	35=
Saddleworth South	E01005407	760	50	6.58%	10
Saddleworth South	E01005409	700	50	7.14%	6
Saddleworth South	E01032922	1,110	52	4.68%	31
St Mary's	E01005326	530	31	5.85%	15
St Mary's	E01005427	550	26	4.73%	30
St Mary's	E01005429	510	26	5.10%	23
St Mary's	E01005430	750	41	5.47%	19
St Mary's	E01005431	760	52	6.84%	8
Waterhead	E01005428	610	52	8.52%	5
Waterhead	E01005450	640	34	5.31%	21
Werneth	E01005459	460	23	5.00%	24=
Werneth	E01005461	560	28	5.00%	24=
Werneth	E01005463	520	32	6.15%	13
Werneth	E01032921	890	47	5.28%	22
Lower Quartile		24500	1494	6.10%	
Oldham		95870	3261	3.40%	

Table 11 Sources: 'All Properties' from VOA Table CTSOP 4.0 2017 © VOA used under Open Government Licence 3.0. Vacants data for 2017 from Oldham BC used by permission.

Average Rent Levels

- 2.13 Table 12 shows average (mean) rent levels. These rents are taken from the Oldham MBC Housing Benefit system. Wards in the lower quartile are highlighted. In this case the mean rental level has been used to be consistent with the previous report.

Table 12 Average (mean) monthly HB rent levels by Ward 2018			
Ward	Mean Monthly Rent	Rank	Quartile
Alexandra	£ 381.24	3	1
Chadderton Central	£ 387.23	8	2
Chadderton North	£ 398.02	12	3
Chadderton South	£ 390.28	10	2
Coldhurst	£ 384.17	4	1
Crompton	£ 411.72	18	4
Failsworth East	£ 407.91	16	4
Failsworth West	£ 385.57	5	1
Hollinwood	£ 404.64	15	3
Medlock Vale	£ 386.77	7	2
Royton North	£ 375.20	1	1
Royton South	£ 391.44	11	3
Saddleworth North	£ 398.14	13	3
Saddleworth South	£ 377.56	2	1
Saddleworth West and Lees	£ 434.32	19	4
Shaw	£ 386.00	6	2
St. James'	£ 388.11	9	2
St. Mary's	£ 398.60	14	3
Waterhead	£ 410.78	17	4
Werneth	£ 434.71	20	4
Oldham	£ 395.73		

Source: OMBC Academy system 2018 used by permission

- 2.14 Table 13 overleaf gives rents for the lowest quartile of LSOAs. Again, the mean level has been used. The lowest value is for an LSOA in St Mary's ward. The LSOAs largely lie in wards highlighted in Table 12.

Table 13 Average (mean) monthly HB rent levels by LSOA 2018 – Quartile 1

Ward	LSOA	Mean Monthly Rent	Rank	Quartile
Alexandra	E01005321	£466.53	34	1
Alexandra	E01005322	£426.10	7	1
Medlock Vale	E01005324	£463.25	28	1
Chadderton North	E01005338	£415.50	4	1
Chadderton South	E01005344	£441.75	16	1
Coldhurst	E01005349	£439.29	11	1
Coldhurst	E01005350	£439.84	13	1
Coldhurst	E01005352	£447.96	20	1
Coldhurst	E01005353	£411.26	3	1
Crompton	E01005361	£464.76	32	1
Failsworth East	E01005363	£466.68	35	1
Hollinwood	E01005379	£463.72	31	1
Hollinwood	E01005380	£440.42	14	1
Alexandra	E01005386	£431.50	9	1
Royton North	E01005390	£463.55	30	1
Royton North	E01005392	£463.26	29	1
Royton South	E01005403	£457.51	24	1
Saddleworth North	E01005415	£421.67	6	1
St James'	E01005421	£457.90	25	1
St. Mary's	E01005427	£459.29	27	1
St. Mary's	E01005428	£439.74	12	1
St. Mary's	E01005431	£438.17	10	1
St. Mary's	E01005432	£400.95	1	1
St. Mary's	E01005433	£404.68	2	1
Shaw	E01005447	£456.70	23	1
Waterhead	E01005448	£442.68	18	1
Waterhead	E01005450	£442.62	17	1
Waterhead	E01005455	£459.18	26	1
Waterhead	E01005456	£441.49	15	1
Werneth	E01005459	£429.28	8	1
Werneth	E01005463	£419.84	5	1
Alexandra	E01032557	£449.64	22	1
St James'	E01032558	£465.83	33	1
St James'	E01032920	£449.49	21	1
Werneth	E01032921	£445.98	19	1

Source: OMBC Academy system 2018 used by permission

Rental Yields

- 2.15 Rental yields are determined by property values and rent levels. The higher the rent level in comparison to the property value, the higher the yield will be. Table 14 shows the yields by Ward, and the 'first five' wards are highlighted. Table 15 shows yields by LSOA, covering the quartile of LSOAs with the highest yields. For current property rental data we have used Zoopla and where there is no transaction data for 2018 we have used the preceding year.

Table 14 Property Rental Yield by Ward 2018

Ward	Potential Annual Income (gross) based on median monthly rent*	Median property Price**	Yield	Rank	Quartile
Alexandra	£ 5,928	£ 77,500	7.65%	2	1
Chadderton Central	£ 6,912	£ 133,000	5.20%	14	3
Chadderton North	£ 6,600	£ 145,000	4.55%	18	4
Chadderton South	£ 6,600	£ 101,000	6.53%	5	1
Coldhurst	£ 5,976	£ 94,750	6.31%	6	2
Crompton	£ 7,176	£ 138,000	5.20%	13	3
Failsworth East	£ 6,600	£ 133,000	4.96%	16	4
Failsworth West	£ 6,912	£ 110,000	6.28%	7	2
Hollinwood	£ 6,600	£ 112,000	5.89%	9	2
Medlock Vale	£ 5,928	£ 81,500	7.27%	3	1
Royton North	£ 7,176	£ 140,000	5.13%	15	3
Royton South	£ 6,912	£ 126,975	5.44%	12	3
Saddleworth North	£ 7,176	£ 230,000	3.12%	20	4
Saddleworth South	£ 8,112	£ 255,000	3.18%	19	4
Saddleworth West and Lees	£ 6,600	£ 140,000	4.71%	17	4
Shaw	£ 6,600	£ 118,250	5.58%	10	2
St James'	£ 6,108	£ 110,000	5.55%	11	3
St Mary's	£ 5,772	£ 70,000	8.25%	1	1
Waterhead	£ 5,772	£ 79,950	7.22%	4	1
Werneth	£ 6,240	£ 100,000	6.24%	8	2
Oldham	£ 6,600	£ 122,500	5.39%		

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Table 15 Property Rental Yield by LSOA 2018					
Ward	LSOA	Median Property Price*	Potential Annual Rent **	Yield	Rank
Alexandra	E01005320	£ 62,000	£ 5,724	9.23%	8
Alexandra	E01005322	£ 62,000	£ 5,412	8.73%	14
Alexandra	E01005383	£ 90,000	£ 8,316	9.24%	7
Alexandra	E01005434	£ 76,500	£ 5,928	7.75%	27
Alexandra	E01032557	£ 90,000	£ 6,600	7.33%	35
Chadderton North	E01005337	£ 85,000	£ 6,600	7.76%	25=
Chadderton North	E01005340*	£ 117,500	£ 9,000	7.66%	28
Chadderton South	E01005342	£ 78,250	£ 5,952	7.61%	30
Chadderton South	E01005344	£ 71,250	£ 6,288	8.83%	12
Coldhurst	E01005349	£ 58,500	£ 6,240	10.67%	1
Coldhurst	E01005350	£ 72,500	£ 6,426	8.86%	10=
Coldhurst	E01005351	£ 85,000	£ 6,264	7.37%	33
Failsworth West	E01005370	£ 72,000	£ 6,396	8.88%	9
Hollinwood	E01005381	£ 108,500	£ 8,736	8.05%	19
Hollinwood	E01005382	£ 83,000	£ 7,254	8.74%	13
Medlock Vale	E01005323	£ 77,750	£ 5,724	7.36%	34
Medlock Vale	E01005324	£ 87,500	£ 6,600	7.54%	31
Medlock Vale	E01005325*	£ 74,750	£ 5,928	7.93%	23
Medlock Vale	E01005435	£ 87,000	£ 7,488	8.61%	15
Medlock Vale	E01005438	£ 69,000	£ 5,928	8.59%	16
Shaw	E01005445	£ 85,000	£ 6,600	7.76%	25=
St James'	E01005421	£ 80,000	£ 5,928	7.41%	32
St James'	E01005422	£ 86,000	£ 7,620	8.86%	10=
St. Mary's	E01005428	£ 69,000	£ 5,724	8.30%	17
St. Mary's	E01005429	£ 70,000	£ 7,176	10.25%	3
St. Mary's	E01005430	£ 70,000	£ 5,568	7.95%	21
St. Mary's	E01005431	£ 72,750	£ 5,724	7.87%	24
St. Mary's	E01005433	£ 58,000	£ 5,976	10.30%	2
Waterhead	E01005448	£ 59,000	£ 5,460	9.25%	6
Waterhead	E01005450	£ 62,000	£ 5,850	9.44%	5
Waterhead	E01005455	£ 84,500	£ 6,708	7.94%	22
Waterhead	E01005456	£ 72,750	£ 5,952	8.18%	18
Werneth	E01005460	£ 72,000	£ 5,772	8.02%	20
Werneth	E01005463	£ 75,000	£ 5,724	7.63%	29
Werneth	E01032921	£ 62,000	£ 6,108	9.85%	4
Oldham Median		£ 122,500	£ 6,600	5.39%	
Oldham Quartile 1 Yield Range: - 8.2% - 10.67%			Oldham MBC Range 2.18% - 10.67%		

Table 15 Sources: *Zoopla database 2018. © 2018 Zoopla Ltd All rights reserved. ** HM Land Registry data © Crown copyright and database right 2018. This data is licensed under the Open Government Licence v3.0.

Table 15 Note * No 2018 rental value available for LSOAs E01005340 & E01005325 so 2017 median rent used instead.

3. Determining low demand areas

- 3.1 This section confirms those areas that can be identified as low demand using the indicators from the original 2014/15 OMBC report, updated where possible. It combines the results of the indicators to achieve a composite score. As in the original report, the indicators are all equally weighted. The indicators are compared for both wards and LSOAs. This information is mapped in Map 3.1.

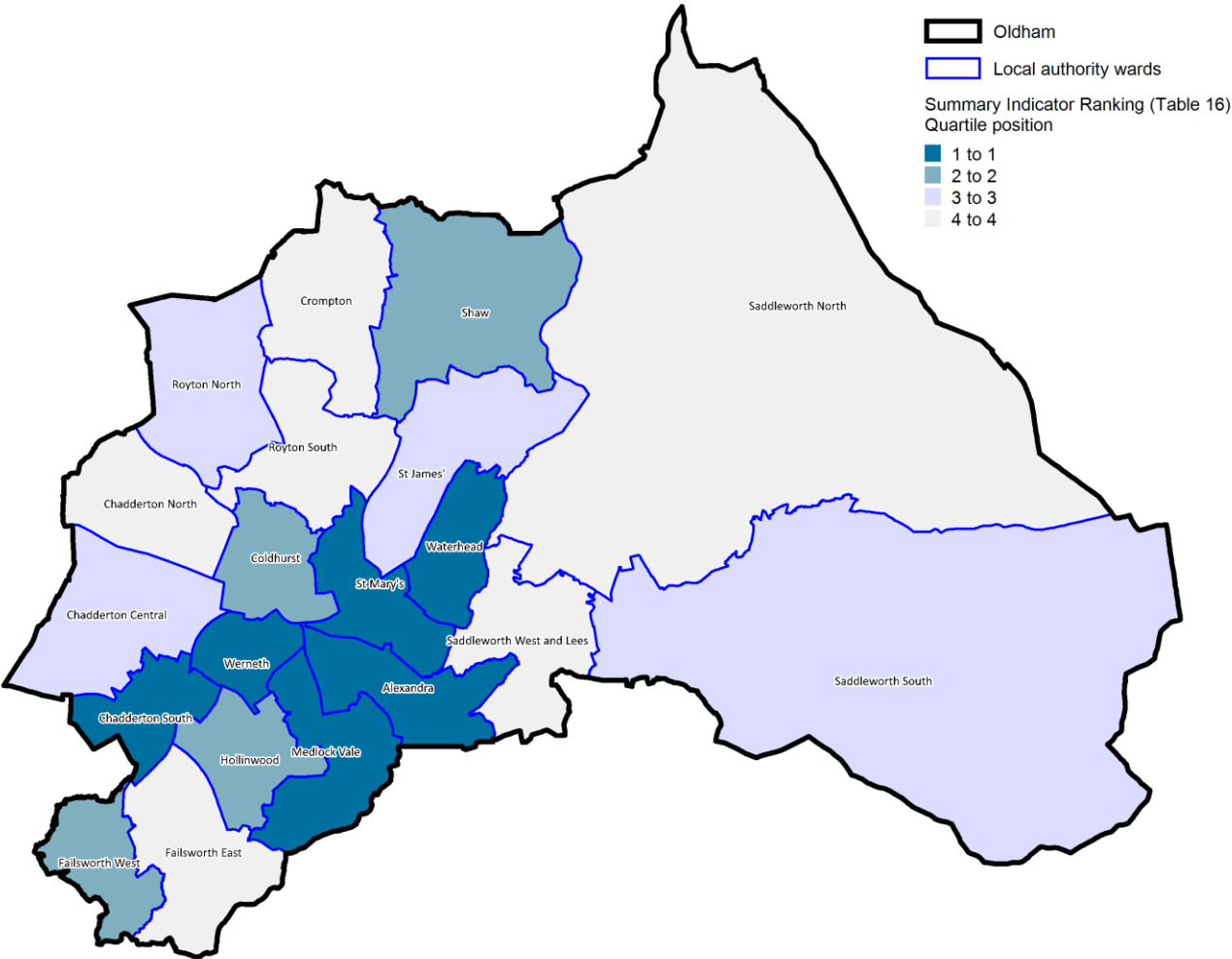
Table 16 Summary indicators by ward– based on replicating OMBC 2014/15 indicators, updated where possible

	% Private Rented (5)	Lower Quartile Property Prices (8)	Median Property Prices (8)	Long Term Vacants (10)	Mean Rent Levels (HB) (12)	Rental Yield (14)	TOTAL SCORE	OVERALL RANK	QUARTILE
Alexandra	1	1	1	2	1	1	7	1=	1
Chadderton Central	3	3	3	4	2	3	18	13	3
Chadderton North	4	3	4	4	3	4	22	20	4
Chadderton South	2	2	2	2	2	1	11	5=	1
Coldhurst	3	2	1	4	1	2	13	8=	2
Crompton	4	3	3	3	4	3	20	15=	4
Failsworth East	3	4	3	2	4	4	20	15=	4
Failsworth West	2	2	2	3	1	2	12	7	2
Hollinwood	2	2	2	2	3	2	13	8=	2
Medlock Vale	1	1	1	1	2	1	7	1=	1
Royton North	4	4	4	3	1	3	19	14	3
Royton South	4	3	3	4	3	3	20	15=	4
Saddleworth North	4	4	4	1	3	4	20	15=	4
Saddleworth South	3	4	4	1	1	4	17	12	3
Saddleworth West and Lees	2	3	4	3	4	4	20	15=	4
Shaw	2	3	3	3	2	2	15	10	2
St. James'	3	2	2	4	2	3	16	11	3
St. Mary's	1	1	1	1	3	1	8	3	1
Waterhead	1	1	1	2	4	1	10	4	1
Werneth	1	1	2	1	4	2	11	5=	1

Sources – see individual tables referenced in column headings.

- 3.2 Table 16 above shows the 6 wards where low demand is assessed as most concentrated highlighted in blue. These are the quartile of wards (6 rather than 5, because 2 wards tied for 5th place) scored by quartile position for each indicator. The six wards in quartile 1 (lowest demand) have been shaded blue and the four in quartile 2 have been shaded tan. Of the quartile 1 wards, Alexandra, Medlock Vale, St Mary's, Waterhead and Werneth are in the first quartile for the majority of the indicators. Chadderton South is in the second quartile for 5 out of the 6 indicators but comes 5th in the ranking because the 6th indicator is in quartile 1.
- 3.3 Because two wards share 5th place, quartile 1 has 6 rather than 5 wards. Quartile 2 has therefore been adjusted to 4 wards. Scores are very close just above the boundary between the quartiles, with three wards (Coldhurst, Failsworth West and Hollinwood) within 3 points of the top Q1 score. Saddleworth South, which was the top scorer in the last report (position 20) is now at position 12, because it is in quartile 1 for both voids and rent levels. However, the rent levels are based on housing benefit paid and so may not reflect rents across the market in the area – see further indicators below.
- 3.4 Four of the five wards that were assessed as being in the lowest demand quartile in the last report are still in it with the updated indicators. Coldhurst has moved to quartile 2. Werneth and Chadderton South were previously in quartile 2 and have now moved to quartile 1. However, the very tight scores at the inter-quartile boundary means all of these wards are very similar.
- 3.5 Table 17 below gives detail on the Ward scores.

Map 3.1 Updated ward quartile 2019 (Detailed in Table 16)



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Table 17 Detailed indicators by ward– based on replicating OMBC 2014/15 indicators, updated where possible

Ward	% Private Rented (5)		Median Property Price (8)		LQ Property Price (8)		% Long term Voids (10)		Mean Monthly Rent (HB) (12)		Rental Yield (14)		Total Score	Overall Rank	Quartile
	%age	Quartile	£	Quartile	£	Quartile	%age	Quartile	£	Quartile	%age	Quartile			
Alexandra	16.2%	1	£77,500	1	£60,000	1	3.75%	2	£381.24	1	7.65%	1	7	1=	1
Chadderton Central	10.3%	3	£133,000	3	£105,000	3	2.04%	4	£387.23	2	5.20%	3	18	13	3
Chadderton North	9.0%	4	£145,000	4	£105,000	3	2.43%	4	£398.02	3	4.55%	4	22	20	4
Chadderton South	12.2%	2	£101,000	2	£80,000	2	3.61%	2	£390.28	2	6.53%	1	11	5=	1
Coldhurst	11.5%	3	£94,750	1	£68,750	2	2.33%	4	£384.17	1	6.31%	2	13	8=	2
Crompton	8.2%	4	£138,000	3	£102,000	3	2.80%	3	£411.72	4	5.20%	3	20	15=	4
Failsworth East	11.7%	3	£133,000	3	£108,000	4	3.68%	2	£407.91	4	4.96%	4	20	15=	4
Failsworth West	13.0%	2	£110,000	2	£84,950	2	3.18%	3	£385.57	1	6.28%	2	12	7	2
Hollinwood	12.9%	2	£112,000	2	£81,000	2	4.09%	2	£404.64	3	5.89%	2	13	8=	2
Medlock Vale	15.7%	1	£81,500	1	£63,000	1	4.29%	1	£386.77	2	7.27%	1	7	1=	1
Royton North	6.6%	4	£140,000	4	£120,000	4	2.60%	3	£375.20	1	5.13%	3	19	14	3
Royton South	10.2%	4	£126,975	3	£98,000	3	2.58%	4	£391.44	3	5.44%	3	20	15=	4
Saddleworth North	10.1%	4	£230,000	4	£169,000	4	5.19%	1	£398.14	3	3.12%	4	20	15=	4
Saddleworth South	11.8%	3	£255,000	4	£178,000	4	5.82%	1	£377.56	1	3.18%	4	17	12	3
Saddleworth West and Lees	12.6%	2	£140,000	4	£103,000	3	2.85%	3	£434.32	4	4.71%	4	20	15=	4
Shaw	13.1%	2	£118,250	3	£91,000	3	2.72%	3	£386.00	2	5.58%	2	15	10	2
St. James'	12.1%	3	£110,000	2	£78,350	2	1.62%	4	£388.11	2	5.55%	3	16	11	3
St. Mary's	17.2%	1	£70,000	1	£60,000	1	5.12%	1	£398.60	3	8.25%	1	8	3	1
Waterhead	14.7%	1	£79,950	1	£62,000	1	3.31%	2	£410.78	4	7.22%	1	10	4	1
Werneth	14.4%	1	£100,000	2	£67,000	1	4.96%	1	£434.71	4	6.24%	2	11	5=	1
Oldham	12.2%	-	£122,500		£85,000		3.40%		£395.73		5.39%				

Sources – see individual tables referenced in column headings.

Table 18 Quartile scores for lowest scoring LSOAs

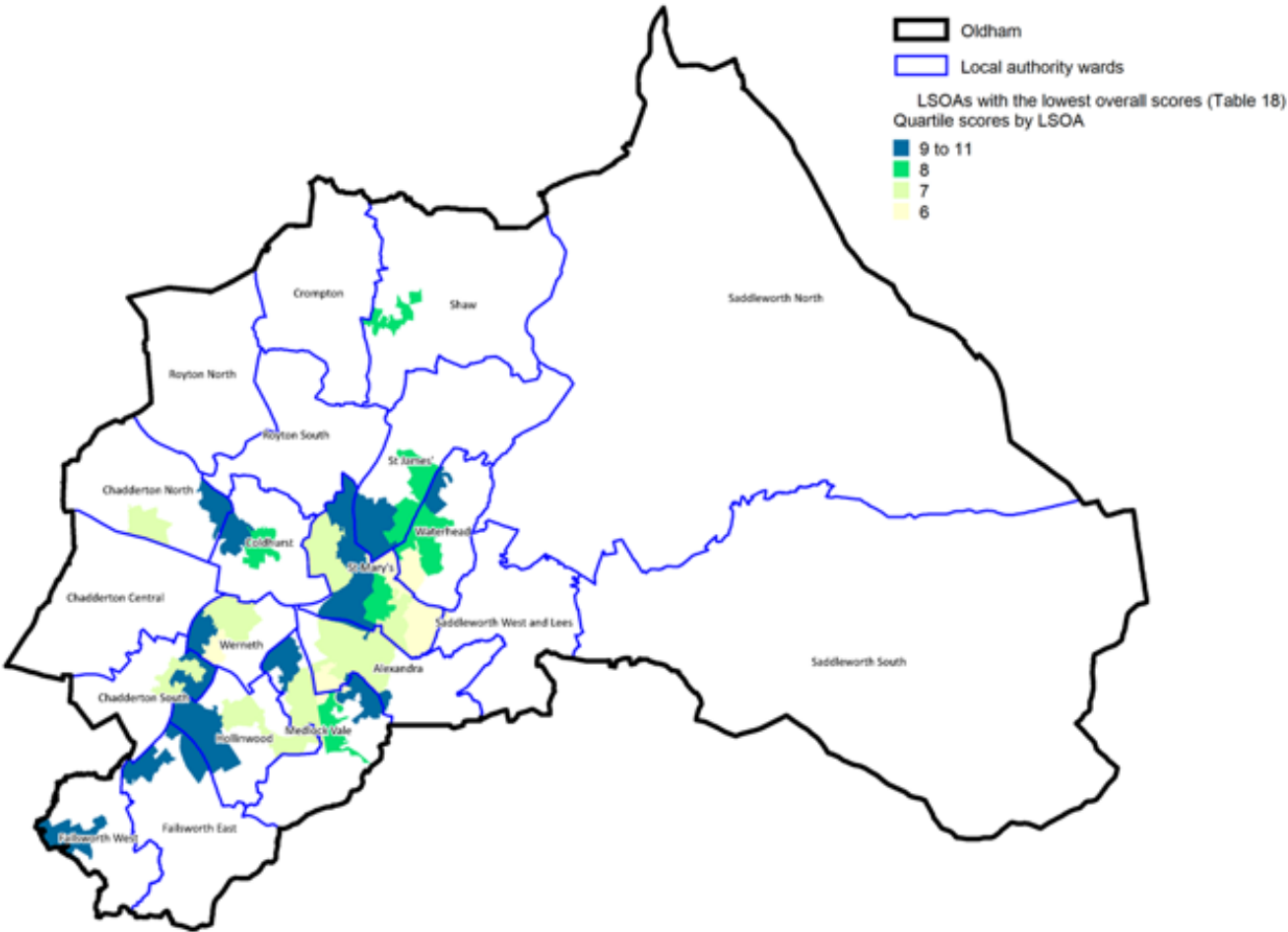
Ward	LSOA	% Private rent (6)	Median Property Price (9)	LQ Property Price (9)	Long term Voids (11)	Mean Monthly Rent (HB) (13)	Rental Yield (15)	Total
		Quartile	Quartile	Quartile	Quartile	Quartile	Quartile	
Alexandra	E01005320	1	1	1	1	2	1	7
Alexandra	E01005321	1	1	1	1	1	2	7
Alexandra	E01005322	1	1	1	1	1	1	6
Alexandra	E01005434	1	1	1	1	2	1	7
Chadderton North	E01005337	1	1	2	3	2	1	10
Chadderton South	E01005342	2	1	2	3	2	1	11
Chadderton South	E01005344	1	1	1	2	1	1	7
Coldhurst	E01005349	1	1	1	3	1	1	8
Coldhurst	E01005351	1	1	1	3	3	1	10
Failsworth East	E01005368	1	2	2	1	3	2	11
Failsworth West	E01005370	2	1	2	3	2	1	11
Hollinwood	E01005376	1	2	1	2	3	2	11
Hollinwood	E01005378	1	2	1	1	2	2	9
Hollinwood	E01005382	1	1	1	1	2	1	7
Medlock Vale	E01005323	1	1	1	2	2	1	8
Medlock Vale	E01005325	3	1	1	2	2	1	10
Medlock Vale	E01005435	1	1	2	4	2	1	11
Medlock Vale	E01005437	1	2	1	1	3	2	10
Medlock Vale	E01005438	1	1	1	1	2	1	7
Shaw	E01005445	1	1	1	2	2	1	8
St James'	E01005421	1	1	1	3	1	1	8
St James'	E01032920	1	2	1	3	1	2	10
St Mary's	E01005326	2	1	1	1	3	2	10

St. Mary's	E01005427	2	3	1	1	1	3	11
St. Mary's	E01005428	1	1	1	1	1	1	6
St. Mary's	E01005429	2	1	1	1	2	1	8
St. Mary's	E01005430	1	1	1	1	2	1	7
St. Mary's	E01005431	1	1	1	1	1	1	6
St. Mary's	E01005432	2	1	1	4	1	2	11
St. Mary's	E01005433	1	1	1	2	1	1	7
Waterhead	E01005448	2	1	1	2	1	1	8
Waterhead	E01005450	1	1	1	1	1	1	6
Waterhead	E01005455	2	1	2	2	1	1	9
Waterhead	E01005456	2	1	1	2	1	1	8
Werneth	E01005460	2	1	1	3	3	1	11
Werneth	E01005463	1	1	1	1	1	1	6
Werneth	E01032921	2	1	1	1	1	1	7

- 3.6 Table 18 gives quartile scores for the 20 LSOAs with the lowest overall scores. This shows that although individual LSOAs in wards that are not in quartile 1 sometimes have concentrated low demand, the lowest scoring wards do have concentrations of low scoring LSOAs.
- 3.7 There are 5 LSOAs (highlighted in light brown) that were in quartile 1 for all six indicators, 9 (blue) in Quartile 1 for five indicators and 7 (yellow) for four indicators. The comparative figures in 2014/15 were 7, 6 and 3 respectively. So, although there are fewer LSOAs now scoring in quartile 1 for all indicators, there are more (21 compared with 16) focused at the lower end of the market, which may indicate that the issues around low demand are becoming more concentrated.
- 3.8 The LSOAs where the ward name and LSOA reference are in bold italics indicate those LSOAs included in the current licensing system. Only one LSOA originally included has now risen above the lowest performing LSOAs. E01005351 (in Coldhurst ward) now has two indicators in quartile three. None of the LSOAs in Saddleworth North and Saddleworth South which ranked quartile one for long term vacants appear in this overall quartile one. This information is illustrated in Map 3.2
- 3.9 Table 19 shows the detailed scores for the LSOAs.

- 3.10 Table 20 compares the wards and LSOAs selected in the 2014/15 report with the Wards and LSOAs by the re-examination of the same indicators. The Wards are identified as quartile 1 or quartile 2 and the LSOAs as having 6,5 or 4 of the indicators in quartile 1.

Map 3.2 Location of 37 lowest scoring LSOAs 2019 (detailed in Table 18)



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Table 19 Details of Quartile 1 LSOAs with the most severe indicators for low demand.

		Private Rented (6)		Median Property Price (9)		LQ Property Price (9)		Long term Voids (11)		Mean Monthly Rent (HB) (13)		Rental Yield (15)		
Quartile 1 range		16.2-27.6%		£58,000-£87,000		£45,500 - £70,000		4.53% - 11.81%		£400.95 - £466.68		7.67% - 10.33%		
Quartile 2 range		11.1-16.1%		£87,500-£116,400		£70,250 - £89,500		3.06% - 4.48%		£467.81 - £491.18		6.06% - 7.23%		
Ward	LSOA	Percent	Quartile	Median Price	Quartile	LQ price	Quartile	Void rate	Quartile	Mean Rent (HB)	Quartile	Yield	Quartile	Total
Alexandra	E01005320	25.5%	1	£ 62,000	1	£ 57,000	1	4.64%	1	£ 469.02	2	9.23%	1	7
Alexandra	E01005321	23.3%	1	£ 80,000	1	£ 58,000	1	4.75%	1	£ 466.53	1	7.22%	2	7
Alexandra	E01005322	20.7%	1	£ 62,000	1	£ 57,000	1	4.55%	1	£ 426.10	1	8.73%	1	6
Alexandra	E01005434	26.0%	1	£ 76,500	1	£ 56,500	1	11.81%	1	£ 483.18	2	7.75%	1	7
Chadderton North	E01005337	20.5%	1	£ 85,000	1	£ 70,250	2	2.74%	3	£ 476.64	2	7.76%	1	10
Chadderton South	E01005342	11.3%	2	£ 78,250	1	£ 72,750	2	2.86%	3	£ 467.81	2	7.61%	1	11
Chadderton South	E01005344	22.4%	1	£ 71,250	1	£ 65,000	1	3.24%	2	£ 441.75	1	8.83%	1	7
Coldhurst	E01005349	20.1%	1	£ 58,500	1	£ 48,000	1	2.46%	3	£ 439.29	1	10.67%	1	8
Coldhurst	E01005351	18.4%	1	£ 85,000	1	£ 67,500	1	1.91%	3	£ 497.20	3	7.37%	1	10
Failsworth East	E01005368	22.2%	1	£ 93,000	2	£ 86,000	2	5.43%	1	£ 515.15	3	7.10%	2	11
Failsworth West	E01005370	13.0%	2	£ 72,000	1	£ 72,000	2	2.21%	3	£ 485.43	2	8.88%	1	11
Hollinwood	E01005376	18.5%	1	£ 95,000	2	£ 66,500	1	3.71%	2	£ 506.82	3	7.19%	2	11
Hollinwood	E01005378	19.6%	1	£ 88,000	2	£ 66,000	1	4.57%	1	£ 473.45	2	7.15%	2	9
Hollinwood	E01005382	16.7%	1	£ 83,000	1	£ 69,500	1	5.91%	1	£ 487.06	2	8.74%	1	7
Medlock Vale	E01005323	16.4%	1	£ 77,750	1	£ 62,500	1	4.31%	2	£ 482.22	2	7.36%	1	8
Medlock Vale	E01005325	8.1%	3	£ 74,750	1	£ 70,000	1	3.33%	2	£ 478.75	2	7.93%	1	10
Medlock Vale	E01005435	22.7%	1	£ 87,000	1	£ 73,000	2	1.54%	4	£ 481.32	2	8.61%	1	11
Medlock Vale	E01005437	21.6%	1	£ 95,000	2	£ 57,250	1	5.54%	1	£ 503.54	3	6.95%	2	10
Medlock Vale	E01005438	24.1%	1	£ 69,000	1	£ 55,000	1	6.27%	1	£ 480.27	2	8.59%	1	7
Shaw	E01005445	26.8%	1	£ 85,000	1	£ 68,000	1	3.57%	2	£ 482.30	2	7.76%	1	8
St James'	E01005421	23.1%	1	£ 80,000	1	£ 70,000	1	2.32%	3	£ 457.90	1	7.41%	1	8
St James'	E01032920	16.5%	1	£ 91,000	2	£ 70,000	1	2.17%	3	£ 449.49	1	6.74%	2	10

Table 19 - continued		Private Rented		Median Property Price		LQ Property Price		Long term Voids		Mean Monthly Rent (HB)		Rental Yield		Total Score
		Percent	Quartile	Median Price	Quartile	LQ price	Quartile	Void rate	Quartile	Mean Rent (HB)	Quartile	Yield	Quartile	
St Mary's	E01005326	13.0%	2	£ 80,000	1	£ 47,500	1	5.85%	1	£ 506.67	3	6.77%	2	10
St. Mary's	E01005427	12.9%	2	£ 118,000	3	£ 54,500	1	4.73%	1	£ 459.29	1	5.24%	3	11
St. Mary's	E01005428	26.7%	1	£ 69,000	1	£ 53,000	1	8.52%	1	£ 439.74	1	8.30%	1	6
St. Mary's	E01005429	15.7%	2	£ 70,000	1	£ 66,000	1	5.10%	1	£ 469.59	2	10.25%	1	8
St. Mary's	E01005430	21.7%	1	£ 70,000	1	£ 65,000	1	5.47%	1	£ 472.02	2	7.95%	1	7
St. Mary's	E01005431	21.3%	1	£ 72,750	1	£ 61,000	1	6.84%	1	£ 438.17	1	7.87%	1	6
St. Mary's	E01005432	11.9%	2	£ 83,000	1	£ 64,500	1	0.99%	4	£ 400.95	1	7.02%	2	11
St. Mary's	E01005433	17.1%	1	£ 58,000	1	£ 50,000	1	3.84%	2	£ 404.68	1	10.30%	1	7
Waterhead	E01005448	13.3%	2	£ 59,000	1	£ 50,000	1	4.15%	2	£ 442.68	1	9.25%	1	8
Waterhead	E01005450	27.6%	1	£ 62,000	1	£ 54,000	1	5.31%	1	£ 442.62	1	9.44%	1	6
Waterhead	E01005455	14.4%	2	£ 84,500	1	£ 79,475	2	4.38%	2	£ 459.18	1	7.94%	1	9
Waterhead	E01005456	13.6%	2	£ 72,750	1	£ 63,000	1	3.21%	2	£ 441.49	1	8.18%	1	8
Werneth	E01005460	16.2%	2	£ 72,000	1	£ 58,000	1	2.32%	3	£ 500.41	3	8.02%	1	11
Werneth	E01005463	17.2%	1	£ 75,000	1	£ 66,000	1	6.15%	1	£ 419.84	1	7.63%	1	6
Werneth	E01032921	14.8%	2	£ 62,000	1	£ 56,000	1	5.28%	1	£ 445.98	1	9.85%	1	7

Table 18 and 19 Sources: As in the individual tables as indicated in the column headers.

Table 20 Comparison of Wards and LSOAs using original indicators in 2014/15 and 2019.

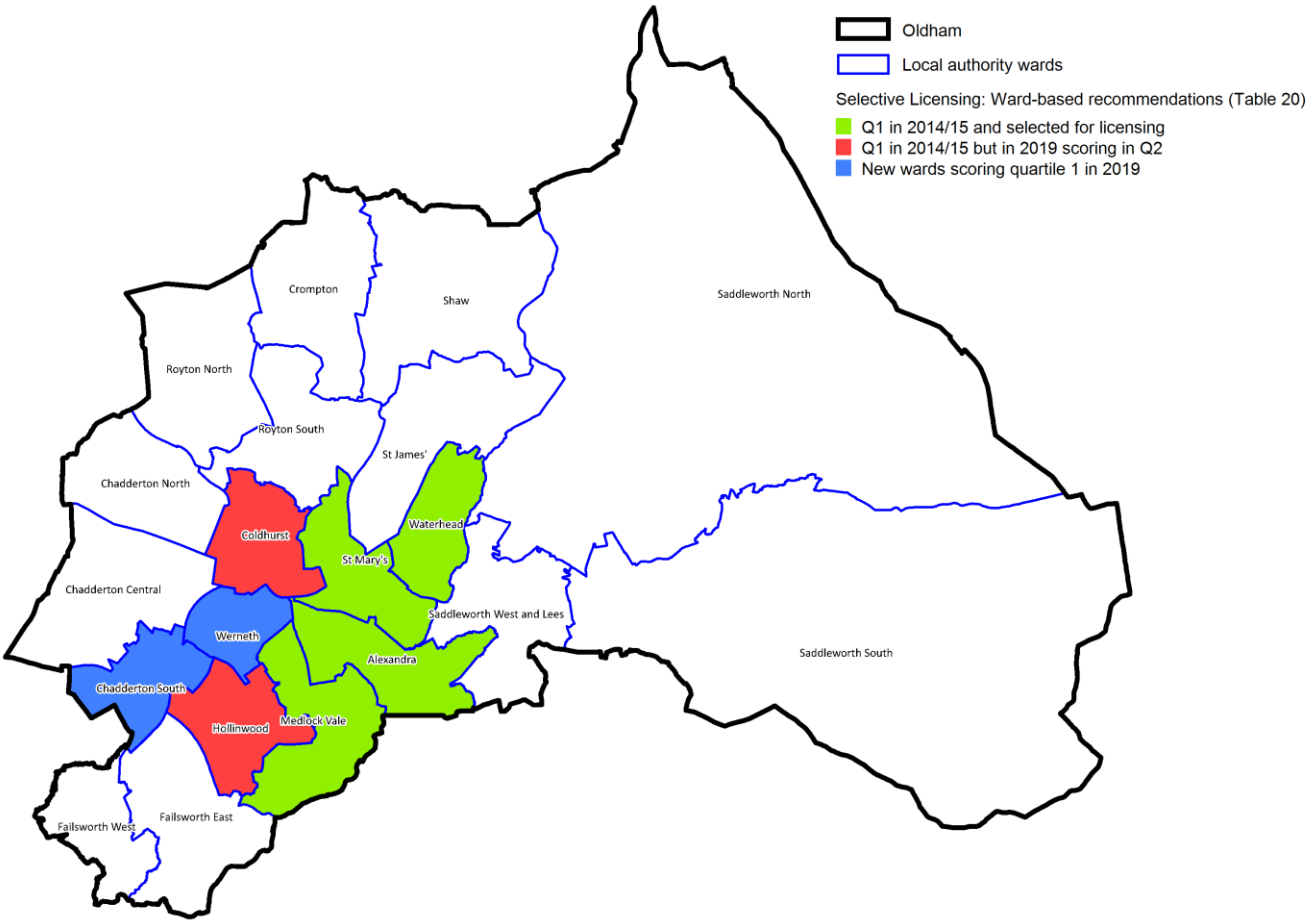
Key		2014/15 Q1 wards and selected for licensing	2019 Q1 wards
	Quartile 1	Alexandra Coldhurst	Alexandra Chadderton South Medlock Vale St Mary's Waterhead Werneth
	Quartile 2	Hollinwood Medlock Vale St Mary's Waterhead	

Key		2014/15 LSOAs selected	2019 LSOAs 4/6 Q1 scores
	6/6 q1 scores	Alexandra E01005320	Alexandra E01005320
	5/6 q1 scores	Alexandra E01005321	Alexandra E01005321
	4/6 q1 scores	Alexandra E01005322	Alexandra E01005322
		Alexandra E01005434	Alexandra E01005434
		Coldhurst E01005349	Chadderton Sth E01005344
		Coldhurst E01005351	Coldhurst E01005349
		Hollinwood E01005378	Hollinwood E01005382
		Hollinwood E01005382	Medlock Vale E01005323
		Medlock Vale E01005323	Medlock Vale E01005438
		Medlock Vale E01005438	Shaw E01005445
		St Mary's ¹ E01005428	St James' E01005421
		St Mary's E01005431	St. Mary's E01005428
		St Mary's E01005433	St. Mary's E01005429
		Waterhead E01005448	St. Mary's E01005430
		Waterhead E01005450	St. Mary's E01005431
		Waterhead E01005456	St. Mary's E01005433
			Waterhead E01005448
			Waterhead E01005450
			Waterhead E01005456
			Werneth E01005463
			Werneth E01032921

¹ Note - the ONS lookup table for locating LSOAs indicates E01005428 (Oldham 0019A) is in Waterhead Ward. However, OMBC's ward maps indicate it as covering the Townfield area of St Mary's Ward and the Kelferlow Rd area of Waterhead Ward. For the few LSOAs that span ward boundaries we have used one ward name or the other, rather than using two or sometimes three ward names.

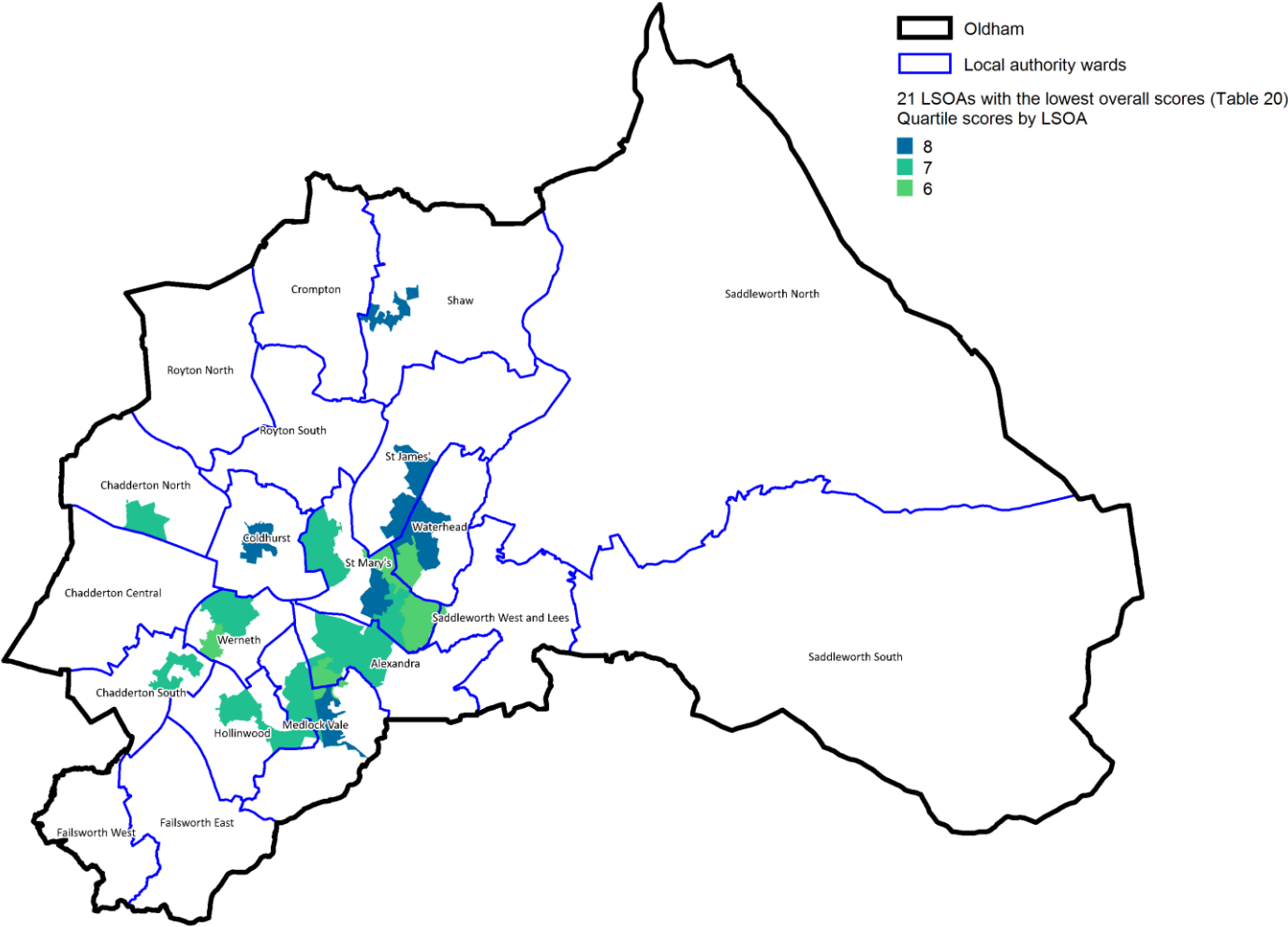
3.11 This information is mapped in Map 3.3 and 3.4

Map 3.3 Ward based scores (detailed in Table 20)



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Map 3.4 21 LSOAs with lowest overall scores (detailed in Table 20)



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4. Supplementary or alternative Indicators

- 4.1 The further indicators offered in this section of the report are:
- Change in lower quartile property price pre- and post-introduction of PRS licensing (Land Registry)
 - Change in lower quartile property price pre- and post PRS licensing (flats and houses) (Land Registry)
 - Change in median quartile property price pre- and post PRS licensing (2 bed houses)
 - Lower quartile rent levels by property type (2 bed houses) (Zoopla)
 - Change in rent levels pre- and post- licensing (Zoopla)
 - Change in lettings times pre-and post-licensing (Zoopla)
 - Change in long term voids pre- and post-licensing (OMBC data)
- 4.2 These indicators seek to identify whether the wards and LSOAs where licensing was introduced have different results to those where licensing was not introduced.

Property price Indicators

- 4.3 Change in property price by ward is illustrated in Table 21. The lower quartile prices for the four years 2011-2014 (pre-licensing) and 2015-18 (post-licensing) have been averaged and the change in averages between the two periods calculated. Most wards have seen increases (as would be expected with inflation and the recovery from the post-2008 price falls). The change for Oldham as a whole is 11.1%. However, one ward (Werneth) has had a negative change and the lowest performing 5 wards changed by 6.1% or less. This indicates that these wards have probably experienced significantly lower demand levels than other wards in the period since the Licensing Report compared to the period before it. Two of the five lower quartile had areas that were included in the licensing scheme (indicated in bold italics).
- 4.4 Table 22 provides the same indicator for the quartile 1 LSOAs. The biggest negative change is seen in LSOA E01005463 in Werneth, where the change was -37%. Four of these 35 LSOAs were selected for PRS licensing in the previous report.

Table 21 Change in lower quartile property prices, pre- and post- licensing, by ward.			
Ward	Change	Rank	Quartile
Alexandra	13.9%	12	3
Chadderton Central	12.6%	11	3
Chadderton North	3.3%	3	1
Chadderton South	6.7%	6	2
Coldhurst	16.7%	15	3
Crompton	5.7%	4	1
Failsworth East	24.9%	19	4
Failsworth West	24.1%	18	4
Hollinwood	27.1%	20	4
Medlock Vale	2.7%	2	1
Royton North	9.7%	7	2
Royton South	11.8%	10	2
Saddleworth North	16.7%	14	3
Saddleworth South	17.5%	16	4
Saddleworth West and Lees	10.2%	8	2
Shaw	14.0%	13	3
St James'	17.9%	17	4
St Mary's	6.1%	5	1
Waterhead	10.6%	9	2
Werneth	-6.5%	1	1
Oldham	11.1%		

Source: HM Land Registry data © Crown copyright and database right 2018. This data is licensed under the Open Government Licence v3.0.

Table 22 Change in lower quartile property prices, pre- and post- licensing, by LSOA.				
Ward	LSOA	Change	Rank	Quartile
Alexandra	E01005320	1.0%	23	1
Alexandra	E01005321	0.7%	21	1
Chadderton Central	E01005327	-7.0%	10	1
Chadderton North	E01005335	-1.2%	17	1
Chadderton South	E01005342	-2.3%	13	1
Chadderton South	E01005344	3.4%	33	1
Coldhurst	E01005349	-25.3%	3	1
Coldhurst	E01005353	-23.5%	4	1
Crompton	E01005357	2.2%	30	1
Crompton	E01005360	-1.5%	16	1
Failsworth East	E01005366	1.4%	26	1
Hollinwood	E01005380	-11.4%	9	1
Hollinwood	E01005439	0.8%	22	1
Medlock Vale	E01005438	-2.7%	11	1
Royton North	E01005390	1.3%	25	1
Royton North	E01005392	4.2%	34	1
Royton South	E01005399	-1.2%	18	1
Royton South	E01005402	2.2%	29	1
Saddleworth North	E01005417	3.1%	32	1
Saddleworth West and Lees	E01005420	-0.4%	20	1
Shaw	E01005441	1.2%	24	1
Shaw	E01005445	2.9%	31	1
St James'	E01005422	-13.1%	7	1
St James'	E01005452	-13.0%	8	1
St Mary's	E01005326	-13.1%	6	1
St Mary's	E01005427	-20.6%	5	1
St Mary's	E01005430	-1.7%	15	1
Waterhead	E01005428	-1.2%	19	1
Waterhead	E01005450	-2.1%	14	1
Waterhead	E01005451	4.3%	35	1
Werneth	E01005460	1.5%	27	1
Werneth	E01005461	-2.6%	12	1
Werneth	E01005462	2.1%	28	1
Werneth	E01005463	-37.0%	1	1
Werneth	E01032921	-26.2%	2	1

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- 4.5 Table 23 shows the change in lower quartile property prices broken down by houses and flats, by Ward. The lower quartile wards are highlighted in tan (houses) and green (flats) and the wards identified in the 2014/15 report in bold italics.
- 4.6 Of the wards in the licensing scheme, Coldhurst is the only one not in one of the lower quartiles. No wards appear in the lower quartiles for both houses and flats. Tables 24 and 25 overleaf show the same information for LSOAs. At this level the number of flat transactions is too low in many areas to give reliable results – all those areas where sufficient transactions took place to give results are shown, but these

still have low numbers and so caution should be exercised. Again, those areas identified in the 2014/15 report for selective licensing are indicated in bold italics.

Table 23 Change in property prices, pre- and post- licensing, by Ward.

Ward	LQ House Prices			LQ Flat prices		
	Change	Rank	Quartile	Change	Rank	Quartile
Alexandra	14.4%	13	3	-23.7%	1	1
Chadderton Central	10.4%	7	2	63.2%	17	4
Chadderton North	5.0%	5	1	11.1%	12	3
Chadderton South	4.5%	4	1	1.5%	7	2
Coldhurst	13.5%	11	3	5.5%	11	3
Crompton	6.6%	6	2	3.0%	9	2
Failsworth East	25.9%	18	4	-20.5%	2	1
Failsworth West	30.1%	20	4	22.6%	15	3
Hollinwood	28.8%	19	4	-11.5%	5	1
Medlock Vale	3.2%	2	1	68.4%	18	4
Royton North	11.1%	8	2	-12.7%	4	1
Royton South	14.0%	12	3	22.5%	14	3
Saddleworth North	18.6%	16	4	2.4%	8	2
Saddleworth South	23.4%	17	4	4.7%	10	2
Saddleworth West and Lees	12.8%	10	2	-19.6%	3	1
Shaw	15.9%	14	3	27.6%	16	4
St James'	17.8%	15	3	113.1%	19	4
St Mary's	3.6%	3	1	13.8%	13	3
Waterhead	11.1%	9	2	169.2%	20	4
Werneth	-5.9%	1	1	-8.3%	6	2

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Tables 24 & 25 Change in house and flat prices by LSOA, pre- and post- licensing.

24. Change in house prices pre- and post- end 2014				
Ward	LSOA	Change	Rank	Quartile
Alexandra	E01005320	1.23%	20	1
Alexandra	E01005321	3.22%	29	1
Alexandra	E01005434	-1.19%	16	1
Chadderton Central	E01005327	-4.45%	10	1
Chadderton North	E01005335	4.71%	34	1
Chadderton North	E01005340	-1.02%	17	1
Chadderton South	E01005342	-2.29%	15	1
Chadderton South	E01005344	4.20%	32	1
Coldhurst	E01005349	1.76%	23	1
Coldhurst	E01005353	-11.05%	7	1
Crompton	E01005357	2.86%	26	1
Crompton	E01005360	3.78%	30	1
Failsworth East	E01005366	3.06%	28	1
Hollinwood	E01005380	-11.36%	6	1
Hollinwood	E01005439	2.03%	24	1
Medlock Vale	E01005438	-3.13%	12	1
Royton North	E01005390	-0.07%	18	1
Royton South	E01005399	2.06%	25	1
Saddleworth North	E01005417	4.43%	33	1
Saddleworth W & Lees	E01005420	0.56%	19	1
Shaw	E01005445	4.01%	31	1
St James'	E01005422	-13.07%	4	1
St James'	E01005452	-12.25%	5	1
St Mary's	E01005326	-7.70%	8	1
St Mary's	E01005427	-20.57%	3	1
St Mary's	E01005430	1.33%	21	1
St Mary's	E01005431	4.80%	35	1
St Mary's	E01005428	-2.95%	13	1
Waterhead	E01005448	-3.89%	11	1
Waterhead	E01005450	-2.58%	14	1
Waterhead	E01005451	1.37%	22	1
Werneth	E01005460	3.03%	27	1
Werneth	E01005461	-5.29%	9	1
Werneth	E01005463	-34.49%	1	1
Werneth	E01032921	-24.12%	2	1

25. Change in flat prices pre- and post- end 2014			
Ward	LSOA	Change	Rank
Alexandra	E01005434	10.7%	10
Chadderton Central	E01005327	-0.9%	5
Chadderton Central	E01005328	-27.8%	1
Chadderton Central	E01005332	14.1%	13
Chadderton North	E01005340	13.7%	12
Coldhurst	E01005350	5.3%	7
Crompton	E01005359	33.2%	15
Medlock Vale	E01005440	-5.8%	3
Royton South	E01005398	10.5%	9
Saddleworth North	E01005416	4.5%	6
Saddleworth South	E01005407	13.4%	11
Saddleworth South	E01005408	14.2%	14
Saddleworth South	E01032922	-20.2%	2
Saddleworth W & Lees	E01005389	-5.6%	4
Werneth	E01005461	8.6%	8

Tables 24 & 25 Source: HM Land Registry data ©
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Because of the low number of flats sold per LSOA the
data in Table 25 should be treated with caution.

- 4.7 Using the sales values of a single property type is a useful confirmatory indicator because it improves the focus from properties generally or all houses or all flats. We have examined the median values for 2 bedroomed houses, using data from Zoopla. Zoopla data records the listing values of stock and so is a good indication of value, rather than accurate 'price paid' data. This gives an indication of the price levels for a 'starter' level home, and how they have changed in the past 3 years. Table 26, shows

the distribution by ward. The lower quartile wards for 2018 price are highlighted in blue, the lower quartile for change in green and the one ward in both lower quartiles. Coldhurst, in brown.

- 4.8 Apart from Coldhurst, all the other wards in the lowest values have seen reasonable rises in the three-year period, with Werneth showing particularly large rises.

Ward	Median value 2018			Change in value 2015-18		
	Median Value	Rank	Quartile	Change %	Rank	Quartile
Alexandra	£ 75,000	1=	1	7.1%	8	2
Chadderton Central	£ 120,000	17	4	33.4%	19	4
Chadderton North	£ 99,975	10	2	8.1%	9	2
Chadderton South	£ 94,950	8	2	11.7%	10	2
Coldhurst	£ 77,473	4	1	0.0%	5	1
Crompton	£ 124,950	18	4	19.1%	13	3
Failsworth East	£ 110,000	14	3	26.5%	16	4
Failsworth West	£ 102,973	12	3	28.8%	18	4
Hollinwood	£ 94,998	9	2	35.7%	20	4
Medlock Vale	£ 80,000	6	2	3.2%	7	2
Royton North	£ 112,500	15	3	12.8%	11	3
Royton South	£ 100,000	11	3	-2.4%	4	1
Saddleworth North	£ 169,975	19	4	3.0%	6	2
Saddleworth South	£ 185,000	20	4	-2.6%	3	1
Saddleworth W & Lees	£ 109,973	13	3	-4.3%	2	1
Shaw	£ 114,975	16	4	16.2%	12	3
St James'	£ 84,950	7	2	-10.5%	1	1
St Mary's	£ 75,000	1=	1	25.0%	15	3
Waterhead	£ 79,950	5	1	23.0%	14	3
Werneth	£ 76,000	3	1	26.7%	17	4

Source: Zoopla database 2018. © 2018 Zoopla Ltd All rights reserved

- 4.9 Table 27 overleaf shows the same information for selected LSOAs. Six wards had no listings in 2018 and so have been omitted from consideration. 11 LSOAs had no listings in 2015 and so have insufficient data to calculate the change. Even using 2 bedroomed houses, one of the most common sales types, data at this level are sometimes based on only a few transactions which can cause anomalies, so LSOA E01005433 (at Crompton Fold) has a value for 2018 which is double any other values for that LSOA recorded in previous years. Likewise, E01032922 (in Werneth) has a 2018 value which is less than half of any value for the LSOA recoded in previous years. By this measure, all of quartile 1 have reduced in price by 5% or more.

Table 27 Two bed house median values by LSOA, 2018, and change since 2015

Ward	LSOA	Median value 2018			Change in value 2015-18		
		Median Value	Rank	Quartile	Change %	Rank	Quartile
Alexandra	E01005320	£ 67,475	7	1	3.0%	44	2
Alexandra	E01005321	£ 67,950	10	1	23.7%	86	3
Alexandra	E01005322	£ 59,950	3	1	-14.4%	13	1
Alexandra	E01005323	£ 70,000	13=	1	-12.5%	16	1
Alexandra	E01005434	£ 75,500	18	1	25.8%	91	3
Alexandra	E01032557	£ 84,975	32	1	-1.2%	34	2
Chadderton South	E01005343	£ 94,975	53	2	-12.1%	17	1
Chadderton South	E01005344	£ 79,995	25=	1	28.0%	92	3
Coldhurst	E01005349	£ 55,000	2	1	-15.7%	9	1
Coldhurst	E01005352	£ 72,950	15	1	4.3%	46	2
Coldhurst	E01005353	£ 79,995	25=	1	14.3%	68	3
Coldhurst	E01005354	£ 85,000	33=	2	-5.0%	31	1
Crompton	E01005355	£ 89,950	42	2	-7.5%	23	1
Crompton	E01005356	£ 95,000	55	2	-14.8%	11	1
Failsworth East	E01005366	£ 92,500	49	2	-22.9%	7	1
Hollinwood	E01005381	£ 82,500	29	1	43.5%	112	4
Hollinwood	E01005382	£ 81,250	28	1	35.5%	105	4
Medlock Vale	E01005324	£ 99,995	63	2	-20.0%	8	1
Medlock Vale	E01005435	£ 83,495	30	1	No data		
Medlock Vale	E01005438	£ 77,000	19	1	10.0%	58	2
Medlock Vale	E01005440	£ 62,450	5	1	-47.4%	3	1
Royton North	E01005392	£ 92,450	48	2	-7.1%	24	1
Royton South	E01005397	£ 96,225	56	2	-9.2%	20	1
Royton South	E01005403	£ 97,450	57	2	-15.2%	10	1
Saddleworth W & Lees	E01005388	£ 98,450	61	2	-14.4%	12	1
Shaw	E01005445	£ 83,725	31	1	-6.9%	25	1
St James'	E01005421	£ 79,950	21=	1	8.8%	55	2
St James'	E01005422	£ 79,950	21=	1	No data		
St James'	E01005453	£ 89,950	43	2	-10.1%	19	1
St Mary's	E01005428	£ 67,500	9	1	12.6%	65	3
St Mary's	E01005429	£ 60,000	4	1	-14.3%	14	1
St Mary's	E01005430	£ 68,000	11	1	-6.1%	30	1
St Mary's	E01005431	£ 75,000	17	1	29.3%	94	4
St Mary's	E01005432	£ 79,950	21=	1	33.3%	101	4
St Mary's	E01005433	£ 69,000	12	1	15.0%	71	3
Waterhead	E01005448	£ 65,000	6	1	4.5%	47	2
Waterhead	E01005450	£ 70,000	13=	1	7.7%	54	2
Waterhead	E01005451	£ 93,725	50	2	-25.6%	5	1
Waterhead	E01005455	£ 80,000	27	1	10.4%	60	2
Waterhead	E01005456	£ 79,973	24	1	6.7%	52	2
Werneth	E01005459	£ 67,498	8	1	35.1%	103	4
Werneth	E01005460	£ 74,995	16	1	-6.2%	29	1
Werneth	E01005463	£ 78,500	20	1	16.3%	78	3
Werneth	E01032921	£ 30,000	1	1	-52.0%	2	1

Source: Zoopla database 2018. © 2018 Zoopla Ltd All rights reserved

Notes – LSOAs selected are those in quartile 1 for price plus those in quartile 2 that are quartile 1 for change in price. Bleu shading = q1 price, green shading = q1 change, tan shading = q1 for both. Bold italics = LSOAs selected for PRS licensing by OMBC in 2015.

Property Rental Indicators

- 4.10 Zoopla provides information as to lettings listings by property type and size. Whilst, like its sales price information, this is not as reliable as Land Registry data, Land Registry does not issue rental data, and it is the best source available at smaller geographies. In urban areas its coverage is good and so it can provide a reliable indicator, especially at ward level and with large volume transaction data. Sometimes LSOA level data is sparse. Especially when looking at individual property types and sizes, so results in those cases should be viewed with some caution.
- 4.11 We have examined rent levels and changes in them, and the results are in the following tables. As with prices, we have selected 2 bed houses to provide focus. Table 28 shows lower quartile rents listed for 2 bed houses in 2018. This will pick up properties at the lower end of the market.

Table 28 Lower Quartile rents for 2 bed houses by ward, 2018			
Ward	LQ rent PCM	Rank	Quartile
Alexandra	£451	1=	1
Chadderton Central	£498	11=	3
Chadderton North	£524	13=	3
Chadderton South	£498	11=	3
Coldhurst	£494	7=	2
Crompton	£537	15	3
Failsworth East	£561	19	4
Failsworth West	£550	16=	4
Hollinwood	£494	7=	2
Medlock Vale	£468	4	1
Royton North	£550	16=	4
Royton South	£524	13=	3
Saddleworth North	£550	16=	4
Saddleworth South	£624	20	4
Saddleworth West and Lees	£496	9=	2
Shaw	£496	9=	2
St James'	£486	6	2
St Mary's	£451	1=	1
Waterhead	£451	1=	1
Werneth	£481	5	1
Oldham	£481		

Source: Zoopla database 2018. © 2018 Zoopla Ltd All rights reserved

- 4.12 Table 29 overleaf shows the distribution of lower quartile rents for 2 bed houses by LSOA, covering the lower quartile LSOAs. 35 of the individual LSOAs within the Borough have no result for 2018 (because no listing was made for a 2-bed house for rent in this period on Zoopla) and so the quartile is smaller in size than the 'full' set. Eleven out of the 16 LSOAs identified in OMBC's original report feature here, indicating that in these areas at least, the licensing arrangement has probably not driven rents up.

Table 29 Lower Quartile 2 bed house rents by LSOA – quartile 1 of LSOAs 2018				
Ward	LSOA	LQ rent PCM	Rank	Quartile
Alexandra	E01005320	£438	5	1
Alexandra	E01005321	£466	15	1
Alexandra	E01005322	£451	10	1
Alexandra	E01005434	£451	9	1
Chadderton Central	E01005331	£451	7	1
Coldhurst	E01005350	£477	19	1
Hollinwood	E01005378	£486	26	1
Medlock Vale	E01005323	£477	21	1
Medlock Vale	E01005437	£481	24	1
Medlock Vale	E01005438	£477	22	1
Royton South	E01005403	£451	6	1
Saddleworth W & Lees	E01005387	£477	20	1
St James'	E01005453	£477	16	1
St James'	E01032920	£477	17	1
St Mary's	E01005427	£481	23	1
St Mary's	E01005430	£451	8	1
St Mary's	E01005431	£455	13	1
St Mary's	E01005432	£399	1	1
Waterhead	E01005428	£427	3	1
Waterhead	E01005448	£425	2	1
Waterhead	E01005449	£477	18	1
Waterhead	E01005450	£438	4	1
Waterhead	E01005456	£464	14	1
Werneth	E01005460	£451	11	1
Werneth	E01005463	£451	12	1
Werneth	E01032921	£481	25	1

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- 4.13 We have also examined the change in rental levels before and after the 2014/15 report. For this we have used the change in the mean of the four years' median rents for 2011-2014 and for 2015-2018. This will 'smooth' any single-year anomalies or missing data (although at LSOA level there are still some LSOAs with incomplete results). Table 30 gives ward-level results and table 31 the LSOA level results for quartile 1. It can be seen that the quartile 1 wards and LSOAs bear little relation to the targeted areas. This may be due to the influence of housing benefit supporting a larger proportion of the rented property in the lower value wards, or that the very low rent levels in those wards had less far to fall.

Table 30 Change in median rents 2011-14 to 2015-18, by Ward			
Ward	Change	Rank	Quartile
Alexandra	-2.7%	4	1
Chadderton Central	13.9%	19	4
Chadderton North	9.2%	14	3
Chadderton South	0.6%	8	2
Coldhurst	15.1%	20	4
Crompton	-2.6%	5	1
Failsworth East	0.3%	7	2
Failsworth West	6.1%	12	3
Hollinwood	4.4%	10	2
Medlock Vale	2.4%	9	2
Royton North	13.9%	18	4
Royton South	5.2%	11	3
Saddleworth North	-9.8%	2	1
Saddleworth South	-11.0%	1	1
Saddleworth West and Lees	10.4%	17	4
Shaw	-6.2%	3	1
St James'	-0.7%	6	2
St Mary's	6.7%	13	3
Waterhead	10.0%	16	4
Werneth	9.8%	15	3

Source: Zoopla database 2018. © 2018 Zoopla Ltd All rights reserved

Table 31 Change in median rents 2011-14 to 2015-18, by LSOA				
Ward	LSOA	Change	Rank	Quartile
Alexandra	E01005320	-8.2%	23	1
Alexandra	E01005321	-50.0%	4	1
Alexandra	E01005322	-14.8%	16	1
Alexandra	E01005323	-10.3%	19	1
Chadderton Central	E01005330	-19.2%	14	1
Chadderton Central	E01005333	-26.3%	10	1
Chadderton North	E01005335	-12.9%	17	1
Chadderton North	E01005338	-32.5%	7	1
Chadderton South	E01005341	-24.5%	11	1
Coldhurst	E01005352	-155.2%	1	1
Medlock Vale	E01005437	-19.9%	13	1
Royton South	E01005397	-8.3%	22	1
Royton South	E01005398	-6.8%	25	1
Royton South	E01005400	-27.5%	9	1
Royton South	E01005401	-41.5%	5	1
Saddleworth North	E01005411	-31.3%	8	1
Saddleworth North	E01005414	-59.5%	3	1
Saddleworth North	E01005415	-8.7%	21	1
Saddleworth South	E01005406	-11.8%	18	1
Saddleworth South	E01005408	-20.4%	12	1
Saddleworth South	E01005409	-7.4%	24	1
Saddleworth South	E01032922	-102.8%	2	1
Saddleworth W & Lees	E01005388	-6.7%	26	1
Saddleworth W & Lees	E01005420	-9.9%	20	1
Shaw	E01005446	-15.3%	15	1
Werneth	E01005461	-39.6%	6	1

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Time to let and Long-Term Voids

- 4.14 The change in time to let properties over a period gives an indication of whether demand in an area is falling or rising. We have taken the Zoopla time listed as a proxy for letting time and averaged the times for the periods 2010-2014 (pre-licensing) and 2015-2018 (post-licensing). The results for wards are in Table 32 and for LSOAs (quartile 1) in Table 33. There is very little correlation between the quartile 1 localities and the wards identified for licensing by OMBC in 2014/15, which may indicate the situation in these wards now being better than previously, relative to other areas of the Borough.

Table 32 Change in lettings times 2010-14 to 2015-18, by Ward					
Ward	Mean of Annual medians		% change	Rank	Quartile
	2010-2014	2015-18			
Alexandra	6.0	6.6	10.4%	8	2
Chadderton Central	4.3	5.0	16.3%	7	2
Chadderton North	5.6	7.4	31.7%	4	1
Chadderton South	5.2	4.5	-13.5%	19	4
Coldhurst	5.6	6.1	9.4%	9	2
Crompton	5.0	5.3	5.0%	12	3
Failsworth East	3.8	5.4	41.4%	2	1
Failsworth West	4.6	4.3	-7.6%	16	4
Hollinwood	6.4	6.8	5.5%	11	3
Medlock Vale	6.6	6.3	-5.3%	14	3
Royton North	4.6	7.1	54.9%	1	1
Royton South	4.2	5.0	19.0%	6	2
Saddleworth North	6.5	5.9	-9.6%	18	4
Saddleworth South	4.6	5.0	8.7%	10	2
Saddleworth West and Lees	4.6	5.5	19.6%	5	1
Shaw	5.2	4.8	-8.7%	17	4
St James'	5.0	4.6	-7.5%	15	3
St Mary's	6.0	6.0	0.0%	13	3
Waterhead	6.9	5.0	-27.5%	20	4
Werneth	4.8	6.5	35.4%	3	1

Source: Zoopla database 2018. © 2018 Zoopla Ltd All rights reserved

Table 33 Change in lettings times 2010-14 to 2015-18, by LSOA					
Ward	LSOA	Mean of Annual medians		% change	Rank
		2010-2014	2015-18		
Alexandra	E01005320	5.1	7.5	47.1%	20
Alexandra	E01005386	5.7	8.0	40.4%	28
Chadderton Central	E01005329	3.8	5.6	48.0%	19
Chadderton North	E01005334	5.8	8.5	46.6%	22
Chadderton North	E01005336	4.8	7.8	64.9%	12
Chadderton North	E01005338	4.3	7.5	74.4%	10
Chadderton South	E01005343	3.7	5.9	58.8%	16
Coldhurst	E01005353	5.0	7.2	43.3%	25
Crompton	E01005361	4.1	6.6	60.6%	15
Failsworth East	E01005362	5.3	9.9	86.3%	8
Failsworth East	E01005363	2.8	3.8	36.9%	30
Failsworth East	E01005364	4.0	6.6	65.6%	11
Failsworth East	E01005366	6.0	16.0	166.7%	3
Failsworth West	E01005374	7.5	11.0	46.7%	21
Hollinwood	E01005439	5.9	7.8	31.4%	34
Medlock Vale	E01005440	5.1	8.4	64.2%	13
Royton North	E01005393	6.0	10.5	75.0%	9
Royton North	E01005394	6.5	9.6	48.1%	18
Royton North	E01005395	4.2	10.7	154.0%	4
Royton North	E01005396	5.6	8.0	42.9%	26=
Royton South	E01005401	3.5	4.6	32.1%	33
Saddleworth North	E01005410	6.7	9.7	44.3%	24
Saddleworth North	E01005412	4.9	7.0	42.9%	26=
Saddleworth North	E01005417	4.2	5.6	33.9%	31
Saddleworth W & Lees	E01005418	5.0	6.5	30.0%	35
Saddleworth W & Lees	E01032556	3.6	5.9	63.2%	14
Shaw	E01005443	6.9	19.5	182.6%	2
Shaw	E01005446	4.4	5.9	33.5%	32
St James'	E01005453	6.3	8.8	40.2%	29
St Mary's	E01005326	8.0	18.0	125.0%	6
Waterhead	E01005449	4.0	6.3	56.3%	17
Waterhead	E01005451	4.5	6.5	44.4%	23
Werneth	E01005459	4.7	9.1	95.5%	7
Werneth	E01005460	5.1	11.6	127.9%	5
Werneth	E01005463	2.3	7.5	221.4%	1

Source: Zoopla database 2018. © 2018 Zoopla Ltd All rights reserved

- 4.15 The long-term voids data from the Council Tax database supplied by OMBC enables us to track the change in rates of properties void for 12 months or more. The data are available for three years, so we have examined the change in rates between 2015 and 2017. The results are in Tables 34 (wards) and 35 (LSOAs). These data relate to all private sector dwellings, not just the private rented sector.

Table 34 Change in long term void rate 2015-17, by Ward			
Ward	% change	Rank	Quartile
Alexandra	-40.0%	15	3
Chadderton Central	-50.9%	19	4
Chadderton North	-30.5%	9	2
Chadderton South	-32.5%	12	3
Coldhurst	-53.0%	20	4
Crompton	-27.4%	8	2
Failsworth East	-31.6%	10	2
Failsworth West	-34.8%	13	3
Hollinwood	-0.5%	1	1
Medlock Vale	-23.3%	5	1
Royton North	-19.2%	4	1
Royton South	-25.0%	7	2
Saddleworth North	-9.6%	2	1
Saddleworth South	-10.9%	3	1
Saddleworth West and Lees	-24.0%	6	2
Shaw	-40.8%	16	4
St. James'	-48.5%	18	4
St. Mary's	-38.6%	14	3
Waterhead	-31.7%	11	3
Werneth	-41.5%	17	4
Oldham Total	-31.1%		

Source: OMBC Council Tax Data – used by permission

- 4.16 Table 34 shows that all areas have seen improvements in this measure. Four out of the six wards identified for intervention have seen significant improvements in rates of long-term voids, with levels falling by 30% or more.
- 4.17 Table 35 overleaf shows the results for LSOAs in the first quartile. The darker blue shading shows where LSOAs had 10 or fewer voids of 12 months or more in either 2015 or 2017, and so the data may be less reliable. Only one of the LSOAs here was identified for action in the 2014/15 OMBC report.

Table 35 Change in long term void rate 2015-17, by LSOA			
Ward	LSOA	% change	Rank
Alexandra	E01005386	0.00%	24=
Chadderton North	E01005335	63.64%	4
Chadderton South	E01005341	5.56%	20
Crompton	E01005357	33.33%	8
Crompton	E01005358	-8.00%	34=
Failsworth East	E01005365	42.11%	7
Failsworth East	E01005368	-6.38%	30
Hollinwood	E01005376	-8.00%	34=
Hollinwood	E01005377	0.00%	24=
Hollinwood	E01005379	700.00%	1
Hollinwood	E01005382	-7.14%	32
Hollinwood	E01005439	1.56%	23
Medlock Vale	E01005324	-6.67%	31
Medlock Vale	E01005325	142.86%	2
Medlock Vale	E01005436	15.00%	12
Royton North	E01005390	11.11%	15=
Royton North	E01005391	-7.69%	33
Royton North	E01005393	8.33%	18
Royton North	E01005394	2.70%	22
Royton South	E01005399	4.35%	21
Royton South	E01005400	-5.26%	29
Royton South	E01005402	18.75%	9
Royton South	E01005403	16.67%	10
Saddleworth North	E01005414	12.07%	14
Saddleworth North	E01005415	-4.17%	28
Saddleworth North	E01005416	-2.04%	26
Saddleworth North	E01005417	16.00%	11
Saddleworth South	E01005407	11.11%	15=
Saddleworth South	E01005408	12.90%	13
Saddleworth South	E01005409	6.38%	19
Saddleworth South	E01032922	-3.70%	27
Saddleworth W & Lees	E01005388	43.75%	6
Saddleworth W & Lees	E01005389	9.68%	17
Waterhead	E01005454	80.00%	3
Waterhead	E01005455	47.37%	5
Oldham Total		-31.1%	
		= 10 or fewer voids	

Source: OMBC Council Tax Data – used by permission

5. Consideration

- 5.1 In incorporating the new indicators introduced in section 4 to the original indicators, this report details the scored quartiles in table 36 below at ward level. It clearly identifies those wards in quartile 1 and 2. This is mapped in Map 5.1
- 5.2 Unfortunately, this analysis cannot be completed for LSOAs. On some datasets, (especially the single items from Zoopla) there are no entries for particular LSOAs. Given these issues, getting a full LSOA table for all the indicators would be incredibly challenging. However, given the detail included in this report the report has considered which LSOAs scored in Q1 for each of the original and new indicators. The outcome is mapped in Map 5.2

Table 36 Ward based ranking of 15 indicators

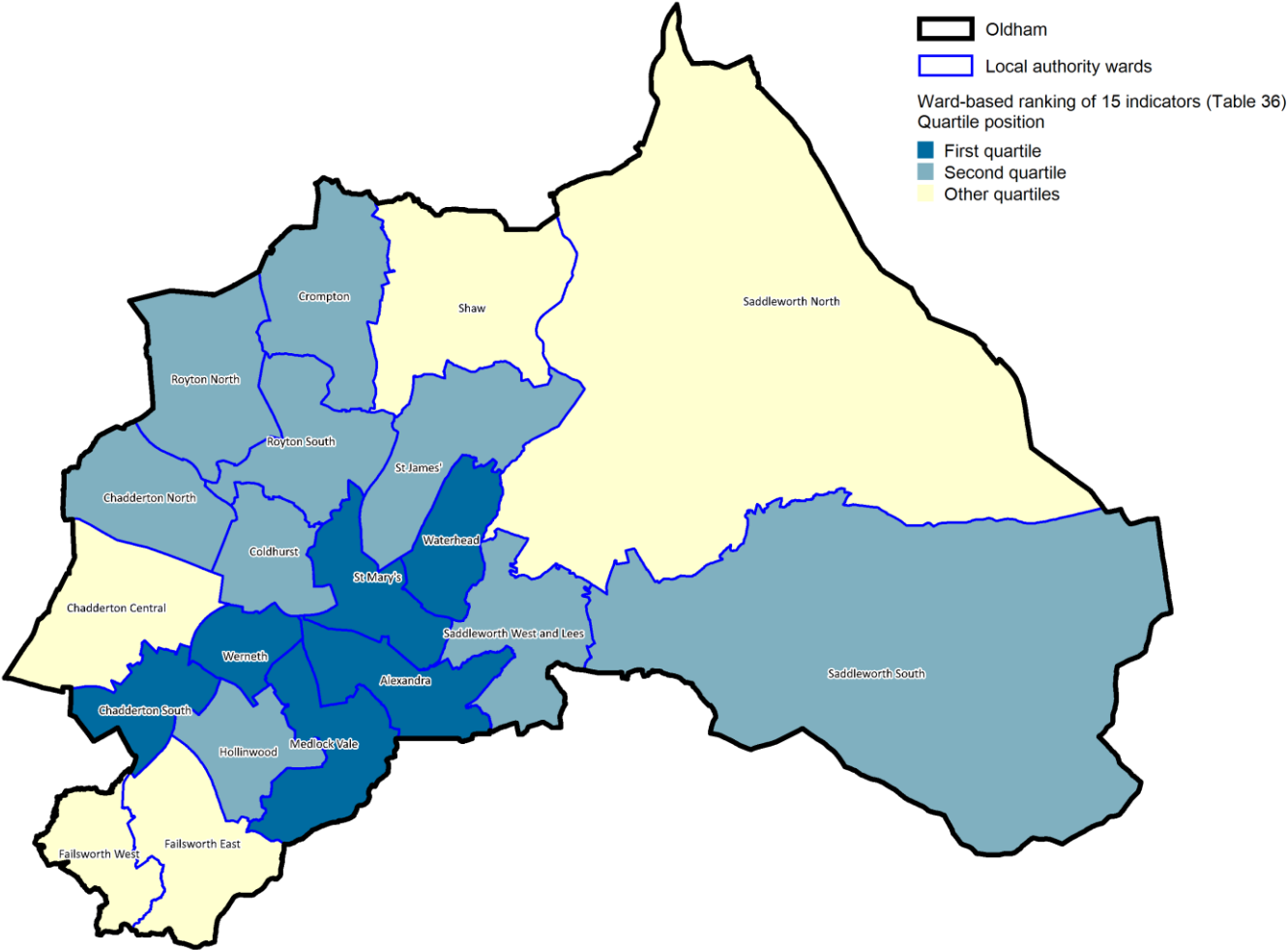
	% Private Rented (5)	Lower Quartile Property Prices (8)	Median Property Prices (8)	Long Term Vacants (10)	Mean Rent Levels (HB) (12)	Rental Yield (14)	LQ prop price change (21)	LQ price change houses (23)	LQ price change Flats (23)
Alexandra	1	1	1	2	1	1	3	3	1
Chadderton Central	3	3	3	4	2	3	3	2	4
Chadderton North	4	3	4	4	3	4	1	1	3
Chadderton South	2	2	2	2	2	1	2	1	2
Coldhurst	3	2	1	4	1	2	3	3	3
Crompton	4	3	3	3	4	3	1	2	2
Failsworth East	3	4	3	2	4	4	4	4	1
Failsworth West	2	2	2	3	1	2	4	4	3
Hollinwood	2	2	2	2	3	2	4	4	1
Medlock Vale	1	1	1	1	2	1	1	1	4
Royton North	4	4	4	3	1	3	2	2	1
Royton South	4	3	3	4	3	3	2	3	3
Saddleworth North	4	4	4	1	3	4	3	4	2
Saddleworth South	3	4	4	1	1	4	4	4	2
Saddleworth West and Lees	2	3	4	3	4	4	2	2	1
Shaw	2	3	3	3	2	2	3	3	4
St. James'	3	2	2	4	2	3	4	3	4
St. Mary's	1	1	1	1	3	1	1	1	3
Waterhead	1	1	1	2	4	1	2	2	4
Werneth	1	1	2	1	4	2	1	1	2

Table 36 Ward based ranking of 15 indicators

	Median price 2 bed house (26)	Change in MQ 2 bed house (26)	LQ rent 2 bed house (28)	Change In median rents (30)	Change in letting times (32)	Change in long term voids (34)	TOTAL SCORE	OVERALL RANK	QUARTILE
Alexandra	1	2	1	1	2	3	24	=1	1
Chadderton Central	4	4	3	4	2	4	48	20	3
Chadderton North	2	2	3	3	1	2	40	=10	2
Chadderton South	2	2	3	2	4	3	32	5	1
Coldhurst	1	1	2	4	2	4	36	=7	2
Crompton	4	3	3	1	3	2	41	=13	2
Failsworth East	3	4	4	2	1	2	45	=18	3
Failsworth West	3	4	4	3	4	3	44	17	3
Hollinwood	2	4	2	2	3	1	36	=7	2
Medlock Vale	2	2	1	2	3	1	24	=1	1
Royton North	3	3	4	4	1	1	40	=10	2
Royton South	3	1	3	3	2	2	42	15	2
Saddleworth North	4	2	4	1	4	1	45	=18	3
Saddleworth South	4	1	4	1	2	1	40	=10	2
Saddleworth West and Lees	3	1	2	4	1	2	38	9	2
Shaw	4	3	2	1	4	4	43	16	3
St. James'	2	1	2	2	3	4	41	=13	2
St. Mary's	1	3	1	3	3	3	27	3	1
Waterhead	1	3	1	4	4	3	34	6	1
Werneth	1	4	1	3	1	4	29	4	1

Sources – see individual tables referenced in column headings.

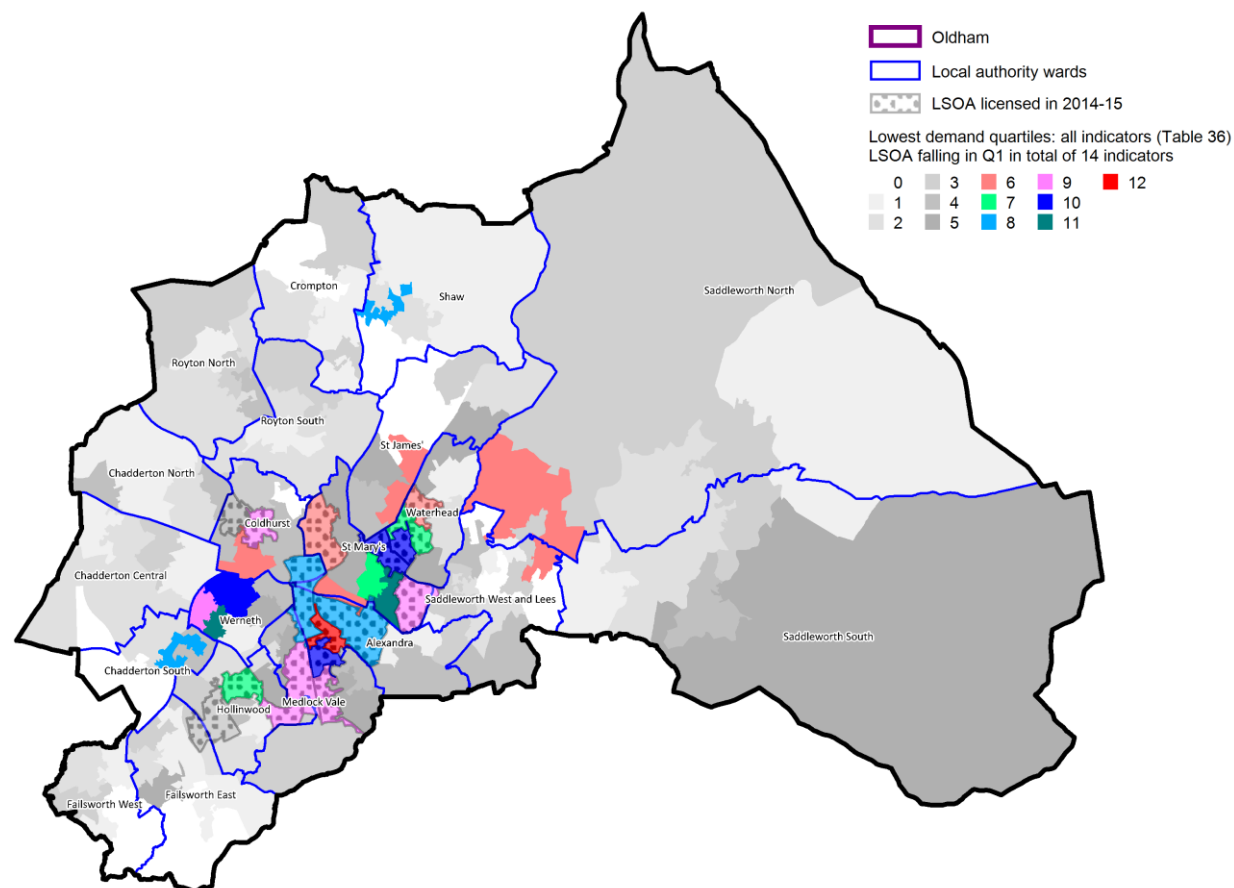
Map 5.1 Ward based ranking of 15 indicators (Table 36)



Contains adapted map data from the Office for National Statistics under the Open Government Licence v.3.0. © Crown copyright and database rights 2019 Ordnance Survey 100019153. This map © 2019 arc4 Limited (Company No. 06205180).

5.3 The map below shows the LSOAs with the highest number of indicators in Quartile 1. The scores represent the number of times, they featured in quartile 1 of 14 indicators (the change in the value of flats was not included given the amount of missing data due to the dominance of houses in these locations).

Map 5.2 **Lowest demand quartiles (Table 36)**



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In Conclusion

- 5.4 The analysis of data four years on from the original report indicated that low-demand areas have not changed much in the intervening period. Most of the low demand areas (at LSOA level) identified in the previous report continue to be in the quartile exhibiting lowest demand now, when the same indicators are examined. If anything, the focus of low demand seems to be intensifying, with more LSOAs showing concentrations of the lowest scores. Four of the five wards that were assessed as being in the lowest demand quartile in the last report are still in it with the updated indicators. Coldhurst has moved to quartile 2. Werneth and Chadderton South were previously in quartile 2 and have now moved to quartile 1. However, the very tight scores at the inter-quartile boundary means all of these wards are very similar. This echoes other work arc⁴ has been doing for other clients in Greater Manchester².
- 5.5 The report highlights other indicators that provide further analysis. In terms of how the current licensed locations have performed for the new indicators:
- 3 of the 6 wards currently with licensed locations had above Oldham average increases for LQ property values increases and only 4 of the current 16 LSOAs licensed featured in quartile 1 for LQ property value change. Many of the licensed LSOAs have been performing well.
 - For LQ house price changes, the dominant property type, only 2 of the wards currently with licensed locations feature in Q1. Again, many locations here have performed well since licensing. 10 of the original LSOAs feature in Q1.
 - Focusing on value changes for 2 bed houses at ward level, apart from Coldhurst, all the other wards in the lowest values have seen reasonable rises in the three-year period, with Werneth showing particularly large rises. 14 of the current LSOAs featured are in quartile 1.
 - For LQ rent levels, 4 of the 6 current wards with licensed locations are in quartile 1. 11 of the current licensed LSOAs are in quartile 1.
 - For the time to let property, there is very little correlation between the quartile 1 localities and the wards identified for licensing by OMBC in 2014/15, which may indicate the situation in these wards now being better than previously, relative to other areas of the Borough.
 - In terms of the long-term void rate, the data shows that all areas have seen improvements in this measure. Four out of the six wards identified for licensing have seen significant improvements in rates of long-term voids, with levels falling by 30% or more.
- 5.6 In considering target areas for the continuation of the licensing arrangements, OMBC may wish to consider licensing the existing locations, particularly as there is evidence of improvements but in addition, may wish to extend it to the LSOAs illustrated in Map 5.2 with over 7 indicators featured as Quartile 1.

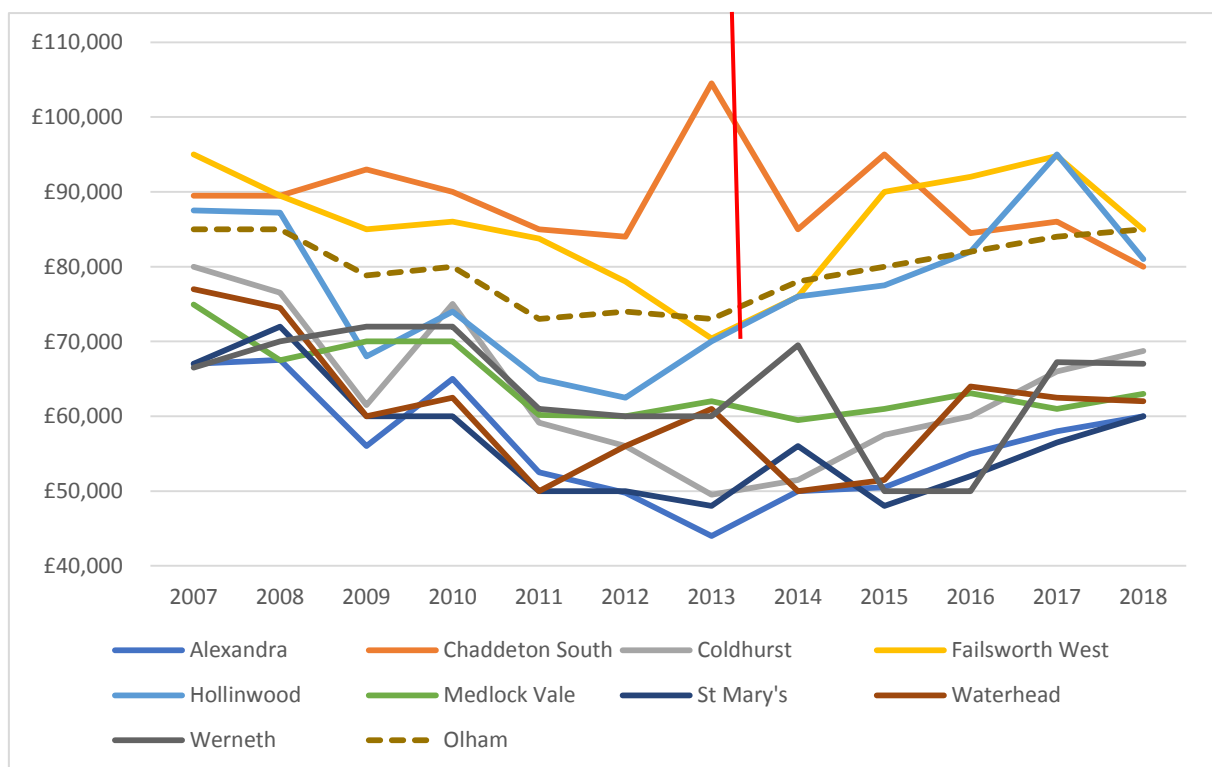
² For example, PRS analysis for One Manchester indicating stress areas especially in the north-east wards of the city.

Appendix A - Further information on trends.

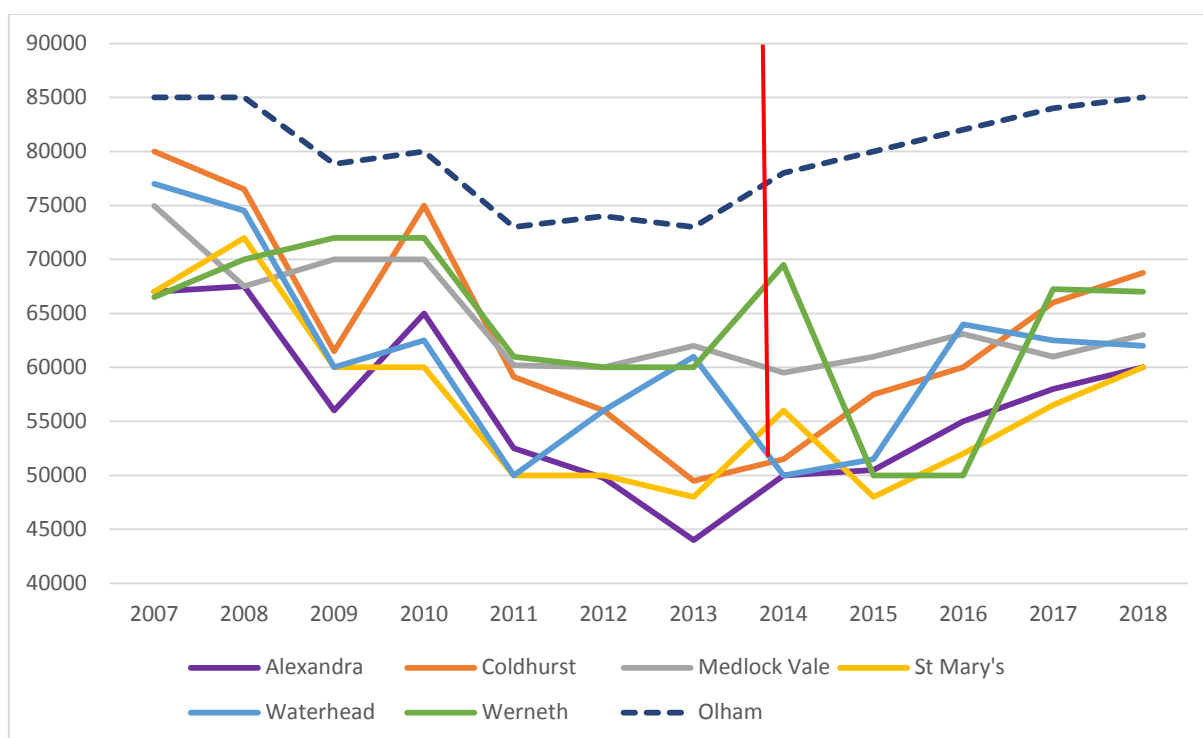
Property Price Trends

- A.1 Trends in property prices can be useful in identifying changes over time in low-demand areas. Graph 8a below tracks the bottom nine wards from table 16 (the six in the lower quartile and the three very close to the quartile boundary). The red vertical line indicates the approximate date of the previous report. Three wards (Chadderton South, Failsworth West and Hollinwood) appear to have much better property prices than the rest – even allowing for a downturn in all three in 2018. Graph 8b gives clearer detail on the six wards with the lowest property prices (both graphs provide the Oldham LQ figure for comparison).

Graph 8a Selected wards lower quartile property prices.



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Graph 8b Selected Lower priced wards lower quartile property prices

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- A.2 These data indicate that the lower priced wards have followed the general trend of decline between 2007 and 2014/15 and recovery since 2014/15 but seem to have recovered less well than LQ prices for Oldham as a whole. Werneth seems to have done relatively better than the others in the 'bottom six' over the whole period being in lowest spot in 2007, being highest in 2014/15 but finishing in second-highest 'place' in 2018. Coldhurst fell from the 'top' place of the six in 2007 to fourth at the end of 2014 and has now regained that top place. Whilst Oldham as a whole has now recovered to its 2007 lower quartile price point of £85,000, all of the bottom six wards still fall some way short of their 2007 level (with Waterhead some £15,000 below its 2007 figure). It is probably more useful to look at trend data over a number of years than take a single point in time to act as an indicator of market position.

Rent Levels – sources, measure and trend.

- A.3 Tables 12 and 13 in section 2 above use mean rent levels based on Housing Benefit data. Table A1 below shows HB median and Zoopla Median rents for 2018. The light blue shading on the ward name indicates those wards in Quartile 1 using the mean Housing Benefit data. The green shading indicates the Quartile 1 wards for Housing Benefit median and the orange shading indicates Quartile 1 wards for the Zoopla median data.

Table A1 2018 Wards with Housing Benefit Mean Rents lower quartiles compared to HB and Zoopla Median Rents by ward.

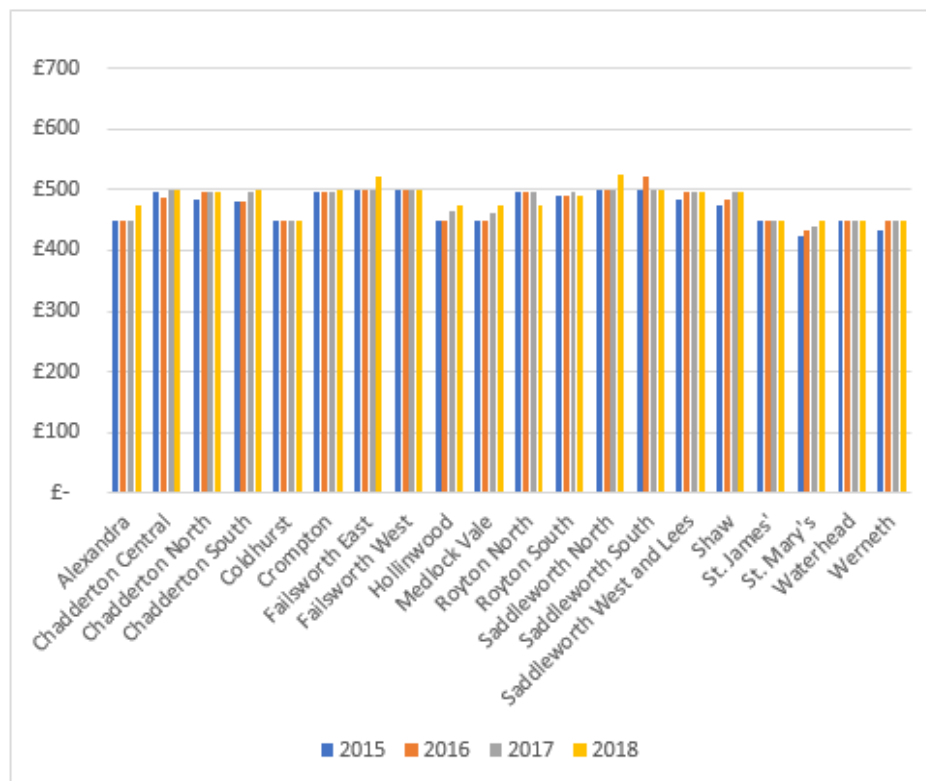
OMBC Housing Benefit data				Zoopla data		
Ward	Median Monthly Rent	Rank	Quartile	Median Monthly Rent	Rank	Quartile
Alexandra	£ 475	2=	2	£ 494	3=	1
Chadderton Central	£ 500	14=	3	£ 576	14=	3
Chadderton North	£ 495	11=	3	£ 550	8=	2
Chadderton South	£ 500	14=	3	£ 550	8=	2
Coldhurst	£ 450	1=	1	£ 498	5	1
Crompton	£ 500	14=	3	£ 598	17=	4
Failsworth East	£ 519	19	4	£ 550	8=	2
Failsworth West	£ 500	14=	3	£ 576	14=	3
Hollinwood	£ 475	2=	2	£ 550	8=	2
Medlock Vale	£ 475	2=	2	£ 494	3=	1
Royton North	£ 475	2=	2	£ 598	17=	4
Royton South	£ 488	10	2	£ 576	14=	3
Saddleworth North	£ 525	20	4	£ 598	17=	4
Saddleworth South	£ 500	14=	3	£ 676	20	4
Saddleworth West and Lees	£ 495	11=	3	£ 550	8=	2
Shaw	£ 495	11=	3	£ 550	8=	2
St. James'	£ 450	1=	1	£ 509	6	2
St. Mary's	£ 450	1=	1	£ 481	1=	1
Waterhead	£ 450	1=	1	£ 481	1=	1
Werneth	£ 450	1=	1	£ 520	7	2

Sources: Housing Benefit data supplied by Oldham BC. Zoopla data © 2018 Zoopla Ltd. All Rights Reserved.

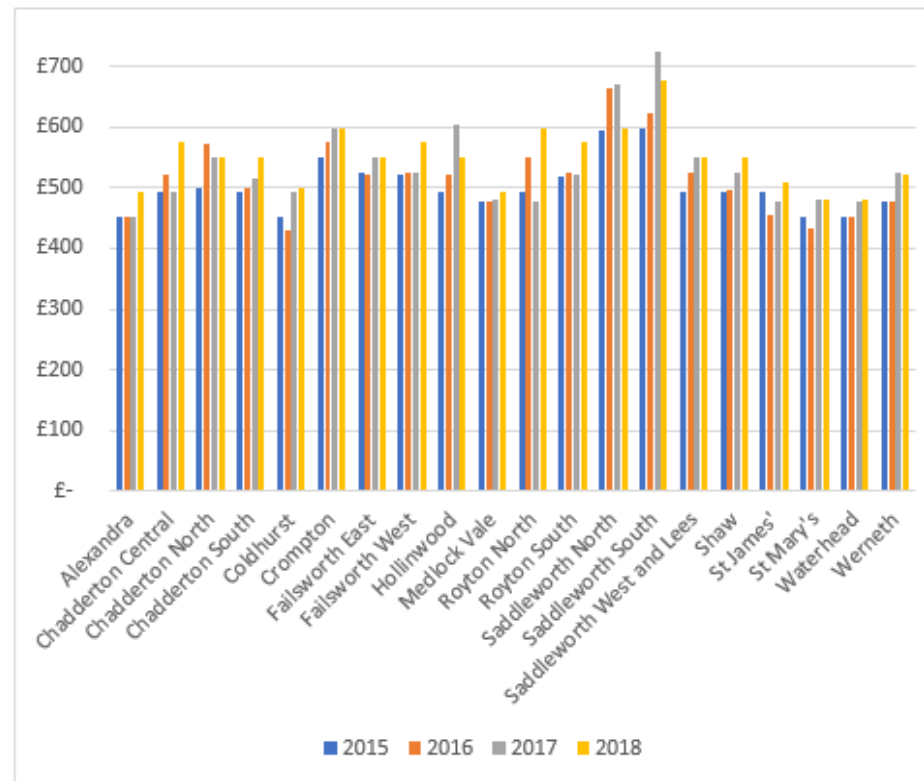
- A.4 The table highlights that the Quartile 1 ward 'means' used in table 12 have been influenced by the limitations of Housing Benefit regime and probably do not represent the true market picture. Generally, analyses of median, rather than mean, figures give a more accurate representation of the state of the market because mean figures are more likely to be heavily influenced by clusters of particularly low- or high-value properties entering the market. If the lower end PRS market is of most interest, the HB median figures may be more representative, and if the general market is of interest, the Zoopla median figures may be more representative. The effect of applying the HB or Zoopla medians to Table 17 would be to 'demote' Chadderton South to quartile 2. The other five quartile 1 wards remain in quartile 1. For quartile 2, using HB medians promoted St James' over Shaw, which drops to quartile 3. But using Zoopla medians this change does not occur. So, whilst using medians for this monthly rent indicator may be more consistent with the other indicators, the practical difference made is minimal.

- A.5 Graphs 9 and 10 overleaf illustrate the difference between the HB and Zoopla median figures with trends over 4 years. It can be seen that for the whole market, the figures for some wards (e.g. Failsworth West and Saddleworth South) are much greater from Zoopla than from the Housing Benefit records, and that the Zoopla figures have generally increased more over the 4 years whereas the Housing Benefit figures tend to be very stagnant. This suggests that although there may be areas within these wards where HB is paid at the lower end of the market, the private rental sector in the ward in general is more buoyant.

Graph 9 Median rents PCM by Ward - HB data



Graph 10 Median rents by Ward - Zoopla data

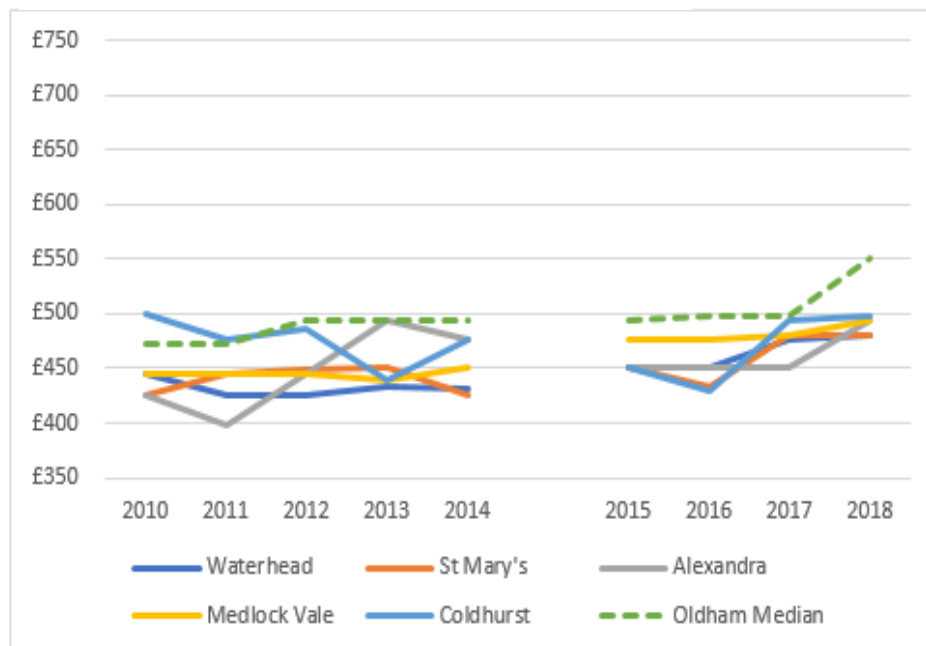


Sources: Housing Benefit data supplied by Oldham BC. Zoopla data © 2018 Zoopla Ltd. All Rights Reserved. Graphs have been scaled to provide 'read-across' comparison.

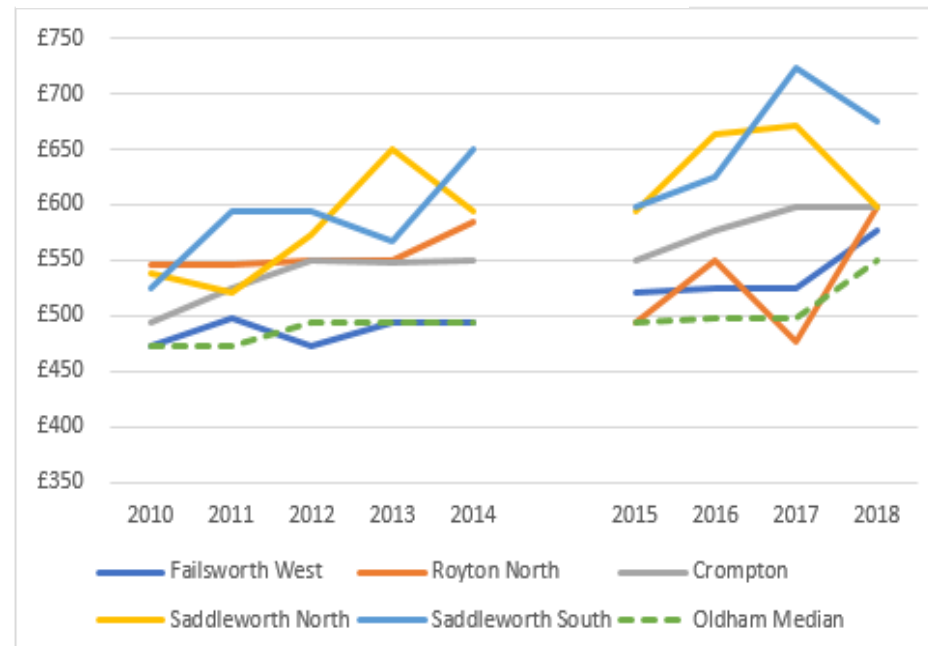
- A.6 It is also instructive to look at the lower quartile and upper quartile rent trends before and after 2014/15 – the date of the last report and the introduction of licensing. Graphs 11 and 12 below show, respectively, the lower quartile wards and upper quartile wards median rents from Zoopla, with the Oldham median provided in both as a comparison. There seems to be a more consistent pattern in rent variation in the lower quartile since 2015 with all areas showing reasonably consistent rises (except Medlock Vale which seems fairly stagnant after the highest-

level start). By comparison, the upper quartile rent trends seem a lot more volatile both before and after 2014/15, as do the lower quartile trends before 2014/15. It is difficult to say whether this has been as a consequence of licensing or not. The areas covered are wider than those selected for licensing arrangements.

Graph 11 Median rents, lower quartile wards

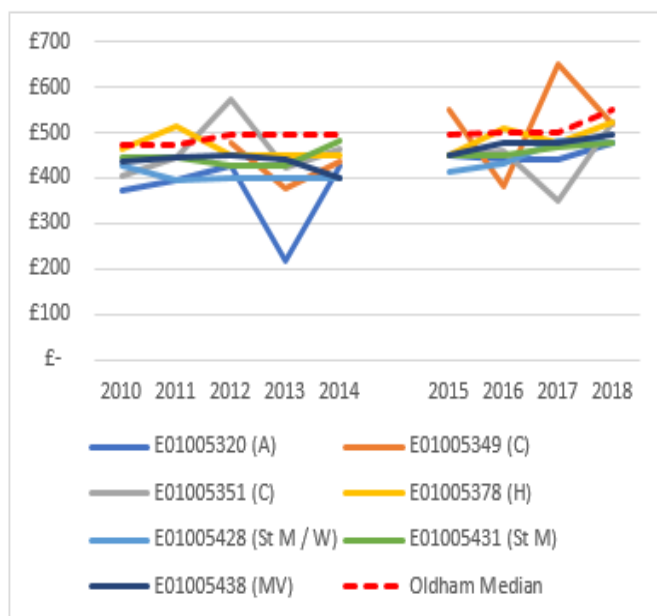


Graph 12 Median rents, upper quartile wards

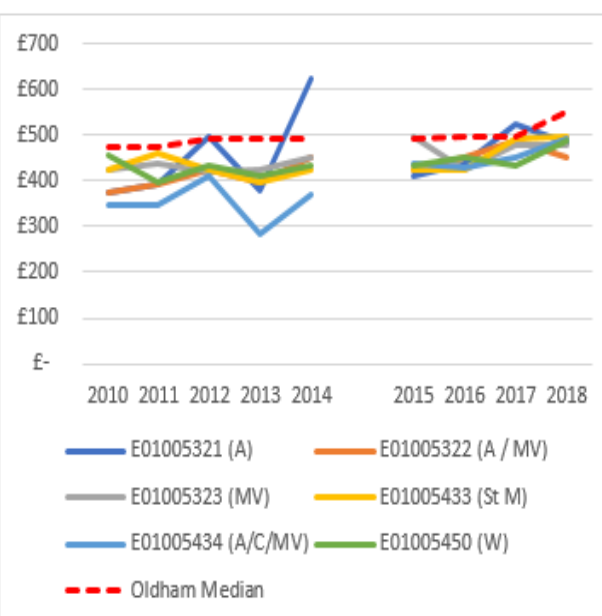


- A.7 Graphs 13, 14 and 15 cover those LSOAs recommended for selective licensing in the previous report. Graph 10 shows the 7 LSOAs that ranked in the lowest quartile in each of the indicators used in the report, graph 11 shows those that were in the lowest quartile in all but one indicator, and graph 12 those that were in the lowest quartile in all but two indicators. Each LSOA as a 'ward indicator' reference – A = Alexandra, C = Coldhurst, St M = St Mary's, H = Hollinwood, W = Waterhead, and MV = Medlock Vale. It seems that in the years since the previous report, the rents in the targeted LSOAs have been closer to the Oldham median than they were before. This may indicate increasing demand but again, whether this is as a direct cause of the licensing arrangements is difficult to say.

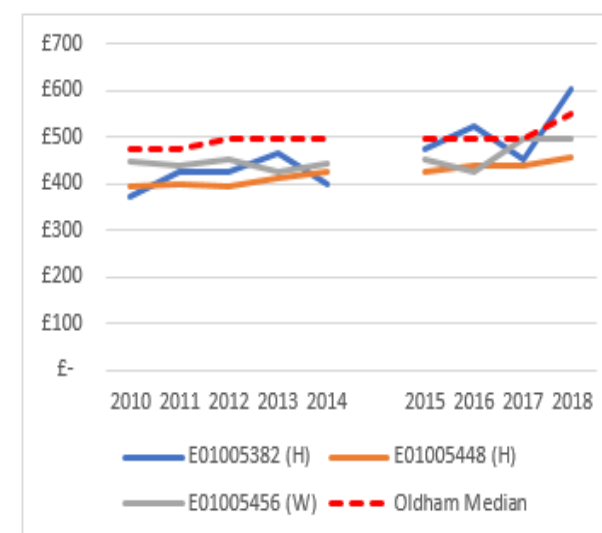
Graph 13 All lower quartile LSOAs Median rents 2010-14 & 2015-18



Graph 14 All but one lower quartile LSOAs Median rents 2010-14 & 2015-18



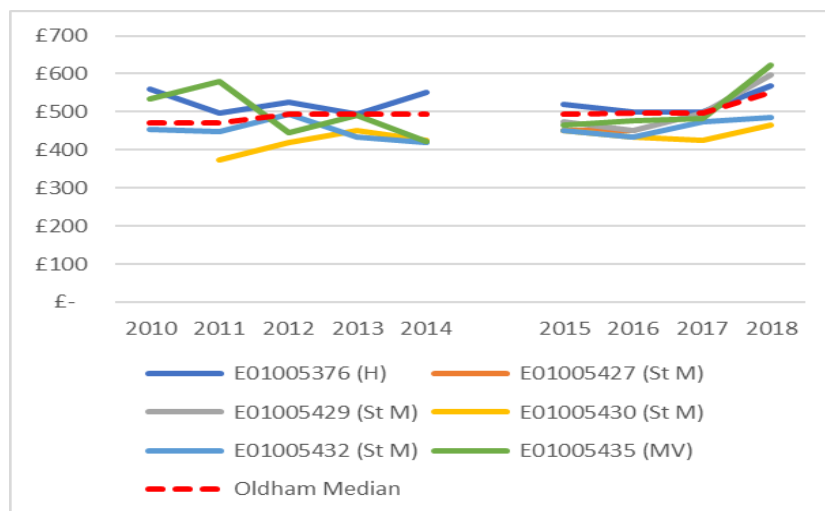
Graph 15 All but two quartile LSOAs Median rents 2010-14 & 2015-18



Graphs 10-15 Source: Zoopla data © 2018 Zoopla Ltd. All Rights Reserved. Graphs have been scaled to provide 'read-across' comparison.

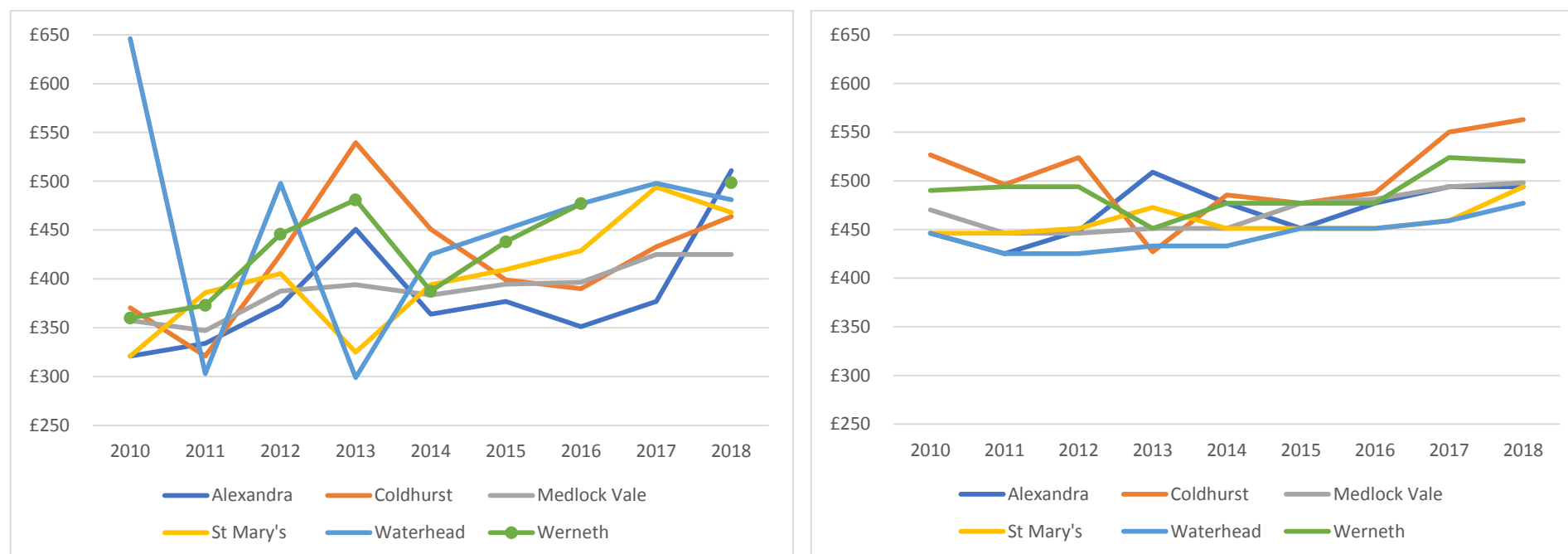
- A.8 For comparison, the previous report identified six LSOAs that were not recommended for inclusion in the licensing proposal but only narrowly missed selection. Graph 16 shows the trends over the same period for these areas. Whilst the overall pattern for these LSOAs is relatively similar to that in graphs 13-15, it does appear that the changes in the latter period are not as pronounced as in the selected areas, which may suggest that the licensing system has had some effect on demand for the selected areas relative to these non-selected ones. It should be noted that some of the LSOAs in these graphs have incomplete data with no Zoopla median rents recorded for some of the years.

Graph 16 LSOAs narrowly missing selection in prior report. Median rents 2010-14, 2015-18



- A.9 Zoopla also enables property type rentals to be analysed. Graphs 17 and 18 do this for flats and houses respectively in the six lowest priced wards. It appears that flat rental prices (Graph 17) are more volatile than house rentals (Graph 18), even discounting the 2010 median for Waterhead, which is an anomaly. Generally, the numbers of flats let is lower than the number of houses (there are too few flats in Werneth in 2017 to produce a median). Rent levels (especially for houses) do seem to show a steady increase since the 2014/15 report.

Graphs 17 and 18 Median flat had house rental prices, selected wards, 2010-2018

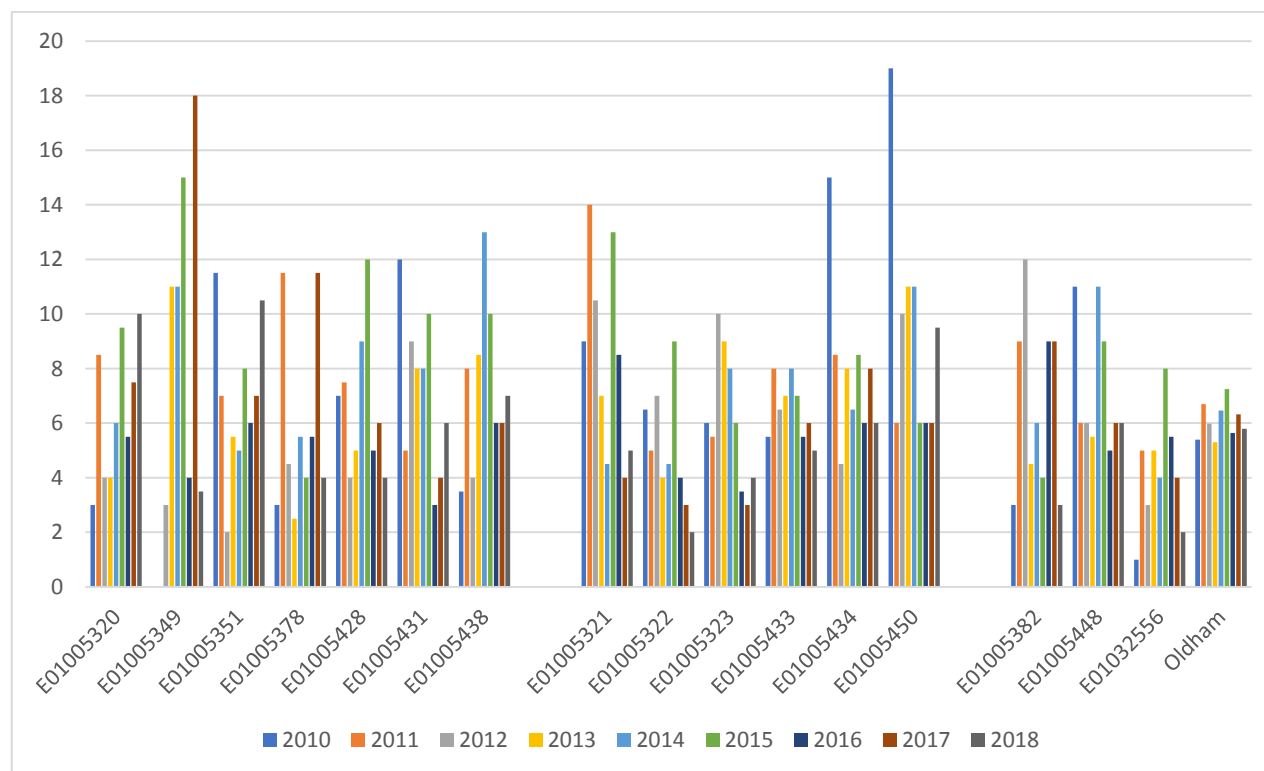


Graph 17-18 Source: Zoopla data © 2018 Zoopla Ltd. All Rights Reserved. Graphs have been scaled to provide 'read-across' comparison.

- A.10 Zoopla also enable analysis of time taken to let properties (using the proxy of the number of weeks advertised). In the case of the areas in which licensing has been used, the data are mixed. At a ward level, the variation in time to let seems to be reducing – in 2010 it ranged from 3-7 weeks, and in 2018 it ranged from 4.5-6 weeks. Graph 19 shows the LSOAs selected in the previous report in clusters with the 7 LSOAs

scoring lower quartile for all indicators on the left, those scoring lower quartile for 5 out of 6 of the indicators in the middle, and those scoring 4 out of 6 on the right. It seems that letting times in most of the LSOAs have generally decreased since 2014/15. The times in the third group (the least worst of the areas) are noticeably shorter than those on the other two groups. The overall figures for Oldham have been generally steady over the period. Caution should be exercised, though, because in some of these smaller areas the numbers of relets in a year could be very low.

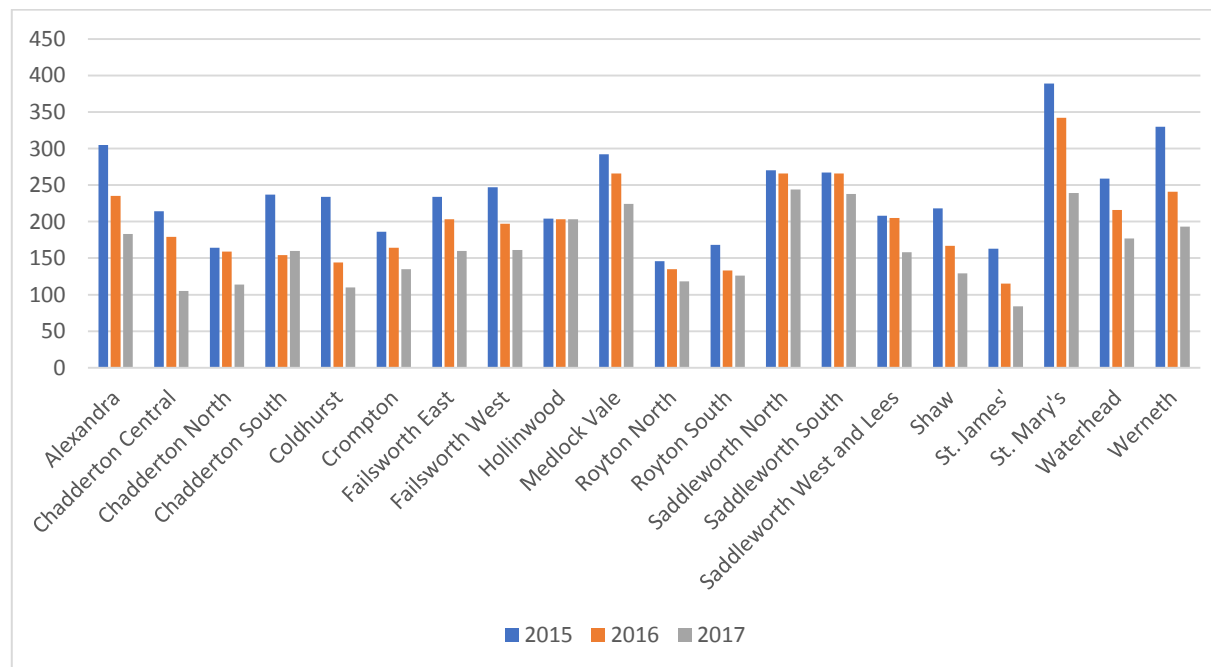
Graph 19 Time advertised on Zoopla by LSOA, 2010 – 2018.



Source: Zoopla data © 2018 Zoopla Ltd. All Rights Reserved.

- A.11 The trend in the number of long-term voids can be indicated from LA data. For the three years since the previous report for which complete year data are available, the trend seems to be reasonably consistent across the Borough, generally reducing each year (see graph 20). Only Hollinwood seems to be static.

Graph 20 Long Term (1 year or more) void properties by ward, 2015-17.



Source: OMBC data, LLPG Vac code 4

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Report to CABINET

Expansion of Mayfield Primary School

Portfolio Holder:

Cllr Shaid Mushtaq (Cabinet Member of Education and Skills);
Cllr Sean Fielding, Leader of the Council and Cabinet Member for Economy and Enterprise

Officer Contact: Emma Barton, Director of Economy

Report Author: Andrew Hall, Principal Regeneration Officer
Ext. 3456

16 December 2019

Reason for Decision

Cabinet approval is required to allocate Basic Needs Funding previously identified to facilitate a one form entry (1FE) expansion at Mayfield Primary School of up to £3.3m. This will enable the replacement of two car parking areas required for the significant increase in staff numbers, an all-weather pitch and a requirement to redesign the Nursery WC – all of which are considered necessary to the scheme.

Recommendations

It is recommended that Cabinet:

- Approve a funding award of up to £3.3m from the Basic Needs Fund for a 1 FE expansion at Mayfield Academy.
- Delegates 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.

Mayfield Primary School 1 FE Expansion

1 Background

- 1.1 Mayfield Primary School is located in the St James area of Oldham and is part of the Cranmer Trust. As part of the Basic Needs Programme of Work, Cabinet gave its approval (April 2019) for £2.5m of basic need funding towards a 1FE expansion at Mayfield primary school.
- 1.2 The proposed expansion will facilitate the requirement for an increased number of places in East Oldham are available and sufficient surplus places provided to ensure that an element of parental choice may be facilitated.
- 1.3 The original decision to expand Mayfield was based on a number of factors, Ofsted grade, parental preferences, difficulty in developing the site and estimated cost. Mayfield has a 'good' Ofsted rating, is significantly higher than the other options with regard to parental choice and has the capacity to be developed to accommodate an additional form of entry. Other options available either had no current Ofsted rating and low parental preferences (Woodlands), would require demolition and a total rebuild at significant expense (approx. £6m (Greenacres) or in the case of Greenhill would have been very difficult to develop due to space restrictions.
- 1.4 The only other possible option was Greenhill (around £3m estimated) but with a very over developed and restricted site which could end up compromising learning space and the educational experience of the pupils.
- 1.5 Given the above even at a greater increased cost per place than originally anticipated Mayfield overall still represents the most favourable option.

2 Current Position

- 2.1 It was reported at the April 2019 Cabinet that there was a risk that actual costs could be over this estimate. Initial early costings by the Cranmer Trust's project design team at that time estimated the work at £2.85m.
- 2.2 Since this time the design process for the expansion has made good progress. The extension has been designed to out-perform the building regulation requirements by 15% in terms of thermal transmittance (U-value), to enhance building performance and reduce energy usage. Detailed costing prior to the tender for contractors has been undertaken. The tender process is scheduled to be completed and a contractor appointed in December, with the aim of the appointed contractor to be on site Jan 2020.
- 2.3 The pre-tender cost estimate stands at £3.3m and the Trust have requested confirmation of additional funding to ensure works can continue and the school is able to open by September 2020.
- 2.4 The main changes in cost since the initial estimate of £2.85m from the Cranmer Trust, is the replacement of two car parking areas required for the significant increase in staff numbers, an all-weather pitch and a requirement to redesign the

Nursery WC – all of which are considered necessary to the scheme. The preliminary estimates, risk allowance and design fees have also been adjusted upwards to reflect these additions.

- 2.5 The design ensures the necessary facilities for the 1FE expansion and the ability to offer nursery provision in line with the Councils commitment and investment in EYFS.

3 **Options/Alternatives**

- 3.1 Option One: Approve the revised cost for a 1 FE expansion to Mayfield Primary School. The cost of this expansion circa £3.3 M and can be accommodated from the School's Capital allocation.
- 3.2 Option two: Do not approve the revised cost of expansion by 1 FE for Mayfield Primary School. This would not fulfill the Local Authority's a statutory obligation to provide the necessary additional places in East Oldham by 2020.

4 **Preferred Option**

- 4.1 It is recommended that the revised cost be approved to facilitate the necessary expansion to Mayfield Academy.

5 **Consultation**

- 5.1 Full consultation in line with statutory requirements will be undertaken.

6 **Financial Implications**

6.1 Capital Implications

The Council contribution to the increased expansion works to the school will be capital expenditure and will be a charge against the People and Place capital programme. As highlighted in section 2, the total expected cost for the expansion of Mayfield schools has risen by £0.8m to circa £3.3m, on the basis of further costings and changes to the requirement for the build, this can be met from within the balance of currently unallocated Basic Needs Grant.

The Council has a total Basic Needs Grant allocation of £48.1m for the period 2017/21 (£15.4m 2017/18, £22.8m 18/19, £9.9m 19/20 and nil in 20/21). Notification on Basic Needs Grant for 2021/22 has been delayed and the Government has advised it will not be notified until the three-year spending review has taken place. This is programmed for 2020. The allocation of £35.467m (including this proposal) and the remaining amount of £12.630m are shown in the table below.

Capital Project	Basic Needs Grant Allocation (£m)
Crompton House	10.829
Oldham Academy North	5.000
Feasibility Costs	0.100
Greenfield CP	1.862
Royton and Crompton	5.000
Holy Trinity	0.250
Oasis Academy – Dining Room	0.575
Oasis Academy – UTC adaptations	0.350
North Chadderton Expansion	3.400
Kingfisher (Expansion)	0.750
Kingsland School (Laurel Bank)	0.240
Clarksfield Primary (Oasis)	2.904
Hollinwood Academy contribution	0.690
St Herberts	0.217
Mayfield Academy	2.500
Mayfield Academy Additional Contribution (this report)	0.800
Total Allocated	35.467
Total Grant	48.097
Amount Available for Allocation	12.630

The ESFA may use a portion of the remaining Basic Needs funding to cover the cost of building the new Oasis Free School (Leesbrook). The exact amount for the build costs and initial fit out of the school are not currently known. However, there will be ongoing negotiations with the ESFA and the impact on the Council's available Basic Need funding will be reported once known.

(James Postle)

6.2 Revenue Implications

- 6.2.1 The revenue funding of the new school including expansion will have to be met from the Dedicated Schools Grant (DSG).
- 6.2.2 The proposal is to increase the schools PAN from a 1 form entry to a 2 form entry, meaning an increase of 30 pupils into each year group on a phased basis. The LA will not receive any additional funding in the DSG for the estimated increase of pupils in 2020/21 as the DSG settlement will be based on the October census from 2019 and will not be re-determined. The cost of the increase in PAN will therefore have to be met from the LA's Growth fund. Growth funding is within local authorities' schools block NFF allocations. For 2019 to 2020, growth funding has

been allocated to local authorities using a new formulaic method based on lagged growth data

- 6.2.3 If the allocation of growth funding to schools becomes unaffordable it will be essential to review the method by which growth funding is allocated to schools within the available resources and if necessary increase the 'top slice' on the overall schools block or review the allocation criteria for individual schools.
- 6.2.4 Provision has already previously been approved for the increase in 30 pupils and is already included within the approved growth fund projections as detailed in the table below.

School	Places	Cost 2019/20 (£)	Cost 2020/21 (£)	Cost 2021/22 (£)	Cost 2022/23 (£)
East Crompton St Georges	30	48,778	48,778	0	0
Mills Hill	30	48,778	48,778	0	0
Propps Hall	10	16,259	16,259	0	0
Watersheddings	15	24,389	24,389	0	0
Oasis Academy Limeside	30	48,778	48,778	48,778	0
St Herberts	5	8,130	8,130	8,130	8,130
Holy Trinity Dobcross	5	8,130	0	0	0
Blue Coat	47	107,371	0	0	0
Saddleworth School	10	22,845	22,845	22,845	0
Saddleworth School (additional, awaiting approval)	20			45,690	45,690
Greenfield School	30	48,778	48,778	48,778	48,778
Crompton House	28	63,966			
Crompton House additional expansion	112	255,862	255,862	255,862	255,862
Oldham Academy North	60	137,069	137,069	137,069	137,069
North Chadderton	30	68,535	68,535	68,535	68,535
Clarksfield	30	48,778	48,778	48,778	48,778
Mayfield – this report	30		48,778	48,778	48,778
Proposed additional costs awaiting approval	64	281,910	25,342	20,274	15,206
Unallocated growth budget		342,695			
Total Estimated Growth Fund Requirement	586	1,581,051	851,099	753,517	676,826

(Vicky Gibbons)

7 **Legal Services Comments**

- 7.1 The Council has a statutory duty to provide that efficient primary and secondary education is available to meet the needs of the local population and that there are sufficient schools to provide for all pupils the opportunity for appropriate education (Colin Brittain)

8. **Co-operative Agenda**

- 8.1 A Co-operative council delivering good value services to support a co-operative borough.
- 8.2 The provision of sufficient numbers of quality school places is a statutory service and contributes to the Council's outcome around getting the basics right (Andy Collinge)

9 **Human Resources Comments**

- 9.1 There are no HR implications from a statutory perspective. Expansion of existing provision will provide valuable employment opportunities in the borough (Andy Collinge)

10 **Risk Assessments**

- 10.1 By implementing a scheduled and robust programme of capital works and expansions the risk of running short of school places will be reduced and the likelihood of creating high quality places will be increased (Mark Stenson)

11 **IT Implications**

- 11.1 The only ICT service that the school currently takes from the Council is the provision of First Class. The School may need more First Class accounts to be set up if the number of school staff increases. These are available at a cost of £8 per account per annum.
- 11.2 The ICT requirements in the proposed new build should be part of the building project and should include connectivity, active equipment, structured cabling, telephony, Wi-Fi, ICT hardware and software licenses for which financial provision must be made (Alison Heneghan)

12 **Property Implications**

- 12.1 The main changes in cost is the replacement of two car parking areas required for the significant increase in staff numbers, an all-weather pitch and a requirement to

redesign the Nursery WC – all of which are considered necessary to the scheme. The preliminary estimates, risk allowance and design fees have also been adjusted upwards to reflect these additions. (Andrew Hall)

13 Procurement Implications

- 13.1 Any works and services required associated with school expansions are to be procured carried out in line with EU Regulations and Oldham Council's Contract Procedure Rules.
- 13.2 It would be prudent to ensure that the proposed recommended options, including the expansion proposals are aligned with the council's overall commercial strategy in relation to school expansions. (Dan Cheetham)

14 Environmental and Health & Safety Implications

- 14.1 It is essential that any expansion works are completed in compliance with health and safety legislation. It is essential that competent contractors are procured and building works are properly managed. (Laura Smith)

15 Equality, community cohesion and crime implications

- 15.1 Admission authorities have a legal duty to comply with the parental preference wherever possible. Consequently, Oldham's school place planning approach takes account of identified demand for places. In terms of equality, the proposal will positively increase the supply of school places in the borough.
- 15.2 The LA makes every effort to ensure that parents are not only aware of which schools are available in their local area and beyond but that the information that is published is clear and concise so that parents and young people are able to make informed choices about the school that they would like to attend. The level of satisfaction in terms of the availability of places at a preferred school contributes to community cohesion. (Andy Collinge)

16 Equality Impact Assessment Completed?

- 16.1 Advice has been sought on EDI and there are no implications for any vulnerable groups. (Andy Collinge)

17 Key Decision

- 17.1 Yes

18 Key Decision Reference

18.1 ES-02-19.

19 **Background Papers**

19.1 Education Provision Strategy 2016-2020

19.2 Cabinet Report Mayfield Expansion April 2019



Report to Cabinet

Council Performance Report September 2019

Portfolio Holder:

Councillor Sean Fielding, Leader of the Council

Officer Contact: Matt Drogan, Head of Strategy and Performance

Report Author: Matt Drogan, Head of Strategy and Performance

Ext: 4711

Date: 16 December 2019

Reason for Decision

The purpose of this report is to allow:

- The review of Council Performance for September 2019
- 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 2017) **233,759**



Male 49.3% 50.7% Female

Aged 0-15 22.7% Aged 16-64 61.4% Aged 65+ 15.9%

White 77.5% Pakistani 10.1% Bangladeshi 7.3% Other 5.1%

ONS Mid-Year Estimate 2017/Census 2011



INCOME & BENEFITS

Median Household Income **£21,752**

67.5% Employment Rate
11.1% Out of Work Benefits
5.3% Unemployment
7.7% ESA Benefits

CACI 2018/Census 2011/DWP 2017



HOUSING

64.9% Owner Occupied

12.9% in Fuel Poverty
20.9% Social Rented
13.6% Private Rented
Claiming Council Tax
Benefits/Housing Benefits

LHNA 2019/DECC 2019/Council Tax 2017



HOUSEHOLD INFO

Number of Households **97,358**

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

OMBC Council Tax 2019/Census 2011



97% with at least 1 qualification at KS4

64.1% School-Ready Children
57.1% with standard pass in
GCSE English and Maths

96.5% young people aged 16 to 18 are in EET
13.6 Adults with No 5 GCSEs A*-C Qualifications (including Eng & Maths)
51.6%

DfE 2018/Positive Steps 2017/Census 2011

HEALTH

16.3% Long Term Health Problems/Disabilities



77.2 yrs Male Life Expectancy
80.9 yrs Female Life Expectancy
16.6% Currently Smoke

Obese Children

Reception: 10.9% Year 6: 23.4%

Public Health England/Census 2011

CRIME

107 Victim Based Crimes (per 1,000 of the Population)



2.0 Robbery of Personal Property
7.5 Residential Burglary Rate
13.1 Vehicle Offences Rate
42.0 Violence Against the Person Rate

GMP 2019

COMMUNITY

Satisfied with Local Area **71%**

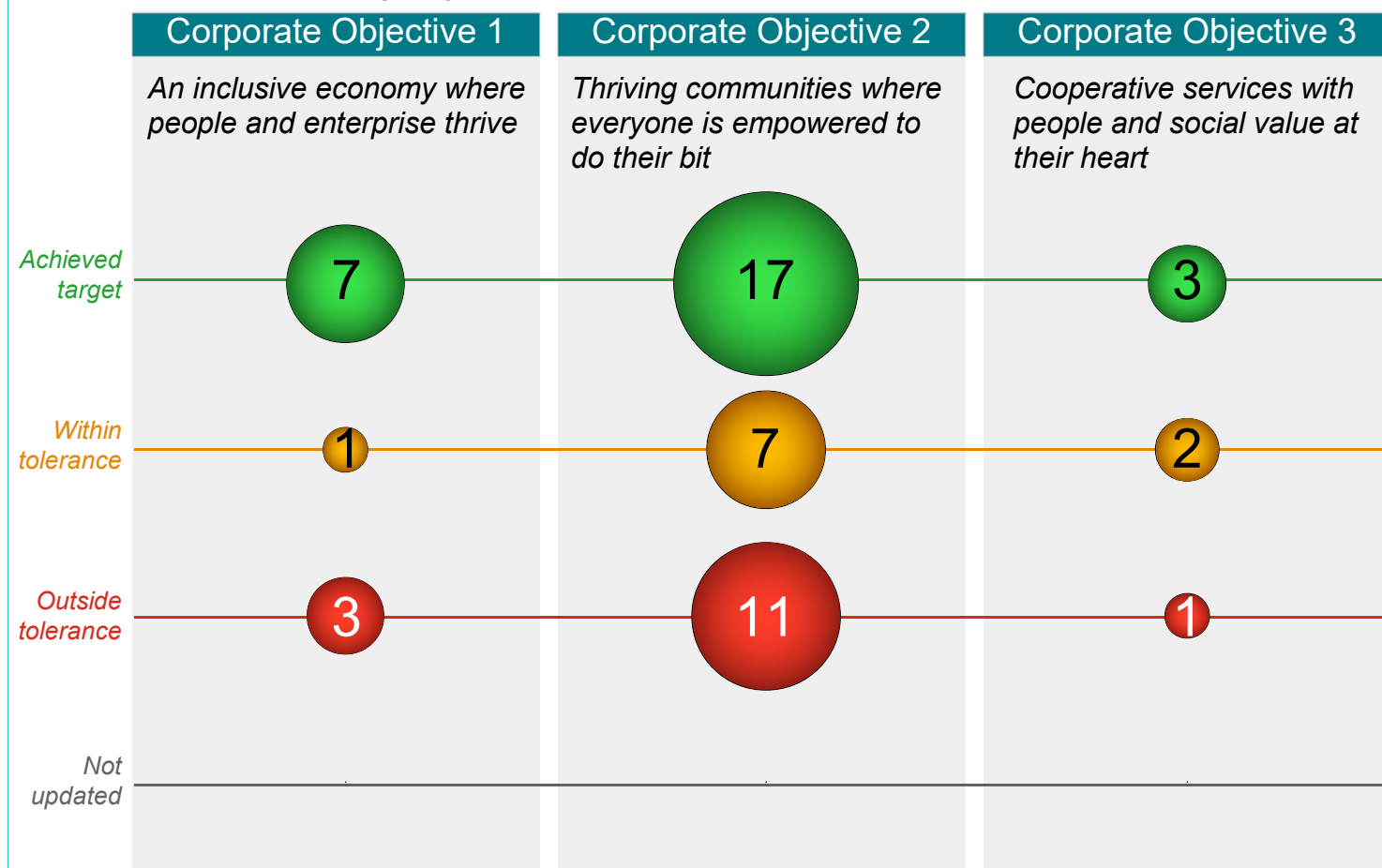


38% Volunteered in Last 12 Months
36% Local Election Turnout
26% Feel Involved in Community

YYC 2013 / OMBC Election team 2016

Performance Measures by Objective

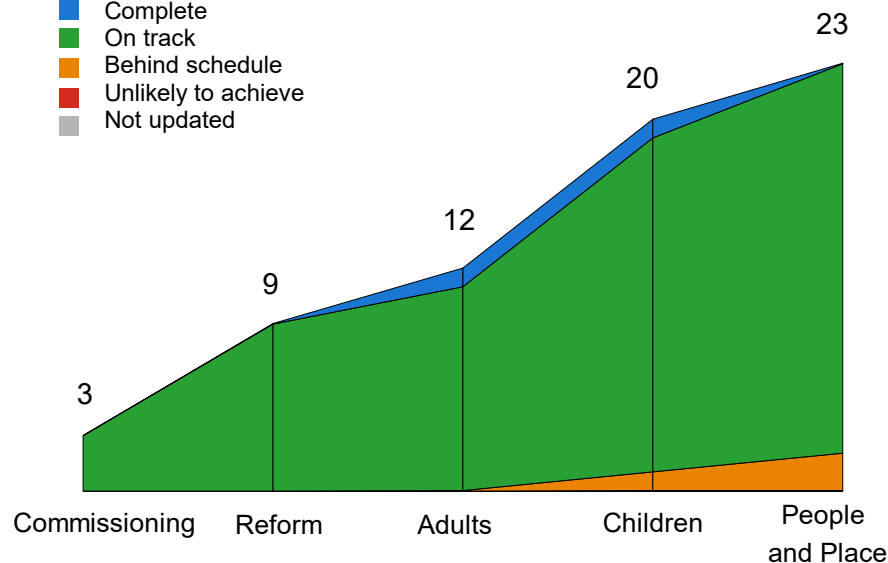
Details in Appendices I and II



Action Summary

Details in Appendix III

- Complete
- On track
- Behind schedule
- Unlikely to achieve
- Not updated



Comment

The percentage of measures meeting target has increased to 52%, from 37% in April 2019. Work within directorates will need to continue to ensure a greater proportion of measures meet their targets.

This quarter has seen an rise in the number of red measures, an increase from 12 to 15. This means 29% of measures are currently red.

Summary of Risks associated with Actions

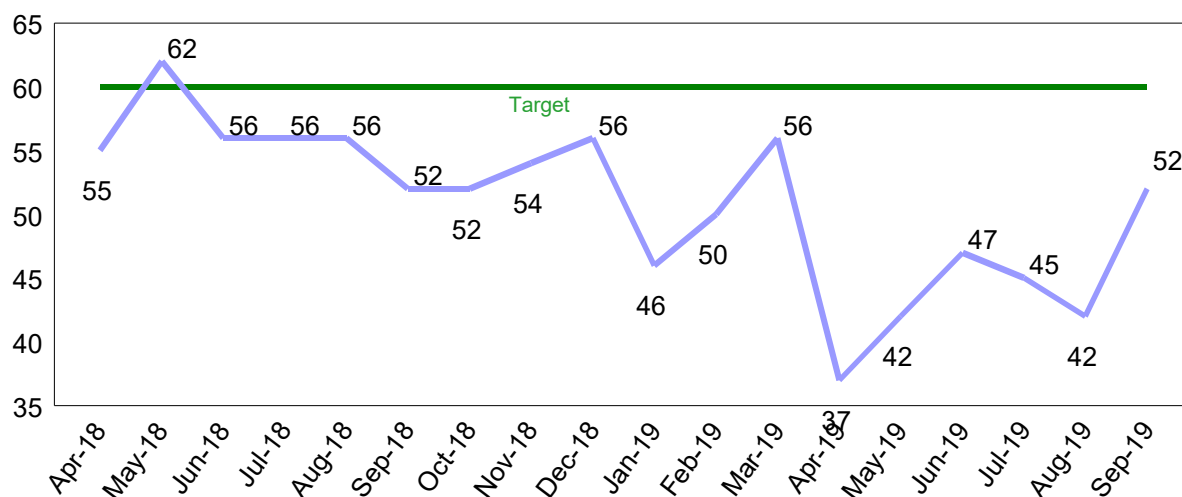
Details in Appendix IV

Quarter 1					Quarter 2				
A	0	1	0	0	A	0	1	0	0
B	0	0	10	0	B	0	0	10	0
C	0	0	16	0	C	0	0	17	0
D	0	4	8	1	D	0	4	7	1
E	0	0	1	0	E	0	0	1	0
	IV	III	II	I		IV	III	II	I

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 2019)

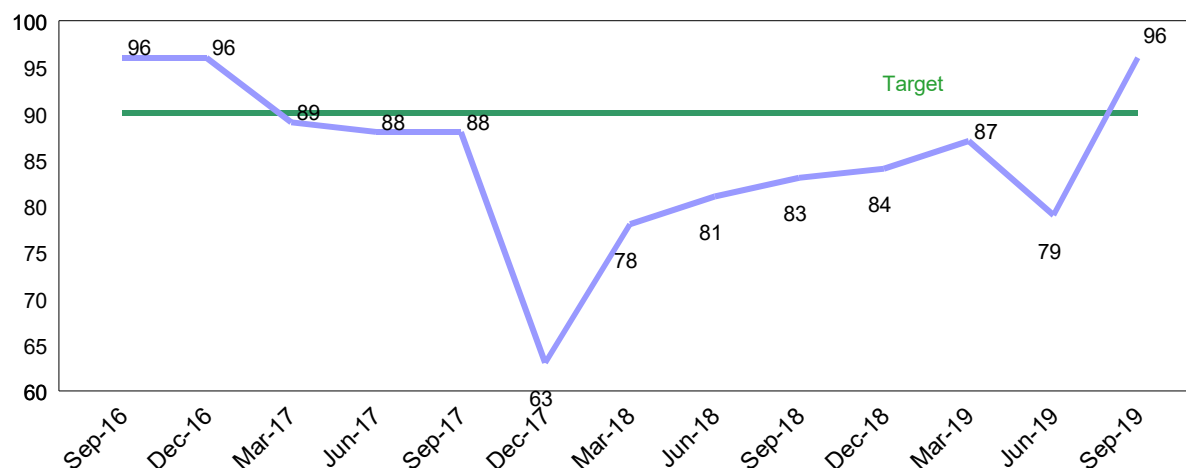
Performance Measures that achieved their target as a percentage of all reported Performance Measures. The aim is for 60% or more of the Performance Measures to have met their target.



	Prev. Quarter (Jun 19)	This Quarter (Sep 19)
No Update	0	0
> 5% off Target	12	15
Off Target	15	10
Achieved Target	24	27

Action Trend (September 2019)

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.



	Prev. Quarter (Jun 19)	This Quarter (Sep 19)
No Update	0	0
Unlikely to achieve	0	0
Behind schedule	13	3
On track	54	63
Complete	1	2

SICKNESS (year to date)



average days lost
to sickness

same period
previous year



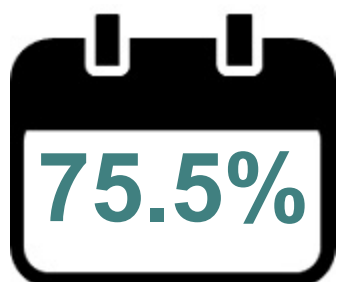
current trend



top 3 reasons

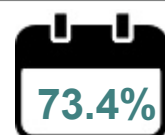
The 3 most common causes of sickness are Mental Health (32.3%), Musculo-skeletal (26.2%) and Cancer Related (6.44%).

LONG TERM SICKNESS (year to date)



of days lost are due to
long-term sickness

same period
previous year



current trend



Long Term Absence is any absence longer than 20 days in length.

TOP 3 REASONS FOR LEAVING (year to date)

76

Resignation



29

TUPE Transfer



16

Redundancy



18

Retirement



13

Dismissal



SICKNESS TOP 3 DIVISIONS (year to date)

1

Adult Social Care

8.32 days per FTE

2

Economy

7.24 days per FTE

3

People Services

6.23 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)

12.1%



Staff turnover

same period
previous year

9.9%



current trend



TURNOVER (rolling 12 months)

78.0%

of people
still in post
after 12 months



same period
previous year



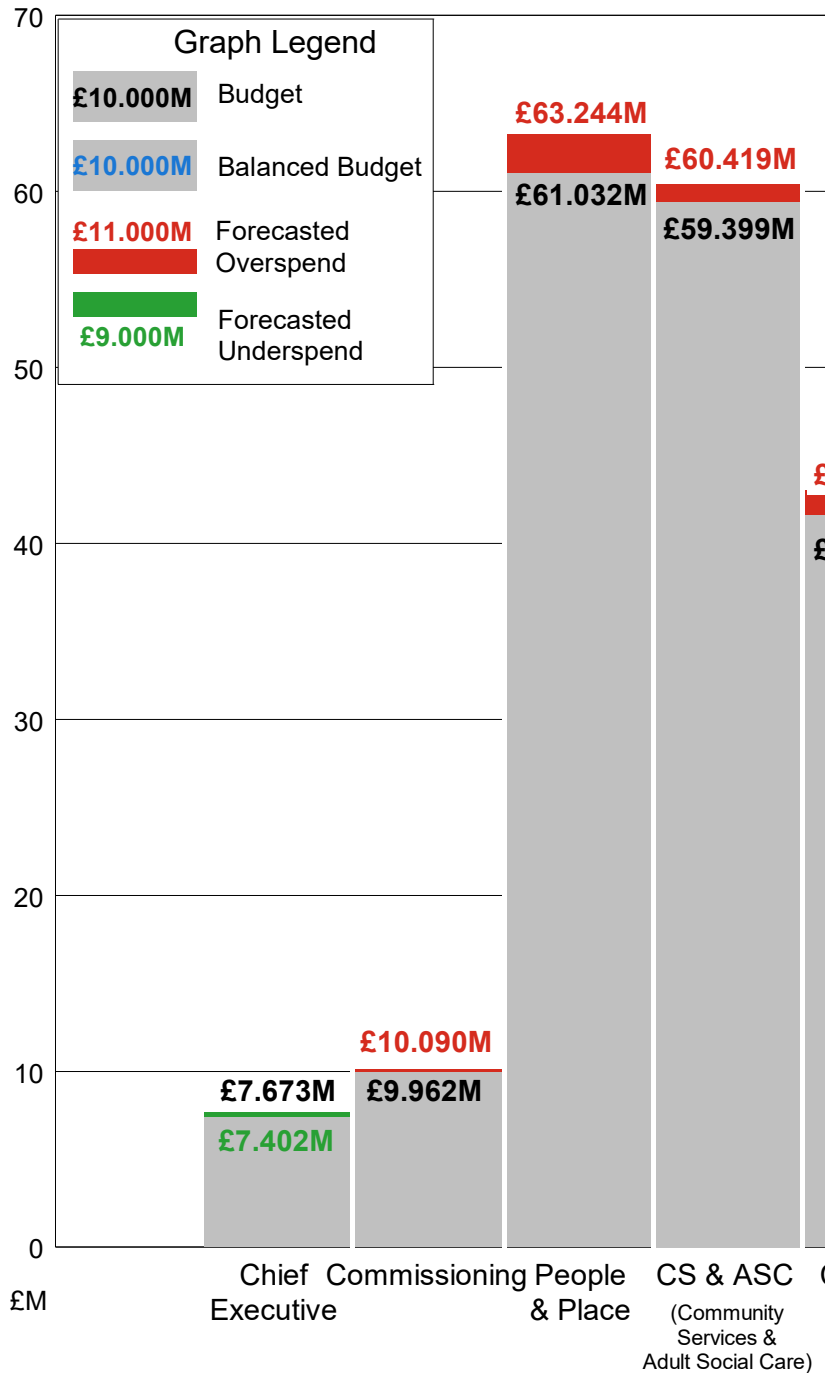
100.0%

current trend



Budget Forecast

Month 6 2019/20



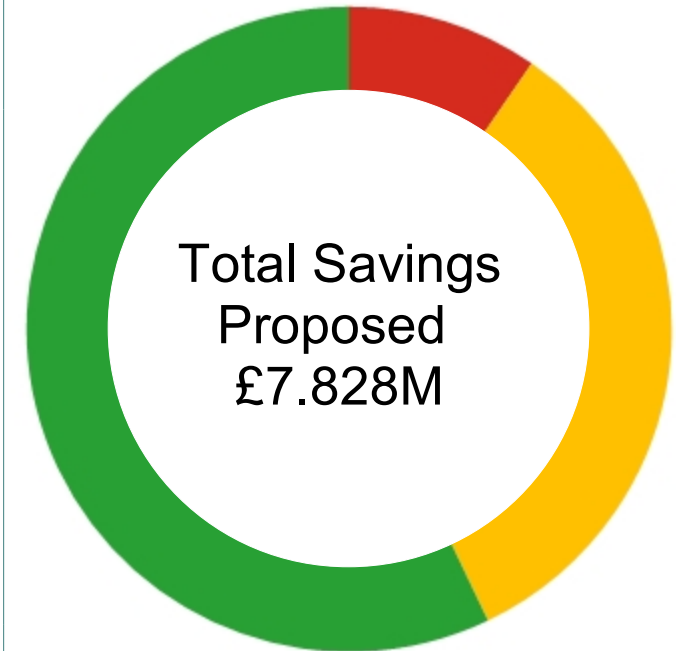
Portfolio	Budget £M	Forecast £M	Variance £M
Chief Exec	7.144	7.010	(0.134)
Commissioning	9.962	10.114	0.152
People & Place	61.225	63.399	2.174
CS & ASC	59.066	60.818	1.752
Childrens Svcs	40.787	42.427	1.640
Reform	32.438	32.412	(0.026)
Other	13.834	11.716	(2.118)
NET EXPENDITURE	227.008	228.634	1.626

Approved 2019/20 Budget Reductions

Quarter 2 2019/20

Work in progress

£2.610M



Delivered

£4.468M

Appendices

- I Corporate Measure detail
- II Red Corporate Measure Follow-up Action(s)
- III Corporate Plan Actions detail
- IV Risks associated with Actions
- V Amendments

Appendix I - Corporate Measure Detail

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status		2019/20 Year End Ambition & Prediction
								tolerance <div></div> (+/- 5% of target)	LEGEND <div>on or better than target</div> <div>within tolerance</div> <div>worse than tolerance</div>	
START WELL : Children and Young people get the best start in life and make the most of their education										
✓	M730(CP) Percentage of pupils achieving the national standard in reading, writing and mathematics at the end of Key Stage 2	Cllr S Mushtaq	Annual	66.0%	62.8%	(Prev Yr) ACTUAL 61.6% TARGET 61.0%	64.0%	<div><div></div><div></div><div></div></div>	64.0%	
✓	M729(CP) Percent of children receiving their 1-3 preference of school place for the September intake in Reception and Year 7	Cllr S Mushtaq	Annual		91.5%	(Prev Yr) ACTUAL 91.5% TARGET 92.0%	92.0%	<div><div></div><div></div><div></div></div>	92.0%	
✓	M722(CP) Percentage of pupils in good/outstanding Oldham schools	Cllr S Mushtaq	Monthly		78.5%	(Prev Mth) ACTUAL 78.4% TARGET 81.0%	81.0%	<div><div></div><div></div><div></div></div>	81.0%	
✓	M716(CP) Timeliness of quality EHC plans: Percent completed within 20 weeks over 12 months	Cllr S Mushtaq	Quarterly	59.0%	98.2%	(Prev Qtr) ACTUAL 96.8% TARGET 70.0%	70.0%	<div><div></div><div></div><div></div></div>	70.0%	
✓	M700(CP) Attendance rates in Oldham Primary and Secondary Schools	Cllr S Mushtaq	Annual		95.8%	(Prev Yr) ACTUAL 95.2% TARGET 96.0%	97.5%	<div><div></div><div></div><div></div></div>	97.5%	

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	2019/20 Year End Ambition & Prediction
✓	M683(CP) Percentage of ICPCs within 15 working days of section 47	Cllr A Chadderton	Monthly	83.4%	81.6%	(Prev Mth) ACTUAL 83.9% TARGET 90.0%	90.0%		90.0%
✓	M657(CP) Percentage of children who pass the Year 1 Phonics screening test.	Cllr S Mushtaq	Annual		77.5%	(Prev Yr) ACTUAL 77.5% TARGET 80.0%	80.0%		80.0%
✓	M649(CP) Percentage take up of 2 year-old children benefitting from funded early education places	Cllr S Mushtaq	Bi-Annual		69.1%		85.0%		85.0%
✓	M648(CP) % of children who have reached a Good Level of Development (GLD) at the end of the Early Years Foundation Stage.	Cllr S Mushtaq	Annual		64.1%	(Prev Yr) ACTUAL 64.1% TARGET 66.0%	68.0%		68.0%
✓	M640(CP) Percent of 16 to 17 year olds who are not in education, employment or training (NEET)	Cllr S Mushtaq	Monthly	3.3%	3.8%	(Prev Mth) ACTUAL 3.4% TARGET 3.5%	3.5%		3.5%
	M619(CP) Percentage of Care Leavers age 17-21 in Education, Employment or Training	Cllr A Chadderton	Monthly	87.1%	57.4%	(Prev Mth) ACTUAL 58.0% TARGET 70.0%	70.0%		70.0%

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	2019/20 Year End Ambition & Prediction
	M639(CP) Achieve the expected standard for the childhood immunisation programme as indicated by uptake of MMR at age 5	Cllr Z Chauhan	Quarterly		96.4%	(Prev Qtr) ACTUAL 96.4% TARGET 95.0%	95.0%	<p>A horizontal bar chart with a scale from 0 to 100. A grey bar represents the actual uptake at 96.4%, and a green dot represents the target at 95.0%.</p>	95.0%
	M655(CP) Percentage of children seen in the previous 12 months by an NHS dentist	Cllr Z Chauhan	Quarterly		64%	(Prev Qtr) ACTUAL 64% TARGET 67%	67%	<p>A horizontal bar chart with a scale from 0 to 70. A grey bar represents the actual percentage at 64%, and an orange dot represents the target at 67%.</p>	60%
	M656(CP) Percentage of Health Visitor mandated reviews completed within timescale	Cllr Z Chauhan	Quarterly		New Measure	(Prev Qtr) ACTUAL 86.8% TARGET 88.0%	88.0%	<p>A horizontal bar chart with a scale from 0 to 90. A grey bar represents the actual percentage at 86.8%, and a green dot represents the target at 88.0%.</p>	88.0%
	M738(CP) Participation of 17 year olds in education or training (counted as Year 12 year group under CCIS)	Cllr S Mushtaq	Monthly		93.60%	(Prev Mth) ACTUAL 93.40% TARGET 0.00%	0.00%	NO UPDATE DUE UNTIL OCTOBER	95.00%
	M804(CP) Percentage of young people who achieve level 5+ in both English and mathematics at KS4	Cllr S Mushtaq	Annual		35.8%	(Prev Yr) ACTUAL 35.8% TARGET 37.2%	37.2%	<p>A horizontal bar chart with a scale from 0 to 40. A grey bar represents the actual percentage at 35.1%, and a red dot represents the target at 37.2%.</p>	37.2%
	M941(CP) Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days) per year	Cllr A Chadderton	Monthly		445 days	(Prev Mth) ACTUAL 465 days TARGET 426 days	426 days	<p>A horizontal bar chart with a scale from 0 to 500. A grey bar represents the actual average time at 461.0 days, and a red dot represents the target at 426 days.</p>	426 days

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	2019/20 Year End Ambition & Prediction
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LIVE WELL : Adults of working age benefit from inclusive growth, live well and are empowered to do their bit

✓	M636(CP) Percentage who quit smoking at 4 weeks	Cllr Z Chauhan	Quarterly		New Measure	(Prev Qtr) ACTUAL 45.5% TARGET 50.0%	50.0%	<div> <div>0510152025303540455055</div> <div> <div></div> <div>45.5</div> </div> </div>	50.0%
✓	M408(CP) Total new homes built	Cllr H Roberts	Quarterly	709	287	(Prev Qtr) ACTUAL 112 TARGET 112	225	<div> <div>050100150200250</div> <div> <div></div> <div>112</div> </div> </div>	450
✓	M356(CP) Number of work related opportunities created by Get Oldham Working	Cllr S Mushtaq	Monthly		5,905	(Prev Mth) ACTUAL 6,571 TARGET 5,125	5,250	<div> <div>01,0002,0003,0004,0005,0006,0007,0008,000</div> <div> <div></div> <div>6,571</div> </div> </div>	6,000
	M63(CP) Number of visitors to Gallery Oldham	Cllr S Fielding	Quarterly		93,578	(Prev Qtr) ACTUAL 26,784 TARGET 22,000	43,000	<div> <div>010,00020,00030,00040,00050,00060,000</div> <div> <div></div> <div>26,784</div> </div> </div>	75,000
	M69(CP) Number of library visits per 1000 population. To library service points - not including web visits	Cllr S Fielding	Monthly		5,594	(Prev Mth) ACTUAL 5,529 TARGET 5,774	5,774	<div> <div>01,0002,0003,0004,0005,0006,000</div> <div> <div></div> <div>5,529</div> </div> </div>	5,774
	M197(CP) Number of visits to OCL Leisure Centres per 1000 population	Cllr Z Chauhan	Quarterly		5,324	(Prev Qtr) ACTUAL 1,438 TARGET 1,325	2,650	<div> <div>05001,0001,5002,0002,5003,000</div> <div> <div></div> <div>1,438</div> </div> </div>	5,300

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	2019/20 Year End Ambition & Prediction
	M256(CP) Number of life long learning enrolments	Cllr S Mushtaq	Monthly		6,300	(Prev Mth) ACTUAL 8,401 TARGET 6,000	1,000		5,971
	M357a(CP) Number of Get Oldham Working related Job opportunities filled	Cllr S Mushtaq	Monthly		3,386	(Prev Mth) ACTUAL 3,802 TARGET 2,903	2,974		3,400
	M409(CP) Percentage of completed homes that are affordable	Cllr H Roberts	Quarterly	17.0%	9.4%	(Prev Qtr) ACTUAL 50.9% TARGET 25.0%	25.0%		25.0%
	M548(CP) Proportion of adults with learning disabilities in paid employment in England	Cllr Z Chauhan	Quarterly	5.6%	2.5%	(Prev Qtr) ACTUAL 2.9% TARGET 3.0%	3.0%		4.0%
	M659(CP) Percent of NHS Health Checks offered which were taken up in the Quarter	Cllr Z Chauhan	Quarterly		44.3%	(Prev Qtr) ACTUAL 67.8% TARGET 50.0%	50.0%		50.0%
	M715(CP) Annual EHCP (SEND) statutory reviews completed within legal time frame	Cllr S Mushtaq	Monthly		New Measure	(Prev Mth) ACTUAL 32.0% TARGET 70.0%	70.0%		70.0%

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	2019/20 Year End Ambition & Prediction
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		507 days	(Prev Mth) ACTUAL 295 days TARGET 300 days	350 days		600 days
	M543(CP) Number of individuals (65+) in a permanent residential or nursing placement – per 10,000 population 65+	Cllr Z Chauhan	Monthly		209	(Prev Mth) ACTUAL 207 TARGET 203	203		201
	M863(CP) Percent of eligible adults aged 65+ who have received the flu vaccine	Cllr Z Chauhan	Quarterly	75.4%	72.1%	(Prev Qtr) ACTUAL 72.1% TARGET 75.0%	75.0%		75.0%

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	2019/20 Year End Ambition & Prediction
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PLACE : An organisation that works cooperatively with residents and partners to deliver for Oldham

✓	M915(CP) Customer satisfaction (Contact Centre)	Cllr A Jabbar	Monthly		95.77%	(Prev Mth) ACTUAL 95.22% TARGET 94.00%	94.00%	<div> <div>0102030405060708090100</div> <div> <div></div> <div></div> </div> <div>95.2</div> </div>	94.00%
✓	M631(CP) Early Help - Proportion of cases where at least one individual shows an improvement in one or more assessed scores	Cllr A Shah	Monthly		66.4%	(Prev Mth) ACTUAL 65.0% TARGET 65.0%	65.0%	<div> <div>010203040506070</div> <div> <div></div> <div></div> </div> <div>64.0</div> </div>	65.0%
✓	M501(CP) Percentage of Household waste sent for Reuse, Recycling or Composting	Cllr A Ur Rehman	Monthly	48.99%	40.35%	(Prev Mth) ACTUAL 48.44% TARGET 50.00%	50.00%	<div> <div>0510152025303540455055</div> <div> <div></div> <div></div> </div> <div>45.2</div> </div>	44.74%
✓	M275(CP) Percentage of minor planning applications determined in time	Cllr H Roberts	Quarterly		96.0%	(Prev Qtr) ACTUAL 95.3% TARGET 80.0%	80.0%	<div> <div>0102030405060708090</div> <div> <div></div> <div></div> </div> <div>84.0</div> </div>	80.0%
	M126(CP) Percentage CO2 reduction on 1990 baseline	Cllr A Jabbar	Annual 3yr in arrears		43.4%	(Prev Yr) ACTUAL 43.4% TARGET 40.0%		<div> <div>05101520253035404550</div> <div> <div></div> <div></div> </div> <div>45.0</div> </div>	41.6%
	M274(CP) Percentage of major planning applications determined in time	Cllr H Roberts	Quarterly		100.0%	(Prev Qtr) ACTUAL 86.7% TARGET 80.0%	80.0%	<div> <div>020406080100120</div> <div> <div></div> <div></div> </div> <div>100.0</div> </div>	80.0%

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	2019/20 Year End Ambition & Prediction
	M333(CP) Percentage Council spend in Oldham	Cllr A Jabbar	Monthly		61.55%	(Prev Mth) ACTUAL 48.20% TARGET 60.00%	60.00%		60.00%
	M393(CP) Number of businesses supported after being successfully included in a referral package / programme.	Cllr S Fielding	Quarterly		New Measure	(Prev Qtr) ACTUAL 81 TARGET 75	150		300
	M493(CP) Streets and grounds inspection issues	Cllr A Ur Rehman	Monthly		17%	(Prev Mth) ACTUAL 17% TARGET 21%	21%		21%
	M494(CP) Number of food hygiene inspections	Cllr A Ur Rehman	Quarterly		New Measure	(Prev Qtr) ACTUAL 93 TARGET 249	521		1,070
	M890(CP) Highways: Classified Network Surface Condition (Percentage of principal roads requiring maintenance)	Cllr A Ur Rehman	Annual		7.0%	(Prev Yr) ACTUAL 6.0% TARGET 8.0%	6.0%		4.0%

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	2019/20 Year End Ambition & Prediction
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WELL LED : Oldham has an inclusive economy, thriving communities and residents who are independent, resilient and engaged

✓	S202(CP) Council Sickness Absence	Cllr A Jabbar	Monthly	14.5 days	9.5 days	(Prev Mth) ACTUAL 0.9 days TARGET 0.5 days	0.5 days		6.0 days
✓	M664(CP) Percentage of referrals which are repeat referrals to Children's Social Care	Cllr A Chadderton	Monthly	24.4%	25.6%	(Prev Mth) ACTUAL 23.2% TARGET 17 - 21.9%	17.0%		17 - 21.9%
	M340(CP) Percent of Internal Audit Opinions resulting in Weak, Inadequate, Limited Assurance	Cllr A Jabbar	Quarterly		13%	(Prev Qtr) ACTUAL 0% TARGET 15%	15%		15%
	M365(CP) Percentage of Council annual apprentice levy distributed to employers and apprenticeship training agencies within Oldham	Cllr A Jabbar	Quarterly		New Measure	(Prev Qtr) ACTUAL 2.0% TARGET 0.0%	3.0%		13.0%
	M566(CP) Percentage of care home beds rated as 'Good' or 'Outstanding' (NW ADASS CQC Data reports)	Cllr Z Chauhan	Quarterly		New Measure	(Prev Qtr) ACTUAL 85.4% TARGET 75.0%	77.0%		80.0%
	M567(CP) Percentage of community based providers rated as 'Good' or Outstanding	Cllr Z Chauhan	Quarterly		New Measure	(Prev Qtr) ACTUAL 88.9% TARGET 89.0%	90.0%		93.0%

Admin Priority	Measure Name	Portfolio	Notes	GMCA Average	2018/19 Year End Outturn	Previous Period	Current Month Target	Current Month Actual and Status	2019/20 Year End Ambition & Prediction
	M682(CP) Children's Social Care – Percentage of completed assessments to timescale	Cllr A Chadderton	Monthly	87.1%	81.1%	(Prev Mth) ACTUAL 73.8% TARGET 85.0%	85.0%		85.0%
	S357(CP) Percentage of council tax in year collected of the total owed (cumulative)	Cllr A Jabbar	Monthly	97.67%	94.46%	(Prev Mth) ACTUAL 45.84% TARGET 46.55%	55.34%		94.60%
	S368(CP) Percentage of national non domestic rates (NNDR) collected in year as a % of the total owed	Cllr A Jabbar	Monthly	97.12%	97.22%	(Prev Mth) ACTUAL 45.81% TARGET 46.36%	55.41%		97.18%

Appendix III - Corporate Plan Actions Detail

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
Corporate Objective 1 : An inclusive economy where people and enterprise thrive									
DA113	Engagement with GMHSP(Health and Social Care Partnership) for the tender for Supported Employment Service and enable local improvement of employment of people with Learning Disabilities, Autism and Mental Health	Jayne Ratcliffe	Cllr Z Chauhan	7/10/2019	31/3/2020	31/3/2020	This is ongoing as part of the local employment workstream within the GM LD & Autism strategies workstream. The focus at present is on linking with key employers in Oldham to establish their position regarding the employment of people with a Learning Disability and/or Autism and if they do not currently employ people what support is needed to enable change.	Mark Warren	14/10/2019
DC100	Support Oldham Education Partnership Board in prioritising all the recommendations of Education & Skills Commission	Adrian Calvert	Cllr S Mushtaq	2/10/2019	31/3/2020	31/3/2020	All of the work of the Oldham Education Partnership, Local Authority and Opportunity Area is integrated to ensure that priorates are met in a cohesive manner to ensure the best outcomes for the children and young people of Oldham.	Merlin Joseph	12/11/2019
DC101	Focus on raising standards in reading writing, maths and phonics to level up educational outcomes at the end of all key stages	Adrian Calvert	Cllr S Mushtaq	2/10/2019	31/3/2020	31/3/2020	A range of projects are in place working with the Local Authority, Oldham Education Partnership and Oldham Opportunity Area. unvalidated results in summer 2019 show that the gap between disadvantaged and non-disadvantaged pupils closed by 25.	Merlin Joseph	12/11/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DC105	Invest £37 million in new primary and secondary school facilities in order to meet demands on projected pupil need.	Andy Collinge	Cllr S Mushtaq	9/10/2019	31/3/2020	31/3/2020	Projects to increase pupil places are on track with several significant expansions in the secondary sector close to completion. A 1,500 place secondary school will open in 2020 (Oasis Leesbrook). Approval has also been granted for a 1,200 place secondary school with a projected opening date of September 2022.	Merlin Joseph	12/11/2019
DC111	Ensure all children are school ready when they are due to start school	Paula Healey	Cllr S Mushtaq	9/10/2019	31/3/2020	31/3/2020	There has been a significant increase in the proportion of children reaching a good level of development (GLD). Whilst still unvalidated, data shows that outcomes for GLD rose by 4 percentage points (ppts), from 64.1% to 68.1%. This compares to a 1ppt rise nationally. Oldham has now had a year on year increase since 2013, when outcomes for the GLD were 41.1%	Merlin Joseph	12/11/2019
DC155	Get Oldham Working to engage with 6,000 residents and fill 5,000 new employment-related opportunities by 2020	Jon Bloor	Cllr S Mushtaq	5/7/2019	31/3/2020	31/3/2020	Since April 2016 the GOW phase 2 programme has filled 5,034 work related opportunities (against a target of 4,061). This consisted of 3,642 jobs, 117 traineeships, 606 apprenticeships & 669 Work experience placements. The programme has therefore achieved the target set 9 months early. It has been enhanced by £2.5m external funding.	Merlin Joseph	12/11/2019
DC156	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)	Jon Bloor	Cllr S Mushtaq	10/10/2019	31/3/2020	31/3/2020	The Career Advancement Service was launched in December 2016 and is currently working with 575 residents engaged to date. 94 of those on the programme have started new jobs as a result of the support so far resulting in an average increase in salary of £4,154 (which if applied to the cohort equates to and additional £2.4m income per year).	Merlin Joseph	12/11/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DC157	Fight for a Fair Employment borough, and lead the way as a GM Good Employment Charter member	Jon Bloor	Cllr S Mushtaq	10/10/2019	31/3/2020	31/3/2020	The Council is working towards signing the GM Good Employer Charter. It is also supporting this initiative with promotion via Growth Company and the Council Business Growth and Investment team.	Merlin Joseph	12/11/2019
DC191	Explore options to support parents as co-educators, strengthening the partnership between council, schools and parents	Andrew Sutherland	Cllr S Mushtaq	9/10/2019	31/3/2020	31/3/2020	Close working with POINT continues and the recent SEND re-visit gave testimony to the good work happening in this space.	Merlin Joseph	12/11/2019
DC193	Improve support for schools recruiting governors, particularly from underrepresented communities	Andy Collinge	Cllr S Mushtaq	9/10/2019	31/3/2020	31/3/2020	A range of activity linked to key themes such as early help, early years and the Oldham Family Connect model are being utilised to build further integration into policy and practice.	Merlin Joseph	12/11/2019
DC194	Council investment will have ensured by 2022 that all new school places created for Oldham children and young people are in good or outstanding schools.	Andrew Sutherland	Cllr S Mushtaq	4/10/2019	31/3/2022	31/3/2022	Council investment in school expansions are all in good/outstanding schools.	Merlin Joseph	12/11/2019
DC195	Oldham to match the national level of school readiness by 2021 through supporting best practice in early family learning support programmes	Andrew Sutherland	Cllr S Mushtaq	4/10/2019	31/3/2021	31/3/2021	Predicted data indicates positive improvement in this target area.	Merlin Joseph	12/11/2019
DC196	Oldham children and young people (5-16) to report better than national averages of wellbeing by 2021 through targeted support for SEMH(Social Emotional and Mental Health) programmes in schools.	Andrew Sutherland	Cllr S Mushtaq	4/10/2019	31/3/2021	31/3/2021	The mental health team continue to work with schools based on pupil surveys of health and well being and the SEMH team target schools as needed.	Merlin Joseph	12/11/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DC197	Promote the Children's Champions scheme so that every child looked after has a champion to support them	Merlin Joseph	Cllr A Chadderton	10/10/2019	31/3/2020	31/3/2020	Recruitment for champions is ongoing for children looked after that want a champion. The revised handbook and guidelines are being updated. Currently we have 30 champions. Only 3 young people that have requested a champion are waiting to be matched.	Merlin Joseph	12/11/2019
DC198	Explore the options to provide free prescriptions to all children looked after and care leavers under 25	Merlin Joseph	Cllr A Chadderton	10/10/2019	31/3/2020	31/3/2020	The free prescriptions process is set-up. Health partners have agreed to fund all free prescriptions. One young person received their free prescriptions after testing the application process and the system is now live.	Merlin Joseph	12/11/2019
DE117	Improve security at bus stations, metrolink stops and car parks	Carol Brown	Cllr A Ur Rehman	1/10/2019	31/3/2020	31/3/2020	Appropriate interventions to be requested through TfGM as the responsible authority	Helen Lockwood	28/10/2019
DE119	Enhance and support all town centres by retaining and helping businesses to grow and thrive, and by encouraging new businesses to start up in empty properties	Emma Barton	Cllr S Fielding	4/10/2019	31/3/2020	31/3/2020	The Council's town centre grants and overall business support continues together with our partners support at Growth Hub and Enterprise Fund. Recent town centre start-ups this quarter include the Cob and Coal Micro Bar in Tommyfield and the Eatery Artisan/Deli in Manchester Chambers.	Helen Lockwood	28/10/2019
DE139	Greater Manchester's Plan for Homes, Jobs and the Environment (aka GMSF): in partnership with GMCA, provide support for the opportunities and implications associated with the proposed development sites across the borough	Emma Barton	Cllr H Roberts	4/10/2019	31/3/2021	31/3/2021	GMSF timetable revised. Next consultation (on the Publication Plan) will be summer 20. GMSF to then be submitted for public examination. Work continues to consider implications of comments received, further high-level concept planning is being carried out & a no. of key pieces of evidence are being carried out at GM level (transport infrastructure & viability).	Helen Lockwood	28/10/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DE148	Maintain our 24-hour road repair promise for priority routes and invest in our secondary routes and highways	Gordon Anderson	Cllr A Ur Rehman	4/10/2019	31/3/2020	31/3/2020		Helen Lockwood	28/10/2019
DE170	Review, develop and deliver a new Town Centre Vision, with an associated action plan, children's masterplan, and comprehensive investment plan, which will support our local communities and ensure it is a place that thrives.	Emma Barton	Cllr S Fielding	4/10/2019	31/3/2020	31/3/2020	Action plans being developed to be considered by leadership. Communications plan to support programme still to be developed.	Helen Lockwood	28/10/2019
DE171	Develop and deliver the Oldham Museum and Archive (OMA) Centre to enhance the cultural offer in the town centre	Emma Barton	Cllr S Fielding	4/10/2019	31/3/2021	31/3/2021	Interserve appointed as preferred contractor for 2stage redevelopment of OMA.Stage 1 to develop OMA designs & deliver pre-contract services work.Work packages to be tendered & a price for main contract works obtained.Main works to start in spring 20,with opening late 21.Work on the Business & Transition Plans is ongoing.Monthly meetings will monitor progress	Helen Lockwood	28/10/2019
DE172	Develop and deliver the transformation of Oldham Mumps (Princes Gate) area	Emma Barton	Cllr S Fielding	4/10/2019	31/3/2021	31/3/2021	Travelodge and Lidl have completed contracts. A further 2 smaller retailers have signed pre-let agreements for the ancillary retail space. It is expected that a planning application will be submitted shortly for the development.	Helen Lockwood	28/10/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DE173	Develop options / business cases for key projects which will act as enablers for catalytic transformation of Our Town Centre - (examples - Market and retail offer, public services accommodation, culture offer and event space)	Emma Barton	Cllr S Fielding	4/10/2019	31/3/2020	31/3/2020	Financial modelling of new market ongoing. Further design options being considered to reduce costs.	Helen Lockwood	28/10/2019
DE186	Develop Oldham town centre's night time economy, attracting new, high quality businesses and creating a connected, diverse and safe evening offer	Emma Barton	Cllr S Fielding	4/10/2019	31/3/2020	31/3/2020	Vacant Unit 2 & 4 being proactively marketed and are in discussions with potential occupiers. Council has been shortlisted for grant allocation from Future High Street fund which would accelerate the growth of the night time economy. Night time task force met in June and GM Mayor has appointed Night time advisor Sacha Lord to assist Oldham	Helen Lockwood	28/10/2019
DE187	Double the number of co-operative enterprises active in the borough	Emma Barton	Cllr S Fielding	4/10/2019	31/3/2020	31/3/2020	A Social Enterprise Partnership has been formed with housing providers, Action Together, Oldham Enterprise Trust, Upturn Enterprise and Oldham Council. The group is applying for funding to support this ambition..	Helen Lockwood	28/10/2019
DE190	Identify sites for public water fountains to support our green agenda	Gail Aspinall	Cllr A Ur Rehman	4/10/2019	31/3/2020	31/3/2020	16 Town Centre businesses offer free refills of water bottles - 6 of which are happy to have this service promoted.The Markets Team is liaising with the NHS & United Utilities over creating a 'Wellbeing Corner' in a vacant stall within the Market Hall.This would feature a water bottle refill station (a Wellbeing Corner has been created on Ashton Market)	Helen Lockwood	28/10/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DE191	Extend our free weekend car parking pledge (up to 3 hours) with unlimited free parking on weekdays after 3pm.	Emma Barton	Cllr A Ur Rehman	4/10/2019	31/3/2020	31/3/2020	This initiative has been in place since April 2013.	Helen Lockwood	28/10/2019
DP213	Establish joint working with planning to support health promoting environments within the context of the GM spatial framework for new homes, town centre planning and transport infrastructure planning	Katrina Stephens	Cllr Z Chauhan	8/10/2019	31/3/2020	31/3/2020	Work in response to Council motion on health impact assessments is progressing. A process to provide public health input into Licensing decisions has been scoped, and is on track to be in place by end of the year.	Rebekah Sutcliffe	8/10/2019
DP414	Create a programme of events and activities to tackle social isolation and increase access to culture	Katrina Stephens	Cllr Z Chauhan	7/10/2019	31/3/2020	31/3/2020	Programme of Audio-Described & BSL tours and activities at Gallery Oldham underway for visually & hearing impaired visitors. Encountering the Unexpected activity programme engaging older people with natural history collections. Libraries of Sanctuary programme started. Reading Friends which targeted older social isolated people now includes younger LGBT groups	Rebekah Sutcliffe	8/10/2019
DP415	Develop the Local Cultural Education Partnerships	Katrina Stephens	Cllr S Fielding	7/10/2019	31/3/2020	31/3/2020	Several workshops have been held with partnership members, and the vision and objectives for the partnership have been agreed.	Rebekah Sutcliffe	8/10/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
Corporate Objective 2 : Thriving communities where everyone is empowered to do their bit									
DA104	Implement GM Learning Disabilities priorities ensuring all 10 priorities become BAU	Jayne Ratcliffe	Cllr Z Chauhan	7/10/2019	31/3/2020	31/3/2020	The GM Learning Disability priorities are managed by the LD Partnership Board. The team continue to work to develop these priorities as work continues on implementing the local strategy. The Head of Service for Learning Disability is working with the team and stakeholders to ensure the priorities are aligned with objectives. This is ongoing.	Mark Warren	14/10/2019
DA112	Review of the community services statutory requirements and compliance to include;-Care Act-Social care Green paper-NHS 10-year plan compliance-LPS(Liberty Protection Safeguarding)/MCA(Mental Capacity Act)	David Garner	Cllr Z Chauhan	8/10/2019	31/12/2019	31/12/2019	This is an ongoing piece of work that requires ongoing horizon scanning and action on key pieces of legislation and statutory guidance impacting on the work of community services.	Mark Warren	14/10/2019
DA115	New legislative frameworks relating to MCA(Mental Capacity Act)/LPS(Liberty Protection Safeguarding) are embedded confidently in practice and leads to an increase in CoP DoLs in community settings	Julie Urmson	Cllr Z Chauhan	8/10/2019	31/3/2021	31/3/2021	Revised MCA Code of Practice is expected in December 2019 and implementation of the legislation by Autumn 2020. This is being monitored.	Mark Warren	14/10/2019
DA121	Monitor the effectiveness of the new RAS approach and further develop our personalised approach to our customer's health and social care journey.	Kirsty Littlewood	Cllr Z Chauhan	2/10/2019	31/3/2020	31/3/2020	Reporting arrangements now in place to monitor outputs from the RAS and sub groups established to lead on reviewing the data, to ensure the system is effective.	Mark Warren	14/10/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DA123	OMBC to continue to take a lead GM role in the GM transformation agenda, working across the core features of the GM ASC Transformation model (which includes supporting people to live independent lives for longer in their own homes)	David Garner	Cllr Z Chauhan	8/10/2019	31/3/2020	31/3/2020	This is an ongoing piece of work that includes involvement in a wide range of different GM Transformation Agendas that reflect the priorities of the Oldham Locality Plan. Involvement levels are dependent on the specific activities. This activity ensures Oldham is represented and takes a lead where appropriate and is able to report on levels of involvement.	Mark Warren	14/10/2019
DA125	Achievement of our joint vision and priorities for the community health and adult social care service, covering key areas, such as stakeholder relationship, access to services, community enablement and IMT.	Mark Warren	Cllr Z Chauhan	8/10/2019	31/3/2020	31/3/2020	Priorities continue to be developed and remain at multiple stages of implementation.	Mark Warren	14/10/2019
DC166	Deliver on the corporate parenting strategy to significantly improve the life chances of every child in Oldham's care.	Merlin Joseph	Cllr A Chadderton	10/10/2019	2/10/2019	2/10/2019	The Corporate Parenting Strategy has now been signed off and an action plan to deliver on the priorities his underway with key performance measures identified against each priority. Task & Finish Groups are meeting on a regular basis for each workstream.	Merlin Joseph	12/11/2019
DC171	Collaborate with the Early Intervention and Prevention Review in the development of Oldham Family Connect to ensure that recommendations are implemented in line with our ambition for Children in Oldham	Merlin Joseph	Cllr A Chadderton	9/10/2019	31/3/2020	31/3/2020	The review findings are being used to inform the development of the Oldham Family connect model. A group has been convened to steer the development of the tender for the contracted lower level services and connectivity with Oldham Family Connect.	Merlin Joseph	12/11/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DC190	Support schools to set up breakfast clubs in every ward, and continue projects to tackle holiday hunger	Amanda Richardson	Cllr S Mushtaq	16/10/2019	31/3/2020	31/3/2020	A survey was issued to all schools regarding Breakfast clubs, which is now complete. The next steps are to review the findings and make recommendations to take things forward.	Merlin Joseph	12/11/2019
DC199	Review our fostering and adoption service to create more, stable places for children looked after, including through an incentive scheme for residents to become foster carers	Merlin Joseph	Cllr A Chadderton	10/10/2019	31/3/2020	31/3/2020	Oldham Fostering Service (OFS) is undergoing a team restructure to create a dedicated recruitment and support team to streamline the assessment process for all who apply. OFS continues to be part of You Can Foster. They are researching the nationwide shortage of disabled foster carers. The aim is to encourage disabled people to consider fostering for Oldham.	Merlin Joseph	12/11/2019
DC200	Continue to work to ensure that all our Children Looked After are placed in the borough	Merlin Joseph	Cllr A Chadderton	10/10/2019	31/3/2021	31/3/2021	CLA placed in borough had been decreasing between Aug '18 and Apr '19. However, this began increasing recently, and has remained around 57% over the last three months - slightly below Stat Neighbours at 58%. OOB placements have been a priority at the Access to Resource Panel and the High Cost Placements Panel. CLA that placed within a 20 mile radius is 93.2%	Merlin Joseph	12/11/2019
DE124	Deliver pipeline of 1,000 new homes across the borough – with a range of high quality affordable and aspirational housing	Emma Barton	Cllr H Roberts	4/10/2019	31/3/2022	31/3/2022	Keepmoat carrying out pre-development works for 68 homes at North Werneth. 135 homes at Limeurst Village has been completed. Report recommending preferred bidder for Fitton Hill (circa 400 homes) being prepared for Cabinet.	Helen Lockwood	28/10/2019
DE126	Commit to preserving and enhancing the quality of our environment. Prosecuting fly tippers and people who drop litter	Carol Brown	Cllr A Ur Rehman	1/10/2019	31/3/2020	31/3/2020	Enforcement work reacting to service requests continues. Additional work to support cleaner air around schools and the appropriate use of legislation is currently underway.	Helen Lockwood	28/10/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DE132	Review, adopt and implement a new Oldham Housing Strategy 2019	Emma Barton	Cllr H Roberts	4/10/2019	31/3/2022	31/3/2022	New Strategy approved and implementation phase underway. Governance arrangements being established with joint workshop with Policy and key stakeholders to be held.	Helen Lockwood	28/10/2019
DE140	Local Plan Review (Issues and Options)	Emma Barton	Cllr H Roberts	4/10/2019	31/3/2021	31/3/2021	Consultation on Issues and Options has now moved to summer 2020 to align with the next consultation on the GMSF (see above). Will keep under review.	Helen Lockwood	28/10/2019
DE144	Develop a joint programme of works to improve Air Quality across the Borough and Greater Manchester area	Carol Brown	Cllr A Ur Rehman	1/10/2019	31/3/2020	31/3/2020	Delays from Government in the response to the submitted Outline business case. Conversation completed – formal consultation could be delayed	Helen Lockwood	28/10/2019
DE169	Improving Private Rented Sector standards	Emma Barton	Cllr H Roberts	4/10/2019	31/3/2022	31/3/2022	Empty Homes Pilot launched.Enquiries received & survey visits carried out.16 owner enquiries in train & 2 properties valued.Tenancy management partner procurement underway.Recruitment of Senior Housing Needs post underway to support delivery of Bond Scheme,Empty Homes Pilot,Temporary Accom provision via leases,deliver updated TA Strategy & other initiatives	Helen Lockwood	28/10/2019
DE188	Establish the Oldham Code, setting our expectations for the quality of new homes	Emma Barton	Cllr S Fielding	4/10/2019	31/3/2020	31/3/2020	Work has commenced on the preparation of an Oldham Code. It will address national spatial standards & other optional standards as appropriate. Consideration will be given to other issues as appropriate through the Local Plan review. It's anticipated that the 5 year housing land supply position to be published as part of the Monitoring Report(in December 19)	Helen Lockwood	28/10/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DE189	Work with stakeholders and the wider community to develop voluntary solutions to the problem of vehicle use around schools and vehicle idling; civil enforcement [also see DE192]	Emma Barton	Cllr S Fielding	4/10/2019	31/3/2020	31/3/2020	Parking enforcement measures have been put into place to address this problem.	Helen Lockwood	28/10/2019
DE192	Work with stakeholders and the wider community to develop voluntary solutions to the problem of vehicle use around schools and vehicle idling; vehicle emissions [also see DE189]	Carol Brown	Cllr A Ur Rehman	1/10/2019	31/3/2020	31/3/2020	Work to support cleaner air around schools and the appropriate use of legislation is currently underway.	Helen Lockwood	28/10/2019
DP293	Lead the strategic development of place based integration and reform across the borough and implement planning for the GM reform white paper.	Vicky Sugars	Cllr S Fielding	8/10/2019	31/3/2020	31/3/2020	Geographical alignment is on track with a decision due to go to Council in December 2019 Profiles for each new geographies commissioned and work is underway to develop a whole system model.	Rebekah Sutcliffe	7/10/2019
DP359	Work with Senior Officers and Elected Members to develop a narrative for both the place and the organisation that reflects our ambitions, our priorities and our values.	Simon Jones	Cllr S Fielding	9/7/2019	31/3/2020	31/3/2020	Work taking place which will see a revised narrative for the borough implemented in September 2019.	Rebekah Sutcliffe	9/7/2019
DP363	Work with Oldham Coliseum and Arts Council England to agree a sustainable model for the future of performing arts in the borough	Sheena Macfarlane	Cllr S Fielding	8/10/2019	31/3/2020	31/3/2020	Phase 2 started. Appointment of design team for feasibility underway. Project governance board established.	Rebekah Sutcliffe	9/7/2019
DP366	Review of prevention and early intervention to inform recommissioning of Early Help	Rebekah Sutcliffe	Cllr S Fielding	4/10/2019	31/3/2020	31/3/2020	This is progressing well and due to report Oct/Nov	Rebekah Sutcliffe	8/10/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DP413	Develop Northern Roots, building relationships with partners and stakeholders, and consulting with residents. [An action in the Economy portfolio re the Alexandra Park depot exists – DE142]	Anna Da Silva	Cllr S Fielding	7/10/2019	31/3/2020	31/3/2020	Northern Roots is progressing well, registration of the Northern Roots charitable company is underway, consultation with residents, partners and stakeholders is ongoing, a first offer of funding has been received, the process to develop a planning application and business model and plan is underway, and pilot projects have commenced.	Rebekah Sutcliffe	7/10/2019
DP416	Encourage wider use of our excellent leisure facilities, and better food choices through Healthy Oldham promotions targeting those who benefit the most	Katrina Stephens	Cllr Z Chauhan	7/10/2019	31/3/2020	31/3/2020	Promoting physical activity opportunities and healthier food choices are key themes in the developing healthy weight and physical activity strategy, including local adoption of the 'That Counts' campaign. Work is underway through the LDP to develop and promote a wider leisure and physical activity offer for the borough.	Rebekah Sutcliffe	8/10/2019
Corporate Objective 3 : Cooperative services with people and social value at their heart									
DA105	Lead the work being undertaken with partner organisations to implement a new approach to the delivery of community enablement	David Garner	Cllr Z Chauhan	8/10/2019	31/3/2021	31/3/2021	The Community Enablement Transformation Programme is ongoing. A number of short-term pilot projects that have been in place through to June 2019 and some have been extended to December 2019 following review. A longer term planning review for implementation of the overall enablement programme is now underway and due to be completed by October 2019.	Mark Warren	14/10/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DA108	Implementation of the phase 2 cluster and specialised service integration programme to realise true integrated service delivery (links to several business planning actions)	Jayne Ratcliffe	Cllr Z Chauhan	8/10/2019	31/3/2020	31/3/2020	Phase 2 of integration is continuing to evolve and develop. The service has been very focused on the transfer of PCFT to SRFT. This transfer took place on 1st July 2019. Workshops have taken place with staff to review roles and responsibilities. This work will continue to be implemented. We are progressing to review governance structures including meetings.	Mark Warren	14/10/2019
DA110	Oversee the transition of clinical services to NCA(Northern Care Alliance) and ensure OMBC staff and priorities are embedded within the revised governance and employer model arrangements	Mark Warren	Cllr Z Chauhan	8/10/2019	31/8/2019	31/8/2019	Transfer of staff successfully took place on 1 July. The first 100 day check has been completed and work continues to monitor the impact of the transfer.	Mark Warren	14/10/2019
DA111	Development of an Oldham Cares Strategic Commissioning Function (SCF) with the CCG to enable transition to a single commissioning function	Helen Ramsden	Cllr Z Chauhan	8/10/2019	31/12/2019	31/12/2019	Since colocation in April 2018, much development has taken place on areas of commonality. Overview and Scrutiny Committee received an update on SCF on the 10/9/19. Work on the integration model is ongoing.	Mark Warren	14/10/2019
DA117	Implement a redesigned, integrated safeguarding model	Helen Ramsden	Cllr Z Chauhan	8/10/2019	31/3/2020	31/3/2020	The model has been developed, consulted on and agreed by the Safeguarding Adults Board. Delegated report has been signed by the DASS. New posts have been created and following recruitment freeze panel the 2 senior posts in the structure will be advertised. Following this the remainder of the structure will be implemented.	Mark Warren	14/10/2019

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DC201	Inclusion (SEND) Strategy will aim to- Increase children educated in the borough- Reduce EHC requests and use resources flexibly- Improve post 19 provision- Ensure a sustainable and effective local offer is in place	Paula Green	Cllr S Mushtaq	3/10/2019	31/3/2020	31/3/2020	The SEND Strategy is due to have a soft launch in the autumn term, alongside the launch of the review of the high needs block, with schools forum and key stakeholders.	Merlin Joseph	12/11/2019
DE162	The Medium Term Property Strategy (MTPS) is focused on rationalising the Council's Corporate Estate (over a 4 year period)	Emma Barton	Cllr S Fielding	4/10/2019	31/3/2022	31/3/2022	Working through Phase 1 programme; linked to review of property services and opportunities to accelerate savings from the Town Centre Vision, Housing Strategy, Accommodation Strategy and the Locality Asset Review.	Helen Lockwood	28/10/2019
DS103	Through our Welfare Rights Service, support people adversely affected by Welfare Reform.	Anne Ryans	Cllr A Jabbar	1/10/2019	31/3/2020	31/3/2020	The team continues to proactively support those who who contact the team for assistance and have developed out reach arrangements with cluster teams.	Mike Barker	16/10/2019
DS184	Supporting delivery against key strategies including the town centre vision, the medium term property strategy, income strategy and commercial property investment strategy	Anne Ryans	Cllr A Jabbar	1/10/2019	31/3/2020	31/3/2020	Work continues to support these strategies with an update of the CPIS planned for later in the year. Finance officers attend all meetings, working groups and Member briefings to progress the town centre vision	Mike Barker	16/10/2019
DS232	Procurement will carry out a due diligence exercise establishing by category of spend business types within Oldham	Steve Boyd	Cllr A Jabbar	8/10/2019	31/3/2020	31/3/2020	We are in the process of completing this action, and it will be completed by the 6th of September.	Mike Barker	16/10/2019
DS240	Review council report templates to include the impact on children and young people on every report	Elizabeth Drogan	Cllr S Fielding	7/10/2019	31/3/2020	31/3/2020	Changes to template are being finalised. Anticipate this will be in place by Q2 2019/20	Paul Entwistle	8/8/2019
DS242	Deliver IT Strategic Roadmap within agreed timeframes in project plan.	Chris Petrie	Cllr A Jabbar	8/10/2019	31/3/2021	31/3/2021	Current roadmap is on track; report prepared for approval. Strategic roadmaps on track and reviewed at monthly board meetings.	Helen Lockwood	28/10/2019

Accountable Lead
Martyn Bramwell

Follow-up Action

The 6 days absence per FTE is a stretch target. Actual performance remains in line with the median performance of Local Government both nationally and regionally.

In an effort to reduce current levels of absence the 'Improving Employee Attendance' review is now underway. This is focussed upon identifying best practice, gaps in the organisations' current practice and recommendations for improvement.

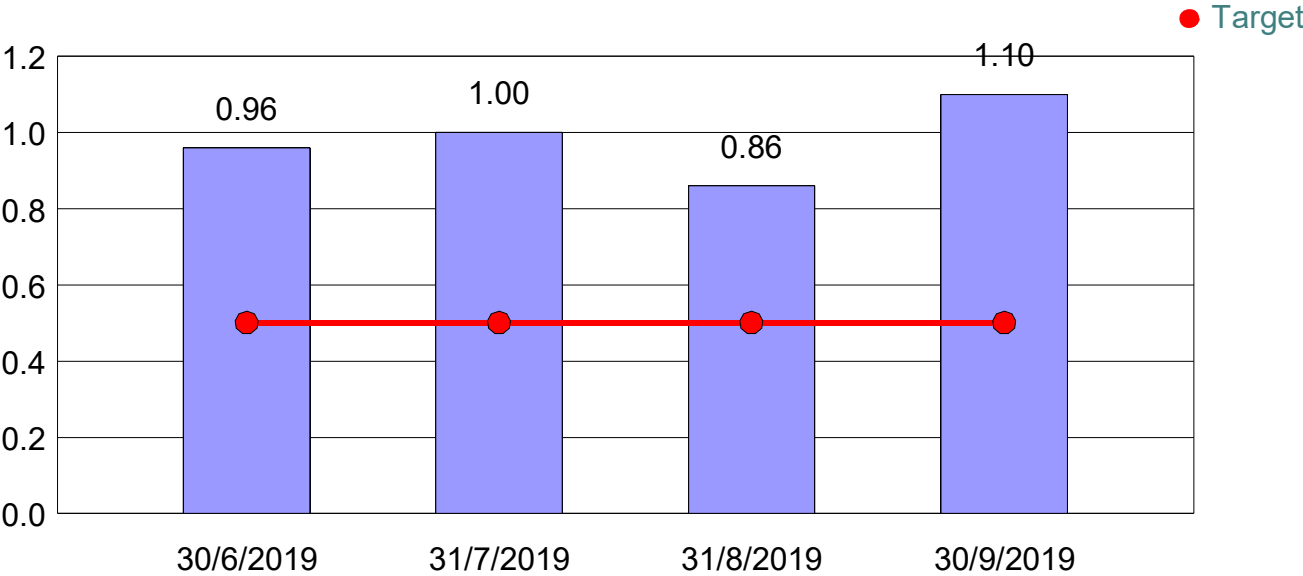
Initial findings will be presented to the Director of HR/OD to be in January.

Target Date
31 Mar 2019

Director Assurance
Julia Veall

Recent data shows an overall increase in absences which makes the review even more important both in terms of understanding the reasons for this and to identify how improvements can be made.

Current and Previous Performance



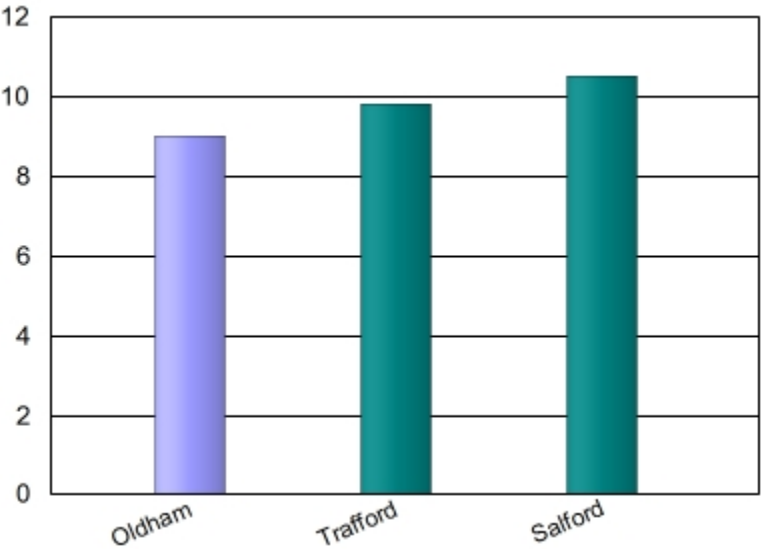
Benchmarking Period

to

Updated Annually Averages

Geographical neighbours 9.8
English authorities 8.8
GMCA 9.8
CIPFA nearest neighbours 11.5

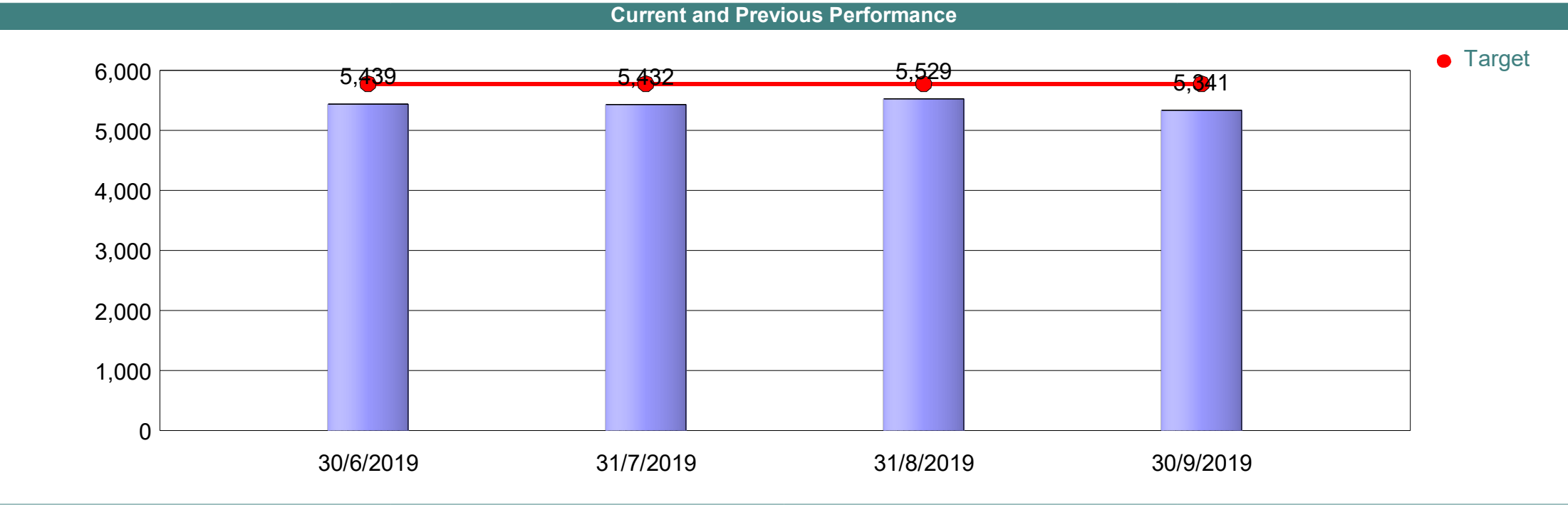
Benchmarking Definition : Sickness absence FTE days per employee (days per person)



BETTER

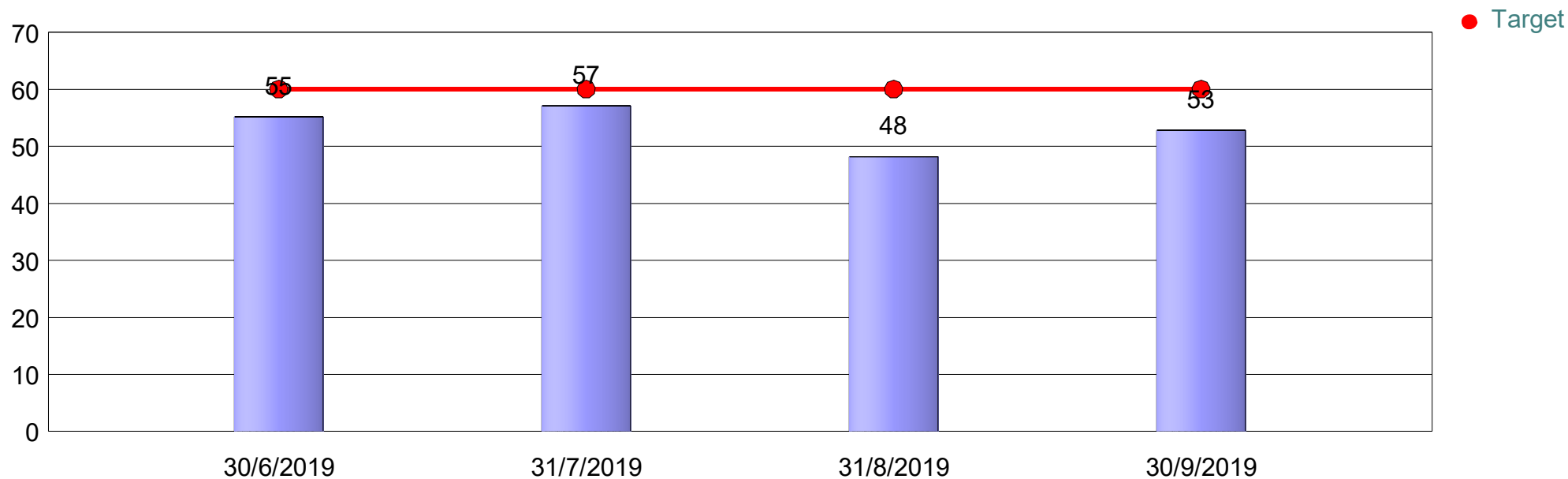


WORSE



Follow Up Action and Assurance Details		
<div>Accountable Lead</div> <div>Sheena Macfarlane</div> <div>Target Date</div> <div>no date available</div> <div>No Benchmarking Available</div>	<div>Accountable Lead Follow Up Action</div> <div>Library visits fluctuate throughout the year and Sept normally sees a drop off for the start of the school year. However we are unable to record accurately visitor numbers at some of our key library sites, including Oldham, due a failure in the automatic counting system which is now out of contract and needs to be replaced. Declining library visits is a national trend and we are currently forecasting a drop in library visits for this year of approx 3% although we are experiencing a notable increase in digital issues and remote access. The service is currently exploring a wider group of measures to better determine usage and patterns</div>	<div>Director Assurance</div> <div>Katrina Stephens</div> <div>Although library visits are trending downwards, library services are still well utilised through digital and remote access. A failure in the recoding system is affecting our ability to report accurately against this measure. Solutions are being investigated but are likely to require investment.</div>

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Steve Boyd

Accountable Lead Follow Up Action

It is difficult to give any guarantees of achieving the 60% target figure by 31st March'20 however new Procurement practices, such as the launch of the Procurement Anchor Partnership Delivery Group in November'19, will result in an increase in local spend month on month.

Director Assurance

Mike Barker

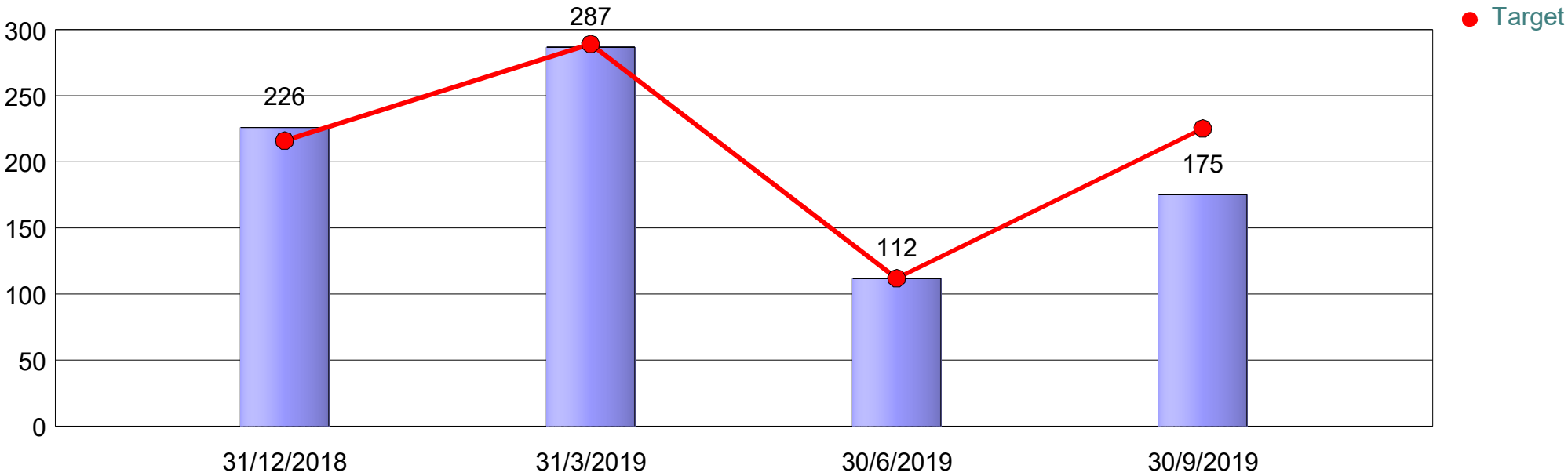
I am satisfied that the team are working to new procurement processes and these are being bedded in to the organisation.

Target Date

31 Mar 2020

No Benchmarking Available

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Elizabeth Dryden-Stuart

Accountable Lead Follow Up Action

The monitoring of completions takes places through the year and includes checks and balances to ensure that all completions are captured accurately. It is considered likley thay target will be achieved by end of monitoring period (1 April 2020).

Director Assurance

Emma Barton

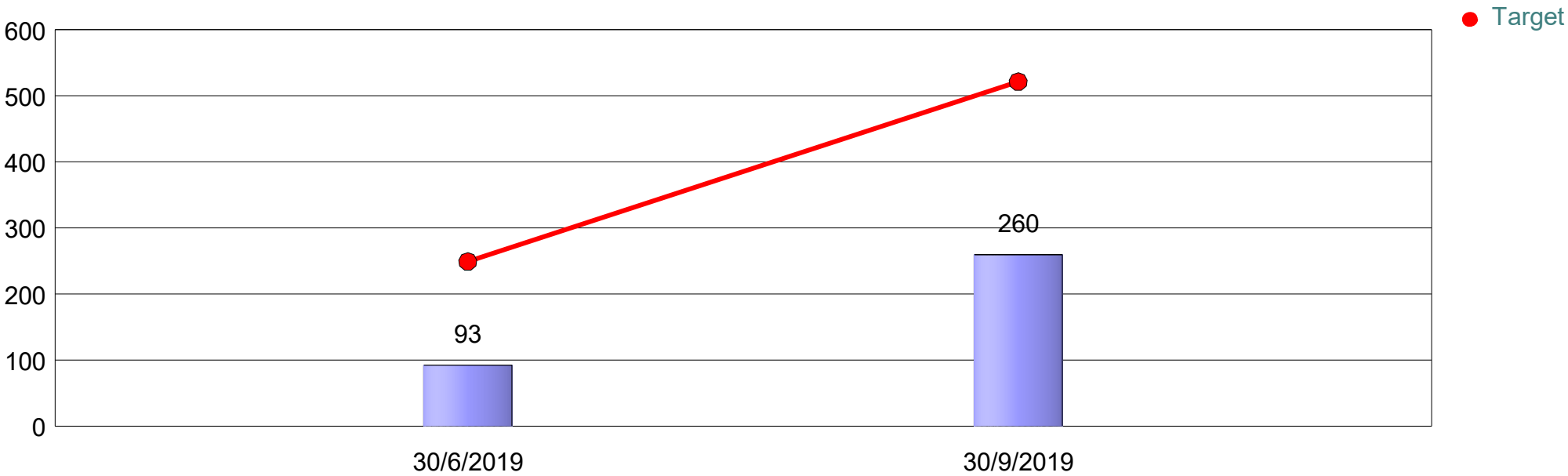
Performance noted and we will continue to monitor and review to help identify early warnings of any slippage ahead of year end

Target Date

01 Apr 2020

No Benchmarking Available

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Neil Crabtree

Accountable Lead Follow Up Action

Overtime now approved to allow the delivery of the necessary catch up inspections. this will ensure the programme is delivered.

Director Assurance

Carol Brown

Additional resource allocated to complete the work to target

Target Date

31 Oct 2019

No Benchmarking Available

Accountable Lead

Craig Dale

Follow-up Action

Tonnage figures are inputted each month which calculate a monthly and annual percentage. Although this month's figures are lower than forecast the annual forecast of 44.74% is still very much on target.

Target Date

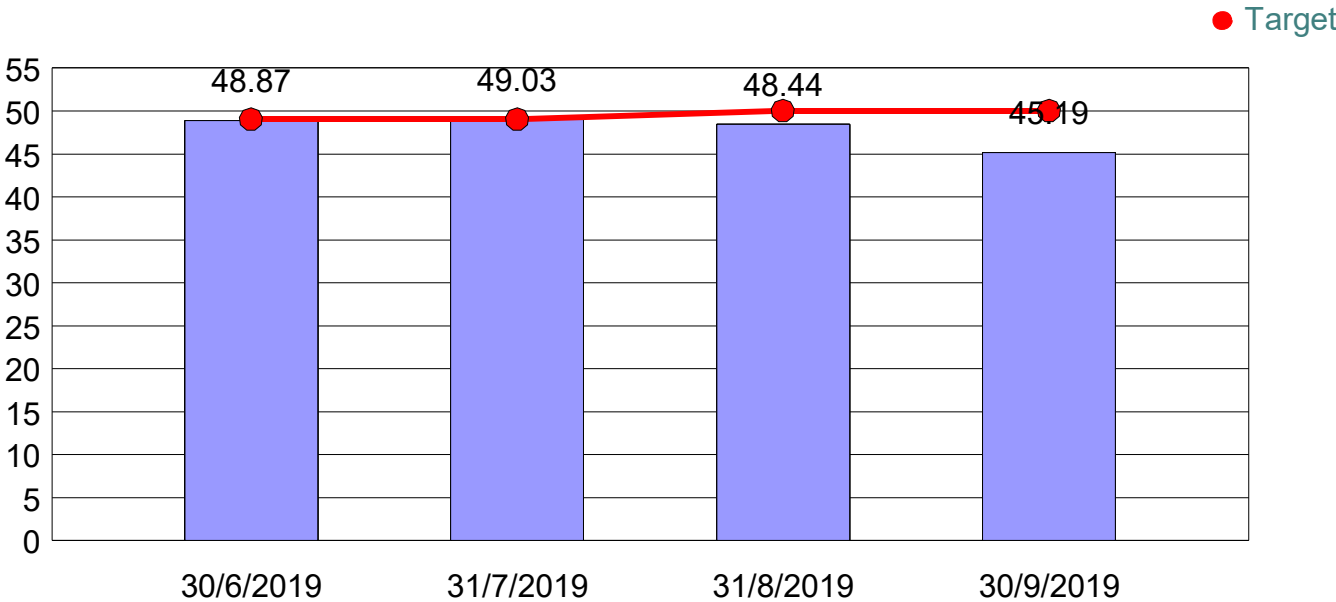
no date available

Director Assurance

Carol Brown

The profiling is inaccurate for a variety of reasons including weather and the number of collection days which fall within each period. The underlying data shows the rate to be on target.

Current and Previous Performance



Benchmarking Period
Financial year

01 Apr 17
to
31 Mar 18

Updated
Annually

Averages

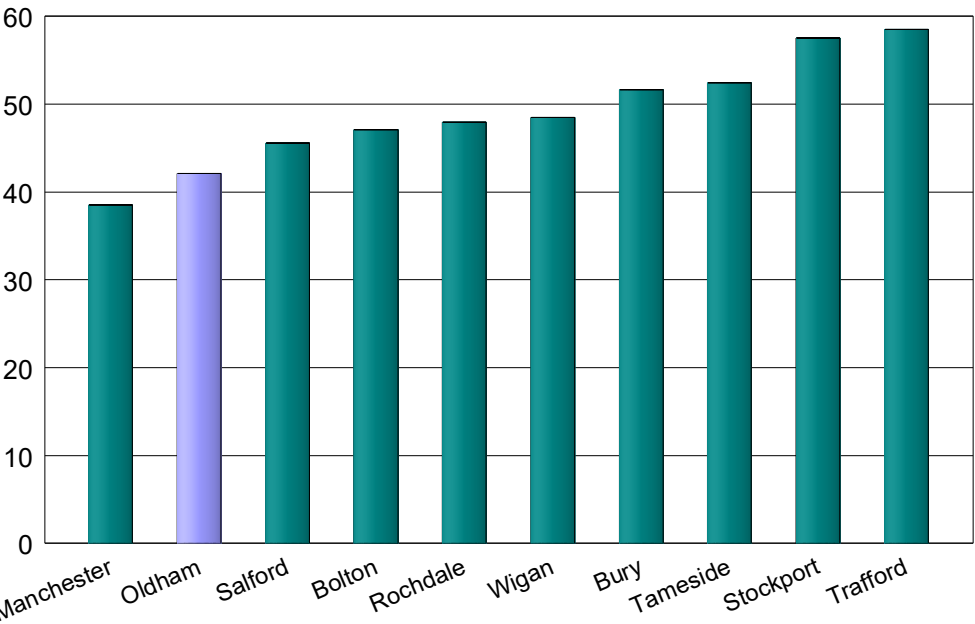
Geographical neighbours 44.01

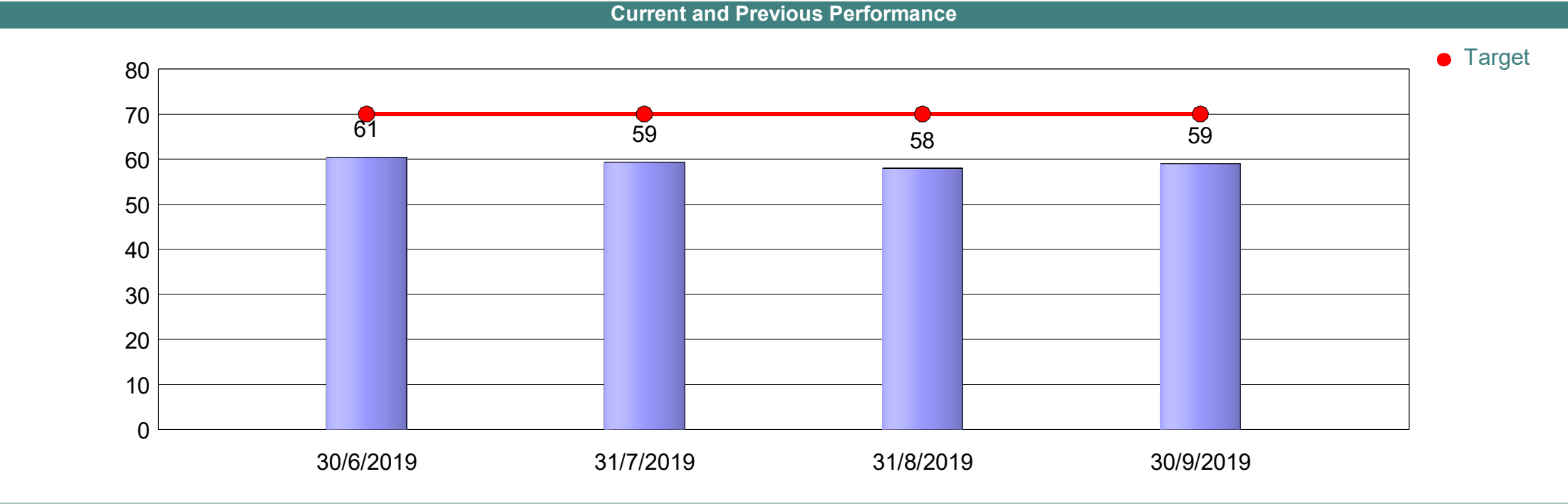
English authorities 42.02

GMCA 48.99

CIPFA nearest neighbours 41.51

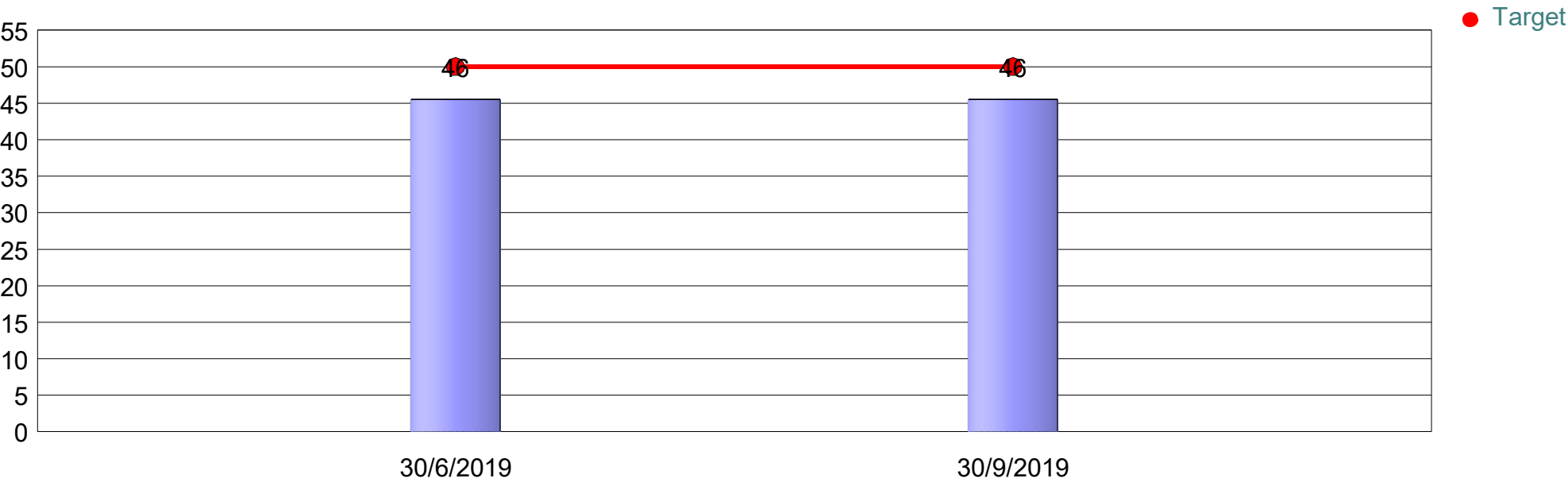
Benchmarking Definition : Percentage of household waste sent for reuse, recycling and composting (annual) (%)





Follow Up Action and Assurance Details		
Accountable Lead	Accountable Lead Follow Up Action	Director Assurance
Elissa Slater	<p>The overall EET for young people who are care leavers 16-25 is currently 76%. 17-21 year olds in EET is 59%. This has increased throughout the year.</p> <p>17-18 years old in EET is 85% and 19-21-year olds in EET is 64%. Working groups have met and continue to develop opportunities within the NHS, North Lancashire training, Princes Trust, College, positive steps, Get Oldham Working for 19-21 years olds.</p>	Merlin Joseph
Target Date	<p>There has been some reduction of provision that has impacted on a small cohort of young people, that are not ready to attend main stream college.</p>	<p>EET performance is overseen by the Children's Assurance Board and challenged by Performance Clinic. The Corporate Parenting Panel provides a multi-agency focus on creating opportunities for work experience, traineeships, apprenticeships and employment for our Children Looked After and Care Leavers.</p>
No Benchmarking Available	<p>An identified career advisor and multi-agency work with a range of partners is ongoing to tailor programmes to meet the individual needs of our Children Looked After and Care Leavers. Traineeships have been developed to be able to assist some of the NEET young people, whilst 2 young people have been successful in gaining DWP 12 month internships.</p> <p>In the month of September 2019 there has been a significant increase in young people going to University which is now 18 young people an increase of 8 from last year.</p>	

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Rebecca Fletcher

Target Date

31 Mar 2020

No Benchmarking Available

Accountable Lead Follow Up Action

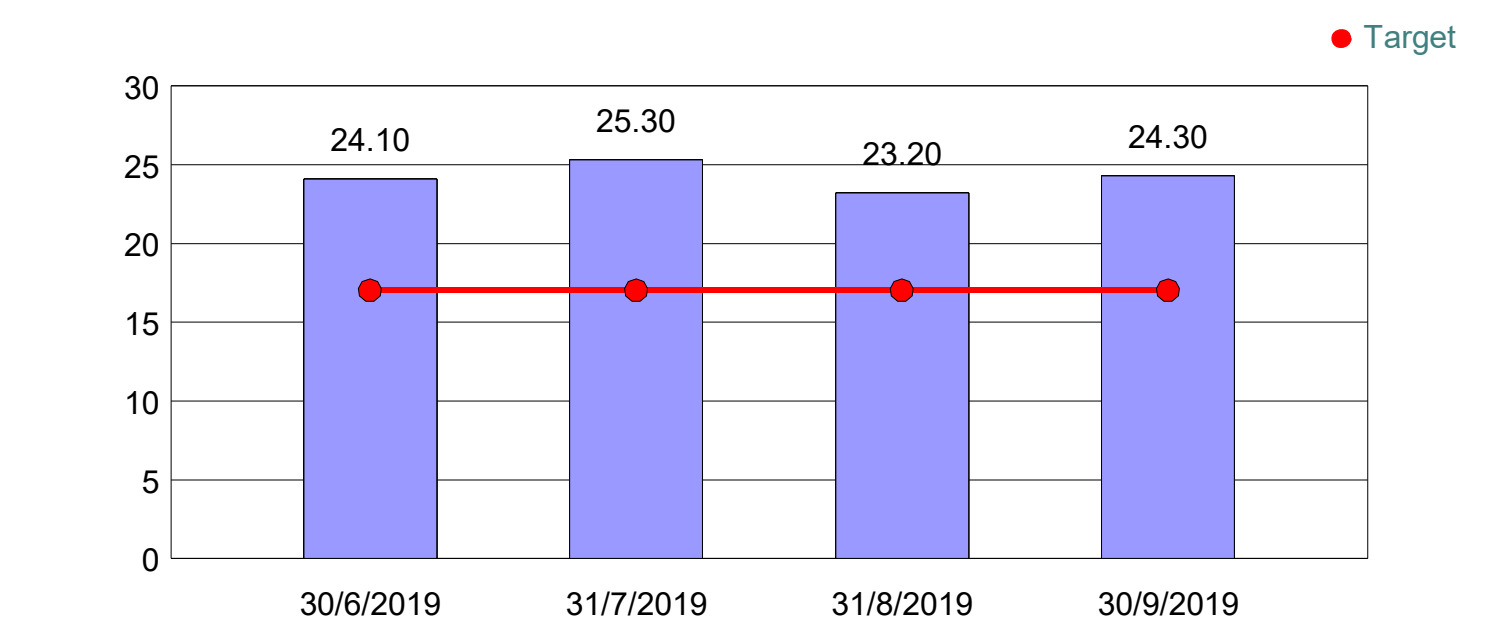
In order to improve our quit rates locally, we are working with our local stop smoking provider, Positive Steps to increase quits. We are also meeting with our maternity and health visiting services in order to ensure support for pregnant women to quit. In addition, we are exploring pharmacy provision which would further increase accessibility of smoking cessation support. In early 2020, Royal Oldham Hospital will launch its CURE programme aimed at supporting in-patients to quit smoking whilst in hospital. OMBC are working with ROH and our community smoking cessation provider to ensure robust pathways. These pathways will work to support continuing quits.

Director Assurance

Katrina Stephens

Current work aims to increase access to stop smoking support through pharmacies, Royal Oldham Hospital, and the existing smoking cessation service. Plans for future commissioning of stop smoking support are being developed, with the aim of increasing access to and take up of stop smoking services.

Current and Previous Performance



Benchmarking Period

to

Updated

Averages

Geographical neighbours

English authorities

GMCA

CIPFA nearest neighbours

Benchmarking Definition :

1.2

1.0

0.8

0.6

0.4

0.2

0.0

←

WORSE

→

WORSE

Follow Up Action and Assurance Details

Accountable Lead

Rebecca Webster

Follow-up Action

Since April 2019, the rate of re-referrals had been relatively stable, staying around 24% slightly behind statistical neighbours at 21.7%. There has been insufficient step down to Early Help but the Oldham Family Connect model is about to be piloted which will assist with the reduction in re-referrals. Relationships between early help are continuing to be developed and consultation with Intensive Support Team and MASH manager is actively encouraged to ensure children receive the right service at the right time.

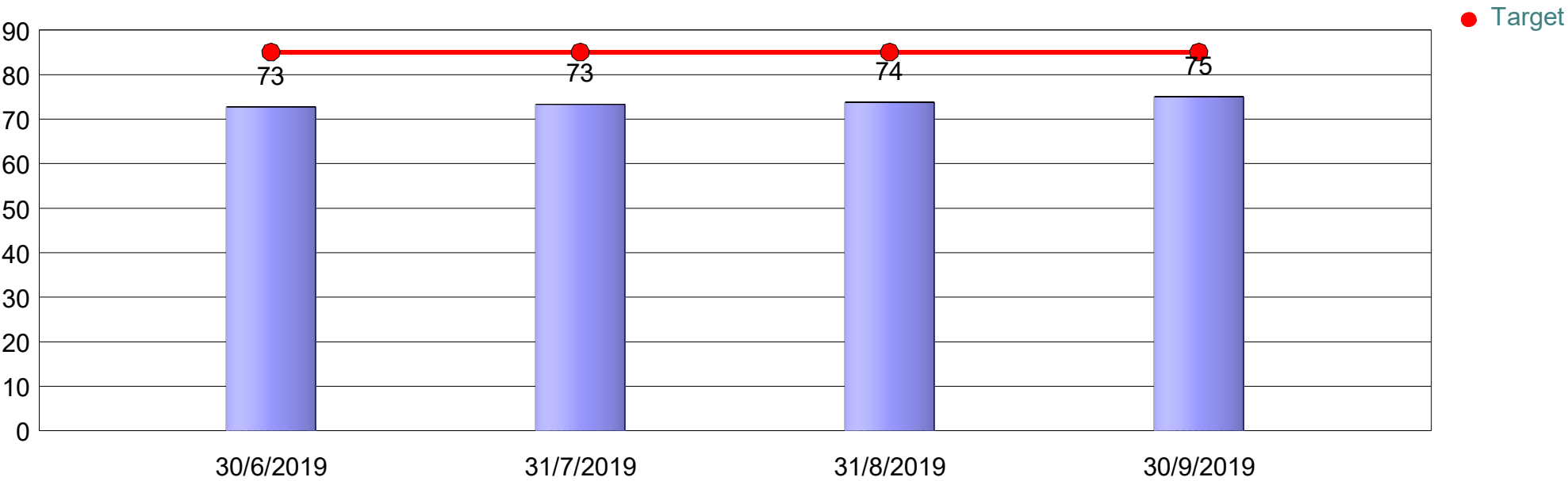
Director Assurance

Merlin Joseph

With the remodelling of Early Help as part of the Oldham Family Connect Project we expect to see re-referrals reduce inline with Statistical Neighbours. We will be making better use of the Step Down Process to ensure that we are focussing Early Help Services at Tier 3 of Need.

41 of 49

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Leanne Cooper

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

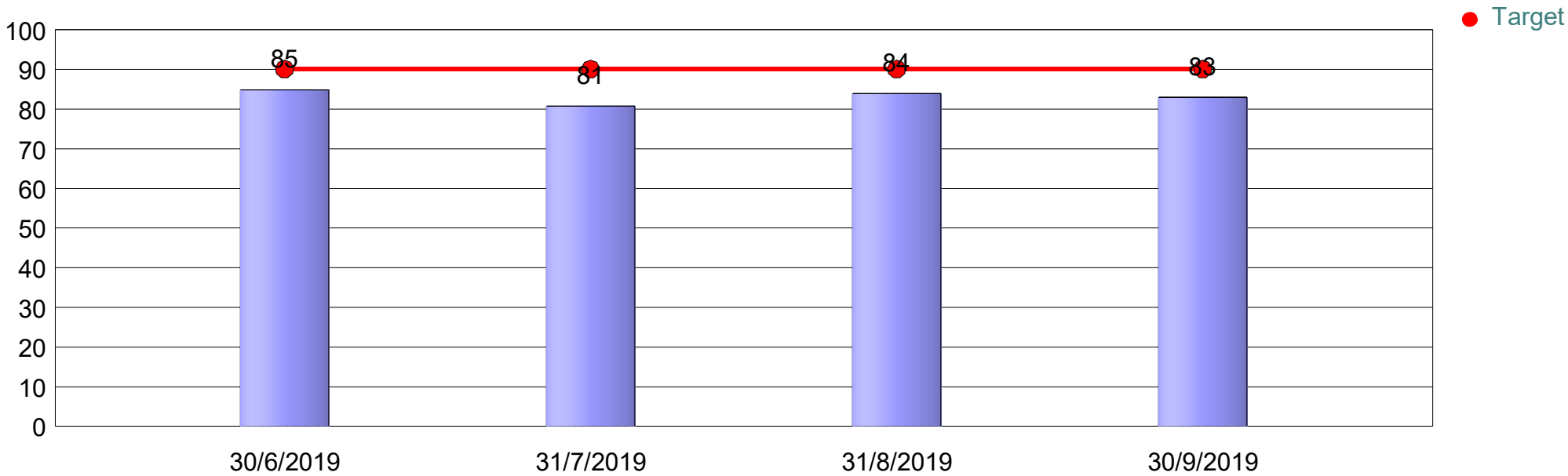
The indicated proportion of Assessments completed within 45 days is below the expected target. This has been influenced by a dip in performance from April to June. Following a period of sustained activity and management oversight from September 100% of Single Assessments were completed within 45 days. The Head of Service will continue to scrutinise performance to ensure that we sustain improvement and continue to meet the agreed target.

Director Assurance

Merlin Joseph

In month performance has seen significant improvement, with almost 100% completed to timescale in September. Appointment of the new Assistant Director will ensure performance is maintained. Progress will continue to be scrutinised & monitored through Performance Clinic and Children's Assurance Board

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Anisa Patel

Accountable Lead Follow Up Action

75% of ICPCs in September were completed in time, which in turn has caused the 12 month rolling figure to remain at 83%. This figures is still above Statistical Neighbours of 75%. We are in the process of undertaking a Thematic Audit of cases that fell out of timescale and identify areas for improvement.

Director Assurance

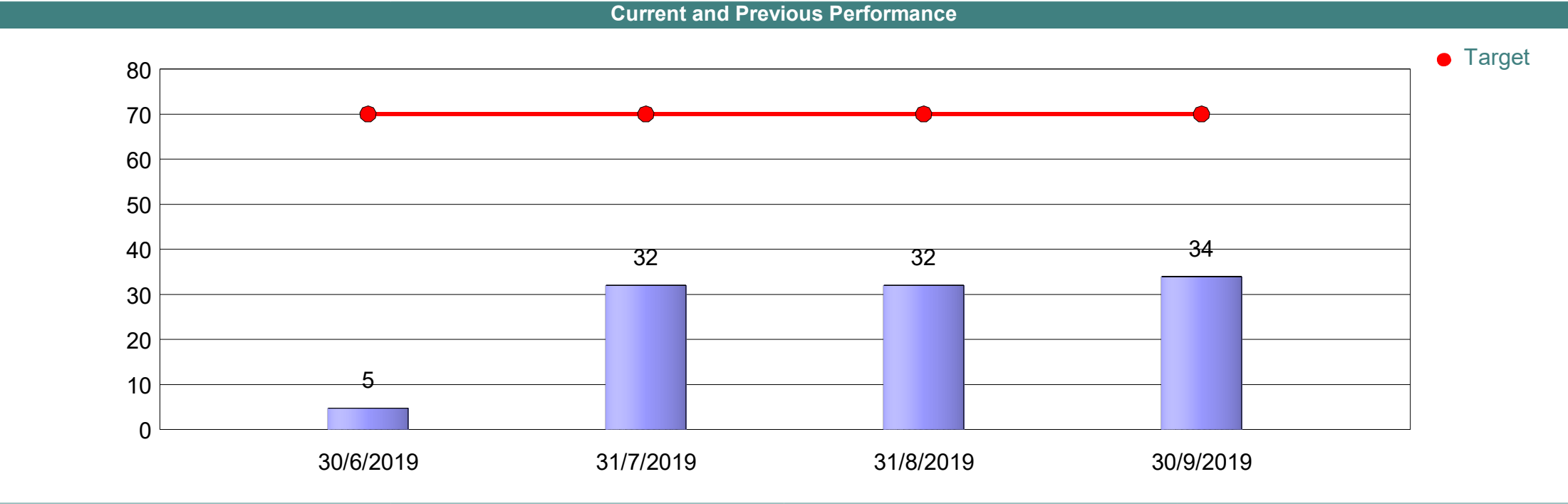
Merlin Joseph

The appointment of the Assistant Director Safeguarding will add an additional layer of scrutiny to ensure performance improves and is sustained. Performance Clinic will continue to challenge practice and identify improvements. Children's Assurance Board will monitor progress.

Target Date

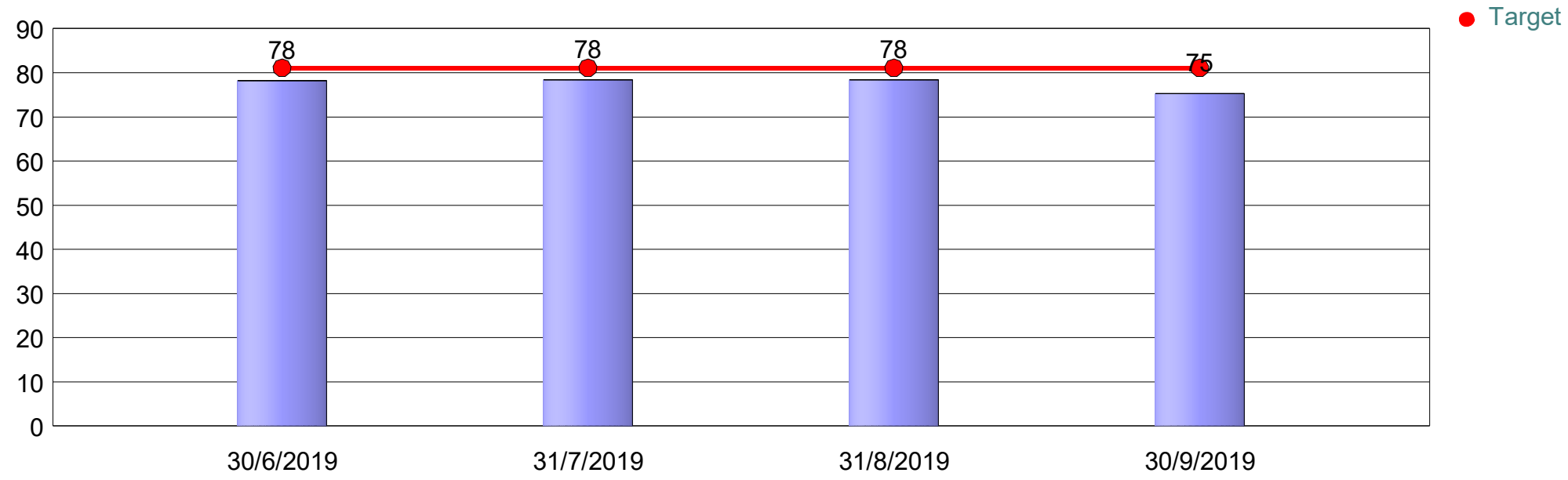
no date available

No Benchmarking Available



Follow Up Action and Assurance Details		
<div>Accountable Lead</div> <div>Paula Green</div> <div>Target Date</div> <div>31 Dec 2019</div> <div>No Benchmarking Available</div>	<div>Accountable Lead Follow Up Action</div> <div>AR workflow completed within 12 weeks has increased by 2% month on month. Officers are attending all CLA and transitions reviews. There is an issue with schools not sending section 2's in which is being looked at and rectified with SEND Support processes.</div>	<div>Director Assurance</div> <div>Andrew Sutherland</div> <div>Pleased to report positive and sustained improvement in this target and close liaison with schools to improve section 2 input is ongoing.</div>

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Adrian Calvert

Target Date

no date available

No Benchmarking Available

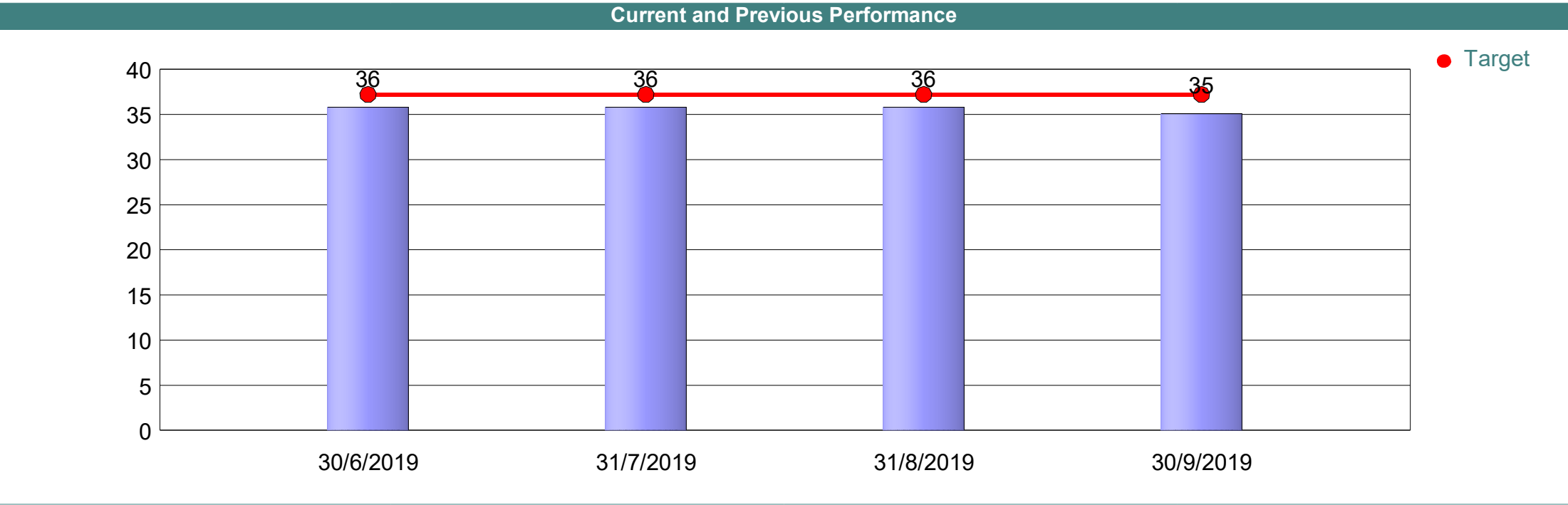
Accountable Lead Follow Up Action

The national calculation for this measure has changed between this submission and the previous submission, this has linked to way new academies/closed schools are included. Without any changes in the position of schools the measure has dropped from 78.4% to 75.3%. With the old measures we would still be on target to meet this end of year target. The current percentage of Oldham Schools that are good or better is still measured in the same way and that figure currently stands at 79.6% from published reports.

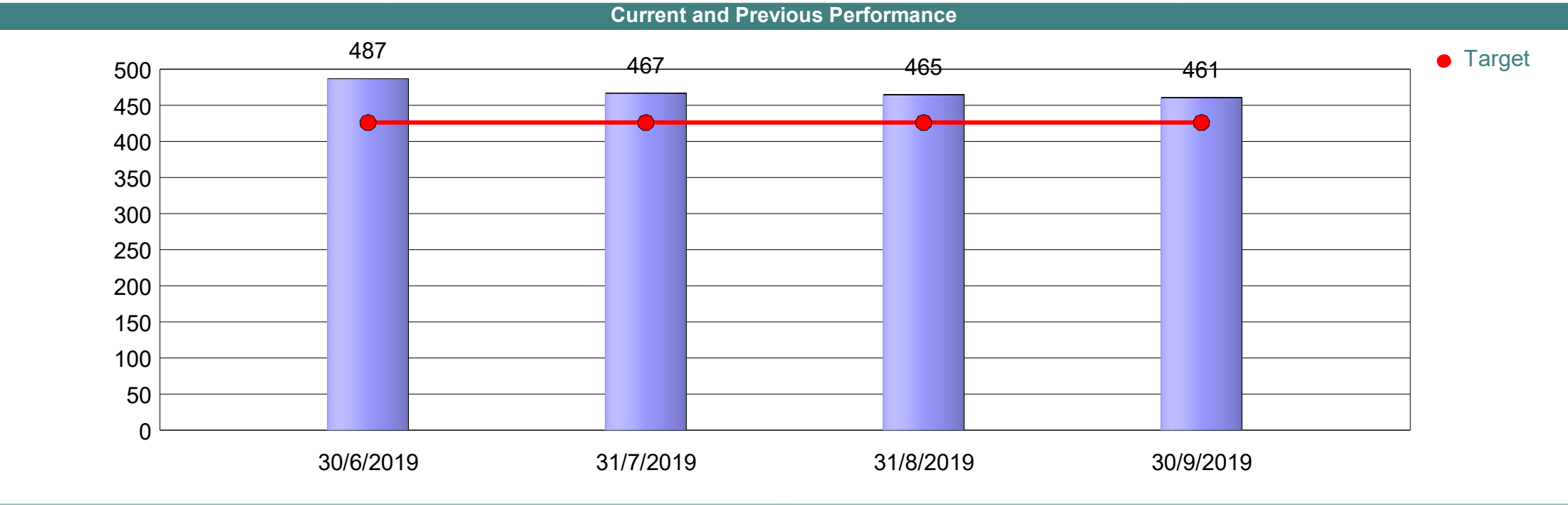
Director Assurance

Andrew Sutherland

It is unfortunate that the measure has changed with a negative impact on Oldham that is out of our control and does not reflect the work done to date. Recent inspections under the new Framework have been positive and we are working closely with our schools to maintain this positive trajectory.



Follow Up Action and Assurance Details		
<div>Accountable Lead</div> <div>Adrian Calvert</div> <div>Target Date</div> <div>no date available</div> <div>No Benchmarking Available</div>	<div>Accountable Lead Follow Up Action</div> <div><p>This figure is still from initial data submissions and we have not had unvalidated or validated data at this stage.</p><p>The outcomes are not as high as we would have hoped and we will continue to work with the schools, academies and regional schools commissioner in a coordinated approach to support the schools and academies.</p></div>	<div>Director Assurance</div> <div>Andrew Sutherland</div> <div><p>Performance has been reviewed at secondary head teacher meetings and we are supporting subject network groups. We are also preparing to redirect a focus using OA support on KS4.</p></div>



Follow Up Action and Assurance Details		
Accountable Lead Andrew Logie Target Date no date available No Benchmarking Available	Accountable Lead Follow Up Action This key performance indicator is above target but in line with statistical neighbours. OMBC and the RAA Adoption Now share responsibility for the number of days it takes for an Oldham Child with a plan of adoption to move in with his or her ‘forever family’. We need to perform better on both counts – planning at the earliest opportunity for those children in our care, and the RAA having, readily available, the numbers and types of adopter households needed to meet our sufficiency duty in this regard. Recent service developments target an improvement on both counts – the reduction of drift and delay in internal OMBC processes and court, and the RAA providing adopters in good time at point of need. This work has just commence in Q3 and so I will update on progress in the next cycle.	Director Assurance Merlin Joseph The expectation is that both Regional Adoption Agency and Local Authority staff attend at Legal Gateway meetings. This will ensure early notification and action for children who may have a plan of adoption commences. This will be monitored through the Children's Assurance Board.

Appendix IV - Risks associated with Actions

Details of any Red risks will appear below the matrices

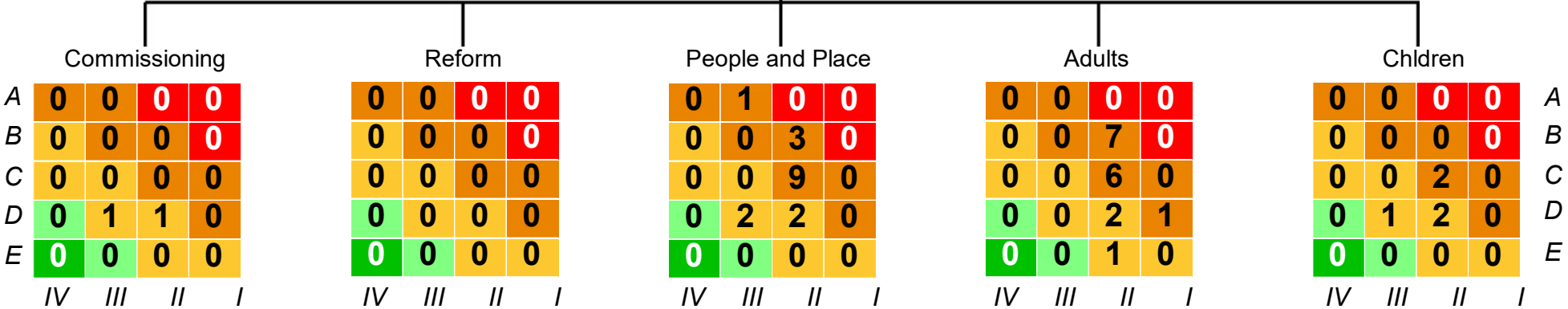
All risks				
A	0	1	0	0
B	0	0	10	0
C	0	0	17	0
D	0	4	7	1
E	0	0	1	0
	IV	III	II	I

Likelihood

A Very High
B High
C Significant
D Low
E Very Low

Impact

I Catastrophic
II Critical
III Marginal
IV Negligible



Linked to Action	Ref	Risk Updater	Risk Description	Cabinet Member	Likelihood	Impact	Mitigation	Date Risk Reviewed
No Red risks to display								

Appendix V - Amendments

Details of potential changes to be made to the Corporate Performance Report

Performance Measure amendment(s)

Measure Name	Amendment
M700(CP) Attendance rates in Oldham Primary and Secondary Schools	The current target of 97.5% for attendance in Oldham schools is much higher than the National average figure of 95.2%. Whilst we are ambitious for our schools, this measure will continue to be marked as red it is highly unlikely we will achieve 97.5%. Taking into account targets for both primary and secondary, the revised target should be 95.2%. This change has the full support of Andrew Sutherland and Cllr Mushtaq.

Action amendment(s)

Action Name	Amendment
DS242, DS126, and DS233	<p>Combine these three actions:</p> <p>DS242 Deliver IT Strategic Roadmap within agreed timeframes in project plan.</p> <p>DS126 Enable the digital capabilities the council requires to deliver its corporate objectives through the delivery of the emerging ICT strategic roadmap.</p> <p>DS233 Continue to deliver the ICT Strategic Roadmap.</p>

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