

CABINET Agenda

Date Monday 24 February 2020

Time 6.00 pm

Venue Crompton 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 Drogan in advance of the meeting.
 2. CONTACT OFFICER for this Agenda is Liz Drogan 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 written copy of the question is submitted to the Contact officer by 12 Noon on Wednesday, 19 February 2020.
 4. FILMING - The Council, members of the public and the press may record / film / photograph or broadcast this meeting when the public and the press are not lawfully excluded. Any member of the public who attends a meeting and objects to being filmed should advise the Constitutional Services Officer who will instruct that they are not included in the filming.

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

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.

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

Any member of the public who attends a meeting and objects to being filmed for the Council's broadcast should advise the Constitutional Services Officer who will instruct that they are not included in the filming. Members of the public and the press may also record / film / photograph or

broadcast this meeting when the public and the press are not lawfully excluded. Please note that anyone using recording equipment both audio and visual will not be permitted to leave the equipment in the room where a private meeting is held.

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

MEMBERSHIP OF THE CABINET IS AS FOLLOWS:

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

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 10th February 2020 (Pages 1 - 16)
- 6 Meridian Development Company: Land and Property at Meridian Centre and Crossbank Street, Primrose Bank [Werneth] (Pages 17 - 20)
- 7 Fitton Hill- Selection of Developer Partner (Pages 21 - 30)
- 8 Primrose Bank Acquisition, Werneth (Pages 31 - 38)
- 9 Occupational Health and Associated Services Contract (Pages 39 - 44)
- 10 Grounds Maintenance Replacement Vehicle Fleet (Pages 45 - 50)
- 11 Council Performance Report December 2019 (Pages 51 - 98)
- 12 Exclusion of the Press and Public

That, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of



business on the grounds that they contain exempt information under paragraphs 1, 2 and 3 of Part 1 of Schedule 12A of the Act, and it would not, on balance, be in the public interest to disclose the reports.

- 13 Meridian Development Company: Land and Property at Meridian Centre and Crossbank Street, Primrose Bank [Werneth] (Pages 99 - 112)
- 14 Fitton Hill- Selection of Developer Partner (Pages 113 - 124)
- 15 Primrose Bank Acquisition, Werneth (Pages 125 - 136)
- 16 Occupational Health and Associated Services Contract (Pages 137 - 144)
- 17 Grounds Maintenance Replacement Vehicle Fleet (Pages 145 - 150)

This page is intentionally left blank

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

1 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Chadderton.

2 **URGENT BUSINESS**

There were no items of urgent business received.

3 **DECLARATIONS OF INTEREST**

Councillor Chauhan declared a prejudicial interest at Item 6 by virtue of his receiving sponsorship from a trade union in the last 12 months.

Councillors Fielding, Jabbar, Shah, Mushtaq, Roberts and Ur-Rehman declared personal interests at Item 6 by virtue their being members of a trade union.

4 **PUBLIC QUESTION TIME**

There were no public questions received.

5 **MINUTES OF THE ADMINISTRATION BUDGET PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE HELD ON 23RD JANUARY 2020**

Members considered the draft minutes of the Performance and Value for Money Select Committee held on the 23rd January 2020.

It was reported that the Select Committee recommended to Council all of the budget reduction proposals included in the report to a value of £3.011m for approval.

RESOLVED – That the deliberations and comments of the Performance and Value for Money Select Committee held on the 23rd January 2020 be noted.

6 **MINUTES OF THE OPPOSITION BUDGET PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE HELD ON 4TH FEBRUARY 2020**

Councillor Chauhan left the meeting at the beginning of this Item.

RESOLVED – That the deliberations and comments of the Performance and Value for Money Select Committee held on 4th February 2020 be noted.

7 **REVENUE MONITOR AND CAPITAL INVESTMENT PROGRAMME 2019/20 MONTH 8 – NOVEMBER 2019**

The Cabinet gave consideration to a report of the Director of Finance which provided them with an update on the Council's 2019/20 forecast revenue budget position and the financial

position of the capital programme as at 30 November 2019 (Month 8), together with the revised capital programme 2019/24. In relation to the Revenue position, the Cabinet was informed that the current forecast outturn position for 2019/20 was a projected adverse variance of £1.367m 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 and 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 Cabinet noted the overall corporate position was, to a limited extent, being managed by offsetting favourable variances, most noticeably from Capital, Treasury and Corporate Accounting budgets. 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 being reported at month 8. Further work needed to be done, if as anticipated, the outturn was to move to a balanced position by the end of the financial year.

Information on the Month 8 position of the Dedicated Schools Grant (DSG), Housing Revenue Account (HRA) and Collection Fund was also outlined in the report. There were no significant issues of concern in relation to the HRA and Collection Fund, however the Collection Fund, whilst forecasting an in-year deficit of £0.127m, remained in a cumulative surplus position. 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. A further update was provided on the funding that was announced earlier in the financial year.

With regard to the Capital position, the revised capital programme forecast spend for 2019/20 was £63.945m at the close of month 8, a net decrease of £20.387m from the original budget of £84.332m. Actual expenditure to 30 November 2019 was £33.013m (51.63% of the forecast outturn). The report also updated the forecast Capital Programme over the period 2019/20 to 2023/24.

Members noted it was probable that the forecast position would continue to change before the year end with additional re-profiling into future years.

Options/Alternatives considered

Option 1 – To approve the forecast revenue and capital positions presented in the report including proposed changes.

Option 2 – To approve some of the forecasts and changes detailed within the report.

Option 3 – Not to approve any of the forecasts and changes detailed within the report.

RESOLVED – That:

1. The forecast revenue outturn for 2019/20 at month 8 being a £1.367m 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 be approved
4. The revised capital programme for 2019/2024 as at month 8 be approved.

REVENUE BUDGET 2020/21 AND MEDIUM TERM FINANCIAL STRATEGY 2020/21 TO 2024/25

Consideration was given to a report of the Director of Finance which provided the Cabinet with the forecast budget reduction requirement and the budget proposals for 2020/21 together with forecast budget reduction requirement estimates for the period 2021/22 to 2024/25, having regard to the Provisional Local Government Finance Settlement published on 20 December 2019.

The report set out proposals for the Council's Revenue Budget for 2020/21 and Medium Term Financial Strategy for 2020/21 to 2024/25. It advised Members of the key financial challenges and issues which would be faced by the Council over the forecast period and set out the revenue budget proposals for 2020/21 together with updated budget reduction requirement estimates for the period 2021/22 to 2024/25.

Members noted the purpose and scope of the Medium Term Financial Strategy and how it had a vital role to play in enabling the translation of the Council's ambition and priorities into action. They were advised of the national policy landscape and economic context in which the Council was setting its revenue budget for 2020/21 and Medium Term Financial Strategy to 2024/25.

The report highlighted policy announcements and implications which arose from the Government's 2019 Spending Round presented on 4 September 2019, the Local Government Finance Settlement 2020/21 Technical Consultation and the Provisional Local Government Finance Settlement (LGFS) published on 20 December 2019. The report also detailed key budget adjustments and expenditure pressures which underpinned the forecasts that provided the backdrop for the Council's Medium-Term Financial Strategy.

The Cabinet was informed that the key adjustments to funding confirmed in the 2020/21 Provisional LGFS were:

- An increase in expected Core Government Funding over previous estimates of £6.664m (estimates assumed the continuation of austerity);
- An additional £10.596m of Government Grants over and above the expected level - primarily the continuation of previously time limited Improved Better Care Fund and Winter Pressures Grants (totalling £2.708m) and the 2020/21 Social Care Support Grant (£6.954m).

The Provisional LGFS confirmed referendum limits for a general purpose Council Tax increase and the Government would permit rises of up to 2% per annum for 2020/21 without the need to hold a referendum. The Government also confirmed the continued ability to charge an Adult Social Care Precept allowing up to a 2% increase in Council Tax for 2020/21 (ringfenced for use for Adult Social Care). The Council Tax referendum limits for 2020/21 applicable to the Council therefore allowed an overall increase of 4%.

Members were reminded that the Council Tax policy approved within the 2019/20 budget was that for 2020/21 Council Tax would increase by 2% for the Adult Social Care Precept (ASCP) and 1.99% for general purposes; an overall increase of 3.99%. Whilst the capping criteria for 2020/21 would permit this approach, mindful of the financial position of the Authority but also the impact of a further increase in Council Tax on the citizens of Oldham, a revision to Council Tax policy was proposed with the retention of the 2% increase in relation to the ASCP but a reduction to the increase in Council Tax for general purposes to 0.99% rather than 1.99%. In overall terms the proposed increase to Oldham Council Tax would be 2.99%. The Government proposed not to set Council Tax referendum principles for Mayoral Combined Authorities in 2020/21 but had set referendum principles for Police and Crime Commissioners (including the GM Mayor) which gave Police and Crime Commissioners the flexibility to increase funding by setting the Council Tax referendum limit to £10 for a Band D property. An increase of £14 was being proposed by the Mayor for the Mayoral General Precept (which included Fire and Rescue Services) and an increase of £10 was being proposed for the GM Police and Crime Commissioner precept. An increase of up to £24 was being consulted upon.

The Cabinet was informed that, based on the latest estimates, the budget reduction requirement for 2020/21 had decreased from the previously reported figure of £22.871m to £18.169m. Section 10 of the report detailed the Administration's budget reduction proposals. There were a total of seven proposals expected to deliver savings of £3.011m in 2020/21. If approved in full, these proposals further reduced the budget reduction requirement to £15.158m for 2020/21.

Sections 11 and 12 explained the approach to balancing the 2020/21 budget. In order to remove the requirement for further spending reductions, it was proposed to part-finance the 2020/21 budget by using the opportunities provided by the ability to use Capital Receipts to support spending on transformational projects up to a value of £3.750m and from an available Collection Fund Surplus of £1.400m. The following specific and corporate reserves would be used to address the balance:

- £1.413m from gains anticipated in 2019/20 from the Greater Manchester 100% Business Rates Retention Pilot Scheme;
- £1.300m of further benefit made available by the GMCA from the Greater Manchester 100% Business Rates Retention Pilot Scheme in 2019/20;
- £3.113m from reserves relating to a refund of the 2019/20 Waste Levy; and
- £4.182m from Corporate Reserves.

Approval of the proposals set out in the report in full by Budget Council would deliver a balanced revenue budget for 2020/21. The budget reduction requirement for subsequent years was forecast to be £23.243m for 2021/22, £13.016m for 2022/23, £13.568m for 2023/24 and £12.921m for 2024/25.

The Fees and Charges proposals for 2020/21 were presented at Appendix 7 and the Council's Pay Policy Statement was presented at Appendix 12.

The report also summarised the reserves and balances position supporting the Councils financial resilience. In addition, section 17 of the report set out the proposed budget strategy for future years

The Director of Finance confirmed that these proposals constituted a valid budget that could be delivered.

The report had been presented to the Performance and Value for Money Select Committee on the 23rd January 2020 and the Committee commended the report to Cabinet.

Following consideration of the Opposition Budget proposals on the 4th February 2020 the Select Committee made eight recommendations to the Cabinet, which were considered as follows:

1. the Committee suggested that the Cabinet give a consideration to the provision of refreshments at meetings going forward. The Cabinet noted that this issue had been presented and rejected previously, and were not minded to recommend this to Council for 2020/21;
2. The Cabinet were reminded of the decision of the Council on 27th February 2019 to undertake a review of essential car user allowances and were recommended to consider this issue within the wider review of reward packages. The Cabinet were minded to recommend to Council for 2020/21 that the review be undertaken along with a wider review of recognition and reward packages;
3. The Committee suggested that the Cabinet gave consideration to the reduction of the subsidisation of Trade Union support. The Cabinet noted that this issue had been presented and rejected previously, and were not minded to recommend this to Council for 2020/21;
4. The Committee suggested that the Cabinet give a consideration to increasing the income target with regard to Section 38 and Section 278 inspections within the Highways service. The Cabinet were mindful that the achievement of additional income in this service area could not be guaranteed and had therefore not chosen to pursue this as a budget reduction proposal. It would not therefore be recommended to Council;
5. The Cabinet was asked to investigate the feasibility of the provision of additional healthcare centres in Saddleworth and Chadderton when it considered the Capital Programme in a future year. Cabinet noted that the 2020/21 to 2024/25 Capital Programme to be considered at the Council meeting on 26th February 2020 reflected the Administration's priority projects. Cabinet were minded to recommend that, when a review was undertaken to determine which schemes may be included in future years, additional health care centres for Saddleworth and Chadderton be considered.;
6. The Cabinet be recommended to reverse the decision to reduce Parish Council Grant funding and re-instate the £15,000 budget. Cabinet were informed that the reduction had been agreed on the basis that it was in equal



proportion to the loss in government funding experienced by the Council. It was not considered appropriate to protect Parish councils from the impact of government funding cuts and the Cabinet were not minded to recommend this to Council for 2020/21;

7. The Cabinet was asked to look at the issue of School Holiday Food Clubs and try to find funding to provide additional support to School Holiday Clubs. The Cabinet recognised the importance of the School Holiday Food Clubs, given the pressure on family budgets caused by government welfare reforms, and was minded to recommend that there be a review of the level of support that could be offered from within existing budgets;
8. The Cabinet be asked to undertake a review of the Corporate Priorities Budget to consider whether £15,000 funding of the annual Saddleworth Band Contest could be identified. The Cabinet recognised the importance of the Saddleworth Band Contest and was minded to recommend that, during the preparation for the contest in 2020, there be a review of the level of support that could be offered from within existing budgets

Options/Alternatives considered:

Option 1 – Cabinet accepts the assumptions and resulting financial forecasts presented within the report and the budget position at Appendix 4.

Option 2 – Cabinet proposes amendments to the assumptions which would change the resulting budget gap and financial forecasts.

Option 3 – Cabinet approves and commends to Council all the budget reduction proposals included in this report to the value of £3.011m and the approach to the use of reserves and balances as well as Council Tax and Adult Social Care Precept in increases.

Option 4 - Cabinet requests that further work is undertaken on some or all of the budget proposals and the approach to reserves and balances.

RESOLVED – That:-

A. The Cabinet accepted and commended to Council:

1. The policy landscape and economic context in which the Council was setting its revenue budget for 2020/21 and Medium Term Financial Strategy to 2024/25;
2. The impact of Oldham Council Policies and Strategies on the Council's budget setting process and the development of its Medium Term Financial Strategy;
3. The financial forecasts for 2020/21 to 2024/25 having regard to the Provisional Local Government Finance Settlement and associated funding announcements;
4. The key issues to be addressed in continuing to respond to the financial challenges facing the Council;
5. The 2020/21 Budget Reduction Proposals at a value of £3.011m;
6. The proposed use of £5.826m of reserves for specific purposes and £4.182m of corporate reserves to balance the 2020/21 budget;
7. The fees and charges schedule included at Appendix 7;

8. A proposed Council Tax increase of 2.99% for Oldham Council services resulting in the charges set out at paragraph 15.3 and Table 29 of the report and in detail at Appendix 8;
 9. The proposal to draw on the Collection Fund for major preceptors of £113.271m for Borough Wide services and £96.466m for Council services;
 10. The proposed budget for 2020/21 for the Council set at £233.512m;
 11. The revised estimated budget reduction targets of £23.243m for 2021/22, £13.016m for 2022/23, £13.568m for 2023/24 and £12.921m for 2024/25.
 12. The pay policy statement included at Appendix 12.
 13. That a review of reward and recognition packages, to include essential car user allowances, be undertaken during 2020/21.
- B. The Cabinet recommended that:
1. Additional health care centres for Saddleworth and Chadderton be considered when a review was undertaken to determine which schemes may be included in the Capital Programme in future years;
 2. In relation to School Holiday Food Clubs, there be a review of the level of support that could be offered from within existing budgets;
 3. In relation to the 2020 Saddleworth Band Contest, there be a review of the level of support that could be offered from within existing budgets.

9

HOUSING REVENUE ACCOUNT ESTIMATES FOR 2020/21 TO 2024/25 AND PROPOSED OUTTURN FOR 2019/20

Consideration was given to a report of the Director of Finance which set out the latest Housing Revenue Account (HRA) outturn estimate for 2019/20, the detailed budget for 2020/21 and strategic estimates for the four years 2021/22 through to 2024/25. The report also set out the recommended dwelling, non-dwelling rents and service and concierge charges to be applied from April 2020.

The Cabinet noted that HRA activities were a key element of the Council's Housing Strategy (approved by Council on 10 July 2019) which aimed to provide a diverse Oldham Housing offer that was attractive and met the needs of different sections of the population at different stages of their lives.

After taking all relevant issues into account, the projected financial position for 2019/20 was estimated to be a £2.273m positive variance when compared to the original budget forecast for 2019/20 approved at the Budget Council meeting, 27 February 2019. Most of this variance was attributable to the re-profiling of HRA funded capital schemes into later years due to revisions to planned spending profiles. The balance at the end of 2019/20 was projected at £21.750m.

The financial position for 2020/21 showed an estimated HRA closing balance of £18.230m which was sufficient to meet future operational commitments and the potential financial pressures identified in the risk assessment.

The 2020/21 position had been presented after allowing for an increase in dwelling rents of 2.99%, the increase in non-dwelling

rents in line with individual contracts, the freezing of all service charges and the setting of Extra Care Housing and Holly Bank concierge charges to fully recover costs.

Members were reminded that the Government had previously advised that PFI properties were exempt from Central Government's 1% Social Rent Reduction policy. This policy was due to end on 31 March 2020. In preparation, Central Government had recently issued updated guidance for the period 2020-2025 for all properties, confirming a return to rents being set based on the Consumer Price Index (CPI) rate at September of the preceding year plus 1%. All Oldham's budget projections for the 2020/21 budget would follow the rent setting guidance of CPI plus 1%, resulting in an increase of 2.7% (CPI is taken as at September 2019).

The financial projections for the HRA over the period 2019/20 to 2024/25 showed an overall reduction in the level of balances from £21.750m at the end of 2019/20 to £7.713m at the end of 2024/25. This was because HRA resources were to be used to support several major approved housing capital projects including development at Princes Gate Site C, developing temporary accommodation to meet homelessness demands, developing purchase and repair / lease and repair pilot schemes in the private rented sector and financing the purchase of additional housing to add to the Council's HRA stock.

Options/Alternatives considered

In order that the Council complied with legislative requirements it must consider and approve a Housing Revenue Account budget for 2019/20.

Three options with regard to rent had been assessed.

1. proposed rent increase of 2.7%
2. proposed rent increase of 1.7%
3. rents to be frozen for 2020/21.

Compared to a 2.7% increase, the loss to the HRA for 2020/21 in terms of rental income would be, £0.084m at a 1.7% rent increase and £0.229m with no rent increase.

The Cabinet was advised that, although losses in income for 2020/21 could be considered manageable, it was the cumulative impact of sustained losses of income that would have a lasting and significant impact on the long-term financial strength of the HRA and potentially its ability to meet its current and future financial commitments. This was emphasised with the inflation factor built into the Unitary Charge. A proportion of the Unitary Charge expenditure currently increased by an inflation factor linked to the Retail Price Index (RPI), therefore were the Council not to introduce the proposed rent increase, or to increase rents at a level below the current proposal, it would limit the ability of the HRA to meet its future financial commitments and support the aspirations of the Council's wider Housing Strategy.

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

1. Forecast HRA outturn for 2019/20 (as per Appendix A)
2. Proposed HRA budget for 2020/21 (as per Appendix B)
3. Strategic estimates for 2020/21 to 2024/25 (as per Appendix D)

4. Proposed increase to dwelling rents for all properties of 2.7%.
5. Proposed increase to non-dwelling rents as per individual contracts.
6. Proposal that service charges be unchanged.
7. Proposal to set Extra Care Housing and Holly Bank concierge charges to fully recover actual costs

10

CAPITAL STRATEGY AND CAPITAL PROGRAMME 2020/21 TO 2024/25

Consideration was given to a report of the Director of Finance which set out the Capital Strategy for 2020/21 to 2024/25 and thereby the proposed 2020/21 capital programme, including identified capital investment priorities, together with the indicative capital programme for 2021/22 to 2024/25, having regard to the resources available over the life of the programme. The Council's Capital Strategy and Capital Programme were set over a five-year timeframe. The proposed Capital Strategy and Programme for 2020/21 to 2024/25 took the essential elements of the 2019/24 and previous years' strategies and programmes and moved them forward in the context of the financial and political environment for 2020/21.

The Strategy also included a longer-term vision, a forward look at those projects that were likely to run beyond the five-year strategy and programme period or be initiated subsequently. This covered a timeframe for the 10 years from 2025/26 to 2034/35.

Capital Strategy

The format of the Capital Strategy reflected the requirements of the latest Prudential and Treasury Management Codes issued by the Chartered Institute of Public Finance and Accountancy (CIPFA). The Strategy therefore presented:

- A high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- An overview of how the associated risk is managed
- The implications for future financial sustainability

The Capital Strategy ensured that all Council Members were presented with the overall long-term capital investment policy objectives and resulting Capital Strategy requirements, governance procedures and risk appetite. The Strategy incorporated the refreshed and updated elements of the Medium-Term Property Strategy, the Creating a Better Place Strategy, Commercial Property Investment Strategy and Fund, Housing Strategy and Income Strategy. The Strategy also advised that the Council was proposing to continue the use of the flexibility provided by the Ministry of Housing, Communities and Local Government (MHCLG) to use capital receipts to fund the revenue cost of transformation. The 2020/21 revenue budget would rely on up to £3.750m of such funding from capital receipts.

Capital Programme

Members were informed that the projected outturn spending position for 2019/20 was £63.945m. The People and Place Directorate, which managed all of the major regeneration projects, constituted the main area of expenditure (£33.406m).

Ringfenced and Un-ringfenced grants (£29.888m) followed by Prudential Borrowing provided the main source of financing (£18.967m). Actual expenditure to 30 November 2019 was £33.031m (51.63% of forecast outturn). This spending profile was in line with previous years, the position would be kept under review and budgets would continue to be managed in accordance with forecasts.

The Council had set out its Capital Programme for the period 2020/21 to 2024/25 based on the principles of the Capital Strategy. The Capital Programme and Capital Strategy had been influenced by the level of resources considered available at the time of preparation. If additional resources became available, projects that met the Council's strategic capital objectives would be brought forward for approval.

The Capital Strategy 2020/21 to 2024/25 had seen a significant increase in the level of investment compared to that previously projected. This was due to the incorporation of the spending plans associated with the recently approved Creating a Better Place strategy which encompassed housing initiatives together with town centre and borough wide regeneration. It also includes the findings of the independent review of the Medium-Term Property Strategy.

The Capital Strategy reflected the refreshed Commercial Property Investment Strategy and the Income Strategy as well as the approved Housing Strategy.

Members were informed that, as at the month 8 capital monitoring position, the anticipated expenditure over the five year life of the 2019/20 to 2023/24 strategy was £272.939m, taking 2019/20 aside (£63.945m) leaves £208.994m for the remainder of the approved 2020/21-2023/24 Capital Programme. Following the approval of the new and refreshed strategies including Creating a Better Place, and moving forward the planning period by one year, the Capital Strategy for 2020/21 to 2024/25 totalled £479.108m. A significant increase in investment to deliver change for Oldham was therefore evident. A review of the Capital Programme had highlighted that there was already a full range of commitments for the period 2020/21 to 2024/25 but additional funding allocations totalling £270.114m had been added to support the ambitious regeneration programme.

The Capital Programme included proposed expenditure for 2020/21 of £147.159m, with the largest area of expenditure being on regeneration, transport and infrastructure projects within the People and Place Directorate. Total expenditure decreased to £131.467m in 2021/22, then to £102.510m and £40.999m in 2022/23 and 2023/24 respectively, and in the final year of the current programme 2024/25 spend increased to an estimated £56.973m.

The Government continued to provide significant levels of grant funding, after an initial reduction at the start of the austerity period. The main source of grant income remained education-related with Basic Need Capital grant funding allocations totalling £25.535m over the life of the programme. The 2020/21 capital programme relied on £22.031m of unringfenced and £11.209m of ringfenced grants

As in previous years, a major source of financing remained prudential borrowing. The amount required in 2020/21 (£99.070m) included borrowing attributed to schemes that had slipped from prior years and the new borrowing associated with the regeneration programme. It was expected that £30m of this prudential borrowing would be financed by income provided from property acquisition and investment. In addition, the timing of the borrowing was linked to the cash position of the Council and may therefore not mirror the spending/financing profile as set out.

The Cabinet noted there would be a continued review of capital spending requirements as the Council had further regeneration ambitions but affordability and deliverability would be key considerations in this regard. It was possible that the capital position may change prior to the start of 2020/21 and during the year. The overall Capital Programme position would be kept under review and any new information about funding allocations would be presented to Members in future reports.

Options/Alternatives considered

Members could choose to accept the proposed Capital Strategy and Capital Programme or revise and suggest an alternative approach to capital investment including the revision of capital priority areas.

RESOLVED - That the Cabinet accepted and commended to Council:

1. The Capital Strategy for 2020/21 to 2024/25 at Appendix 1 of the report and summarised at section 2.1.
2. The Capital Programme for 2020/21 and indicative programmes for 2021/22 to 2024/25 at Annex C of Appendix 1 and summarised at sections 2.2 to 2.6 of the report.
3. The Flexible Use of Capital Receipts Strategy as presented at Annex D of Appendix 1.

11

TREASURY MANAGEMENT STRATEGY STATEMENT 2020/21

The Cabinet gave consideration to a report of the Director of Finance which presented the strategy for 2020/21 Treasury Management activities including the Minimum Revenue Provision Policy Statement, the Annual Investment Strategy and Prudential Indicators together with linkages to the Capital Strategy.

Members were informed that the Council was required through regulations supporting the Local Government Act 2003 to 'have regard to' the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans were affordable, prudent and sustainable. It was also required to produce an annual Treasury Strategy for borrowing and to prepare an Annual Investment Strategy setting out the Council's policies for managing its investments and for giving priority to security and liquidity of those investments. The Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management 2017 (the Code) required the receipt by full Council of a Treasury Management Strategy Statement.

The Strategy for 2020/21 covered two main areas.

Capital Issues

- The Capital expenditure plans and the associated Prudential Indicators
- The Minimum Revenue Provision (MRP) Policy Statement

Treasury Management Issues:

- The Current Treasury Position
- Treasury Indicators which limited the treasury risk and activities of the Council
- Prospects for Interest Rates
- The Borrowing Strategy
- The Policy on Borrowing in Advance of Need
- Debt Rescheduling
- The Investment Strategy
- The Creditworthiness Policy
- The Policy regarding the use of external service providers.

The report outlined the implications and key factors in relation to each of the above Capital and Treasury Management issues and made recommendations with regard to the Treasury Management Strategy for 2020/21.

Cabinet noted that the Audit Committee, the body charged with the detailed scrutiny of Treasury Management activities considered the proposed Treasury Management Strategy report at its meeting on 20 January 2020. It was also presented to the Overview and Scrutiny Performance and Value for Money Select Committee on 23 January 2020. Both the Audit Committee and the Overview and Scrutiny Performance and Value for Money Select Committee were content to commend the report to Cabinet.

Options/Alternatives considered

The Council was required to comply with the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management the Council and has no option other than to consider and approve the contents of the report.

Therefore no options/alternatives were considered.

RESOLVED -That the following be accepted and recommended to Council:

1. Capital Expenditure Estimates as per paragraph 2.1.2;
2. MRP policy and method of calculation as per Appendix 1;
3. Capital Financing Requirement (CFR) Projections as per paragraph 2.2.4;
4. Projected treasury position as at 31 March 2020 as per paragraph 2.3.3;
5. Treasury Limits as per section 2.4;
6. Borrowing Strategy for 2020/21 as per section 2.6;
7. Annual Investment Strategy as per section 2.10 including risk management and the creditworthiness policy at section 2.11; and
8. Level of investment in specified and non-specified investments detailed at Appendix 5.



Consideration was given to a report of the Director of Finance which set out the proposed Council Tax Reduction Scheme for 2020/21.

Members were informed that there was a requirement to have a Council Tax Reduction (CTR) scheme to support residents who qualified for assistance in paying Council Tax. The Local Government Finance Act 2012 placed a requirement that each year a billing authority must consider whether to revise its Council Tax Reduction scheme or to replace it with another scheme. Any change to the 2020/21 scheme must be agreed by full Council in line with budget setting and no later than 10 March 2020. For Oldham, this required the Council to agree a revised 2020/21 scheme at the 26 February 2020 Council meeting. Any proposed change must be subject to prior consultation with the major preceptors and the public.

The Council's current CTR scheme limited CTR to a maximum of 85% of Council Tax for a Band A property and removed second adult rebate for those of working age. Following a public consultation exercise in Autumn 2018, the scheme was amended from April 2019 to introduce a range of changes to the scheme largely aimed at supporting those CTR claimants who received Universal Credit (UC). These included the application of some earnings disregards and treatment of information received from the Department for Work and Pensions (DWP) about UC as a claim for CTR.

As more working age Housing Benefit (HB) cases moved to UC, Local Authority CTR schemes were in transition, as the number of cases aligned to the HB model of assessment reduced and the number of UC cases aligned to the UC structure increased. It was therefore considered pragmatic to wait until more cases had migrated to UC to introduce a fully revised CTR scheme which would appropriately link with the design of UC. This would avoid the administrative complexity of running two distinct working age CTR schemes concurrently and would mean that the CTR scheme would remain unchanged in 2020/21.

Options/Alternatives considered:

Option 1 - Maintain the present level of support i.e. limiting the level of support at 85% of the Council Tax for a Band A property.

Option 2 - Limit the maximum level of support from 2020/21 to 82.5%

Option 3 - Align the CTR scheme to reflect some of the changes made to Housing Benefit

Option 4 - Change the method of assessment for UC/CTR cases

RESOLVED – That the Cabinet approved and commended to the Council the proposed Council Tax Reduction Scheme for 2020/21 which is unchanged from the 2019/20 scheme.

13

STATEMENT OF THE CHIEF FINANCIAL OFFICER ON RESERVES, ROBUSTNESS OF ESTIMATES AND AFFORDABILITY AND PRUDENCE OF CAPITAL INVESTMENTS

Consideration was given to a report of the Director of Finance which recommended that the Cabinet considered the level of balances necessary to support the 2020/21 budget underpinned

by the agreed policy on Earmarked Reserves, setting a properly balanced revenue budget which included the financing of capital investments within the present investment proposals.

Members were informed that, in order to comply with Section 25 of the Local Government Act 2003; the Authority's Chief Financial Officer (the Director of Finance) was required to report on the robustness of the estimates made for the purposes of the revenue budget calculations and the adequacy of the proposed reserves. This information enabled a longer-term view of the overall financial resilience of the Council to be taken. It also reported on the Director of Finance's consideration of the affordability and prudence of capital investment proposals. The level of general balances to support the budget and an appropriate level of Earmarked Reserves maintained by the Council in accordance with the agreed Council Policy on Earmarked Reserves, were an integral part of its continued financial resilience supporting the stability of the Council. Whilst the Council had prepared a detailed revenue budget within a five-year Medium Term Financial Strategy (MTFS), a five year capital programme and continued the closure of accounts within an appropriate timeframe allowing early focus on the upcoming challenges and a robust financial transformation programme, there continued to be a reliance on the use of reserves to balance the revenue budget.

Since 2016/17, reserves of £22.937m had been used to underpin the Council's revenue budget. For 2020/21, there was a proposed use of reserves of £10.008m combined with a number of one-off measures totalling £5.150m. The continued use of reserves and one-off measures had the impact of deferring the changes that were required to balance the revenue budget by on-going sustainable means. The implementation of the next phase of the transformation programme in 2020/21 was expected to begin to address this challenge. The expected benefits of the transformation programme would be phased over several financial years and it was anticipated that there would continue to be a need to utilise reserves until the programme was complete.

As detailed within the Council's Audit Completion Report, presented alongside the Statement of Accounts, the External Auditors concluded that for 2018/19 the Council had made proper arrangements to deliver financial sustainability in the medium term. However, it was also pointed out that "the use of reserves to support revenue budgets in the longer term is not sustainable, and the Council will need to ensure that its longer term financial sustainability does not deplete its reserves to unsustainably low levels".

Members noted that financial resilience depended in part on the Council maintaining an adequate level of reserves. In order to scrutinise the level of reserves held by the Council, the policy on earmarked reserves was considered by the Audit Committee in June 2019 and it was proposed to action the same review again in 2020/21 after the closure of the accounts for 2019/20.

Whilst the Council was utilising a number of reserves to support the 2020/21 revenue budget, Members were assured that the Council currently remained financially resilient and was working hard to address the pressures that had arisen over a number of

years and therefore still continued to be well placed to meet the difficult financial challenges that it faced.



Oldham
Council

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

1. The proposed General Fund Balance currently calculated for 2020/21 at £14.991m.
2. The initial estimate of General Fund Balances to support the Medium Term Financial Strategy is as follows:
 - £15.187m for 2021/22 and
 - £15.241m for the years 2022/23, 2023/24 and 2024/25.
3. The intended report to be presented to the Audit Committee on Earmarked Reserves to ensure this area is subject to appropriate scrutiny.
4. The actions necessary to secure a properly balanced budget as presented in paragraph 3.6.
5. The actions necessary to ensure the prudence of the capital investments as noted in Section 4.

The meeting started at 6.00 pm and ended at 6.29 pm

This page is intentionally left blank



Report to CABINET

Meridian Development Company: Land and Property at Meridian Centre and Crossbank Street, Primrose Bank [Werneth]

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

Officer Contact: Emma Barton, Director of Economy

Report Author: Bryn Cooke, Head of Strategic Housing and Property Partnerships
Ext. 4134

24 February 2020

Reason for Decision

The purpose of the report is to provide information relating to a Council owned joint venture and its landholding in and around Crossbank Street, Primrose Bank.

Recommendations

Cabinet is asked to note the contents only, with a further report, providing a full overview and the detailed implications to the Council due to be considered under Part B of the agenda.

Meridian Development Company: Land and Property at Meridian Centre and Crossbank Street, Primrose Bank [Werneth]

1 Background

- 1.1 In 1995, Oldham Council setup the Meridian Development Company with private sector partners Interurban Limited. In setting up the joint venture, Oldham Council acquired an interest in the Meridian Business Centre and used the company to develop Saddleworth Business Centre which was completed in 1998 using European Regional Development Funding. The joint venture was established in such a way that the agreement of all shareholders is required in order to facilitate any changes to the company structure.
- 1.2 In 2001, further grant funding was obtained and the company acquired and developed the first phase of Albert Mill, Hollinwood. In order to facilitate the development of second phase of the Albert Mill site, a separate company involving the Council - the Meridian Estates Development Company - was set up. This second company had to be established because one of the shareholders in the original company had died and his descendants did not want to participate in developing Phase 2 of the site. The shareholding in the new company was split between the Council and the two private shareholders.
- 1.3 The two private sector partners are keen to retire and sell their shares. In order to gain control of the Meridian Centre and surrounding land, it has previously been acknowledged that the Council would be keen to purchase the assets held by the JV companies.

2 Current Position

- 2.1 In March 2018, Meridian Development Company completed the development of new premises on behalf of FCHO and completed the sale agreement, which in turn confirmed an appropriate value that could be achieved in the area.
- 2.2 During the development period, the Company were also successful in obtaining other interest from parties keen to develop the vacant land and occupy the Meridian Centre itself. The values discussed with the interested parties has actually been in excess of the values achieved as part of the FCHO transaction – with some interested parties happy to pay a premium in order to be located within the Primrose Bank / Ashton Road area.
- 2.3 In the hope of progressing matters, the Council have procured a valuation of the Company assets and this valuation report has now been received. Due to their increasing years and the need to remove themselves from the Company and ‘retire’ the private sector shareholders have suggested that they would be prepared to consider a sale at the values identified in the independent valuation report.

3 Options/Alternatives

- 3.1 There would be a series of options available and these can be summarised as follows;

-
- Do Nothing
 - Offer the opportunity for sale on the open market
 - Proceed to acquire the assets held by the company based on the recently secured valuation

4 **Preferred Option**

4.1 In accordance with the previous discussions, it is considered preferable for the Council to acquire the assets held by Meridian and Interurban.

5 **Consultation**

5.1 The proposal for the Council to acquire and assume full control of the assets held by Meridian and Interurban was formally discussed by Cabinet in July 2015. More recently, the proposal has been further discussed with the Leader and Cabinet Member for Economy and Enterprise at the briefing in March 2019.

6 **Financial Implications**

6.1 The full financial implications are outlined in a further report, due to be considered as a Part B agenda item as, it relates to the financial and business affairs of the Council and a third party.

7 **Legal Services Comments**

7.1 The full legal implications are outlined in a further report, due to be considered as a Part B agenda item.

8. **Co-operative Agenda**

8.1 None.

9 **Human Resources Comments**

9.1 Not applicable.

10 **Risk Assessments**

10.1 None.

11 **IT Implications**

11.1 None.

12 **Property Implications**

12.1 The full property implications are outlined in a further report, due to be considered as a Part B agenda item.

13 **Environmental and Health & Safety Implications**

13.1 None.

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

14.1 None.

15 **Equality Impact Assessment Completed?**

15.1 No.

16 **Key Decision**

16.1 Yes.

17 **Key Decision Reference**

17.1 ECEN-21-18

18 **Background Papers**

18.1 None.

19 **Appendices**

19.1 None.

Report to CABINET

Fitton Hill– Selection of Developer Partner

Portfolio Holder:

Cllr Hannah Roberts, Cabinet Member for Housing

Officer Contact: Emma Barton, Director of Economy

Report Author: Ben Hill

Ext. 5261

24th February 2019

Reason for Decision

To report the outcome of the selection process for a developer partner for vacant land at Fitton Hill and recommend the selection of Countryside Properties UK as the preferred developer to work in partnership with Oldham Council and ForViva.

Executive Summary

'**Creating a Better Place**' incorporates significant programmes of work that have been progressed over the past eighteen months in order to set out a comprehensive vision and strategic framework for the borough. These include the:

- Updated vision for Oldham Town Centre;
- Housing Strategy 2019; and
- Updated Medium Term Property Strategy.

Creating a Better Place focuses on building more homes for our residents, creating new jobs through town centre regeneration, and ensuring Oldham is a great place to visit with lots of family friendly and accessible places to go.

The proposed development is in accordance with the strategic framework to **Create a Better Place** approved by Cabinet in January 2020 and is also in accordance with the Housing Strategy adopted in 2019.

Recommendations

Cabinet is recommended to:

1. A contract to be awarded to Countryside Properties as the preferred bidder for the development of Fitton Hill.
2. That the finalisation of the legal documentation to be delegated to the Leader of the Council in consultation with the Director of Economy and Skills and the Director of Legal Services or his nominated representative to be authorised to seal the development agreement and any incidental and ancillary documentation referred to in this report and/or required to give effect to the recommendations in this report.
3. The land is sold on a freehold basis.
4. To support the partnership with ForViva who also own vacant land in the area that will jointly be developed at the same time.

Redevelopment of Fitton Hill**1 Background**

- 1.1 Fitton Hill was transferred from Oldham Council to Villages Housing Association (now known as ForViva) in the late 1990's. Built in the 1950's and 60's, the estate consists of around 2,000 properties. Villages manage approximately 900 general needs properties (mostly 2 and 3 bed houses) and also have 143 sheltered bungalows. The remaining 950 properties are either stock that have been bought through the Right to Buy, have been built separately and are owner occupied, or are owned by other Registered Providers.
- 1.2 A new Neighbourhood Centre was built in 2013 and houses a library, youth centre and other community facilities. ForViva have an on-going investment programme into the existing the stock and also run a range of training and regeneration initiatives. However, the estate has issues including a lack of variety of property type and tenure and poor retail provision.
- 1.3 Oldham Council and the ForViva Group propose to work together to ensure that the Fitton Hill neighbourhood is improved to benefit both existing residents and newcomers and thereby contribute substantially to the wider sustainability of the area.
- 1.4 Both parties own significant land that currently lies vacant and in need of redevelopment. The respective land ownerships can be seen at Appendix 1 and could accommodate around 350 to 400 new homes. The respective land ownerships are 8.43 hectares (53.3%) with Oldham Council and 7.38 hectares (46.7%) with ForViva.
- 1.5 In recognition of joint objectives around providing a broader tenure mix and in helping to deliver the comprehensive regeneration of the area, Oldham Council and ForViva propose to pool their respective landholdings. This approach was approved by the Lead Member for Housing in November 2018. The joint objective is to ensure the delivery of a comprehensive development solution that will enhance the neighbourhood, improve housing choice and deliver a sustainable long-term outcome.
- 1.6 The proposed disposal is also in accordance with Oldham's Housing Strategy, approved by full Council in July 2019 and sets out the councils aims to provide an attractive housing offer and help deliver more new homes providing greater choice in type, size, tenure and affordability.

2 Current Position

- 2.1 In order to impose positive development obligations, including design quality and to prevent land banking, the council has procured the developer using the Homes England's Developer Partners Panel 3 (DPP3) - a pre-qualified European Union procurement legislation procedure. DPP3 contains 35 major housebuilders and contractors who operate in the North West region.
- 2.2 An Expression of Interest Document (Eoi) was published in December 2018 and 8 companies returned bids
- 2.3 Following the expression of interest, a sifting brief was issued to all companies to enable the council and ForViva to select 5 or 6 companies through to the Invite to Tender Stage.

- 2.4 After careful evaluation and consideration of the responses, officers from Strategic Regeneration, Procurement and ForViva agreed that the 5 companies should be invited to the Invite to Tender stage (ITT) – where developers are required to submit designs and a financial offer.
- 2.5 Three developers returned tenders and as part of the evaluation and clarification process further information on both the financial and design elements of the bid have been received.
- 2.6 Evaluation of the ITT enables the Council to access the offers for the specific opportunity. As agreed with the Lead Member for Housing in November 2018, bids are assessed against a combination of quality and price criteria to ensure that non-financial aspects of an offer can be given full recognition within any bid.
- 2.7 The summary results of the submissions are outlined below:

	Countryside Properties	Keepmoat Homes	Wiggett Construction
<i>Number of Homes</i>	368	323	391
<i>House Types</i>	24 x 1 bed appts 74 x 2 bed houses 240 x 3 bed houses 24 x 4 bed houses	42 x 2 bed houses 223 x 3 beds houses 58 x 4 bed houses	10 x 1 bed appts 48 x 2 bed houses 169 x 3 bed houses 123 x 4 bed houses
<i>Tenure</i>	Mix of Private for Sale, Private Rent and Affordable Rent.	Mix of Private for Sale and Affordable Rent.	Mix of Private Sale, Private Rent and Affordable Rent.
<i>Programme</i>	Start on site within 6 months of selection, Completion within 5 years with 50% of homes completed in 19 months.	Start on site within 6 months of selection completion within 5 years.	Start on site within 12 months of selection with completion within 6 years.
<i>Local Labour/ Apprenticeships/ Training</i>	10 full time training places. 30 months work experience placements offered. Partnering with Get Oldham Working.	Minimum of 24 apprenticeships. Range of other initiatives including Kickstart Programme with 12 participants per year.	8 full time apprenticeships and continued support for 20 existing apprenticeships. Working with Upturn.
<i>Local Interventions and Community Benefit</i>	£10,000 to set up a Community Development Fund.	Investment of £20,000 and will support a range of initiatives including healthy eating, fitness, loneliness.	Commitment of £100,000 for greenspace and £87,000 for community fund.

All proposals are NPSS Space Standards for Homes compliant and will achieve Building for Life and Secure by Design status.

- 2.8 Site Investigation reports were provided as part of the tender process but all bidders have stated that they require specific investigations to their design. All bidders reserved the right to make further deductions after they had undertaken their own site investigations, but

these will be accessed independently to ensure any deductions are reasonable and accurate.

- 2.9 Regarding the sharing of the Financial Offer between the Council and ForViva, it is proposed that a independent Quantity Surveyor will be jointly appointed to agree the split of the land value taking into account the tenure of homes, the location of the public open space and the relative value of land in each ownership. All costs incurred in setting up be split between equally between the Council and ForViva.
- 2.10 After careful evaluation by two Officers from Regeneration, one from Procurement and two from ForViva against the above criteria Countryside were ranked as the best submission.

3 Options/Alternatives

- 3.1 Option 1 – Appoint Countryside Properties to develop the site as proposed within their bid. This would enable 368 high quality new homes to be built in a mix of tenures and a capital receipt that would be split between the Council and ForViva.
- 3.2 Option 2 - Do not appoint. The site could be remarketed. This would result in lengthy and costly delays with no guarantee that a better offer would be received. It would also result in reputational damage with developers who have invested time and resources in the bidding process.
- 3.3 Option 3 – Do nothing. The brownfield sites would remain vacant and continue to be a maintenance liability to the Council and ForViva.
- 3.4 Option 4 – Appoint Keepmoat Homes or Wiggett Construction. Whilst both bids were satisfactory, neither scored as highly as Countryside Properties when accessed against the pre-agreed criteria.

4 Preferred Option

- 4.1 The preferred option (Option 1) is for Cabinet to approve the recommendations as outlined above and appoint Countryside Properties as the preferred developer partner.

5 Consultation

- 5.1 Local Members have been briefed on in November 2018, February 2019 and January 2020 and are supportive of the proposals. (Ben Hill)

6 Financial Implications

- 6.1 Cabinet are asked to note the contents of the report only, with a further, restricted report due for consideration under Part B of the agenda.

7 Legal Services Comments

- 7.1 Cabinet are asked to note the contents of the report only, with a further, restricted report due for consideration under Part B of the agenda.

8. Co-operative Agenda

- 8.1 The proposals embrace the Council's co-operative agenda will ensure that the aims, objectives and cooperative ethos of the Council are enhanced. When delivered they will

help create an ambitious and thriving community where people are proud to live, work, visit and invest. (Ben Hill)

9 **Human Resources Comments**

9.1 None arising from this report.

10 **Risk Assessments**

10.1 Mark Stenson

11 **IT Implications**

11.1 None arising from this report.

12 **Property Implications**

12.1 The property implications have been covered in the main body of this report.

13 **Procurement Implications**

13.1 The Commercial Procurement Unit supports the recommendation outlined in this report. The tender process has been carried out in line with Oldham Council's Contract Procedure Rules and Homes England framework conditions.

As part of their bids, bidders were asked to outline their approaches to meeting training and employment needs of local people and working with local people/community groups to ensure benefit. The project team will need to work with the successful bidder to ensure these commitments are realised.

Emily Molden – Senior Category Manager

14 **Environmental and Health & Safety Implications**

14.1 The proposals will bring vacant land back into use which have been vacant and subject to fly tipping. (Ben Hill)

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

15.1 The development will achieve Secure by Design Accreditation. The affordable homes will be let to people in housing need and allocated to those on Council's Housing Register. (Ben Hill)

16 **Equality Impact Assessment Completed?**

16.1 No.

17 **Key Decision**

17.1 Yes. Forward Plan Ref ECEN-19-19.

19 **Background Papers**

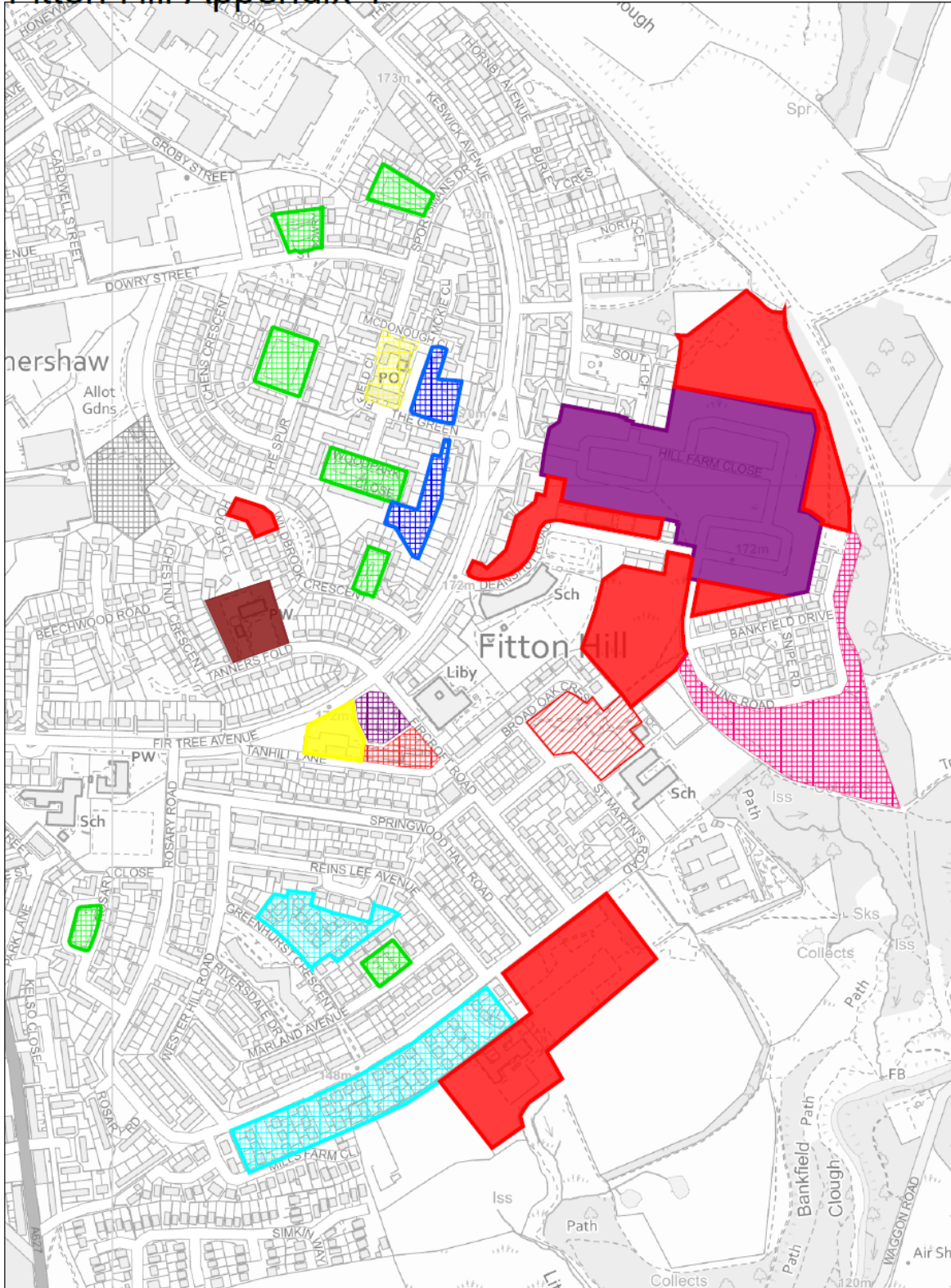
19.1 The following is a list of background papers on which this report is based in accordance with the requirements of Section 100(1) of the Local Government Act 1972. It does not include documents which would disclose exempt or confidential information as defined by the Act:

19.2 File Ref : Fitton Hill/ ForViva
Name of File : Fitton Hill
Records held in Civic Centre, Oldham
Officer Name : Ben Hill
Contact No : 0161 770 5261

20 **Appendices**

- 20.1 1: Land Ownership Plan
2: Proposed scheme design.

Fitton Hill Appendix 1



Drawn by:	JW
Division:	
Drawing no:	
Date: 14.01.20	Scale: 1:4000 @A3

Oldham Council
Civic Centre
West Street
Oldham
OL1 1UH

- ForViva land for residential development
- OMBC Land for residential development
- New dental surgery
- Private site coming to the market
- Land already developed by third party
- OMBC shopping parade
- Land to be developed by third party
- Allotments-possible future development opportunity
- ForViva owned green spaces for improvement
- ForViva offices
- Greenbelt-possible future development opportunity
- OMBC Owned POS

© Crown copyright and database rights (2016) Ordnance Survey (source 010019688)





Appendix 3



COUNCIL OF

PLANNING

COMMISSION

MEMBERSHIP

2023-2024



Report to CABINET

Primrose Bank Acquisition, Werneth

Portfolio Holder:

Councillor Hannah Roberts, Cabinet Member for Housing

Officer Contact: Emma Barton, Director of Economy

Report Author: Ben Hill, Principal Regeneration Officer
Ext. 5261

24th February 2020

Reason for Decision

To approve the purchase of 19 x five-bedroom homes currently being built at Primrose Bank.

Executive Summary

'**Creating a Better Place**' incorporates significant programmes of work that have been progressed over the past eighteen months in order to set out a comprehensive vision and strategic framework for the borough. These include the:

- Updated vision for Oldham Town Centre;
- Housing Strategy 2019; and
- Updated Medium Term Property Strategy.

Creating a Better Place focuses on building more homes for our residents, creating new jobs through town centre regeneration, and ensuring Oldham is a great place to visit with lots of family friendly and accessible places to go.

The proposed acquisition is in accordance with the strategic framework to **Create a Better Place** approved by Cabinet in January 2020 and is also in accordance with the Housing Strategy adopted in 2019.

Recommendations

Cabinet members are requested to approve:

- The Council completes the purchase of 19 homes from Engie Regeneration.
- To allocate Affordable Homes S106 payments to support the purchase.

-
- To note the Council's bid to Homes England for Shared Ownership and Affordable Homes Grant from Homes England.
 - To appoint a Cost Consultant and Quantity Surveyor to act on behalf of the Council during the completion of the works funded from the Housing Revenue Account.
 - To allocate resources from the Housing Revenue Account to fit sustainable heating systems.

Primrose Bank Acquisition, Werneth**1 Background**

- 1.1 As part of the Gateways to Oldham Private Finance Initiative regeneration scheme, the Council entered into a development agreement with Inspiral Developments (Oldham) Limited (IDO) to build out homes for private sale. IDO did not exercise its option to build out subsequent phases within Primrose Bank and in 2017 relinquished their rights to develop.
- 1.2 With changes to the design and marketing, a first phase of homes for private sale by Keepmoat Regeneration (now known as Engie) was piloted, where if the properties did not sell, then as a backup option the houses would be added to the Council's Housing Revenue Account (HRA) stock without incurring a net loss to the HRA. This phase of 18 homes was completed successfully in 2017 with all properties being sold.
- 1.3 Oldham's recently launched Housing Strategy outlines that in the borough there is a need to provide greater diversity in the type of homes built and also to provide more choice in affordable homes. It also specifies the need for more homes accessible to large and intergenerational families to help relieve overcrowding.
- 1.4 The Strategy also highlights the opportunity to explore ways of delivering new homes in Council ownership and how new homes can contribute towards achieving Carbon Neutrality. This opportunity therefore presents an excellent strategic fit to these objectives.

2 Current Position

- 2.1 A second phase of 19 five-bed homes was agreed by Cabinet in July 2017 and works have commenced on site with completion scheduled for October 2020.
- 2.2 The project will deliver 19 five-bed houses each large enough to accommodate 9 people. The homes come with 200% parking and meet National Space Standards. There are currently 2,689 households on the Council's waiting list that require four bed plus accommodation. As a borough there are only 213 affordable/social rented properties that are 4 bedrooms or over. During the first 6 months of 2019, 5 of these became vacant.
- 2.3 A Registered Provider approached Engie to purchase all homes and Engie were prepared to accept this offer leading to a pre-sale of all properties.
- 2.4 In November 2019, a report was approved by members of the Property Appraisal Group ('PAG') with a Business Case in support of the proposed purchase of 19 new homes currently being built at Primrose Bank.
- 2.5 Engie have since accepted the Council's offer to complete the purchase. The homes are currently being built and completion is expected in August 2020 (7 homes) and September 2020 (12 homes). To ensure staged payments are made to reflect works that have actually taken place on site, to guarantee the quality of work on and to generally protect the Council's position a Cost Consultant and Quantity Surveyor would need to be appointed.
- 2.6 The homes would be let at Affordable Rent (up to 80% of market rent) and would provide an opportunity for the Council to deliver new homes quickly and help meet the objectives set out in the recently published Oldham's Housing Strategy.

-
- 2.7 Whilst the Council would own the homes, a registered provider such as Great Places would be commissioned to manage the homes as they do with the wider Primrose Bank estate.
 - 2.8 The Council also has S106 contributions from developers which must be spent on the provision of new affordable housing.

3 REDWoLF (Rethinking Electricity Distribution Without Load Following)

- 3.1 As one work stream of the developing Oldham Green New Deal Strategy and delivery programme, Oldham Council has an ambition to develop an 'Oldham Code' for new build homes, to achieve a higher standard of energy efficiency and carbon performance, particularly where these new homes are built on Council-owned land.
- 3.2 REDWoLF brings the opportunity to develop a practical and deliverable technical approach to electrically heated homes using renewable energy, to reduce carbon emissions and energy bills, which can be replicated both across the borough and across Greater Manchester. The project is designed to re-appraise how homes are heated, using a combination of solar PV, electric heating and battery storage.
- 3.3 The Council's role in the project is that Oldham Council's participation in REDWoLF will not only provide a technical model for new build homes, but through learning from the other REDWoLF partners, we will also be able to offer models for retrofit of existing homes.
- 3.4 Since the start of the project, FCHO have discussed a number of options for delivering the 20 units. They proposed that there would be 10 on the Hodge Clough and Pearly Bank sites. However, this is now not possible within the timescales and First Choice are proposing to deliver 10 units elsewhere in the borough.
- 3.5 REDWoLF could then be delivered on this scheme having the advantages of the Council being the delivery partner and making sure the project is delivered in the borough. The delivery partner would be responsible for paying around 40% of installation costs with grant funding paying the remaining costs. Discussions with both Engie Leeds Beckett University (REDWoLF Lead Partner) are on-going but it's likely that 10 units could be delivered.
- 3.6 Any decision to proceed with the purchase of the 19 homes should be made on the basis that REDWoLF *could* take place on this scheme should other options not materialise and that neither project is dependent upon the another. Any financial contributions required by the Council as part of this project will be reported separately.

4. Business Plan

- 4.1 Cabinet are asked to note the contents of the report only, with a further, restricted report due for consideration under Part B of the agenda.

5 Options/Alternatives

- 5.1 Option 1- complete the purchase using S106 Contribution

The purchase of the homes would meet objectives set out in Oldham's Housing Strategy around providing larger homes and the Council directly delivering new homes. This option would mean that the Council would use less HRA reserves leaving these to support other projects.

- 5.2 Option 2- complete purchase not using S106 Contribution

The S106 monies need to be spent within 10 years or be paid back to the developer. Whilst other projects could be identified, this project does directly meet the requirements for the S106 monies in providing new affordable homes in the borough.

5.3 Do not complete the purchase

The purchase of the homes directly contributes towards the Council's objectives set out in Oldham's Housing Strategy. A Registered Provider has already contacted Engie Regeneration to purchase the homes directly and Engie are prepared to accept their bid as it would reduce sales risk to them. By not completing the purchase, the homes could still be managed by another Registered Provider compared to the rest of the estate.

6 **Preferred Option**

6.1 Option 1 is the recommended option.

7 **Consultation**

7.1 PAG have given approval. The Lead Member has been consulted and is supportive of the proposal as it helps to achieve the outcomes in the Housing Strategy.

8 **Financial Implications**

8.1 Cabinet are asked to note the contents of the report only, with a further, restricted report due for consideration under Part B of the agenda.

9 **Legal Services Comments**

9.1 Cabinet are asked to note the contents of the report only, with a further, restricted report due for consideration under Part B of the agenda.

10 **Co-operative Agenda**

10.1 The project embraces the Council's co-operative agenda will ensure that the aims, objectives and cooperative ethos of the Council are enhanced. The project would be fully consistent with the Economy and Skills Directorate messages: -

#OurBit -Providing new homes that are evidence based on the needs of the neighbourhood.

#YourBit- Being active in your Community and supporting our ambitions for growth - The Housing Strategy sets out our new house building targets for growth and this project helps achieve this.

#Result- Ambitious and thriving communities where people are proud to live, work, visit and invest.

11 **Human Resources Comments**

11.1 Not applicable

12 **Risk Assessments**

12.1 As the houses will be Social Housing there is a risk that in the future the homes could be subject to Right to Buy. Given the Units are new builds there are added protections in place

for a number of years which reduce the discount available under Right to Buy.
[Mark Stenson]

13 **IT Implications**

13.1 Not applicable

14 **Property Implications**

14.1 Property implications are described in this report. (Ben Hill - Strategic Regeneration)

15 **Procurement Implications**

15.1 Commercial Procurement has been approached to facilitate the appointment of the Cost Consultancy services to; protect the Council's interests associated with the works on site, valuations for payment, and design specification compliance. The services will be procured in line with the Council's CPRs, and via a compliant third-party framework to facilitate the necessary appointment timescales, without compromising value for money or quality of service. There are no procurement implications relating directly to the acquisition of the properties. (Emma Tweedie)

16 **Environmental and Health & Safety Implications**

16.1 The homes meet Secure by Design Status and also mean derelict sites will be bought back into use. (Ben Hill – Strategic Regeneration)

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

17.1 None

18 **Equality Impact Assessment Completed?**

18.1 The new homes would be let to applicants in housing need from the Council's Housing Register. (Ben Hill – Strategic Regeneration).

19 **Key Decision**

19.1 Yes

20 **Key Decision Reference**

20.1 HSG-14-19.

21 **Background Papers**

21.1 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: Strategic Regeneration – REDWoLF

Name of File: Strategic Regeneration – REDWoLF

Records held in Room 310, Level 3, Civic Centre, Oldham

Officer Name: Ben Hill

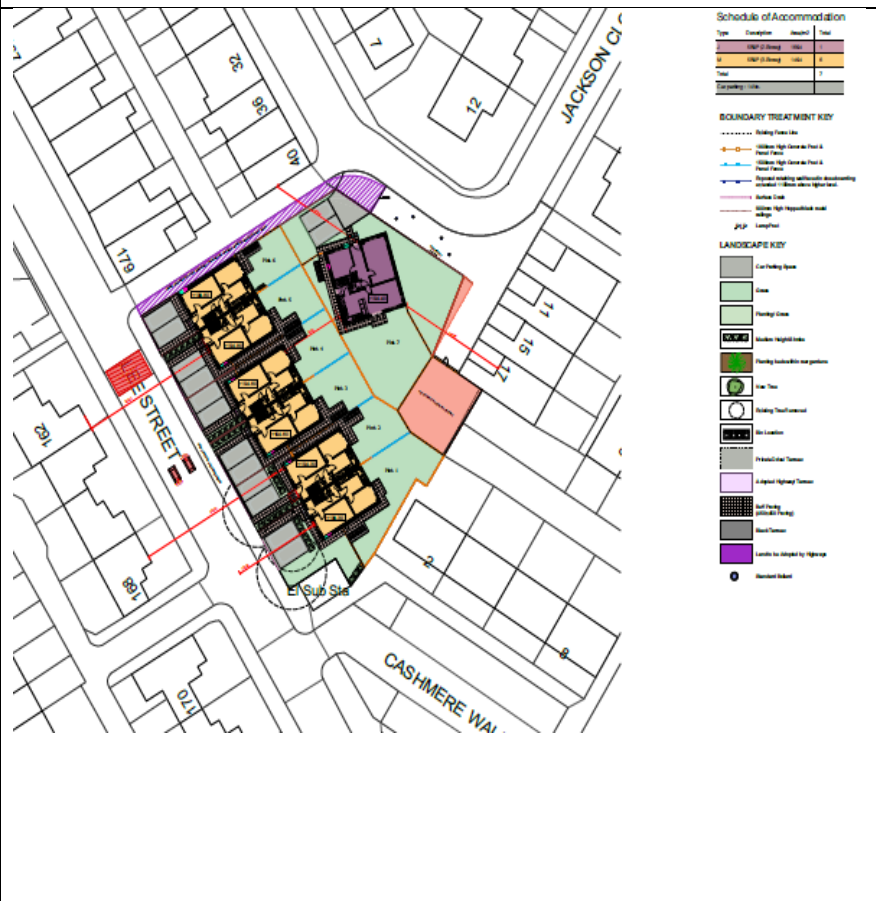
Contact No: 0161 770 5261

22 **Appendices**

Ashton Rd Layout



Proposed Lee St Layout



This page is intentionally left blank



Report to CABINET

Occupational Health and Associated Services Contract

Portfolio Holder: Councillor Abdul Jabbar, Cabinet Member for Finance and Corporate Services

Officer Contact: Rebekah Sutcliffe, Strategic Director of Communities & Reform

Report Author: Adam Ratcliffe, Contract and Compliance Manager

Ext. x 8159

24 February 2020

Reason for Decision

This report seeks approval for the Council's re-contracting of Occupational Health and associated services from 1 April 2020 as part of an GM HR collaboration for the reasons outlined below.

Executive Summary

The Council currently use Occupational Health, Physiotherapy and Employee Assistance (including Counselling) services in order to support employees, meet our statutory obligations and to help reduce sickness absence.

These services are presently delivered, through contract, by Health Management Limited. The Occupational Health element is delivered directly via the supplier, Physiotherapy and the Employee Assistance Programme (EAP) are subcontracted. This contract is a collaborative one entered into by Bolton, Oldham, Rochdale, Stockport, Tameside, TfGM, Trafford and Wigan Councils and the current arrangement terminates on the 31st March 2020.

This Cabinet report sets out how the collaboration, now joined by Bury Council, have retendered the contract and selected a preferred supplier.

Recommendations

It is recommended that Cabinet endorse the outcome of the procurement process and approve the Council's commission of Optima Health Limited to provide Occupational Health and Physiotherapy Services and People Asset Management Ltd for the provision on the Employee Assistance Programme over the next 4 years effective from 1 April 2020.

Occupational Health and Associated Services Contract

1 Background

1.1 The provision of Occupational Health services within Local Authorities is a key requirement and satisfies the Council's following statutory obligations:

- Discharging its duty of care towards employees under Health and Safety legislation by ensuring employees are physically and mentally fit to undertake their duties
- Undertaking essential Health Screening as required under Health and Safety legislation and Guidance for Hand Arm Vibration (HAVS), Audiometry and other such screening dictated by the employee's role
- The provision of reasonable adjustments, as required under Equalities legislation, where an employee has a disability impacting on their ability to undertake their duties, and
- Undertaking Ill Health Retirement assessments as required under the Greater Manchester and Teacher Pension Fund Regulations

1.2 At present, the Council contracts Health Management Limited for Occupational Health. Physiotherapy and the Employee Assistance Programme are subcontracted via HML to Connect Ltd and Workplace Wellness respectively.

1.3 In 2019 the collaborative group reviewed the current contract arrangements, the ever-challenging Occupational Health market and our requirement to provide these proactive services to our workforce, it was agreed to retender as a group. Bury and Salford Councils have now also joined the collaborative group for the procurement of the Employee Assistance Programme element of the contract. Following advice from the GM Procurement Hub it was agreed that the group would utilise the existing Crown Commercial Services Occupational Health Services Framework.

This was based on:

- All organisations having an outsourced service
- The majority of service requirements being the same
- A shared view that services provided by the current provider can be inconsistent in quality
- Bury's EAP arrangements expiring at the end of March 2020 and Salford not currently having EAP provision

1.4 Collaborating with other Authorities provides Oldham Council with the following advantages:

-
- A more cost-effective Occupational Health Service delivered through greater economies of scale achieved by the successful supplier, and
 - A forum through which benchmarking, the sharing of practice and contract management continued to be made more effective

2 **Current Position**

2.1 Prior to inviting suppliers to take part in a mini competition via the existing CCS Framework, work was undertaken by the collaborating bodies to re-specify the service required. This focused on the provision of:

- A modern and efficient service which exploits technologies to improve accessibility, improve turnaround times and reduce costs
- A service better aligned with wellbeing and absence management agendas
- A cost-effective service with transparent pricing, and
- Robust performance management provided by stated service standards and challenging Key Performance Indicators

2.2 Supplier selection took place between the 6th November 2019 and 6th December 2019 with all collaborating bodies agreeing the outcome of the selection process. Selection included assessment of questions asked via the mini-competition process and extensive clarification responses. The outcome identified Optima Health Ltd as the selected provider for Occupational Health and Physiotherapy and People Asset Management Ltd for the delivery of the Employee Assistance Programme.

3 **Options/Alternatives**

Option 1 Do nothing

This is not practically an option and would result in the expiration of the Council's current service provision and lead to the loss of essential services to the Council and those receiving the service under service level agreement (Schools and GMWDA).

Option 2 Run a separate procurement process independently

This would likely result in more costly services and negate the benefits outlined in paragraph 1.4. This will also result in a period of service withdrawal given the timescales in which a new provider is required.

Option 3 Award the contract to the preferred suppliers as outlined above

Continue with the GM Collaboration and contract the services of Optima Health and People Asset Management Ltd for the full contract term of 2 years with the possibility of extension for a further 2 years.

4 Preferred Option

4.1 The preferred and only realistic option is **Option 3**. This is recommended on the following basis:

- The procurement process, led by an Oldham Procurement Manager, on behalf of the GM Collaboration, has been robust, inclusive of all collaborating bodies and identified a more effective service for all collaborating bodies including Oldham.
- The Council has had significant input into the specification of the service and been represented at all stages of selection. The service being procured is fully reflective of the Council's aims and objectives in respect of the service.

5 Consultation

5.1 The Oldham Procurement Team has provided advice throughout the process, ensuring that the GM process satisfies all procurement rules and local requirements. Examples of the successful supplier's social value contribution includes

5.2 As this retender will result in a change in supplier for Oldham Council and the other collaboration members. Our Trade Union Representatives, the Human Resources Advisory team, Managers, School Contacts and ultimately the whole workforce will need to be consulted in advance of any operational impact of the transition to the new suppliers.

6 Financial Implications

6.1 The preferred option is to continue the GM collaboration and contract services of Optima Health and People Asset Management Ltd.

[Pam Myrie – Senior Accountant]

7 Legal Services Comments

7.1 The Council, on behalf of the collaboration, has followed Rule 4.1 of the Council's Contract Procedure Rules and used the existing Crown Commercial Services framework agreement to source a provider of OH services via a mini competition. The selected provider has offered the most economically advantageous tender.

[Elizabeth Cunningham Doyle – Legal Services]

8. Co-operative Agenda

8.1 The service has been designed around continuing manager self-service, empowering managers in this aspect of their staff management. This should continue to impact positively on administrative capacity required. The service's primary focus is to support employees to improve their health and mental and physical wellbeing. This is aligned directly with the Co-operative Agenda and, with 70% of our employees living with the borough of Oldham, and 90% of the GM Workforce living in the Region, will directly impact on resident wellbeing.

9 Human Resources Comments

- 9.1 The service that is to be offered by Optima Health Ltd and People Assessment Management Ltd allows the Council to satisfy its legal and moral obligations towards its workforce. The service provides a platform to support the Health and Wellbeing Agenda and reducing the cost of sickness absence and thus improving the productivity of the workforce. There are no direct implications on the workforce.

[Paul Dernley – People Services]

10 Risk Assessments

- 10.1 N/a in the context of this approval report.

11 IT Implications

- 11.1 This application is managed outside of ICT and has no interface or dependency on ICT. Like in many other organisations it is therefore entirely managed by HR colleagues.

[Richard Holt – ICT]

12 Property Implications

- 12.1 None.

13 Procurement Implications

- 13.1 Occupational Health and Associated Services
A procurement process was undertaken in accordance with the Council's Contract Procedure Rules and the Public Contract Regulations 2015. These services have been procured via the CCS Occupational Health, Employee Assistance Programmes and Eye Care Framework (RM3795) administered through Lot 2 Occupational Health Services. A Mini Competition exercise was undertaken with suppliers on this Lot invited to submit their bids via The Chest procurement portal. It was out on the Chest Portal advertised for 25 days. Submissions were evaluated against set of criteria threshold, which was set out in the Mini Competition documents.

Based on the outcome of the Evaluation process, Commercial Procurement Unit recommends that the award of the contract to Optima Health having demonstrated that their organisation have submitted the most economically advantageous tender, which demonstrated the capability and quality elements within their bid. The Tender price submitted falls within the financial envelope.

Employee Assistance Programme

These services have been procured via the CCS Occupational Health, Employee Assistance Programmes and Eye Care Framework (RM3795) administered through Lot 3 Employee Assistance Programmes. A Mini Competition exercise was undertaken with all suppliers in this Lot, they were invited to submit their bids via The Chest procurement portal.. It was out on the Chest Portal advertised for 25

days. The submissions were evaluated against set of criteria thresholds, which was set out in the Mini Competition documents.

Based on the outcome of the Evaluation process, Commercial Procurement Unit recommends that the award of the contract to People Asset Management having demonstrated that their organisation have submitted the most economically advantageous tender, which demonstrated the capability and quality elements within their bid. The Tender price submitted falls within the financial envelope.

[Mohammad Sharif – Strategic Sourcing]

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, the service will be offered equally across the Council.

17 Key Decision

17.1 Yes

18 Key Decision Reference

18.1 FCS-01-2

19 Background Papers

19.1 Occupational Health and Associated Services Specification

20 Appendices

20.1 None



Report to CABINET

Grounds Maintenance Replacement Vehicle Fleet

Portfolio Holder: Cllr Ateeque Ur-Rehman, Cabinet Member for Neighbourhoods

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

Report Author: Dave Durham
Ext. 0161 770 1563

Monday 24th February 2020.

Reason for Decision

Fleet Management seek approval to purchase 17 Grounds Maintenance vehicles. A mini competition was held via the TPPL framework for the Vehicles. Lookers submitted a quote and this vehicle best meets the specification issued by the Council via the Chest which has been assessed by Fleet Management and Commercial Services.

Executive Summary

Oldham Council's Grounds Maintenance Service require a fleet of 17 double cab tipper vehicles to ensure efficient and effective working methods across the Borough. After exploring all options available to us the service is seeking approval to purchase the new vehicle fleet through the procurement framework detailed above.

Recommendations

To purchase 17 new double cab tippers via a Mini Competition run by procurement Council under the TPPL framework.

Grounds Maintenance Replacement Vehicle Fleet

1.0 Background

- 1.1 Oldham Council's Grounds Maintenance Service require a fleet of 17 new vehicles to ensure efficient and effective working methods across the Borough.
- 1.2 The current fleet has already passed its end life of 7 years. After this point the cost of maintaining and repairing vehicles generally exceeds the borrowing costs of a new vehicle fleet.

2.0 Current Position

- 2.1 The Ground Maintenance Service has been running a fleet of double cab tipper vehicles for the last 7+ years. This fleet of vehicles reached their planned 'end of life' in September 2019 and so a vehicle fleet replacement procurement process has now started. The Service have been using double cab tippers to enable the teams to get around the borough as a group without the need for extra vehicles.
- 2.2 There is a commitment to replace the fleet with compliant vehicles to ensure that the air quality strategy is fully supported. An electric option for this style of vehicle is largely untested with availability and costs still major factors. Each vehicle showing a cost of £80,000 as against the procured cost proposed in this paper of £27,322. The replacement vehicles will be euro 6 diesel engines and therefore deemed fully compliant.

3.0 Options/Alternatives

Option 1 To purchase 17 new Grounds Maintenance vehicles via the TPPL Framework as already approved in the Fleet Management Replacement Programme..

Option 2 To not purchase the new vehicles.

- 3.1 **Delay replacing the vehicle fleet.** The advantages of this would be that we would not incur any costs this financial year on replacing the vehicle fleet. However the vehicles are bought using prudential borrowing and therefore the repayment, repair and maintenance costs are spread over the 7-year life span. The main disadvantage would be an increased risk in vehicle break downs and a significant increase in repair costs as the vehicles get older. This has the potential to cause significant impact on Grounds Maintenance service delivery around the Borough.

4.0 Preferred Option

- 4.1 To purchase 17 new Grounds Maintenance vehicles via the TPPL Framework as already approved in the Fleet Management Replacement Programme.

5.0 Consultation

5.1 n/a

6.0 Financial Implications

6.1 Cabinet approved a spending programme for replacing fleet vehicles totalling £5.57m on 25th February 2019. This programme encompasses a five year period of spend covering years 2019/20 to 2023/24.

6.2 The cost of acquiring 17 replacement vehicles for Grounds Maintenance, on the basis of the preferred quote referred to above.

6.3 Subject to approval, replacement will take place in the first quarter of financial year 2020/21 (year two of the current programme).

6.4 There is adequate funding within the capital budget for 2020/21 to meet this commitment.

(Nigel Howard)

7.0 Legal Services Comments

7.1 The Council has followed Rule 4.1 of its Contract Procedure Rules and used an existing framework agreement to select the most economically advantageous tender from the bids submitted. However, in view of past experience in purchasing such expensive items of equipment the Council must ensure that there are appropriate warranties in place for the goods and that there is continued liaison with Legal Services in the event that any of the machines are faulty. (Elizabeth Cunningham Doyle)

8.0 Co-operative Agenda

8.1 n/a (Sarah whittle)

9.0 Human Resources Comments

9.1 n/a

10.0 Risk Assessments

10.1 n/a

11.0 IT Implications

11.1 n/a

12.0 Property Implications

12.1 n/a

13.0 **Procurement Implications**

13.1 A Procurement process was undertaken in accordance with the Council's Contract Procedure Rules and the Public Contract Regulations 2015. The route to market was to utilise the 'The Procurement Partnership Ltd' (TPPL) Vehicle Purchase Framework. TPPL had completed an OJEU tendering exercise on behalf of Hertfordshire County Council (HCC) to establish a procurement framework covering several lots. On inspection of the framework documentation our requirements were covered by Lot 2: Light and Medium Commercial Vehicles upto 12.5t. All 20 suppliers were then invited to take part in the further competition exercise.

Based on the outcome of the evaluation process, Procurement recommends that the award of the contractor to Lookers Motor Group Ltd. Having demonstrated that their organisation have submitted the most economically advantageous tender, which demonstrated the capability and quality elements within their bid. The submitted tender price falls within the financial envelope [Jay Thind]

14.0 **Environmental and Health & Safety Implications**

14.1 see paragraph 2.2 above

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

15.1 none.

16.0 **Equality Impact Assessment Completed?**

16.1 No

17.0 **Key Decision**

17.1 Yes

18.0 **Key Decision Reference**

18.1 NEI-20-19

19.0 **Background Papers**

19.1 None.

20 **Appendices**

20.1 None.

This page is intentionally left blank

Report to Cabinet

Council Performance Report December 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: 24 February 2020

Reason for Decision

The purpose of this report is to allow:


- The review of Council Performance for December 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 2018) **235,623** 

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 2018/Census 2011



INCOME & BENEFITS

Median Household Income **£21,752**

68.5% Employment Rate
11.1% Out of Work Benefits
5.1% Unemployment
7.7% ESA Benefits

CACI 2018/Census 2011/DWP 2019



HOUSING

64.9% Owner Occupied

12.9% in Fuel Poverty
20.9% Social Rented
13.6% Private Rented
22.1% Claiming Council Tax Benefits/Housing Benefits

LHNA 2019/DECC 2019/Council Tax 2019



HOUSEHOLD INFO

Number of Households **97,762**

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 Qualifications
51.6% 5 GCSEs A*-C (including Eng & Maths)

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 Propert
7.5 Residential Burglary Rate
13.1 Vehicle Offences Rate
42.0 Violence Against the Person Rate

GMP 2019

COMMUNITY

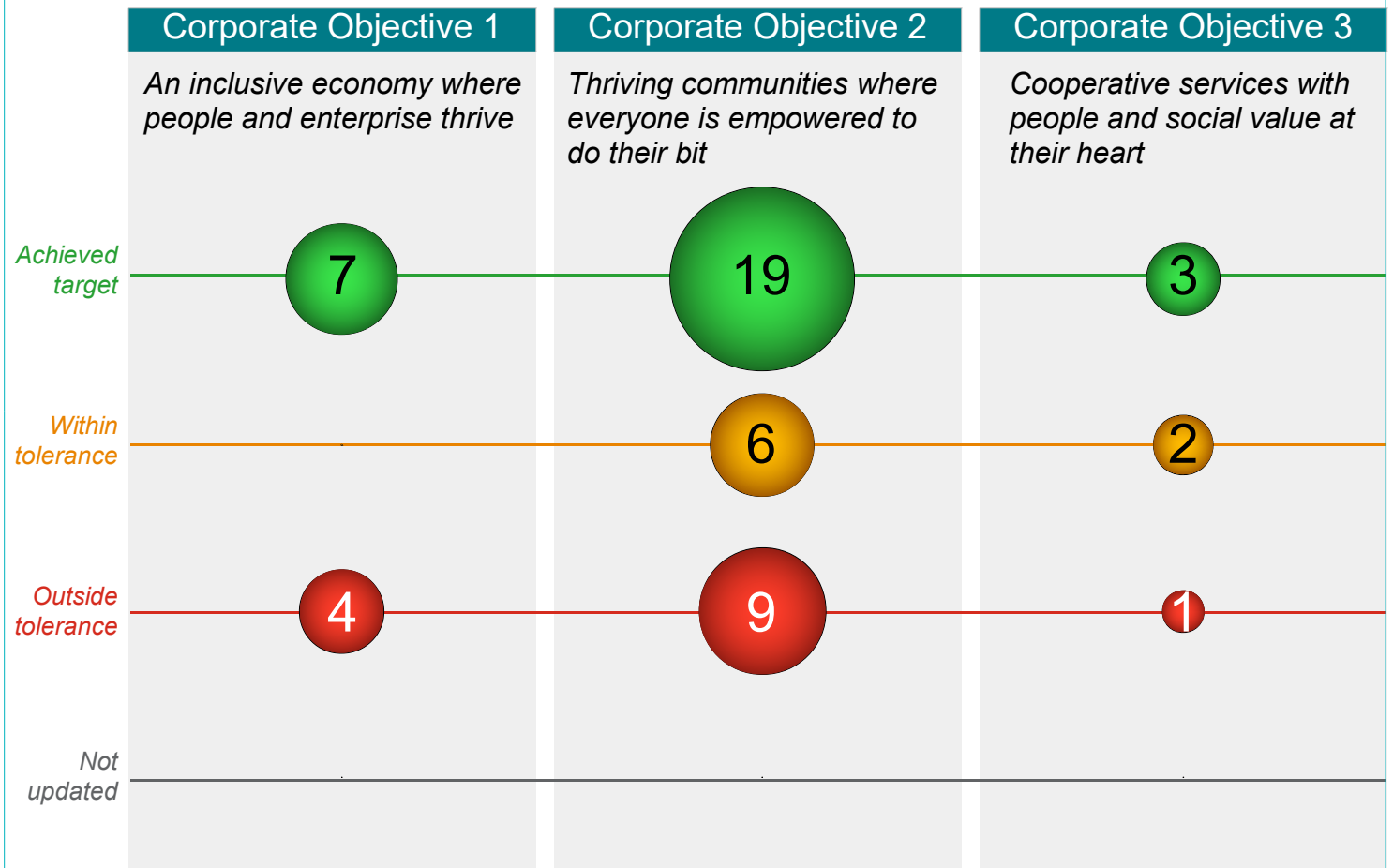
Satisfied with Local Area **71%** 

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

YYC 2013 / OMBC Election team 2016

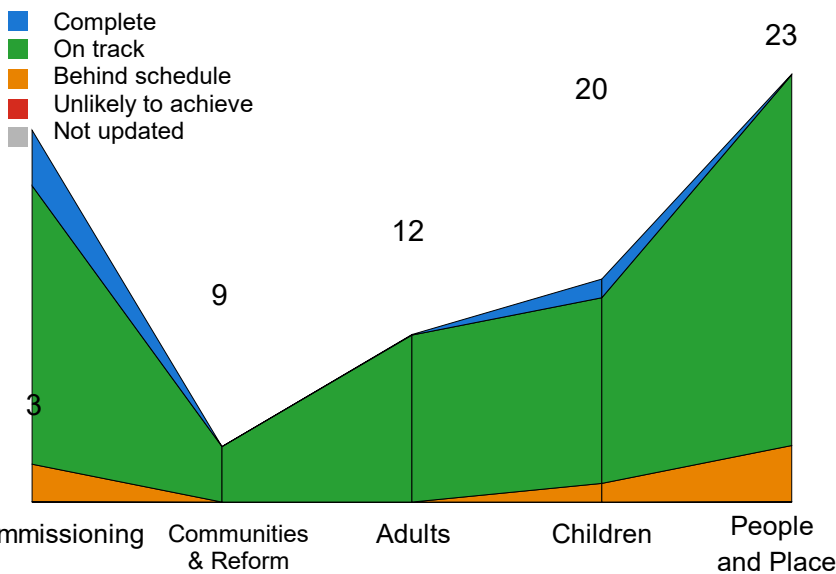
Performance Measures by Objective

Details in Appendices I and II



Action Summary

Details in Appendix III



Comment

The percentage of measures meeting target has increased to 57%, from 52% in September 2019. Work within directorates will need to continue to ensure a greater proportion of measures meet their targets.

This quarter has seen a fall in the number of red measures, a decrease from 15 to 14. This means 27% of measures are currently red.

Summary of Risks associated with Actions

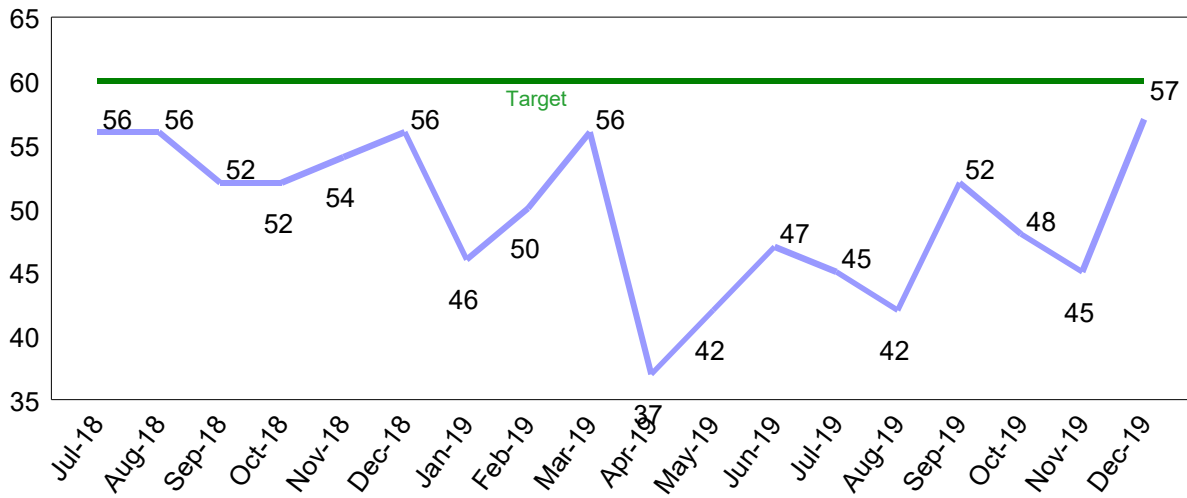
Details in Appendix IV

	Quarter 1				Quarter 2				Quarter 3			
	IV	III	II	I	IV	III	II	I	IV	III	II	I
A	0	1	0	0	0	1	0	0	0	1	0	0
B	0	0	10	0	0	0	10	0	0	0	3	0
C	0	0	16	0	0	0	17	0	0	0	10	0
D	0	4	7	1	0	4	6	1	0	4	4	0
E	0	0	1	0	0	0	1	0	0	0	0	0

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 (December 2019)

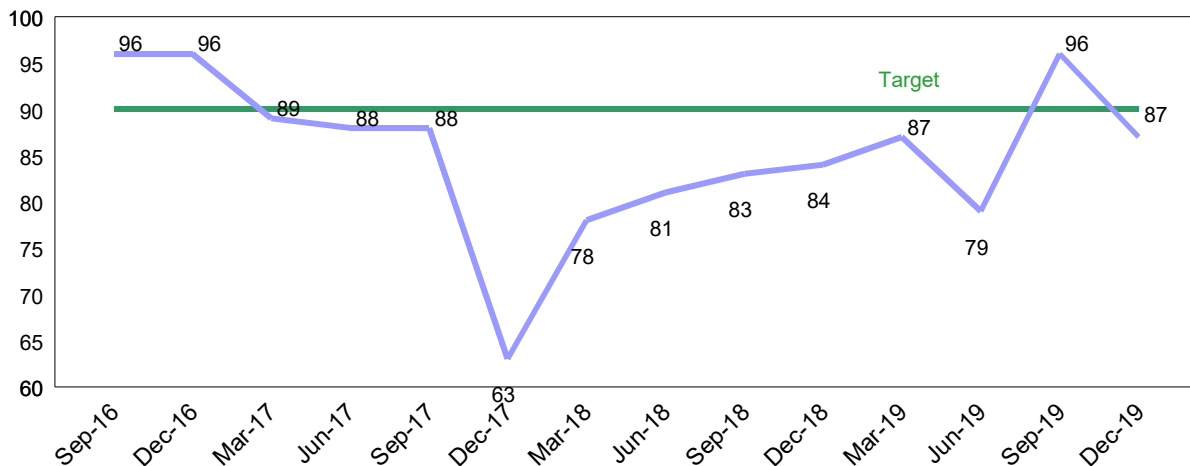
Performance Measures that achieved their target as a percentage of all reported Performance Measures. The aim is for 60% or more of the Performance Measures to have met their target.



	Prev. Quarter (Sep 19)	This Quarter (Dec 19)
No Update	0	0
> 5% off Target	15	14
Off Target	9	8
Achieved Target	28	29

Action Trend (December 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 (Sep 19)	This Quarter (Dec 19)
No Update	0	0
Unlikely to achieve	0	0
Behind schedule	3	6
On track	63	58
Complete	2	4

SICKNESS (year to date)



average days lost to sickness

same period previous year



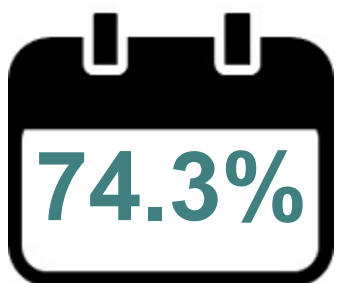
current trend



top 3 reasons

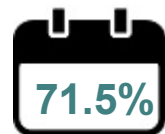
The top 3 causes of sickness are Mental Health (2.68 days per FTE), Musculo-Skeletal (2.4 days per FTE) and Stomach, Liver and Digestion (0.63 days per FTE)

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 that is longer than 20 days in duration.

TOP 3 REASONS FOR LEAVING (year to date)

127

Resignation



36



End of Fixed Term Contract

30



TUPE Transfer

30



Retirement

14



Dismissal

year end 2017/18

Resignation	163
Retirement	35
End of Fixed Term Contract	14
Other	26

SICKNESS TOP 3 DIVISIONS (year to date)

1 Adult Social Care

11.91 days per FTE

2 HR and Organisational Development

11.66 days per FTE

3 Economy

11.34 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)

13.5%



Staff turnover

same period previous year

11.1%



current trend



TURNOVER (rolling 12 months)

81.8%

of people still in post after 12 months



same period previous year

99.7%

current trend

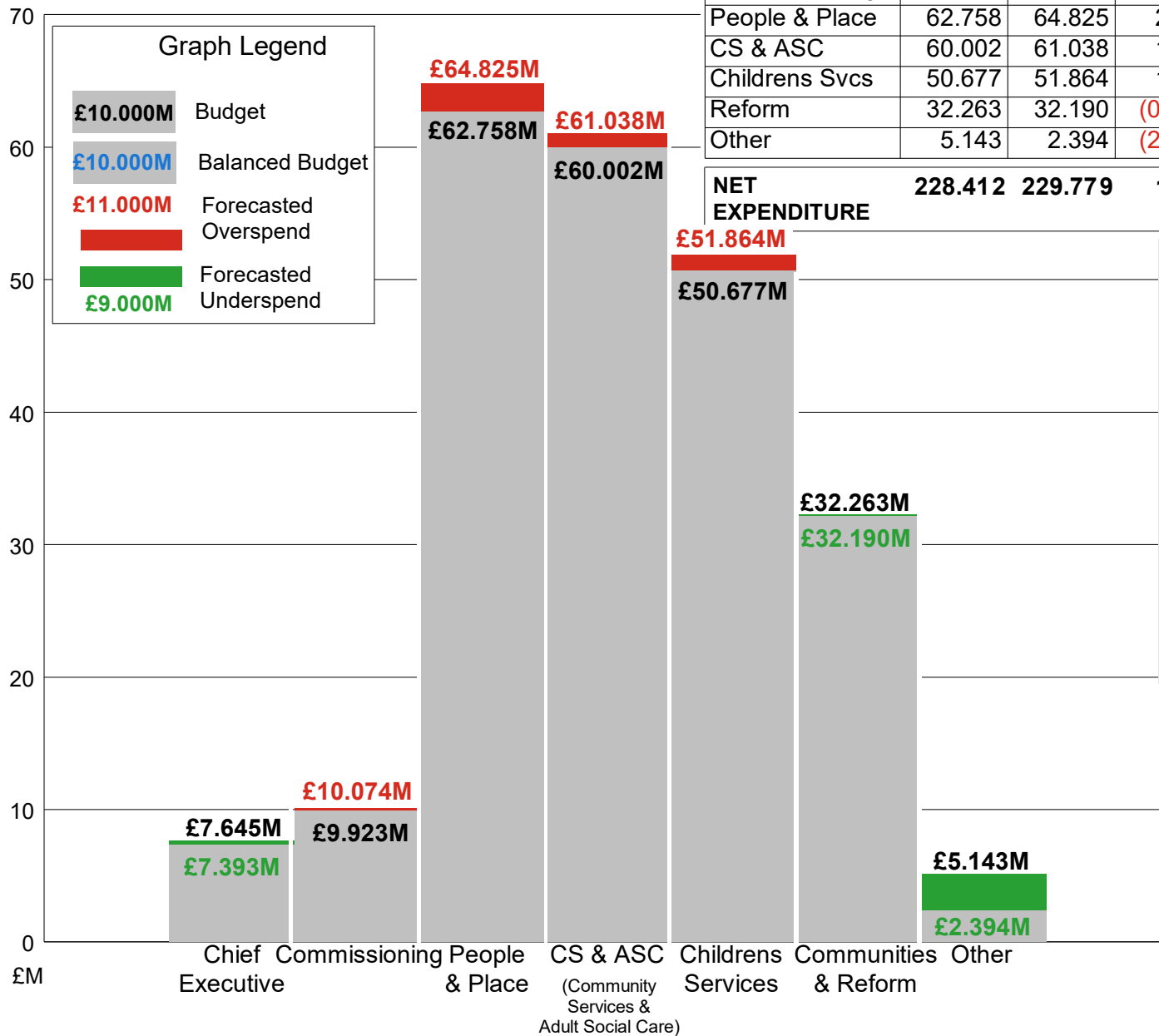


Budget Forecast

Month 8 2019/20

Portfolio	Budget £M	Forecast £M	Variance £M
Chief Exec	7.645	7.393	(0.252)
Commissioning	9.923	10.074	0.151
People & Place	62.758	64.825	2.067
CS & ASC	60.002	61.038	1.036
Childrens Svcs	50.677	51.864	1.187
Reform	32.263	32.190	(0.073)
Other	5.143	2.394	(2.749)

NET EXPENDITURE	228.412	229.779	1.367
------------------------	----------------	----------------	--------------

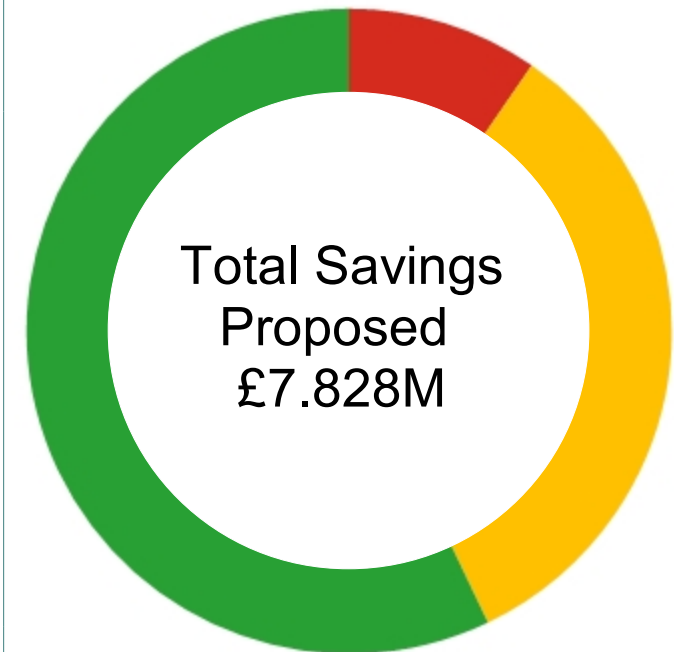


Approved 2019/20 Budget Reductions

Quarter 2 2019/20

Work in progress

£2.610M





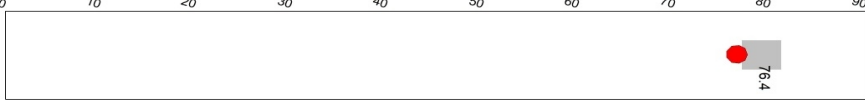
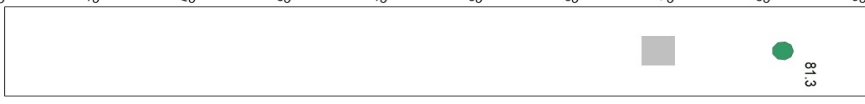
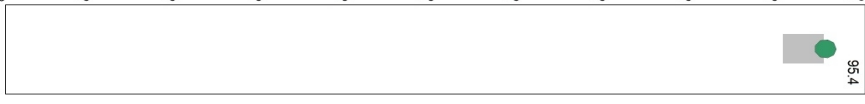
Delivered

£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 (+/- 5% of target)	LEGEND ● on or better than target ● within tolerance ● worse than tolerance	
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		62.8%	(Prev Yr) ACTUAL 62.8% TARGET 61.0%	64.0%	0 10 20 30 40 50 60 70		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%	0 10 20 30 40 50 60 70 80 90 100		92.0%
✓	M722(CP) Percentage of pupils in good/outstanding Oldham schools	Cllr S Mushtaq	Monthly		78.5%	(Prev Mth) ACTUAL 75.3% TARGET 81.0%	81.0%	0 10 20 30 40 50 60 70 80 90		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 91.7% TARGET 70.0%	70.0%	0 10 20 30 40 50 60 70 80 90		70.0%
✓	M700(CP) Attendance rates in Oldham Primary and Secondary Schools	Cllr S Mushtaq	Annual		95.8%	(Prev Yr) ACTUAL 95.4% TARGET 96.0%	95.2%	0 10 20 30 40 50 60 70 80 90 100		95.2%

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 88.3% TARGET 90.0%	90.0%	<p>A horizontal bar chart with a scale from 0 to 100. A grey bar represents the actual value of 88.3%, and a vertical line indicates the target of 90.0%.</p>	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%	<p>A horizontal bar chart with a scale from 0 to 90. A grey bar represents the actual value of 77.5%, and a vertical line indicates the target of 80.0%.</p>	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%			BI-ANNUAL - NO UPDATE THIS MONTH	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%	<p>A horizontal bar chart with a scale from 0 to 70. A grey bar represents the actual value of 64.1%, and a vertical line indicates the target of 66.0%.</p>	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 2.6% TARGET 3.5%	3.5%	<p>A horizontal bar chart with a scale from 0.0 to 4.0. A green dot represents the actual value of 2.6%, and a grey bar indicates the target of 3.5%.</p>	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 70.0% TARGET 70.0%	70.0%	<p>A horizontal bar chart with a scale from 0 to 90. A grey bar represents the actual value of 70.0%, and a vertical line indicates the target of 70.0%.</p>	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%		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%		60%
	M656(CP) Percentage of Health Visitor mandated reviews completed within timescale	Cllr Z Chauhan	Quarterly		New Measure	(Prev Qtr) ACTUAL 88.4% TARGET 88.0%	88.0%		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 95.10% TARGET 93.50%	95.00%		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%		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 464 days TARGET 426 days	426 days		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
----------------	--------------	-----------	-------	--------------	--------------------------	-----------------	----------------------	---------------------------------	--

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%		50.0%
✓	M408(CP) Total new homes built	Cllr H Roberts	Quarterly	709	287	(Prev Qtr) ACTUAL 492 TARGET 225	337		450
✓	M356(CP) Number of work related opportunities created by Get Oldham Working	Cllr S Mushtaq	Monthly		5,905	(Prev Mth) ACTUAL 7,660 TARGET 5,500	5,625		6,000
	M63(CP) Number of visitors to Gallery Oldham	Cllr S Fielding	Quarterly		93,578	(Prev Qtr) ACTUAL 57,023 TARGET 43,000	61,500		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 5,330 TARGET 5,774	5,774		5,774
	M197(CP) Number of visits to OCL Leisure Centres per 1000 population	Cllr Z Chauhan	Quarterly		5,324	(Prev Qtr) ACTUAL 2,759 TARGET 2,650	3,975		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 3,125 TARGET 2,500	2,500		6,000
	M357a(CP) Number of Get Oldham Working related Job opportunities filled	Cllr S Mushtaq	Monthly		3,386	(Prev Mth) ACTUAL 4,293 TARGET 3,116	3,187		3,400
	M409(CP) Percentage of completed homes that are affordable	Cllr H Roberts	Quarterly	17.0%	9.4%	(Prev Qtr) ACTUAL 18.7% 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 3.0% TARGET 3.0%	4.0%		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 72.3% 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 31.0% 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 349 days TARGET 400 days	450 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 204 TARGET 202	202		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
----------------	--------------	-----------	-------	--------------	--------------------------	-----------------	----------------------	---------------------------------	--

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 97.18% TARGET 94.00%	94.00%		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 64.0% TARGET 65.0%	65.0%		65.0%
✓	M501(CP) Percentage of Household waste sent for Reuse, Recycling or Composting	Cllr A Ur Rehman	Monthly	49.33%	40.35%	(Prev Mth) ACTUAL 41.86% TARGET 44.00%	42.00%		44.74%
✓	M275(CP) Percentage of minor planning applications determined in time	Cllr H Roberts	Quarterly		96.0%	(Prev Qtr) ACTUAL 84.0% TARGET 80.0%	80.0%		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%			41.6%
	M274(CP) Percentage of major planning applications determined in time	Cllr H Roberts	Quarterly		100.0%	(Prev Qtr) ACTUAL 100.0% TARGET 80.0%	80.0%		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 52.00% TARGET 60.00%	60.00%	<p>A horizontal bar chart with a scale from 0 to 70. A grey bar represents the target at 60.00%. A green dot represents the actual spend at 52.00%.</p>	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 196 TARGET 150	225	<p>A horizontal bar chart with a scale from 0 to 300. A grey bar represents the target at 150. A green dot represents the actual number of businesses at 196.</p>	300
	M493(CP) Streets and grounds inspection issues	Cllr A Ur Rehman	Monthly		17%	(Prev Mth) ACTUAL 17% TARGET 21%	21%	<p>A horizontal bar chart with a scale from 0 to 25. A grey bar represents the target at 21%. A green dot represents the actual percentage at 17%.</p>	21%
	M494(CP) Number of food hygiene inspections	Cllr A Ur Rehman	Quarterly		New Measure	(Prev Qtr) ACTUAL 260 TARGET 521	761	<p>A horizontal bar chart with a scale from 0 to 800. A grey bar represents the target at 521. A red dot represents the actual number of inspections at 260.</p>	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 7.0% TARGET 6.0%	6.0%	<p>A horizontal bar chart with a scale from 0 to 7. A grey bar represents the target at 6.0%. A green dot represents the actual percentage at 7.0%.</p>	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
----------------	--------------	-----------	-------	--------------	--------------------------	-----------------	----------------------	---------------------------------	--

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	10.0 days	9.5 days	(Prev Mth) ACTUAL 7.8 days TARGET 4.0 days	4.5 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 28.0% 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 15% 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 16.5% TARGET 3.0%	7.0%		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 83.3% TARGET 77.0%	78.0%		80.0%
	M567(CP) Percentage of community based providers rated as 'Good' or Outstanding	Cllr Z Chauhan	Quarterly		New Measure	(Prev Qtr) ACTUAL 85.7% TARGET 90.0%	91.0%		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 74.1% TARGET 85.0%	85.0%	<p>A horizontal bar chart with a scale from 0 to 90. A grey bar represents the target at 85.0%. A red dot represents the actual performance at 73.4%.</p>	85.0%
	S357(CP) Percentage of council tax in year collected of the total owed (cumulative)	Cllr A Jabbar	Monthly	95.03%	94.46%	(Prev Mth) ACTUAL 72.62% TARGET 73.13%	82.00%	<p>A horizontal bar chart with a scale from 0 to 90. A grey bar represents the target at 73.13%. An orange dot represents the actual performance at 81.5%.</p>	94.60%
	S368(CP) Percentage of national non domestic rates (NNDR) collected in year as a % of the total owed	Cllr A Jabbar	Monthly	96.73%	97.22%	(Prev Mth) ACTUAL 71.83% TARGET 71.98%	80.84%	<p>A horizontal bar chart with a scale from 0 to 90. A grey bar represents the target at 71.98%. An orange dot represents the actual performance at 79.9%.</p>	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	9/1/2020	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	10/1/2020
DC100	Support Oldham Education Partnership Board in prioritising all the recommendations of Education & Skills Commission	Adrian Calvert	Cllr S Mushtaq	6/1/2020	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 priorities are met in a cohesive manner to ensure the best outcomes for the children and young people of Oldham.	Gerard Jones	21/1/2020
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	6/1/2020	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.	Gerard Jones	21/1/2020

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.	Gerard Jones	21/1/2020
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). GLD rose by 4 percentage points (ppts), from 64.1% to 68.1%. This compares to a 1ppt rise nationally. This makes Oldham the most improved LA in the NW. Oldham has now had a year on year increase since 2013, when outcomes for the GLD were 41	Gerard Jones	21/1/2020
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.	Gerard Jones	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	16/1/2020	31/3/2020	31/3/2020	Work is currently ongoing to review this programme. It has achieved significant uplift in salary levels for programme attendees - report to portfolio due in February 2020. Funding ends March 2020 - work is ongoing to secure external funds.	Gerard Jones	21/1/2020

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	16/1/2020	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.	Gerard Jones	21/1/2020
DC191	Explore options to support parents as co-educators, strengthening the partnership between council, schools and parents	Andrew Sutherland	Cllr S Mushtaq	6/1/2020	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. IN addition the SEND strategy 2019-22 reinforces the importance of working with parents/carers	Gerard Jones	21/1/2020
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.	Gerard Jones	21/1/2020
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	6/1/2020	31/3/2022	31/3/2022	Council investment in school expansions are all in good/outstanding schools.	Gerard Jones	21/1/2020
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	6/1/2020	31/3/2021	31/3/2021	Predicted data indicates positive improvement in this target area.	Gerard Jones	21/1/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
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	6/1/2020	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.	Gerard Jones	21/1/2020
DC197	Promote the Children's Champions scheme so that every child looked after has a champion to support them	Elaine Devaney	Cllr A Chadderton	14/1/2020	31/3/2020	31/3/2020	Training is being delivered to current and new children's champions and a mid term evaluation of the children's champions scheme has been commissioned to understand the impacts, outputs and outcomes associated with the scheme. This continues to be a very successful scheme for children looked after and care leavers. 34 young people have a champion. 2 awaiting	Gerard Jones	21/1/2020
DC198	Explore the options to provide free prescriptions to all children looked after and care leavers under 25	Elaine Devaney	Cllr A Chadderton	14/1/2020	31/3/2020	31/3/2020		Gerard Jones	21/1/2020
DE117	Improve security at bus stations, metrolink stops and car parks	Carol Brown	Cllr A Ur Rehman	7/1/2020	31/3/2020	31/3/2020	Appropriate interventions to be requested through TfGM as the responsible authority	Helen Lockwood	17/1/2020
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	8/1/2020	31/3/2020	31/3/2020	Lees, Shaw and A62 grants schemes now closed to application. A smaller scheme for Royton has been developed using District and LIF funds. 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 openings include Ascroft Medical and Grundys Hearing.	Helen Lockwood	17/1/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
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	8/1/2020	31/3/2021	31/3/2021	Date for next consultation still scheduled for summer 2020. Work on evidence under-way. Oldham Council Officers have concerns regarding slippage in preparation of evidence based and implications on timescales.	Helen Lockwood	17/1/2020
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	The 1st year of the 3 year £12m Highways Investment Programme is on target – due to efficiencies some works programmed for the 2nd Year are being carried out this financial year ahead of target within 2019/20 budget	Helen Lockwood	17/1/2020
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	8/1/2020	31/3/2020	31/3/2020	Work embedded in new Creating a Better place strategic approach to regeneration. Various activities underway progressing actions within the plans. Communications plan to support programme still to be rolled out early in the new year.	Helen Lockwood	17/1/2020
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	8/1/2020	31/3/2021	31/3/2021	Interserve has commenced pre-contract services work at OMA. The main works are still scheduled to start in spring 2020, with the new arts and heritage centre opening in late 2021. The business and transition arrangements for the new facility are ongoing.	Helen Lockwood	17/1/2020
DE172	Develop and deliver the transformation of Oldham Mumps (Princes Gate) area	Emma Barton	Cllr S Fielding	8/1/2020	31/3/2021	31/3/2021	Discussions on going with developer regarding expected planning application and development timelines.	Helen Lockwood	17/1/2020
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	8/1/2020	31/3/2020	31/3/2020	Financial modelling of new market is still ongoing. Further design options being considered to reduce costs.	Helen Lockwood	17/1/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
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	8/1/2020	31/3/2020	31/3/2020	An inaugural meeting about the Creative District was held in December 2019, followed by successful partnership event on 18 December. Follow up task group to be confirmed for new year.	Helen Lockwood	17/1/2020
DE187	Double the number of co-operative enterprises active in the borough	Emma Barton	Cllr S Fielding	8/1/2020	31/3/2020	31/3/2020	Oldham In Place Partnership bid submitted and presented to funders during this quarter. We expect to hear if we have successfully gone through to the next round in Jan 2020.	Helen Lockwood	17/1/2020
DE190	Identify sites for public water fountains to support our green agenda	Gail Aspinall	Cllr A Ur Rehman	8/1/2020	31/3/2020	31/3/2020	The GMCA's Environment Team started working on a project in December 2019 to install refillable water stations across GM, which also include a form of digital advertising. They are currently looking at 2 sites in the Town Centre: - High Street – Outside Boots - King Street Metrolink Stop	Helen Lockwood	17/1/2020
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	8/1/2020	31/3/2020	31/3/2020	Parking Strategy reviewed and updated. Options for free parking being explored for next financial year	Helen Lockwood	17/1/2020
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	6/1/2020	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.	Rebekah Sutcliffe	7/1/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DP414	Create a programme of events and activities to tackle social isolation and increase access to culture	Katrina Stephens	Cllr Z Chauhan	6/1/2020	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	7/1/2020
DP415	Develop the Local Cultural Education Partnerships	Katrina Stephens	Cllr S Fielding	6/1/2020	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	7/1/2020

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

DA110	Implement GM Learning Disabilities priorities ensuring all 10 priorities become BAU	Jayne Ratcliffe	Cllr Z Chauhan	10/1/2020	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	10/1/2020
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	9/1/2020	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	10/1/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
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	10/1/2020	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	10/1/2020
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	10/1/2020	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	10/1/2020
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	9/1/2020	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	10/1/2020
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	10/1/2020	31/3/2020	31/3/2020	Priorities continue to be developed and remain at multiple stages of implementation.	Mark Warren	10/1/2020
DC167	Deliver on the corporate parenting strategy to significantly improve the life chances of every child in Oldham's care.	Elaine Devaney	Cllr A Chadderton	10/1/2020	2/10/2019	2/10/2019	This action is ongoing. The strategy and action plan is being delivered through the task and finish groups and highlight reports are presented to the corporate parenting panel every 2 months.	Gerard Jones	21/1/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
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	Elaine Devaney	Cllr A Chadderton	14/1/2020	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.	Gerard Jones	21/1/2020
DC190	Support schools to set up breakfast clubs in every ward, and continue projects to tackle holiday hunger	Amanda Richardson	Cllr S Mushtaq	28/2/2020	31/3/2020	31/3/2020	Research into best practice nationally is underway to inform thinking as to next steps.	Gerard Jones	21/1/2020
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	Elaine Devaney	Cllr A Chadderton	14/1/2020	31/3/2020	31/3/2020	Fostering recruitment has been strong in the last quarter. We are aiming to exceed our annual target ending April 20. Last year we recruited 14 new families, a net gain of 11. This year we are on target to recruit 18 new families. We have reviewed and incentivised the payment scheme to increase recruitment, widen placement choice and promote stability	Gerard Jones	21/1/2020
DC200	Continue to work to ensure that all our Children Looked After are placed in the borough	Elaine Devaney	Cllr A Chadderton	14/1/2020	31/3/2021	31/3/2021	CLA placed in borough is at 56% over the last six months which is slightly below statistical neighbours at 58%. 93.2% of CLA are placed within a 20 mile radius of the child's home. This is above statistical neighbours at 84%. Reviewing out of borough placements remains a priority at the Access to Resource Panel.	Gerard Jones	21/1/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
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	8/1/2020	31/3/2022	31/3/2022	Keepmoat are on site delivering 68 new homes in North Werneth. Cabinet Report drafted for council to purchase 19 new homes at Primrose Bank for Affordable Rent. 20 specialist homes at Holly Bank completed. Fitton Hill Report to be considered in Feb-2020. New Flexible Housing Fund being considered by Cabinet to help accelerate housing development.	Helen Lockwood	17/1/2020
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	7/1/2020	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	17/1/2020
DE132	Review, adopt and implement a new Oldham Housing Strategy 2019	Emma Barton	Cllr H Roberts	8/1/2020	31/3/2022	31/3/2022	Governance Workshop to take place in Feb-2020. MoU's with RP's being established. Cabinet Report seeking creation of £30 M Flexible Housing Fund to help deliver Housing Strategy Objectives being considered in Jan-2020.	Helen Lockwood	17/1/2020
DE140	Local Plan Review (Issues and Options)	Emma Barton	Cllr H Roberts	8/1/2020	31/3/2021	31/3/2021	Work on Issues and Options continues. Some concern regarding ability to deliver in timescales given GMSF work pressures. Will keep under review.	Helen Lockwood	17/1/2020
DE144	Develop a joint programme of works to improve Air Quality across the Borough and Greater Manchester area	Carol Brown	Cllr A Ur Rehman	7/1/2020	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	17/1/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DE169	Improving Private Rented Sector standards	Emma Barton	Cllr H Roberts	8/1/2020	31/3/2022	31/3/2022	Currently pulling together acquisition reports in respect of suitable P&R and L&R homes to take through the scheme by end of Q4. Ongoing engagement with empty home owners to increase participation in the scheme. Bond scheme progressing well to rehouse homeless clients into suitable PRS homes. Unsuccessful bid into FHF, awaiting further opportunities.	Helen Lockwood	17/1/2020
DE188	Establish the Oldham Code, setting our expectations for the quality of new homes	Emma Barton	Cllr S Fielding	8/1/2020	31/3/2020	31/3/2020		Helen Lockwood	17/1/2020
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	8/1/2020	31/3/2020	31/3/2020	Parking enforcement measures have been put into place to address this problem.	Helen Lockwood	17/1/2020
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	7/1/2020	31/3/2020	31/3/2020	Work to support cleaner air around schools and the appropriate use of legislation is currently underway.	Helen Lockwood	17/1/2020
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	6/1/2020	31/3/2020	31/3/2020	Geographical alignment is on track with a decision due to go to Cabinet in Jan 2020 Profiles for each new geographies commissioned and work is underway to develop a whole system model. Paper due to SDA outlining long term plan in Feb 2020	Rebekah Sutcliffe	7/1/2020
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	6/1/2020	31/3/2020	31/3/2020	Work taking place which will see a revised narrative for the borough	Rebekah Sutcliffe	7/1/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
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	6/1/2020	31/3/2020	31/3/2020	Phase 2 started. Appointment of design team for feasibility underway. Project governance board established.	Rebekah Sutcliffe	7/1/2020
DP366	Review of prevention and early intervention to inform recommissioning of Early Help	Liz Lyons	Cllr S Fielding	6/1/2020	31/3/2020	31/3/2020	Review completed– Ext to external commissions granted by Cabinet in Nov.Procurement on track for 2 main features of contract for Early Intervention(Formally low & medium level Early Help)& Health Improvement & Weight management services.Both tenders on track to be released w/c 24th Feb to achieve a go live date of the 1st Oct 20.	Rebekah Sutcliffe	7/1/2020
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	6/1/2020	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	7/1/2020
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	6/1/2020	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	7/1/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
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	9/1/2020	31/3/2021	31/3/2021	The Community Enablement Transformation Programme is ongoing. A longer term planning review for implementation of the overall enablement programme is now underway along with the development of a business case for phase 2 being developed.	Mark Warren	10/1/2020
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	10/1/2020	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	10/1/2020
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	10/1/2020	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	10/1/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DA117	Implement a redesigned, integrated safeguarding model	Helen Ramsden	Cllr Z Chauhan	10/1/2020	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	10/1/2020
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	31/12/2019	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.	Gerard Jones	21/1/2020
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	8/1/2020	31/3/2022	31/3/2022	Work embedded in new Creating a Better place strategic approach to land and property. Various activities underway progressing actions within the plans, including tightening decision making through the Land and Property Protocols	Helen Lockwood	17/1/2020
DS103	Through our Welfare Rights Service, support people adversely affected by Welfare Reform.	Anne Ryans	Cllr A Jabbar	1/1/2020	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. At the end of Q3 the target for the achievement of additional financial support for customers (£1m for a full year) had been exceeded	Mike Barker	22/1/2020
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	1/1/2020	31/3/2020	31/3/2020	Work continues to support these strategies with an update of the CPIS approved at Cabinet on 16 December 2019 together with the Creating a Better Place overarching development strategy Finance officers attend all meetings, working groups and Member briefings to progress the town centre vision	Mike Barker	22/1/2020

Ref	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Action Owner	Director Approve Date
DS232	Procurement will carry out a due diligence exercise establishing by category of spend business types within Oldham	Steve Boyd	Cllr A Jabbar	8/1/2020	31/3/2020	31/3/2020	We are now in the process of scheduling targeted engagement with local suppliers in specific cohorts.	Mike Barker	22/1/2020
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	
DS242	Deliver IT Strategic Roadmap within agreed timeframes in project plan.	Chris Petrie	Cllr A Jabbar	9/1/2020	31/3/2021	31/3/2021	The IT strategic roadmap is on track and being monitored/reviewed at monthly IT Strategic Investment Board meetings.	Helen Lockwood	17/1/2020

Accountable Lead
Martyn Bramwell

Follow-up Action

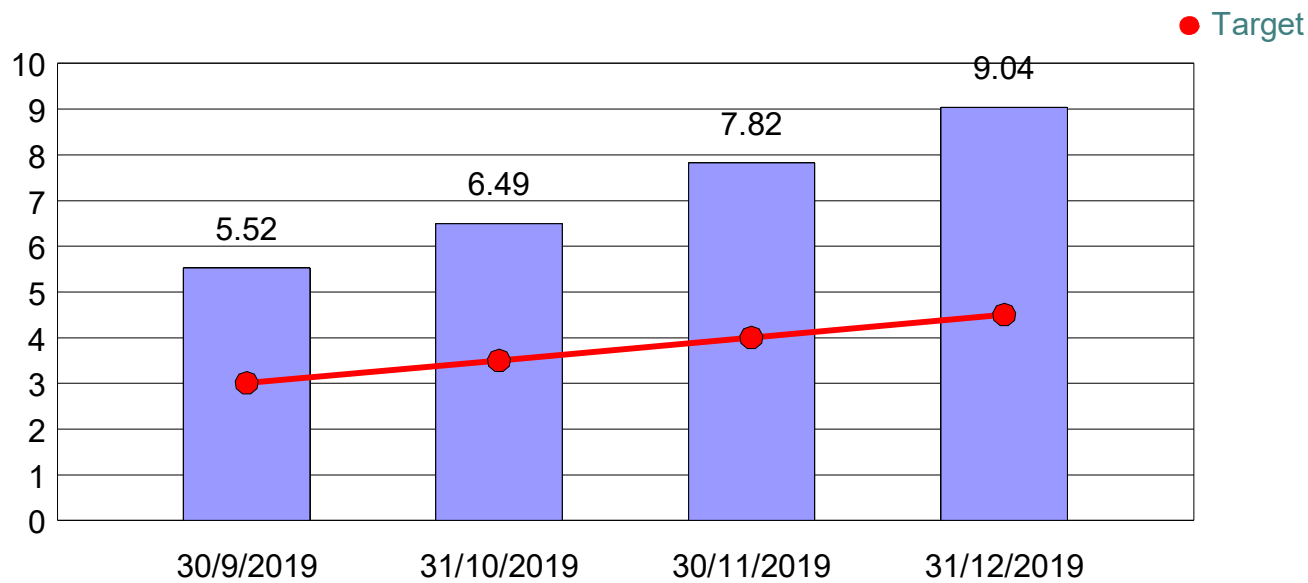
Absence is measured quarterly with figures for quarter 3 currently being produced. This is expected to show that the full year target has been exceeded. Preliminary outputs from the 'Improving Employee Attendance' review will be presented in this month (January) and will focus on identifying best practice, gaps in the organisation's current practice, and recommendations for improvement. Oldham is leading the development of a one-day workshop that is being attended by numerous Local Authorities from across the North and Midlands. The focus is upon sharing best practice and considering new and innovative approaches to maximising employee attendance. The workshop is being held on 5th February the outputs of which, when combined with the preliminary outputs above, will lead to the production of the final report for consideration by the HR Director and SMT as appropriate.

Target Date
31 Mar 2019

Director Assurance
Julia Veall

Project re absence is underway with research into best practice complete. Some workshops planned for New Year to discuss different practices across the NW which will help ensure our approach reflects best practice going forward & help ensure measures set reflect whats realistic to reduce absences.

Current and Previous Performance

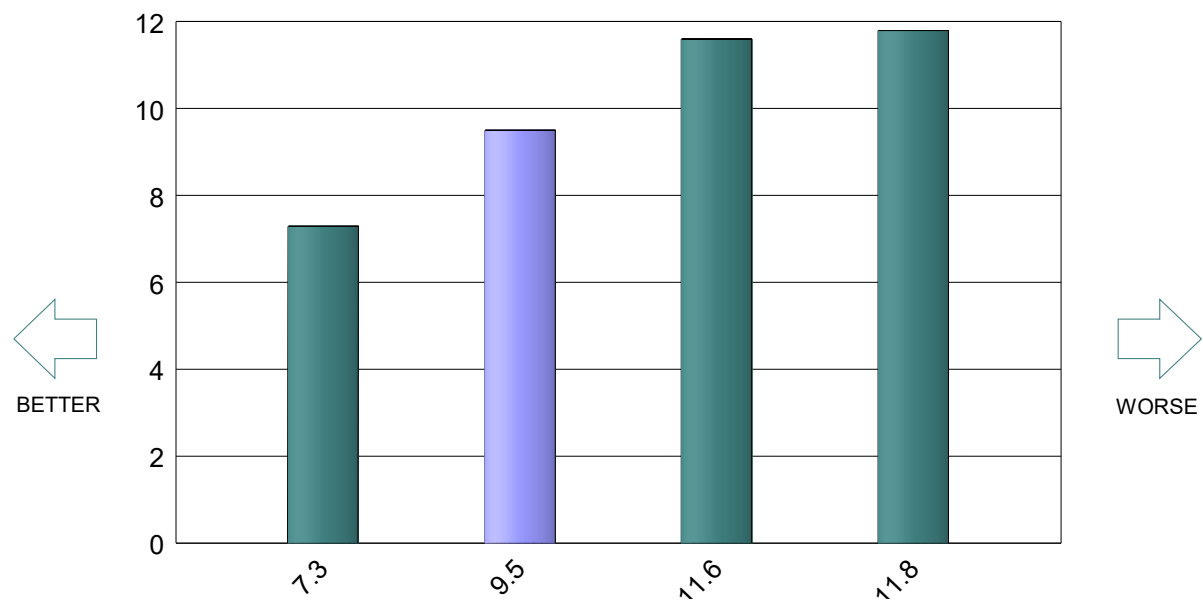


Benchmarking Period

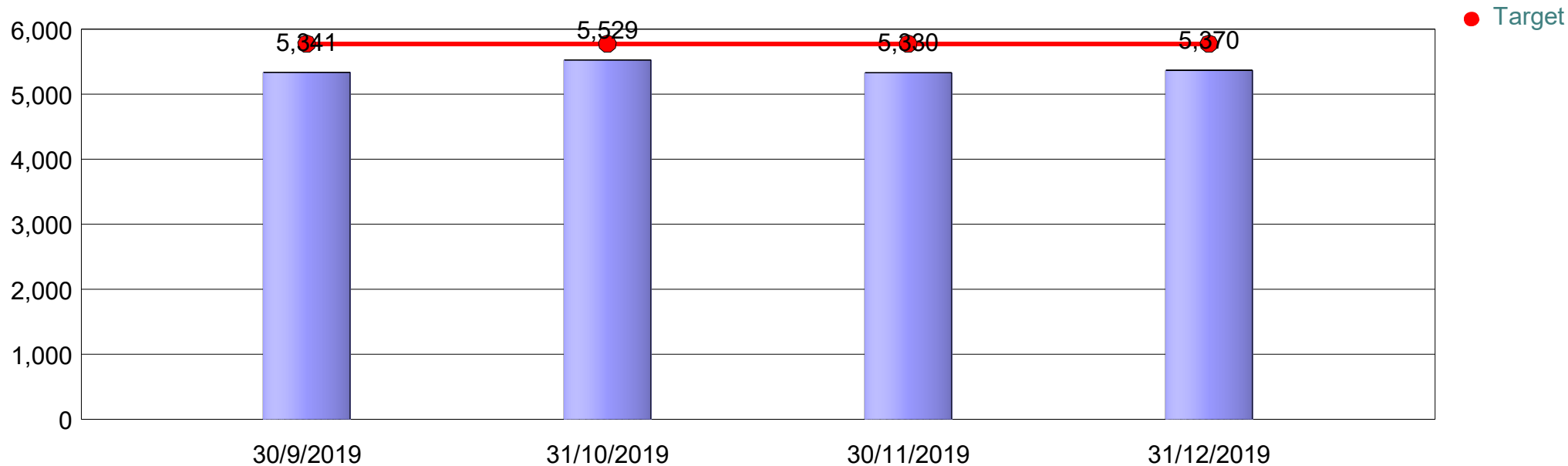
01-Apr-2018 to 31-Mar-2019
Updated Annual Averages

- Geographical neighbours 8.4
- English authorities 14.1
- GMCA 10.0
- CIPFA nearest neighbours 9.9

Benchmarking Definition : Sickness absence FTE days per employee



Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Sheena Macfarlane

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

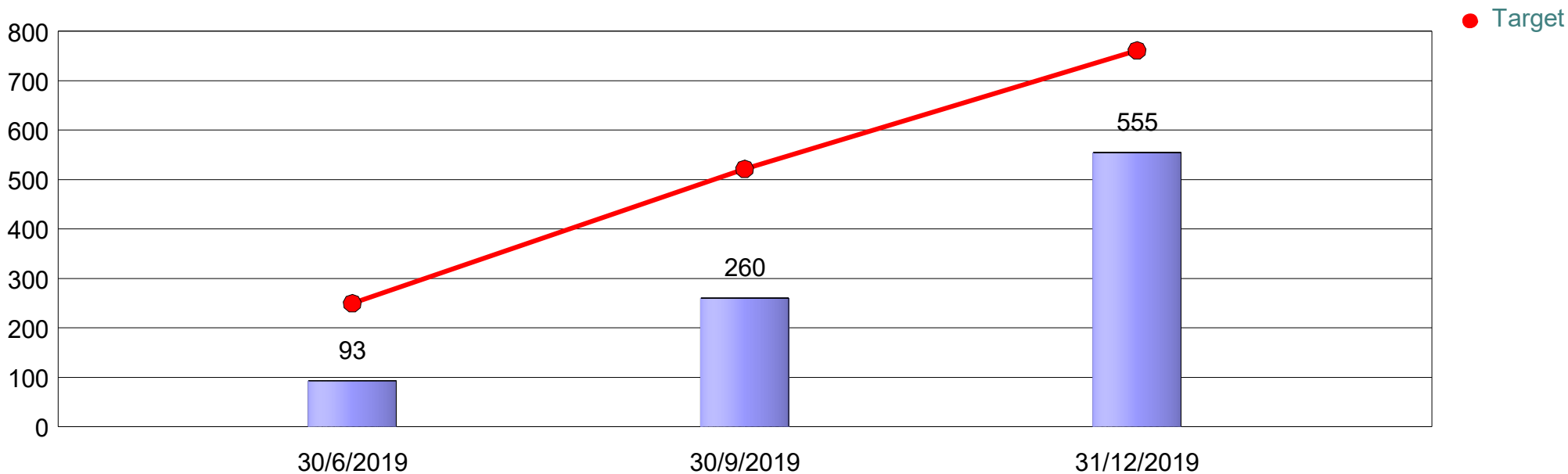
The failure of the visitor number recording system and subsequent re-introduction of manual recording methods at some library sites has been previously reported as has the national trend in declining library visits. We are currently forecasting a drop in library visits for this year of approx 3% although we are experiencing a notable increase in digital issues and remote access and there has been an increase in new members since the removal of library fines in August 2019. The service is currently exploring a wider group of measures to better determine usage and patterns.

Director Assurance

Katrina Stephens

The technology which monitors number of library visitors is not currently working effectively in a number of libraries which means the reported figures are likely to be an under-representation of the true number of visitors. Updating the technology/systems will require capital investment.

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Neil Crabtree

Accountable Lead Follow Up Action

Progress is being made towards the year end figure of inspections. Agreed with team manager to review progress on monthly basis for next 3 months to ensure delivery

Director Assurance

Carol Brown

Additional resource allocated to complete the work to target.

Target Date

31 Jan 2020

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.

We are now working with the Corvu team to introduce a more accurate method of forecasting monthly figures which should avoid our monthly inputted figures turning red in financial year 2020/21.

Target Date

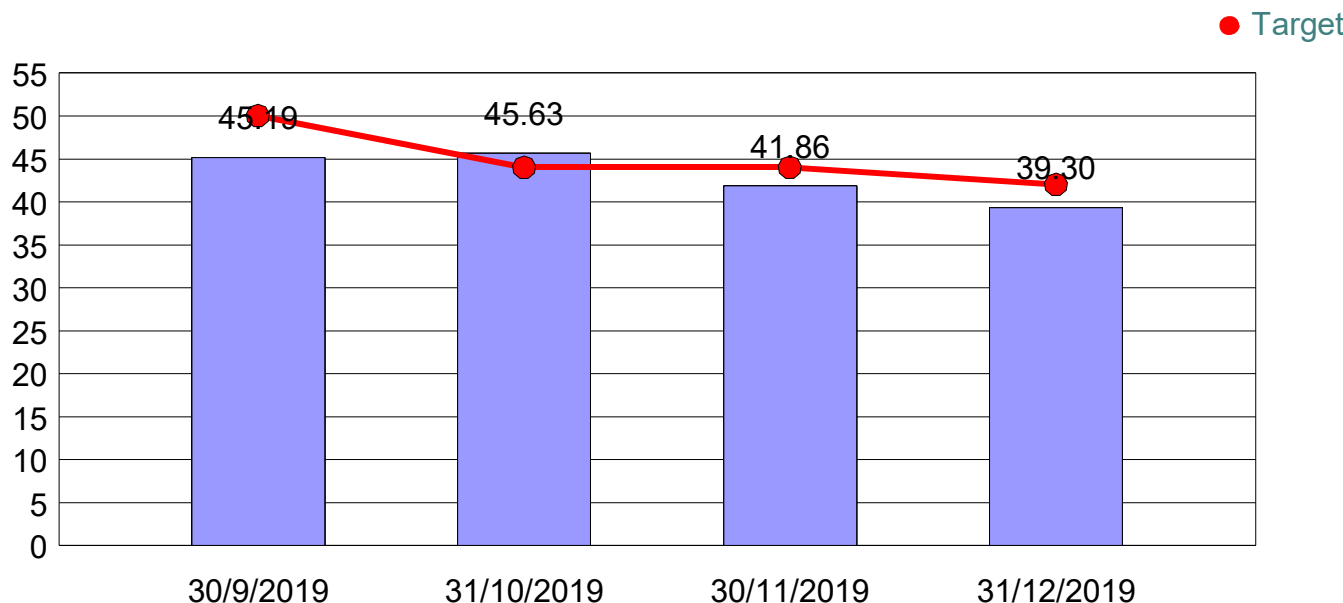
no date available

Director Assurance

Carol Brown

The profiling is inaccurate for a number 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

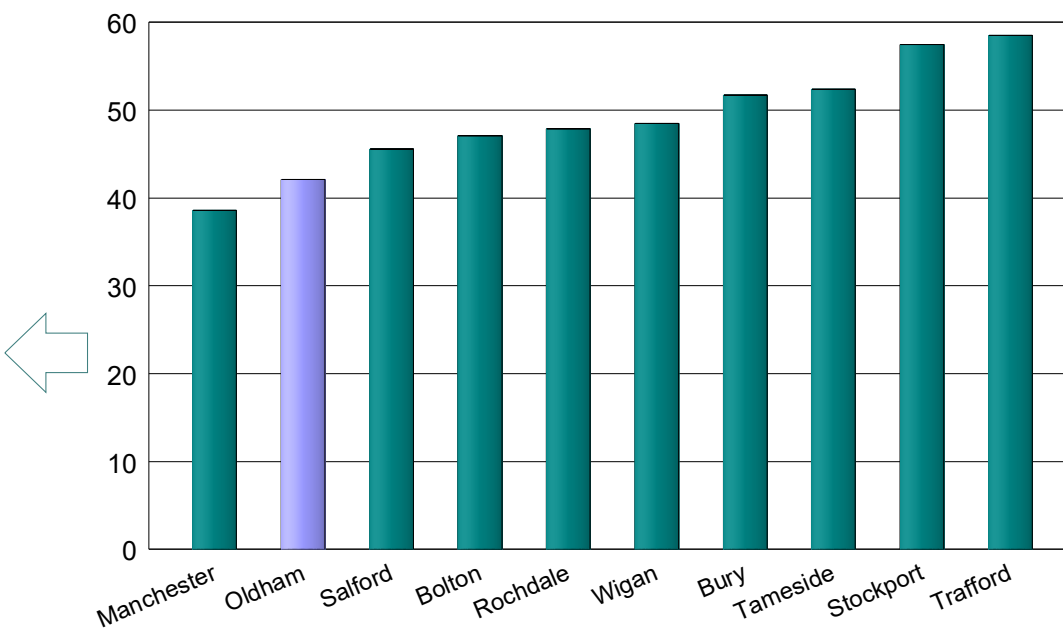
Geographical neighbours 44.01

English authorities 42.02

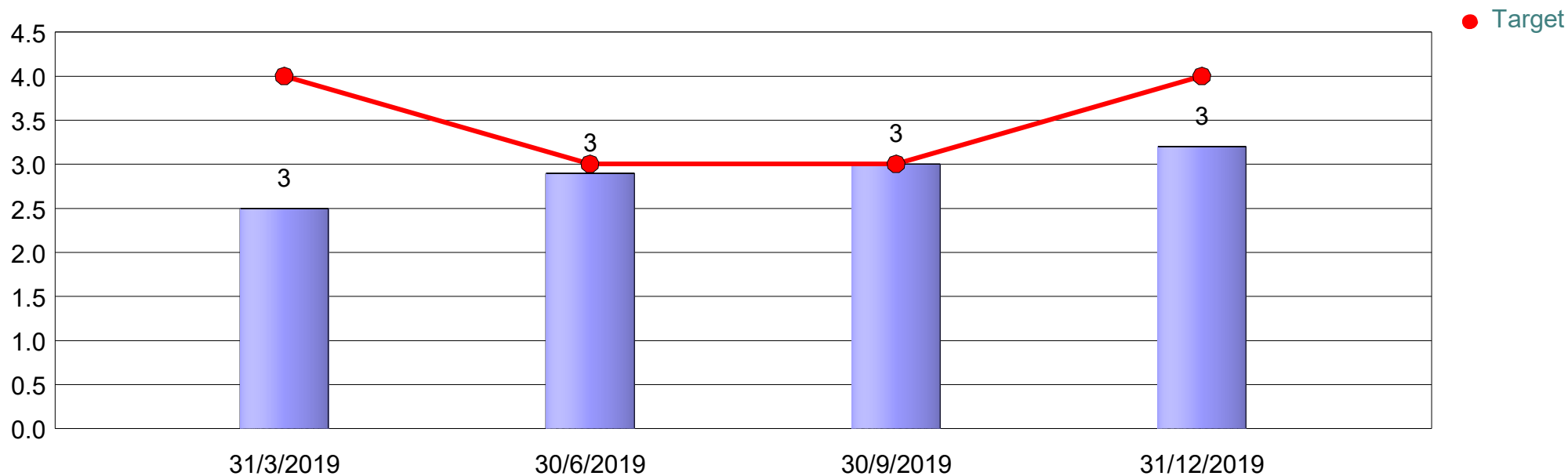
GMCA 48.99

CIPFA nearest neighbours 41.52

Benchmarking Definition : Percentage of household waste sent for reuse, recycling and composting (annual) (%)



Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Jayne Ratcliffe

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

The Head of Service for the Learning Disability team is leading the employment element of the workforce strategy.

Further to initial scoping during Summer 2019 of the number of adults with learning disabilities and/ or Autism (LD/A) in meaningful employment/ internship/ other, a working group was set up and expanded.

It was soon established that sourcing the details around data and the numbers of people relevant to this workstream is very difficult because many organisations do not record employee data around learning disabilities and/ or autism. In many instances the data is recorded as a 'disability' without the specific detail necessary for this workstream. However, during this process we have confirmed that various local employers have committed to employing adults with learning disabilities, namely Royal Oldham Hospital have committed to 10 people in the first year.

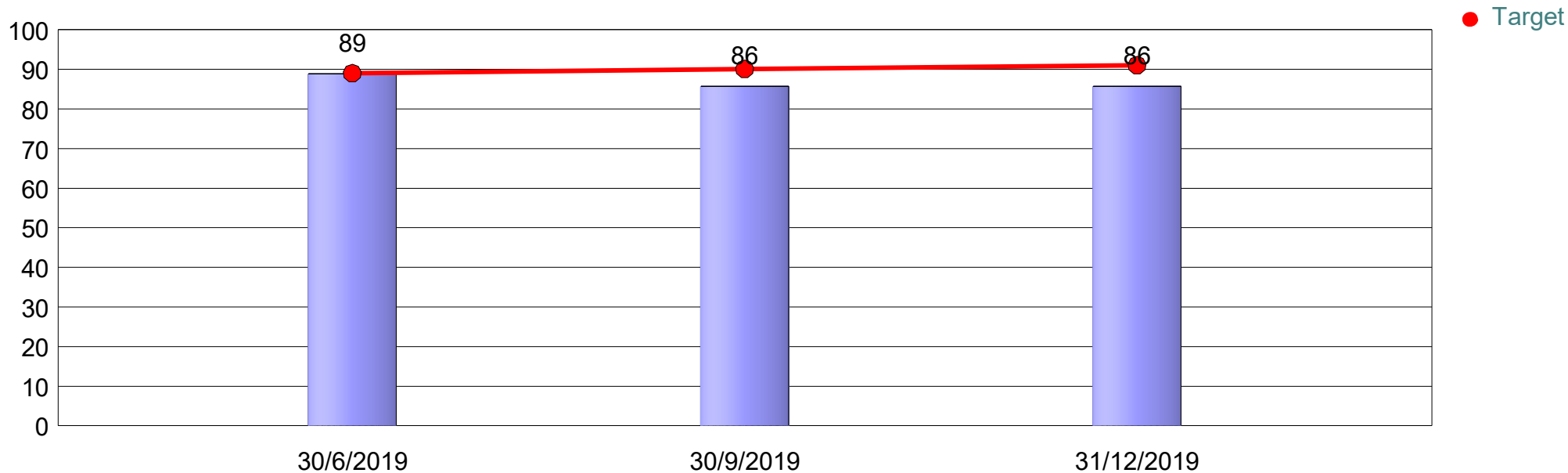
We have continued to build on local relationships and broaden the scope therein by linking with Education/SEND, Get Oldham Working, local colleges, DWP/ Job Centre, Maximus, Ingeus, POINT, the Economy and Skills dept of the Council and relevant colleagues across Oldham. A report will be taken to JLT to request all partners pledge to support people with a learning disability to achieve employment.

Director Assurance

Mark Warren

As described, we are expected to meet the target by te end of year target and we will continue to monitor this

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Helen Ramsden

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

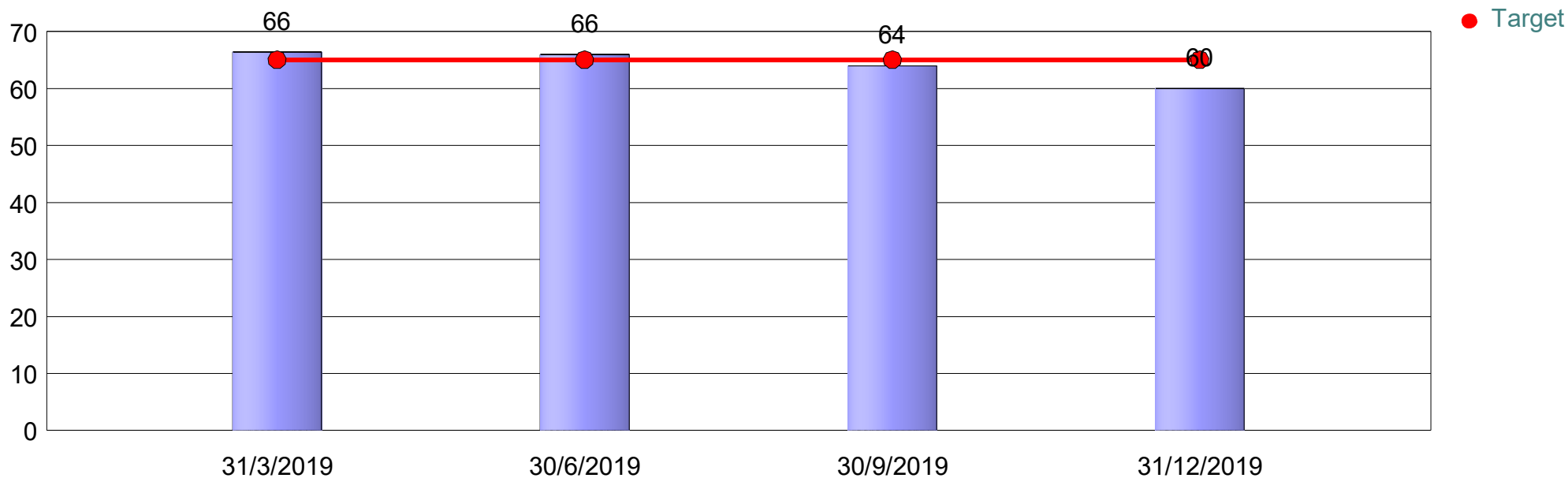
The Greater Manchester Health and Social Care Partnership (GM HSCP) have a target in place to have all Care Homes in GM rated as Good or Outstanding with the Care Quality Commission (CQC) by the end of March 2020.
 At present, Oldham is not on track to achieve this target as a number of recent inspections have seen the number of Care Homes in the locality rated as Requires Improvement increase.
 All Care Homes that have been inspected as Requires Improvement are invited to take part in a Quality Improvement Programme (known as PQUIP), supported by a Quality Monitoring Officer (QMO).

Director Assurance

Mark Warren

The PQUIP process is a detailed audit based on the CQC Key Lines of Enquiry, followed by a detailed report with the recommendations and an expectation that the provider then develops an improvement plan which in continued to be monitored and supported provided by a QMO.

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Bruce Penhale

Target Date

06 Feb 2020

No Benchmarking Available

Accountable Lead Follow Up Action

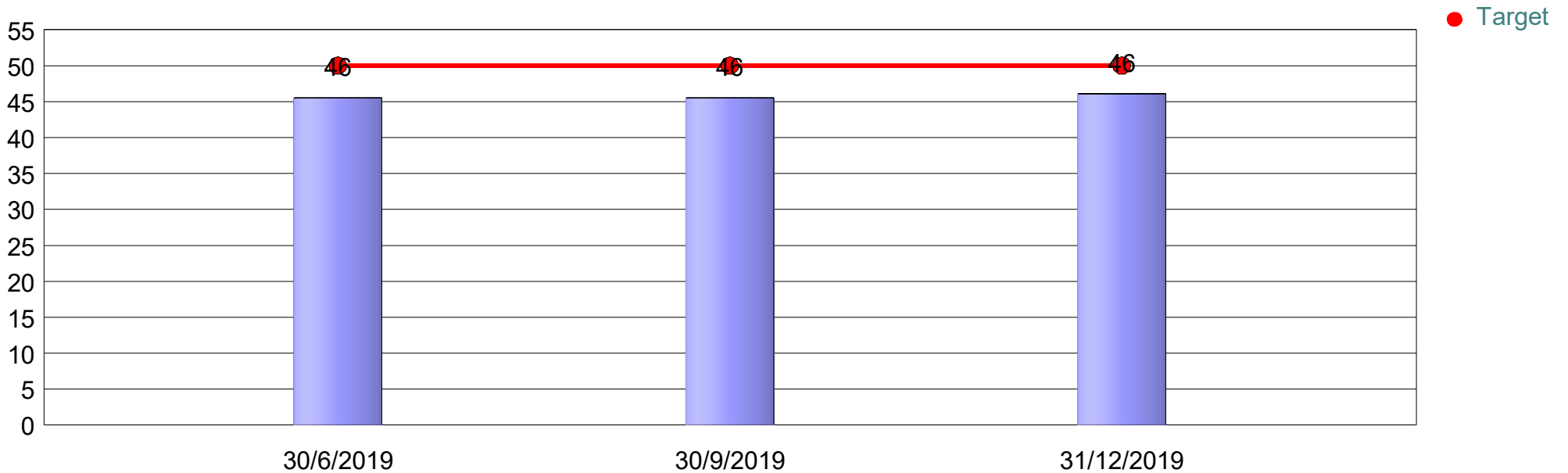
The measure is a tough one, which only counts families as having improved if all issues identified as significant concerns for any members of the family in their Early Help Assessment have been successfully addressed by case closure. Audit work is being undertaken to identify why the measure has fallen. An issue has already been identified with compliance in uploading assessment scores when closing cases. This is being addressed. Further work is being undertaken to look at which issues (e.g. school attendance, behaviour and routines, housing) are less likely to be successfully addressed, in order to inform changes in practice which will improve performance.

Director Assurance

Elaine Devaney

Processes have been reviewed to ensure data is updated in a timelier way. This will support accuracy against the target.

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

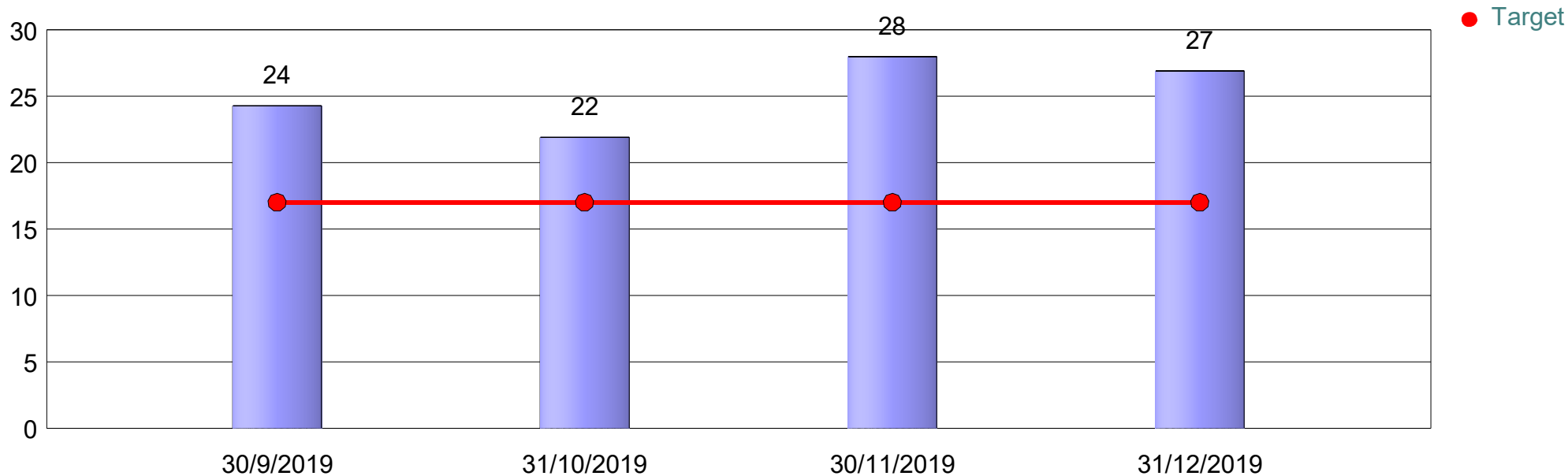
CURE will launch at ROH in Feb 2020 which should contribute to an increase in the number of people setting a quit date and the % of people who successfully quit. Work is underway to ensure that there are robust and effective pathways in place between the hospital and community stop smoking service. Discussions have taken place with the provider regarding how they will meet the increased demand for smoking cessation support and they have provided assurance that they have sufficient capacity. The opportunity to adapt Oldham's BabyClear model (as part of the NES) is being explored as evidence from across GM, as part of the Smokefree Pregnancy Programme, suggests a midwifery-led model has the greatest impact on pathway delivery. The specification for the Health Improvement and Weight Management Service (which will include smoking cessation) is being developed and will broaden the existing stop smoking approach – the tender will go live in Feb 2020 and the new service will be in place by Oct 2020. Options to enhance the current Healthy Living Pharmacies offer to include stop smoking support and NRT will be considered by Clinical Committee in Jan 2020 – this will improve choice and access to a range of stop smoking products and support for people making a quit attempt.

Director Assurance

Katrina Stephens

Redesign of the stop smoking pathway is underway and new services/service models will be introduced during 2020. The aim of these service developments is to increase the numbers accessing services and successfully quitting smoking.

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Tracy Brierley

Target Date

17 Feb 2020

No Benchmarking Available

Accountable Lead Follow Up Action

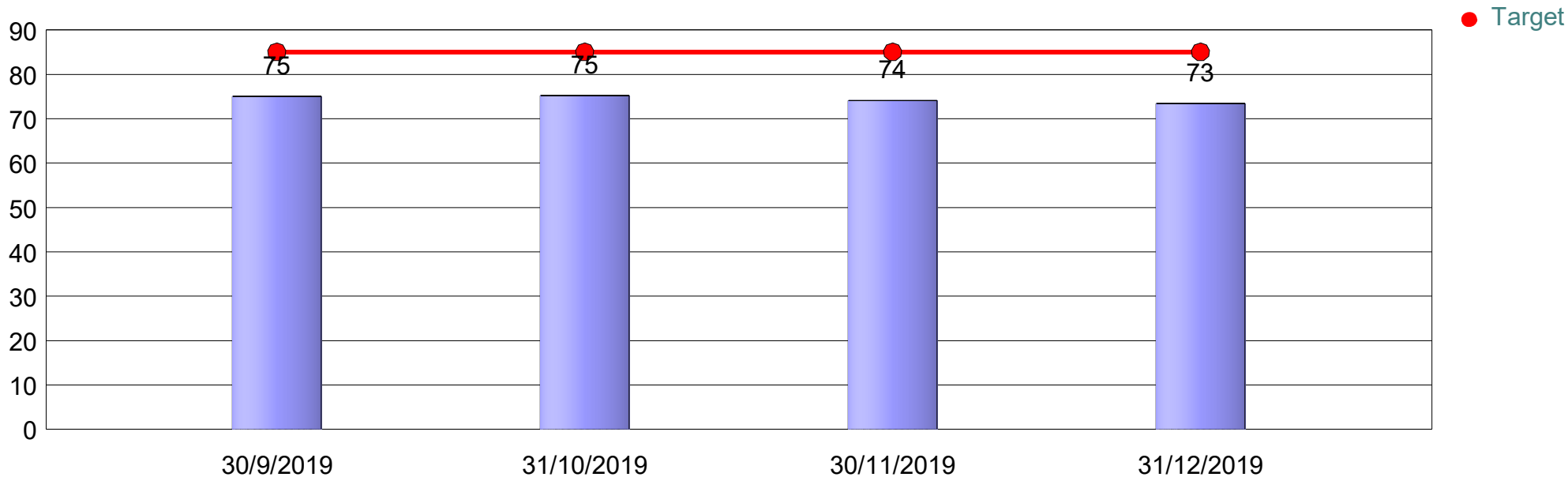
Re-referral rates are higher than would be preferred. The reasons for this seem to be multi-faceted; ranging from whether the most appropriate decision was made from the onset, whether the assessments considered interventions and whether intervention services are involved in a timely manner. MASH have begun to evaluate the referrals made to Early Help and how these have progressed for November and December which should then provide data for interventions. Links between the Children's Assessment Teams and MASH continue and any case that has been referred back to Children's Social Care, following assessment will be noted.

Director Assurance

Elaine Devaney

A MASH process review will commence mid-Feb when the AD Social Work is in post. An audit of Contact/Referrals has provided assurance that management oversight and decision making is robust. Family Connect will increase available timely interventions to reduce re-referrals.

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

This corporate performance measure reflects a 12 month rolling period. As a result; it is difficult to measure any impact of performance management and scrutiny which is taking place on a weekly basis.

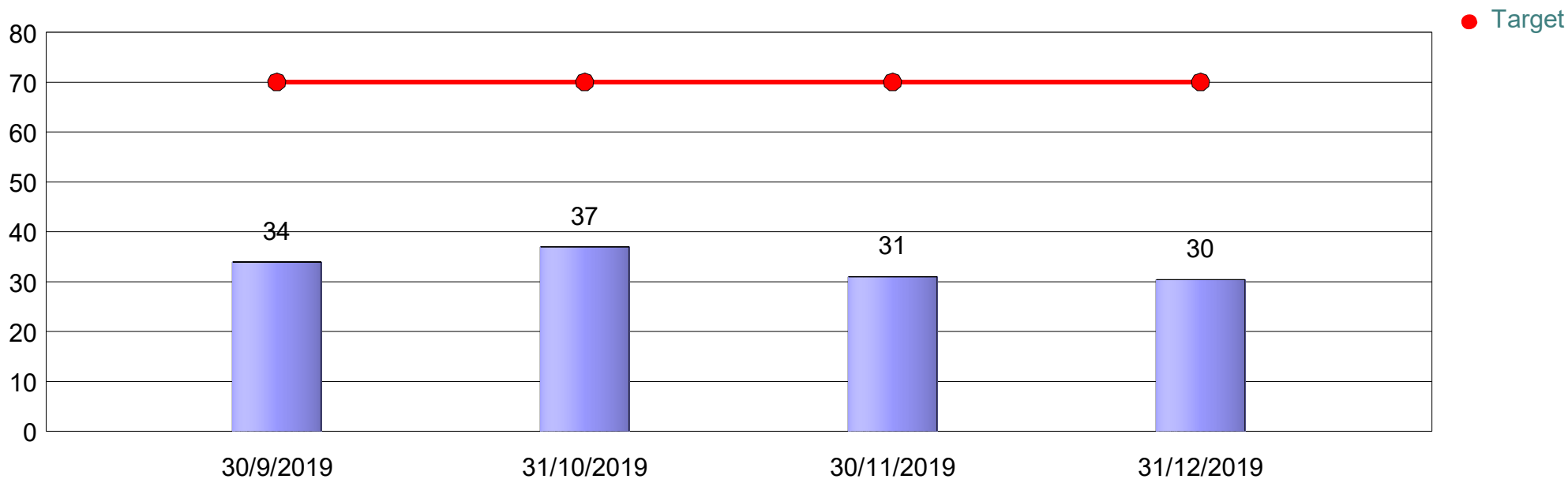
The ChAT information, reports on a 6 month rolling period, and is therefore more reflective of positive improvements made. The current ChAT indicator, reports that the number of assessments completed within 45 days, in December was at 92%. This indicator would suggest that the social work teams are making progress to ensure children and families are receiving timely assessments.

Director Assurance

Elaine Devaney

Careful performance monitoring and review is in place. There has been a small drop due to the Christmas period with the overall trajectory looking positive. The progress in the quality and timeliness of Assessments will continue to be scrutinised through Performance Clinic and monitored through CAB

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Paula Green

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

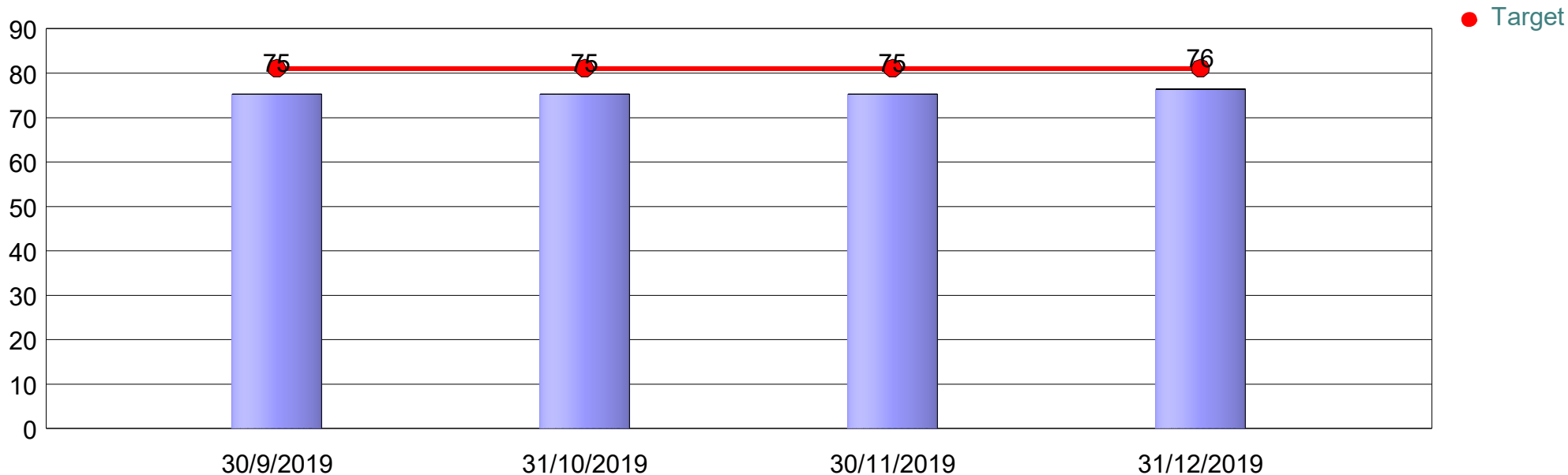
The current % for annual reviews contains all EHCPs issued prior of Sept 2018 which were judged to be requiring improvement during the first Ofsted SEND inspection. All new EHCPs issued from Sept 2018 are of the new standard identified as being of good enough standard by Ofsted in the revisit. This is circa 470 EHCPs. These plans will require only a top sheet change which is minimal to update. The present percentage figure is influenced by the fact that 2,000 EHCPs were issued prior to Sept 2018 and need to be rewritten to the new EHCP quality standard via the annual review process. A recovery plan is in place for this with set milestones for the remainder of this academic session.

Director Assurance

Andrew Sutherland

The figure picks up Annual Reviews and Stat EHCP reviews which has distorted the target. From April 2020 we will be reporting on stat reviews as per national guidelines.

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

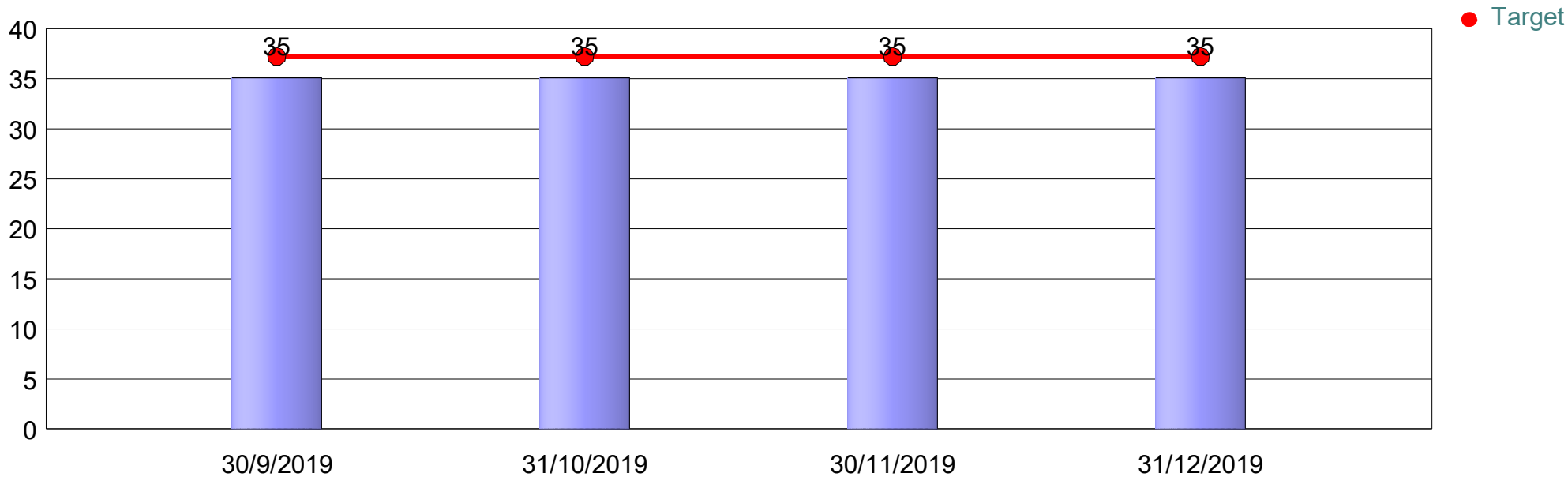
The national calculation for this measure has changed between the setting of the target and the submissions, this has linked to way new academies/closed schools are included. Without any changes in the position of schools the measure has dropped from 78.4% to 75.3%. With the old measures we would still 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 79.4% from published reports.

Director Assurance

Andrew Sutherland

The trajectory is improving and the number of Good/Outstanding schools has increased in 2019. However, to increase this target, requires more inspections of RI schools to show improvement to Good/Outstanding

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

This figure is still from initial data submissions and we have not had unvalidated or validated data at this stage.

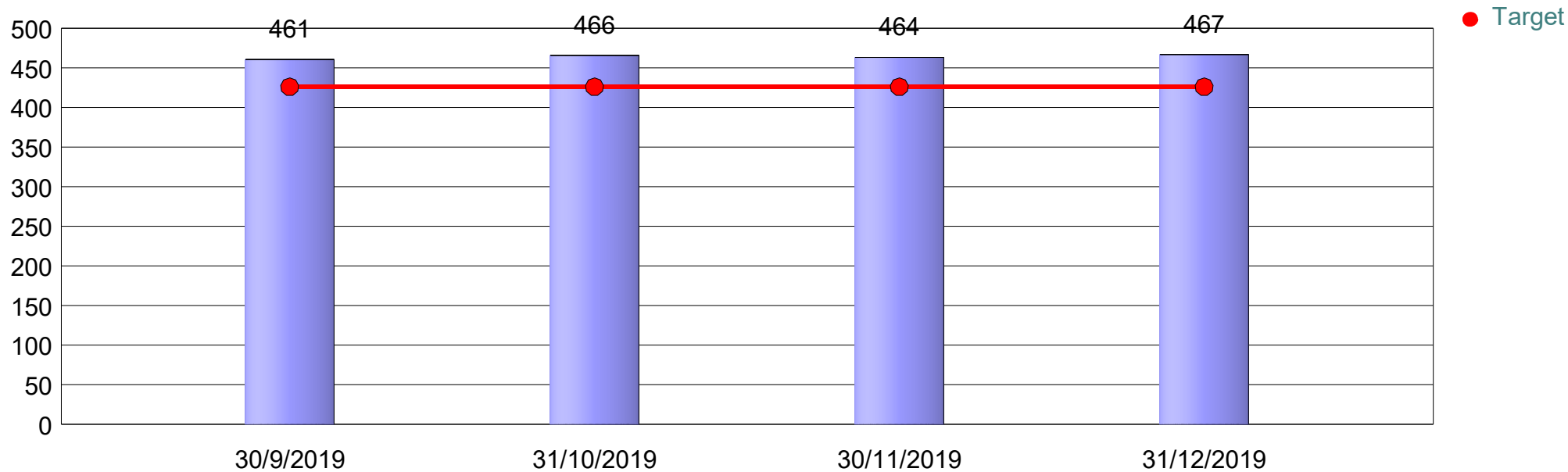
The outcomes are not as high as we would have hoped and we will continue to work with the schools, academies and regional schools commissioner in a coordinated approach to support the schools and academies.

Director Assurance

Andrew Sutherland

This remains a key priority for the service working with schools and additional intervention/activity is taking place in 2020 partly funded by the Opportunity Area.

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Andrew Logie

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

Being part of the Regional Adoption Agency (RAA) has enabled Oldham to place an increased number of children in a timely manner and we continue to endeavour to place within the target timescales of the A1 indicator. Some children due to their needs have experienced delay, however, working alongside the voluntary partners the Adoption team has been successful in placing a sibling group of two of Bangladeshi heritage and a number of single children with additional needs. The RAA has an ongoing recruitment strategy to increase the number of prospective adopters to meet the needs of Oldham children and the other 5 LA's and are currently aiming to recruit 100 adopters for the forthcoming financial year. The post adoption support offer for Oldham families has increased since coming into the RAA and has enabled families to have access to a wider menu of support services and training.

Director Assurance

Elaine Devaney

The expectation is that RAA and Local Authority staff attend Legal Gateway meetings ensuring early notification and action for children who may have a plan of adoption commences. In Feb we will review the Public Law Outline process and the overall Permanence Planning pathway to improve performance.

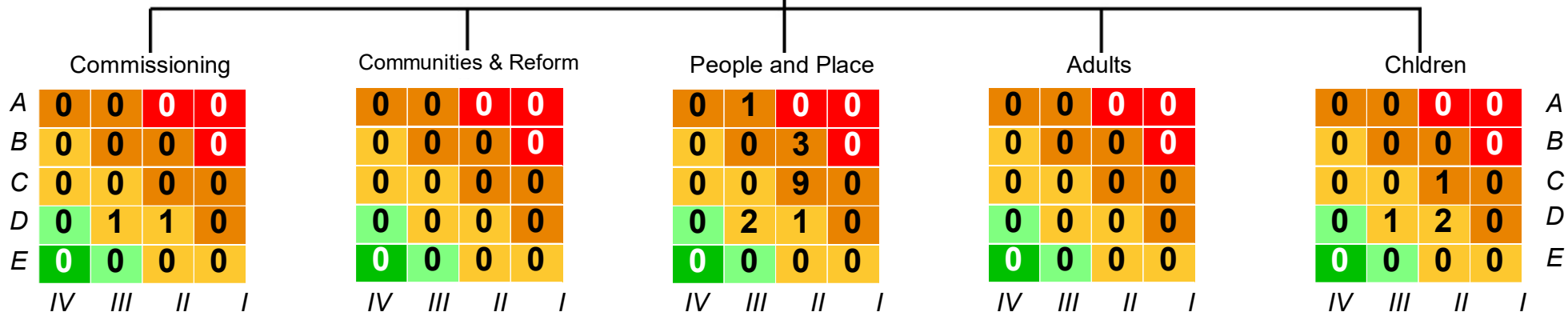
Appendix IV - Risks associated with Actions

Details of any Red risks will appear below the matrices

All risks

A	0	1	0	0
B	0	0	3	0
C	0	0	10	0
D	0	4	4	0
E	0	0	0	0
	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	



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
	None requested this month.

Action amendment(s)

Action Name	Amendment
Page 98	None requested this month.

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank