CABINET
Agenda

Date  Monday 27 June 2016
Time  6.00 pm
Venue  Lees Suite, Civic Centre, Oldham, West Street, Oldham, OL1 1NL
Notes  1. DECLARATIONS OF INTEREST - If a Member requires any advice on any item involving a possible declaration of interest which could affect his/her ability to speak and/or vote he/she is advised to contact Paul Entwistle or Liz 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, 22 June 2016.

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.

MEMBERSHIP OF THE CABINET IS AS READS:
Councillors Akhtar, Brownridge, Chadderton, Harrison, F Hussain, Jabbar, Moores and Stretton

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 Previous Meeting (Pages 1 - 2)
The Minutes of the meeting held on 18th April 2016 are attached for approval.

6 Cities and Local Government Devolution Act 2016
Report to follow.

7 Strategic Investment Framework for Oldham (Pages 3 - 58)

8 Oldham Work and Skills Strategy, 2016-20 (Pages 59 - 118)

9 Waste Management Options Report (Pages 119 - 148)

10 Sheltered Housing-installation of Solar Photo Voltaic panels (Pages 149 - 156)

11 Council Performance Report March 2016 (Pages 157 - 190)

12 Campus Oldham - Highway Improvement Project - Tender Acceptance Report (Pages 191 - 196)

13 Union Street West Footbridge - Tender Acceptance Report (Pages 197 - 202)

14 Contract Awards - Supported Living for People with Learning Disabilities and/or Complex Needs 2016 (Pages 203 - 214)

15 Exclusion of the Press and Public
That, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they contain exempt information under paragraph 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.

16 Campus Oldham - Highway Improvement Project - Tender Acceptance Report (Pages 215 - 224)

17 Union Street West Footbridge - Tender Acceptance Report (Pages 225 - 236)

18 Contract Awards - Supported Living for People with Learning Disabilities and/or Complex Needs 2016 (Pages 237 - 252)
CABINET
18/04/2016 at 6.00 pm

Present: Councillor Stretton (Chair)
Councillors Akhtar, Brownridge, Harrison, Hibbert, Jabbar,
Moores and Shah

1 APOLOGIES FOR ABSENCE
There were no apologies for absence received.

2 URGENT BUSINESS
There were no items of urgent business received.

3 DECLARATIONS OF INTEREST
There were no declarations of interest received.

4 MINUTES OF PREVIOUS MEETING
RESOLVED - That the minutes of the meeting held on the 21st
March 2016 be approved as a correct record.

5 PUBLIC QUESTION TIME
There were no public questions received.

6 OUTCOME OF BROKERAGE SERVICES
(ENCOMPASSING PAYROLL) TENDER
The Cabinet gave consideration to a report of the Executive
Director, Health and Wellbeing which sought approval for the
provision of brokerage services (encompassing payroll) to
manage the functions relating to the management of direct
payments on behalf of vulnerable adults and parent/carers of
children and young people with eligible care and support needs.
It was reported that as part of Oldham Council's person centred
approach to care and support and in line with the Care Act 2014
and SEND Code of Practice 2014, all those who are eligible for
care and support from the Council would be allocated a personal
budget and encouraged to take up a direct cash payment rather
than having a package of care and support services arranged
for them. This would enable children/young people and an adult
with social care needs to have more choice and control over the
support they received.
The Brokerage providers would work in partnership with Oldham
Council to ensure that people who utilised a direct payment
were fully enabled to manage, administer and meet their care
and support needs.
Options/Alternatives considered
Option 1 – would be to agree the outcomes of the Brokerage
Services(encompassing Payroll) Tender approved list of
providers. This Tender followed the appropriate procurement
process and outcomes met the requirements of the Care Act
2014 and SEND Code of Practice 2014. This would enable a
move towards a choice based model within an approved
provider list, this would ultimately ensure safeguarding of clients
and best practice across our brokerage services. Clients...
currently utilising service of brokers not on the approved list
would select a broker from the approved list at the point of
annual review or reassessment using the choice based model.
Option 2 – would be to not agree the outcomes of the Brokerage
Services (encompassing Payroll) Tender approved list of
providers. This would mean continuing to work with some
providers who hadn’t met the requirements of the new
specification or that of the Care Act 2014 and SEND Code of
Practice 2014. To continue to work with the existing
arrangement would mean there would be no formal governance
arrangements in place. It would also mean that the Council
would continue to commission from some providers who did not
meet the technical criteria following the evaluation of the Tender
process. Continuing the current processes would not enable the
council to safeguard clients, public funds or ensure best practice
across brokers in Oldham.

RESOLVED – That the Cabinet would consider the
commercially sensitive information at Item 8 of the agenda
before coming to a decision.

7 EXCLUSION OF THE PRESS AND PUBLIC

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

8 OUTCOME OF BROKERAGE SERVICES
(ENCOMPASSING PAYROLL) TENDER

The Cabinet gave consideration to the commercially sensitive
information in relation to Item 6 – Outcome of Brokerage
Services (Encompassing Payroll) Tender.

RESOLVED – That the approved Brokerage (encompassing
payroll) Service list as outlined in this report be approved. This
would enable a move towards a choice based model within an
approved provider list, this would ultimately ensure safeguarding
of clients and best practice across our brokerage services.
Clients currently utilising service of brokers not on the approved
list would select a broker from the approved list at the point of
annual review or reassessment using the choice based model.

The meeting started at 6.00 pm and ended at 6.04 pm
Reason for Decision

To update Cabinet on the adoption of a Strategic Investment Framework for Oldham and seek approval to the recommendation.

Recommendation

That Cabinet approves the adoption and implementation of the Strategic Investment Framework as a general framework for investment across Oldham.
Strategic Investment Framework for Oldham

1 Background

1.1 The Executive Management Team have previously considered the need to commission a Strategic Investment Framework (SIF). It has recognised that the lack of a Framework could lead to a perception of a lack of cohesiveness between projects. This lack of a strategic overview potentially leads to a lack of understanding of the relative merits of investment and the relative priorities of particular projects.

1.2 It could be argued that this has hampered the ability of the town to connect to regional and national developments and therefore, critically access sub-regional support and resources. This issue will become increasingly important as the devolution process deepens.

1.3 A SIF will allow us to understand how we can capitalise on activity to date and plan for the correct resources and policies to deliver our ambitious programme going forward.

1.4 The purpose of the SIF is to direct investment and development activity in the short to medium term. The SIF provides a single document expressing Oldham’s economic and investment ambitions, setting out the vision and objectives for the borough and the priorities for action. It outlines the challenges facing Oldham and its role in the City Region, along with the opportunities to deliver significant economic and social benefits through well targeted investment.

2 Current Position

2.1 Following a competitive procurement exercise, Amion were instructed to prepare a SIF. In compiling the framework, Amion have:

- Carried out an economic review of the Borough
- Set out the Council’s Vision and Objectives
- Assessed the economic priorities in terms of three themes:
  - People
  - Business and
  - Place
- Identified programmes, projects and priority actions
- Set out ongoing governance and delivery arrangements.

2.2 The SIF will be published in two formats, a short summary version (Appendix 1) for issue to partners and stakeholders and a full version (Appendix 2).

2.3 The SIF will be used to focus intervention on projects and programmes over the next 2-3 years and will complement the aims and ambitions contained with the Work and Skills Strategy, and Health and Well Being Strategy.

2.4 The SIF will also enable the Council to robustly assess the emerging proposals under the Greater Manchester Spatial Framework and Call for Sites in terms of jobs, housing numbers and wider economic benefits.

2.5 Further work is ongoing to address wider GM ‘North East Sector’ issues and in particular the need to rebalance the economy and address the productivity gap between the NE and wider GM economy. This wider piece of work is likely to address skills and education and will sit alongside the Investment Framework.
3 Options

3.1 Option 1
That Cabinet approves the adoption of the SIF as a general framework for investment across Oldham.

3.2 Option 2
That the SIF is not approved.

4 Preferred Option

4.1 It is recommended that the SIF is approved, as the SIF will enable investment decisions across Oldham to be based on likely outcomes set against the priority programmes and economic themes as set out in the SIF. The adoption of the SIF will also assist the Council in securing funding/grants for projects across the borough.

5 Consultation

5.1 The preparation of the SIF involved a steering group of council senior officers. Once approved the SIF will be circulated to partners and stakeholders across the borough.

6 Financial Implications

6.1 The acceptance of the SIF has no specific financial implications. All projects which link into the SIF will have a separate financial appraisal and be reported to Members in future reports. (Sam Smith, Senior Finance Manager)

7 Legal Services Comments

7.1 All projects and property transactions which link into or arise out of or as a result of the SIF will need to comply with the Council’s Land & Property Protocols. All contracts/procurements which link into or arise out of or as a result of the SIF will need to comply with the Council’s Contract Procedure Rules. (Rebecca Boyle, Group Lawyer)

8 Co-operative Agenda

8.1 The SIF is intended to build upon Oldham’s Council’s Corporate Plan “Delivering a Cooperative Oldham” (updated 2013) and in particular one of its key objectives – ‘A productive place to invest where business and enterprise thrive’.

8.2 There are 4 key work programmes within the Corporate Plan that will help achieve this objective;
• Invest in Oldham
• Get Oldham working
• Destination Oldham
• Campaigning Oldham

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

9 Human Resources Comments

9.1 None

10 Risk Assessments
10.1 N/A

11 IT Implications

11.1 None

12 Property Implications

12.1 The SIF will enable investment decisions to be judged against likely outcomes and priority programmes. (Roger Frith)

13 Procurement Implications

13.1 N/A

14 Environmental and Health & Safety Implications

14.1 None

15 Equality, community cohesion and crime implications

15.1 None

16 Equality Impact Assessment Completed?

16.1 No

17 Key Decision

17.1 No

18 Appendices

18.1 Appendix 1 – Summary SIF document
Appendix 2 – Full version of SIF
The Borough of Oldham covers an area of approximately 142 sq km and is home to some 228,800 people, making it the seventh most populous borough in Greater Manchester. It is located on the edge of the conurbation, with more than a quarter of the borough situated within the Peak District National Park, yet it benefits from excellent connectivity to Manchester city centre, via Metrolink, and is in close proximity to the M60 and M62 motorways. Oldham is some 9 miles drive from Manchester city centre and 19 miles drive from Manchester Airport.

Oldham is an area of both great opportunity and significant need. The borough benefits from a diverse and vibrant community, a young, growing and entrepreneurial population, an improving educational offer and access to an extensive labour pool within the wider Greater Manchester area. Its location in the foothills of the Pennines provides unique and unparalleled views, while also having good access to the conurbation core. However, the economy of Oldham reflects a number of longstanding issues, with relatively weak private sector growth and a dominance of low skill and low wage industries.

The Council and its partners have made substantial progress in regenerating Oldham as a place. Following on from the extension of Metrolink through the town centre, over the past year alone the borough has seen: First Choice Homes Oldham open its new Headquarters on Union Street; Oldham College open new campus buildings on Rochdale Road; work well underway at The Old Town Hall to provide a new cinema complex; and the construction of two new leisure centres. The Council recognises that there is now a need to capitalise on the success to date and secure the long-term, sustained regeneration of Oldham.

The purpose of this Strategic Investment Framework (SIF) is to direct investment and development activity in the short to medium term. The SIF provides a single document expressing Oldham’s economic and investment ambitions, setting out the vision and objectives for the borough and the priorities for action. It outlines the challenges facing Oldham and its role in the City Region, along with the opportunities to deliver significant economic and social benefits through well targeted investment.
The vision, objectives and priorities within the SIF have been informed by a robust evidence base. A comprehensive review has been undertaken of the economic context within Oldham and Greater Manchester, highlighting that the borough has a number of assets and strengths to build on, while also needing to address a range of longstanding weaknesses within the local economy.

The economic review has shown that Oldham has failed to benefit fully from growth at the Greater Manchester level. As well as the local consequences of this unequal performance, the lower levels of growth in Oldham, and in other northern parts of the City Region, present a potential ‘drag effect’ on Greater Manchester. There are as such clear priorities in terms of enabling Oldham to contribute positively to the sustainable growth of Greater Manchester and for its residents in turn to be able to access and benefit from the resulting opportunities.

- Alongside physical regeneration of the place, there is a requirement to invest in people, equipping them with the necessary skills and training to progress and develop. Employment support will need to include help to those who have identified health-related barriers to employment.

- There is also a continuing need to maximise local job opportunities, providing accessible employment that will help bring people back into work.

- Addressing the ‘enterprise gap’ in Oldham will be a key challenge, requiring the development of a more balanced economy with greater levels of investment and business support.

- The Town centre is a key asset for Oldham, but the increasing pressure on town centres to re-define their role and function (including the introduction of more Town Centre living) will need to be addressed as part of ensuring its long-term and sustained regeneration.

- Population growth has been identified as a principal driver of economic growth for Greater Manchester, with Oldham having the ability to play a key role through the diversification and improvement of its housing offer.
Within Greater Manchester there are particular concentrations of deprivation in the north east of the Manchester City area and in the north east of the City Region as a whole. Oldham itself is ranked as the 34th most deprived district in England (out of 326).

The borough suffers from particularly high levels of deprivation in terms of income, employment, education and health. Taken together, Oldham’s performance across these domains demonstrates the interrelated challenges of low pay, low skill levels, inactivity and poor health as structural weaknesses facing the borough.

The associations between higher skills, improved employment opportunities and reduced levels of inactivity are well established. Similarly, employment and socio-economic status are the main drivers of inequalities in physical and mental health and mortality, while improvements in health and wellbeing play a key role in supporting economic growth.

It is therefore important that the SIF is brought forward as part of an integrated approach, specifically in relation to the vision and objectives set out in the Work and Skills Strategy and Health and Wellbeing Strategy.
VISION AND OBJECTIVES

Playing a pivotal role in Greater Manchester’s continued economic success

The vision for Oldham is that it will be a key economic contributor to Greater Manchester, providing a place where business and enterprise can thrive and where people will want to live, visit and work. It will also be a place where every resident is enabled to contribute to and benefit from the continued economic growth of the City Region.

To achieve this vision, a number of strategic objectives have been identified within the SIF. These objectives reflect the priorities established for the borough in the Oldham Plan and our Corporate Plan, but with a focus on the key drivers of economic growth and development.

The strategic objectives for Oldham draw upon a suite of research and policy documents for Oldham, while recognising that the City Region is the appropriate spatial level within which to position the economic strategy. As such, the objectives have also been informed by the wider Greater Manchester strategic context.

STRATEGIC OBJECTIVES

1. Develop a skilled, educated and dynamic workforce that can compete for jobs in the City Region.
2. Support people into decent, secure and well-paid employment.
3. Achieve a balanced local economy, more inward investment and a strong position in Greater Manchester.
4. Enable more business start-ups and increase survival rates.
5. Ensure we are a place that supports sustainable economic growth, encourages enterprise and capitalises on new technology and transport.
6. Create a town centre that meets local residents’ needs and wants, is a thriving place for business and attracts visitors to the borough.
**INVESTMENT FRAMEWORK**

**Investment, skills, jobs and homes**

The range of socio-economic challenges facing Oldham mean that a comprehensive investment framework is required. This is reflected in the scope of the objectives outlined for the borough. The SIF provides the opportunity to bring these priorities together to ensure that comprehensive, joined-up action is delivered to grow the economy, providing a productive place where business and enterprise can thrive and create well-paid jobs for local residents, coupled with investment in education and skills and the delivery of good quality homes.

The six strategic objectives identified within the SIF have been translated into economic priorities under the three themes of People, Business and Place. Under each economic priority, a programme of suggested activities and projects has been outlined to guide future investment.

This has been accompanied by guiding principles to underpin the activities and approach to delivery of support. The economic priorities for each theme are presented below.

After setting out the programmes for intervention under each of the three themes, the SIF identifies a number of priority projects that should be the focus for intervention over the next 2-3 years.
INVESTMENT FRAMEWORK – PROGRAMME & ACTIONS

Economic Priorities and Programmes/Actions

**People**

- **Education and Skills**
  - Schools & Business Programme – including work placements and education / industry skills exchange
  - Enhanced vocational FE offer – including apprenticeships and advanced learning loans
  - Higher level skills – including industry / HE collaboration and research grants
  - Skills for Growth Programme - including sector based training and access to funding

- **Employment**
  - Career and in work progression – including sector progression and career advancement service
  - Employability programme – including community learning and lifelong learning provision
  - Social Inclusion programme – including integrated work / health commissioning

**Business**

- **Enterprise development**
  - Sector development
  - Supply chain development
  - Inward investment
  - Business advice, support and mentoring

- **Finance/capital**
  - Development of funding schemes
  - Promoting awareness and access to funding sources

- **R&D&E**
  - Technology transfer and R&D
  - Innovation initiatives

**Place**

- **Land and premises**
  - Town centre
  - Sites and premises programme
  - District centres
  - Co-Investment Vehicle
  - Land disposal
  - New strategic employment sites

- **Housing**
  - Market support programme
  - Co-Investment Vehicle

- **Infrastructure**
  - Transport investment
  - Broadband
  - Cultural assets
  - Environment

- **Marketing and promotion**
  - Place marketing programme
  - Marketing Oldham and the business case

Target sectors

- Logistics
- Construction / property
- Key manufacturing sub-sectors
- Health & social care
- Retail / leisure / hospitality
- Professional & business support services

Economic Priorities and Programmes/Actions
Driving economic growth in Oldham

A number of priority projects have been identified as part of the SIF that will generate a range of economic benefits for Oldham and the wider City Region. These include the following:

- Employment support and career / wage progression – the career advancement service trailblazer model, established via an extension of the core Get Oldham Working offer
- Sector development – supporting the development of the identified priority sectors, through such actions as to stimulate demand, improve access to finance, and encourage coloration
- Wider borough development sites – the provision of new housing and high quality employment space and development of new strategic employment sites
- Oldham Town Centre – including key developments such as the One Public Estate, Eastern Gateway and cultural regeneration programme

Combined, it is estimated that the key priority development sites could support the creation of some 4,300 full-time equivalent (fte) gross jobs and provide around 3,300 new homes, including new housing provision within the Town Centre.

The delivery of the priority projects will also generate new revenue to the public sector through additional Council tax, New Homes Bonus and business rates.

THE BENEFITS OF NARROWING THE GAP

The interventions outlined within the SIF, including the identified priority projects, will play a key role in narrowing the gap with Greater Manchester. An analysis has been undertaken of the consequential impacts if this gap can be closed by 2030, specifically in relation to the borough’s employment rate.

If Oldham were to succeed in this ambitious target, it is estimated that there would be potential public sector cost savings over the period of up to £141 million. This would comprise of savings in benefits payments and savings to the NHS related to a reduction in health care costs associated with being out of work (based on data from the New Economy Unit Cost Database).

As identified within the DWP Social Cost-Benefit Framework, further cost savings would also be expected, for example in terms of reduced crime resulting from unemployed people entering work.
Governance and delivery arrangements

Overall governance of the SIF will be provided by the Oldham Leadership Board Economy and Skills sub-group, with individual programmes and actions overseen by sub-boards and working groups, as outlined below.

A dedicated team focused on delivery of the SIF, drawn from relevant departments within Oldham Council and its partners, will be formed, with clear roles and responsibilities established.

At a project-by-project level, joint mechanisms and working arrangements will be developed, taking forward and building on the Councils existing linkages with partner organisations.

Investment programme

An extensive capital programme has been put in place to support development within the borough, with over £140 million allocated to key projects. The next step is for the Delivery Team and individual working groups to develop business cases for the priority projects identified in the SIF which have yet to secure funding. These will form part of detailed investment plans, prioritising action by area and programme.

Funding the SIF

Funding the SIF will involve significant private and public sector resources. Oldham Council will continue to make suitable investments to realise the SIF vision and objectives. It will use its funding (including prudential borrowing, where appropriate) to:

- lever private and other public sector investment;
- invest in assets that offer a return – which can be recycled to further deliver the SIF;
- secure other European, Central Government and Greater Manchester funding;
- support projects that generate additional business rates, New Homes Bonus and Council Tax which can be used to fund the Council’s activities; and
- use its existing assets (including land) to generate additional benefits.
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The Borough of Oldham covers an area of approximately 142 sq km and is home to some 228,800 people, making it the seventh most populous borough in Greater Manchester. It is located on the edge of Greater Manchester, with more than a quarter of the borough situated within the Peak District National Park, yet it benefits from excellent connectivity to Manchester city centre, via Metrolink, and is in close proximity to the M60 and M62 motorways. Oldham is some 9 miles drive from Manchester city centre and 19 miles drive from Manchester Airport.

There have been some significant changes to the composition of Oldham’s economy, with a continued reduction in manufacturing employment over the last decade and growth in the health, business and professional services, logistics and education sectors as well as in creative industries and science and R&D. Manufacturing still though remains one of the largest sectors in the economy, employing around 14% of the workforce.

As shown in the economic review section of this report, Oldham is an area of both great opportunity and significant need. The borough benefits from a diverse and vibrant community, a young, growing and entrepreneurial population, an improving educational offer and access to an extensive labour pool within the wider Greater Manchester area. Its location in the foothills of the Pennines provides unique and unparalleled views, while also having good access to the conurbation core. However, the economy of Oldham reflects a number of longstanding issues, with relatively weak private sector growth and a dominance of low skill and low wage industries.

There has been significant financial investment in Oldham in recent years in transport, housing, education, health care and in the town centre, demonstrating the Council’s commitment to transforming the borough and realising its full potential as an integral part of the wider City Region. There is a need now for continued targeted intervention to ensure that Oldham is able to contribute positively to the sustainable growth of Greater Manchester and play a key role in achieving the Greater Manchester growth and reform ambitions.
The purpose of this Strategic Investment Framework (SIF) is to direct investment and development activity in the short to medium term. The SIF provides a single document expressing Oldham’s economic and investment ambitions, setting out the vision and objectives for the borough and the priorities for action. It outlines the challenges facing Oldham and its role in the City Region, along with the opportunities to deliver significant economic and social benefits through well targeted investment.

The vision, objectives and priorities within the SIF have been informed by a robust evidence base. A comprehensive review has been undertaken of the economic context within Oldham and Greater Manchester, highlighting that the borough has a number of assets and strengths to build on, while also needing to address a range of longstanding weaknesses within the local economy.

The SIF also sets out the approach to delivery, identifying the role of the Council in maximising the benefits of future investment. In regeneration terms, the continuing economic and investment conditions and the reality of a slow recovery, make the prospect of attracting significant private sector investment difficult. The SIF, therefore, provides a framework to ensure that limited public sector resources go further and that intervention is targeted where it will have the most benefit, including in terms of supporting future private sector investment.

There are a range of strategies and plans that have already been developed for Oldham, including the Oldham Plan 2015-18, which sets out a shared vision for the borough. The purpose of the SIF is to build upon and draw together this existing policy base to provide a framework for investment that reflects both the needs of Oldham and the Greater Manchester growth and reform agenda. As recognised in the Oldham Plan, building a more prominent role for Oldham in Greater Manchester will become of growing importance as greater devolution is implemented over the next few years.
ECONOMIC REVIEW

People

- As of 2014, the resident population within Oldham stood at approximately 228,800, representing 8% of the total population within Greater Manchester. Of the ten City Region boroughs, Oldham has the largest proportion of people aged 0-15 (23% of the population compared to 20% for Greater Manchester as a whole).

- ONS population projections forecast ongoing population growth in Oldham, albeit at a lower rate than the Greater Manchester average (9% over the period of 2012 to 2037 compared to 13% for Greater Manchester). The working age population is also forecast to grow at a lower rate than Greater Manchester at just 1% up to 2037 compared to 4% across the City Region.

- In terms of the labour market, a relatively high proportion of Oldham residents are employed within lower order occupations. For example, around 25% of residents work within elementary or process, plant and machine operative occupations. This compares to 18% within both Greater Manchester as a whole.

- The skills profile for Oldham shows a similar picture, with a relatively low proportion of residents qualified to NVQ level 4+, a high proportion with no qualifications and a lower apprenticeship pass rate compared with the GM average. While there has been some improvement in the borough’s skills base, the gap between Oldham and the regional and national averages in terms of NVQ level 4+ attainment has remained.

- Linked to the occupational and skills profile, the gap in earnings between Oldham residents and average earnings nationally has continued to widen – in 2006 the median annual pay in Oldham was 86% of the national average, whereas in 2015 it had fallen to 82%.

- The borough also suffers from relatively high levels of unemployment and worklessness. Based on measures consistent with definitions set out by the International Labour Organisation (ILO), the unemployment rate for Oldham over the period June 2014 to July 2015 was 9.3%. This is the highest rate of unemployment in Greater Manchester with the City Region average standing at 6.8%.

Oldham is one of the most ‘self-contained’ boroughs, behind only Manchester and Bolton in terms of within local authority commuting rates, with approximately 55% of residents living and working in Oldham. The arrival of Metrolink, however, will enable more of Oldham’s residents to access employment opportunities within the wider City Region.
Business

- In recent years Oldham has experienced relatively strong growth in employment, after suffering particularly badly during the financial crisis and subsequent recession. Much of this growth though has been driven by an increase in part-time jobs and there is a continued reliance on public sector employment.

- According to the Greater Manchester Forecasting Model (GMFM), as of 2014, private sector employment in Oldham was still below the level it stood at in 2005. In contrast, private sector employment at the UK level has grown by around 5%.

- Manufacturing still remains one of the largest sectors in the local economy, with the borough home to a number of prominent manufacturing companies and major textiles supply chain firms.

- Health and social care, construction, wholesale and retail, logistics, personal and employment activities, and education are also sectors where Oldham has a relatively high level of employment compared to the UK average.

- There is an underrepresentation of employment in some higher value sectors, such as financial services, although the borough performs strongly in high technology sectors related to manufacturing.

- Over the last decade, the size of Oldham’s economy in relation to the wider City Region has remained broadly constant. However, productivity in Oldham is still below that of Greater Manchester, with an average GVA per person in employment of £36,700 compared to £39,900 for Greater Manchester as a whole.

- Oldham also suffers from a large ‘enterprise gap’ – over the last ten years the number of businesses in the borough has increased at half the rate of Greater Manchester and both business density and the rate of new start-ups lags behind many other parts of the City Region.

- Forecasts suggest that the gap between Oldham (along with other north-eastern parts of the City Region) and the more economically prosperous Greater Manchester boroughs will continue to widen.

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<th>Active enterprises (2014)</th>
<th>Growth (2005-14)</th>
</tr>
</thead>
<tbody>
<tr>
<td>GM</td>
<td>96,840</td>
<td>19%</td>
</tr>
<tr>
<td>Manchester</td>
<td>19,965</td>
<td>41%</td>
</tr>
<tr>
<td>Salford</td>
<td>8,440</td>
<td>28%</td>
</tr>
<tr>
<td>Trafford</td>
<td>11,655</td>
<td>27%</td>
</tr>
<tr>
<td>Bury</td>
<td>7,130</td>
<td>16%</td>
</tr>
<tr>
<td>Rochdale</td>
<td>6,355</td>
<td>14%</td>
</tr>
<tr>
<td>Wigan</td>
<td>8,865</td>
<td>14%</td>
</tr>
<tr>
<td>Stockport</td>
<td>12,090</td>
<td>11%</td>
</tr>
<tr>
<td>Bolton</td>
<td>9,355</td>
<td>9%</td>
</tr>
<tr>
<td>Tameside</td>
<td>6,340</td>
<td>7%</td>
</tr>
<tr>
<td>Oldham</td>
<td>6,645</td>
<td>7%</td>
</tr>
</tbody>
</table>
ECONOMIC REVIEW

Place

- Oldham benefits from excellent connectivity to Manchester city centre, via Metrolink (around 8,000 passengers start or finish their Metrolink journey in Oldham each day), and is in close proximity to the M60 and M62 motorways.

- The housing market in Oldham is dominated by terraced properties, with 41% of the homes in Oldham being terraced houses compared to 31% across England and 37% within Greater Manchester as a whole.

- Oldham has a high proportion of homes in the lower council tax bands, with 71% of homes in bands A and B. There is over double the proportion of homes classified as band A than the national average, and 10% more than the Greater Manchester average.

- The office market in Oldham has traditionally been dominated by public sector users. However, the improved accessibility of Oldham Town Centre and the availability of relatively inexpensive land/premises provides an opportunity to attract new professional and business support companies to the borough.

- There has been significant leakage of retail and leisure expenditure from Oldham to neighbouring centres, but it is expected that major investments within the Town Centre, such as Princes Gate (which includes a Marks and Spencer store) and the redevelopment of the Old Town Hall, will help to reverse this trend.

- Oldham’s traditional industrial areas have suffered from increasingly poor environmental quality and premises, with a need to ensure the availability of good quality modern accommodation if the borough is to continue to build on its strengths in terms of manufacturing and logistics.

- An analysis of the Indices of Deprivation shows that there are clusters of very high levels of deprivation within Oldham, with some parts of the borough within the 2% most deprived nationally (see “heat map” shown overleaf).
Within Greater Manchester there are particular concentrations of deprivation in the north east of the Manchester City area and in the north east of the City Region as a whole. Oldham itself is ranked as the 34th most deprived district in England (out of 326).

The borough suffers from particularly high levels of deprivation in terms of income, employment, education and health. Taken together, Oldham’s performance across these domains demonstrates the interrelated challenges of low pay, low skill levels, inactivity and poor health as structural weaknesses facing the borough.

The associations between higher skills, improved employment opportunities and reduced levels of inactivity are well established. Similarly, employment and socio-economic status are the main drivers of inequalities in physical and mental health and mortality, while improvements in health and wellbeing play a key role in supporting economic growth.

It is therefore important that the SIF is brought forward as part of an integrated approach, specifically in relation to the vision and objectives set out in the Work and Skills Strategy and Health and Wellbeing Strategy.
The economic review has shown that Oldham has failed to benefit fully from growth at the Greater Manchester level. As well as the local consequences of this unequal performance, the lower levels of growth in Oldham, and in other northern parts of the City Region, present a potential ‘drag effect’ on Greater Manchester. There are as such clear priorities in terms of enabling Oldham to contribute positively to the sustainable growth of Greater Manchester and for its residents in turn to be able to access and benefit from the resulting opportunities.

- Alongside physical regeneration of the place, there is a requirement to invest in people, equipping them with the necessary skills and training to progress and develop. Employment support will need to include help to those who have identified health-related barriers to employment.
- There is also a continuing need to maximise local job opportunities, providing accessible employment that will help bring people back into work.
- Addressing the ‘enterprise gap’ in Oldham will be a key challenge, requiring the development of a more balanced economy with greater levels of investment and business support.
- The Town centre is a key asset for Oldham, but the increasing pressure on town centres to re-define their role and function (including the introduction of more Town Centre living) will need to be addressed as part of ensuring its long-term and sustained regeneration.
- Population growth has been identified as a principal driver of economic growth for Greater Manchester, with Oldham having the ability to play a key role through the diversification and improvement of its housing offer.

### Challenges and opportunities

The economic review has shown that Oldham has failed to benefit fully from growth at the Greater Manchester level. As well as the local consequences of this unequal performance, the lower levels of growth in Oldham, and in other northern parts of the City Region, present a potential ‘drag effect’ on Greater Manchester. There are as such clear priorities in terms of enabling Oldham to contribute positively to the sustainable growth of Greater Manchester and for its residents in turn to be able to access and benefit from the resulting opportunities.

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### Drivers of economic performance

The performance and development of local economies are determined by a range of features but key among them are the nature of their underlying economic ‘asset base’ and the scale of connectivity and interaction with other local areas.

Using a combination of statistical tools at the local authority level across England, an analysis has been undertaken of how the underlying economic characteristics in Oldham contribute to productivity performance (GVA per hour), as a surrogate indicator for economic performance.

Oldham shows underperformance in all asset groups, particularly in terms of skills and occupation, accessibility and industrial structure. The combined underperformance across these assets groups equates to an equivalent productivity loss of £8.28 per hour worked.

- Alongside physical regeneration of the place, there is a requirement to invest in people, equipping them with the necessary skills and training to progress and develop. Employment support will need to include help to those who have identified health-related barriers to employment.
- There is also a continuing need to maximise local job opportunities, providing accessible employment that will help bring people back into work.
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- Population growth has been identified as a principal driver of economic growth for Greater Manchester, with Oldham having the ability to play a key role through the diversification and improvement of its housing offer.
VISION AND OBJECTIVES

The vision for Oldham is that it will be a key economic contributor to Greater Manchester, providing a place where business and enterprise can thrive and where people will want to live, visit and work. It will also be a place where every resident is enabled to contribute to and benefit from the continued economic growth of the City Region.

To achieve this vision, a number of strategic objectives have been identified within the SIF. These objectives reflect the priorities established for the borough in the Oldham Plan and our Corporate Plan, but with a focus on the key drivers of economic growth and development.

The strategic objectives for Oldham draw upon a suite of research and policy documents for Oldham, while recognising that the City Region is the appropriate spatial level within which to position the economic strategy. As such, the objectives have also been informed by the wider Greater Manchester strategic context.

STRATEGIC OBJECTIVES

1. Develop a skilled, educated and dynamic workforce that can compete for jobs in the City Region.
2. Support people into decent, secure and well-paid employment.
3. Achieve a balanced local economy, more inward investment and a strong position in Greater Manchester.
4. Enable more business start-ups and increase survival rates.
5. Ensure we are a place that supports sustainable economic growth, encourages enterprise and capitalises on new technology and transport.
6. Create a town centre that meets local residents’ needs and wants, is a thriving place for business and attracts visitors to the borough.
Narrowing the gap

At a Greater Manchester level, the focus is on key economic drivers, but it is also recognised that there is a need to raise economic performance across the whole of the City Region. The performance of Oldham has lagged behind that of Greater Manchester and for a number of socio-economic indicators, the gap has grown and is forecast to continue to widen. This is particularly the case for many of the borough’s disadvantaged communities.

The ambition for the SIF is to narrow the economic gap between both Oldham and Greater Manchester and between disadvantaged and other areas. A key aspect to narrowing the gap will be providing Oldham residents with the necessary skills and experience to access employment opportunities across Greater Manchester. But it will also be essential to attract new investment and create additional jobs locally. To match the Greater Manchester growth rate, some 4,700 jobs above base forecasts will need to be created and up to a further 3,400 more would be required for the borough to match the City Region employment rate by 2030.

**REMOVING THE ‘DRAG EFFECT’**

Recent research (OECD Regional Development Working Papers 2014/10) has sought to understand how income inequality is associated with economic growth in OECD regions. The results of the research suggest that, at least during the economic crisis, there was a general negative association between inequalities and economic growth. In particular, higher inequalities seemed to be more detrimental for growth in large cities.

As part of the development of the SIF, economic analysis has been undertaken, using the results of the OECD research, to explore the effects of reducing income inequality within Oldham on the wider economic performance of the City Region. The modelling has suggested that, for example, a 1% reduction in income inequality in the borough could result in additional GVA growth in Greater Manchester of up to approximately £100 million by 2035.
VISION AND OBJECTIVES

Develop a skilled, educated & dynamic workforce that can compete for jobs in the City Region

Over the past decade, significant progress has been made in terms of educational achievement, with Oldham closing the gap with the rest of the country with regard to key stage 2 and GCSE attainment. However, the borough continues to perform poorly in relation to higher level skills, with only a quarter of the population qualified to degree level compared to over a third nationally.

As well as entrenching social exclusion and inequality, a poor skills base is a barrier to growth and higher productivity. A key priority for Oldham is therefore to develop a skilled, educated and dynamic workforce that can compete for jobs in the City Region. The challenge will be to maintain and build upon the progress made in relation to the educational attainment of school children, while also increasing the number of adults qualified to level 3 and degree level, through both vocational and academic routes, and particularly amongst those in disadvantaged groups.

Support people into decent, secure and well-paid jobs

Within Oldham there are currently 9,600 residents unemployed (ILO definition, July 2015) - 9.3% of the working-age population, and a further 41,000 residents who are economically inactive, of whom 9,400 want to work. Moreover, those Oldham residents in work are less likely to earn as much as their Greater Manchester counterparts. Pakistani and Bangladeshi groups, in particular, are likely to suffer from lower levels of economic activity and ‘in work poverty’.

The challenge for Oldham is to ensure that jobs growth in the borough and the wider City Region translate into accessible opportunities for local residents, while also not exacerbating the low wage, low skill structural effects that are direct causes of the borough’s economic underperformance. This will involve improving the pathways to work and career advancement in order to support people into decent, secure and well-paid jobs, with a focus on tackling the barriers to both gaining employment and progression to higher wage occupations. Linked to this is the wider health and wellbeing agenda, where the priority is to ensure access to the right support to get people into work and stay in work.

<table>
<thead>
<tr>
<th>MEASURES OF SUCCESS</th>
<th>Oldham baseline</th>
<th>GM baseline (LA range)</th>
<th>Oldham target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents qualified to NVQ level 3/4+</td>
<td>43%</td>
<td>53% (43% - 65%)</td>
<td>Rate of improvement at or above GM average</td>
</tr>
<tr>
<td>Residents with no qualifications</td>
<td>16%</td>
<td>11% (6% - 16%)</td>
<td></td>
</tr>
<tr>
<td>Students attaining five or more A*-C GCSEs</td>
<td>52%</td>
<td>56% (47% - 72%)</td>
<td></td>
</tr>
<tr>
<td>Residents passing apprenticeships</td>
<td>65.8%</td>
<td>68% (61.7% - 72.4%)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MEASURES OF SUCCESS</th>
<th>Oldham baseline</th>
<th>GM baseline (LA range)</th>
<th>Oldham target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment rate amongst Oldham residents (aged 16-64)</td>
<td>63%</td>
<td>69% (62% - 77%)</td>
<td>Rate of improvement at or above GM average</td>
</tr>
<tr>
<td>Median annual earnings of Oldham residents</td>
<td>£22,900</td>
<td>£25,500 (£22,100 - £30,000)</td>
<td></td>
</tr>
</tbody>
</table>
Achieve a balanced local economy, more inward investment and a strong position in Greater Manchester

The relatively low levels of productivity in Oldham are, in part, due to the general underrepresentation of some higher value added sectors in the borough. For example, the relative sizes of the financial services, scientific research and development, and information and communication sectors (in terms of employment) are all below the national average. More generally, there is a continued overreliance on public sector employment.

To address these issues, Oldham must seek to attract additional private sector investment. The challenge will be to build on the areas where the borough does have a comprehensive advantage, such as in high technology business sectors related to advanced manufacturing, while also diversifying its economic base in order to achieve a balanced local economy.

Enable more business start-ups and increase survival rates

In 2010, the Oldham Local Economic Assessment identified a large ‘enterprise gap’ in the borough. Since then, the number of active enterprises in Oldham has increased, but at half the rate experienced within Greater Manchester as a whole, and there remains a relatively low number of businesses as a proportion of the population. Over the last decade, the business stock in Oldham grew by 7% – this is the joint lowest rate of growth (along with Tameside) of the ten City Region boroughs. The growth in business births in Oldham over the last ten years has also been amongst the lowest in Greater Manchester.

The objective for Oldham is therefore to enable and support more people to start-up their own business and for these businesses to then succeed. This will involve supporting small independent businesses as part of the development of the town and district centres, along with targeting high growth potential business start-ups that have the prospect to trade internationally.

<table>
<thead>
<tr>
<th>MEASURES OF SUCCESS</th>
<th>Oldham baseline</th>
<th>GM baseline (LA range)</th>
<th>Oldham target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proportion of employment within the private sector</td>
<td>72%</td>
<td>76% (68% - 86%)</td>
<td></td>
</tr>
<tr>
<td>Average GVA per employee within Oldham</td>
<td>£36,700</td>
<td>£39,900 (£35,800 - £42,600)</td>
<td>Rate of improvement at or above GM average</td>
</tr>
<tr>
<td>Number of commercial properties (and rateable value)</td>
<td>7,631 (£156.4m)</td>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MEASURES OF SUCCESS</th>
<th>Oldham baseline</th>
<th>GM baseline (LA range)</th>
<th>Oldham target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of active enterprises (per 10,000 population)</td>
<td>290</td>
<td>354 (276 – 501)</td>
<td>Rate of improvement at or above GM average</td>
</tr>
<tr>
<td>Number of business births (per 10,000 of population)</td>
<td>38</td>
<td>52 (37 – 73)</td>
<td></td>
</tr>
</tbody>
</table>
VISION AND OBJECTIVES

Ensure we are a place that supports economic growth, encourages enterprise and capitalises on new technology and transport

Oldham as a place is undergoing significant change, supported by the Council’s £100 million capital regeneration programme. The ambition is to build upon this momentum to make Oldham an even better place and to improve perceptions both inside and outside of the borough. Key to achieving this ambition will be to make Oldham an attractive choice for investors, visitors and new and existing residents through improvements to its overall housing, leisure and infrastructure offer.

A particular focus for Oldham will be to build more quality homes in the borough, proving a wider supply of high quality housing across a range of prices and locations. Similarly, there is a need to develop key physical infrastructure to support employment growth, including the provision of modern good quality business accommodation. This will involve identifying the specific requirements of key growth sectors and making the best use of our land resource.

Create a Town Centre that meets local resident needs and wants, is a thriving place for business and attracts visitors to the borough

The Town Centre is recognised as the heart of the town and as such is a regeneration priority for the Council. The Oldham Town Centre Investment Prospectus outlines the Council’s vision for the Town Centre summarising the significant capacity for growth. The arrival of Metrolink, along with investment in superfast broadband and improved public realm have created the setting for new development and investment opportunities.

The traditional role and function of the Town Centre is, however, coming under increasing pressure, particular in relation to its retail core. Oldham Council has responded in part to these challenges with initiatives such as the Yorkshire Street Independent Quarter, but the Town Centre needs to reposition itself for the future through long-term and sustained delivery of regeneration. This will include a role for high quality residential development in the town centre, as well as a repositioned retail and expanded SME offer.

### MEASURES OF SUCCESS

<table>
<thead>
<tr>
<th>Oldham baseline</th>
<th>GM baseline (LA range)</th>
<th>Oldham target</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Percentage of homes in Council tax band C-G</th>
<th>29%</th>
<th>34% (24% - 60%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate of improvement at or above GM average</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of inward investment enquiries (and successes)</td>
<td>826 (175)</td>
<td>-</td>
</tr>
<tr>
<td>Retail expenditure retained within the borough</td>
<td>58% (£834.2m)</td>
<td>-</td>
</tr>
</tbody>
</table>
**Investment, skills, jobs and homes**

The range of socio-economic challenges facing Oldham mean that a comprehensive investment framework is required. This is reflected in the scope of the objectives outlined for the borough. The SIF provides the opportunity to bring these priorities together to ensure that comprehensive, joined-up action is delivered to grow the economy, providing a productive place where business and enterprise can thrive and create well paid jobs for local residents, coupled with investment in education and skills and the delivery of good quality homes.

The six strategic objectives identified within the SIF have been translated into economic priorities under the three themes of People, Business and Place. Under each economic priority, a programme of suggested activities and projects has been outlined to guide future investment.

This has been accompanied by guiding principles to underpin the activities and approach to delivery of support. The economic priorities for each theme are presented below.

After setting out the programmes for intervention under each of the three themes, the SIF identifies a number of priority projects that should be the focus for intervention over the next 2-3 years.
**PEOPLE PROGRAMME – INVESTMENT PRIORITIES**

**Education and Skills**

Raising the aspirations and progression of young people and working age adults – through the provision of high quality careers advice and guidance, improved school/industry linkages and promoting opportunities arising in growth sectors in Oldham and Greater Manchester.

Enhancing the Vocational Further Education offer – by working with employers and colleges/FE providers to increase the number of apprenticeships, technical and specialist courses available for young people, particularly those that seek to fill skills gaps and shortages within the local economy and the priority growth sectors.

Improving access to Higher Level Skills provision – by ensuring that there is sufficient provision including advanced apprenticeships (level 3 and above), undergraduate and postgraduate courses and collaboration with industry.

Developing skills for growth – by promoting the benefits of investing in skills development to improve productivity and competitiveness, through up-skilling and continuous professional development.

**Employment**

Providing support to enhance career and income progression – particularly for adults in low paid jobs. This will involve piloting a Career Advancement Service to encourage upskilling and progression within the workplace, as well as targeting progression and workforce development within and between priority sectors (at both an Oldham and GM level).

Improving employability and reducing levels of unemployment – through the provision of intensive person centred support to overcome barriers to employment, such as health-related issues, greater targeting, and integration with specialist support providers.

Promoting social inclusion in deprived areas – to reduce disparities within the borough, through collaborative working with partners to improve outcomes for local residents. Support will focus on engagement, provision of high quality Information, Advice and Guidance (IAG), provision of a single case worker to co-ordinate access to services and the promotion of social cohesion, active participation and volunteering.

Key principles underpinning the people programme include:

**Flexible delivery** – so that the pace of training is tailored to individuals’ circumstances (e.g. modular provision, bite-sized, unit based and full qualifications) and training providers respond to the changing employment and skills policy context and impact of devolved budgets within the sub-region.

**Accessible provision** – including outreach support and flexibility to overcome barriers, alongside new innovative models of delivery e.g. collaborative training among sectors.

**Demand led provision** – with business involvement at all stages of the process from provision of intelligence and design of curriculum through to delivery, and promoting the benefits of skills investment.

**Active engagement of all key stakeholders** – including individuals, employers, schools and post 16 providers, the Council and other partner agencies, steered by the Economy and Skills Cluster.

**On-going monitoring** – and provision of up to date intelligence to ensure continued relevance of training and skills provision, particularly in light of new market opportunities arising from R&D&I.
<table>
<thead>
<tr>
<th>Education and Skills</th>
<th>Key projects/activities</th>
<th>Delivery partners</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Schools and Business - raising aspirations among young people</strong></td>
<td>Self-improving education system – work with the newly established collaborative education partnership to improve education and skills outcomes and raise standards of provision across Oldham – in conjunction education providers, employers and the wider community.</td>
<td>Positive Steps, National Career Service, Volunteer Centre, Oldham, Manchester Growth Company, Museum of Science and Industry, Oldham Council/Schools</td>
</tr>
<tr>
<td></td>
<td>Priority sector ambassadors – identification of sector champions to work in conjunction with the existing STEM ambassador programme to work with schools in promoting the benefits and careers available within their sectors.</td>
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<tr>
<td></td>
<td>Oldham ‘careers offer’ – provision of high quality CEIAG for all young people regarding the various routeways into employment (particularly growing sectors) including both vocational and academic routes.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Work placements – to feature as part of the careers offer for all young people at school, to gain experience in the workplace. Project to build on best practice from elsewhere for example the provision of holiday ‘coding’ camps.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Education/industry skills exchange – co-ordination of schools/college and industry skills exchange such as teachers seconded into the workplace to ensure that trainers have up to date relevant expertise and knowledge of industry standards.</td>
<td></td>
</tr>
<tr>
<td><strong>Enhanced Vocational FE offer</strong></td>
<td>Apprenticeship marketing campaign – delivery of targeted marketing and communications activities to promote apprenticeships (including higher level) to learners and employers and the potential funding available to support this training (Apprenticeship Levy and Adult Learning loans). This needs to align with the promotion of the GM Apprenticeships Hub, with local growth focused on high quality sector specific/relevant apprenticeships.</td>
<td>Oldham College, Oldham 6th Form College, GM Apprenticeship Hub</td>
</tr>
<tr>
<td></td>
<td>Oldham ‘skills offer’ – to be developed as part of a wider business development package for all employers co-ordinated by a personal business advisor. To include an audit/skills action plan and provision of assistance to co-ordinate recruitment of trainees and access to training support/schemes at all levels, in particular advice regarding the new Apprenticeship Levy.</td>
<td></td>
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<tr>
<td></td>
<td>Innovative/bespoke training – development of tailored training packages for employers in the priority growth sectors – including online training, short course provision, joint training. For example, training support targeted at workforce development in the health and social care sector to address identified local and wider skills shortages.</td>
<td></td>
</tr>
<tr>
<td>PEOPLE PROGRAMME – KEY PROJECTS &amp; ACTIVITIES</td>
<td></td>
<td></td>
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<tr>
<td>---------------------------------------------</td>
<td></td>
<td></td>
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<tr>
<td><strong>Higher Level Skills</strong></td>
<td></td>
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</tbody>
</table>
| Pilot new apprenticeships models – for example an apprenticeship training agency scheme (ATA) for SMEs or particular sectors to reduce the perceived risks of employing apprenticeships, and benefit from shared apprenticeship opportunities. | Advanced learning loans – work with providers and employers to increase demand for loan-funded provision for 19+, L3 provision. | Oldham College  
Oldham 6th Form College  
University of Huddersfield |
| Raise the profile of HE provision in the borough – support the growing UCO presence in Oldham and retain specialist engineering and manufacturing provision in Oldham. Promote higher level apprenticeships with providers as the Levy is introduced and the potential job and career choices stemming from higher level skills in the priority sectors. | Grow L4+ loan funded provision in line with the advanced learner loan strategy. | |
| Grow L4+ loan funded provision in line with the advanced learner loan strategy. | Bursaries/Research grants – assess the potential to develop a grant scheme to provide grants/loans for individuals to progress into higher level postgraduate research (MRES, PhDs). | |
| Bursaries/Research grants – assess the potential to develop a grant scheme to provide grants/loans for individuals to progress into higher level postgraduate research (MRES, PhDs). | Industry/HE Collaboration – promote the benefits of collaboration and work with companies to develop Knowledge Transfer Partnerships (KTPs) and research/postgraduate placements. | |
| Industry/HE Collaboration – promote the benefits of collaboration and work with companies to develop Knowledge Transfer Partnerships (KTPs) and research/postgraduate placements. | Graduate programme – develop graduate retention facilities (incubation space) and a subsidised placement programme within the borough. | |
| Graduate programme – develop graduate retention facilities (incubation space) and a subsidised placement programme within the borough. | **Skills for Growth** | Oldham ‘skills offer’ – develop a coherent ‘skills offer’ for employers to include an audit/skills action plan and provision of assistance to co-ordinate recruitment of trainees (from entry level upwards) and access to training at all levels - apprenticeships, upskilling and in work progression, through to graduate placements. |
| Oldham ‘skills offer’ – develop a coherent ‘skills offer’ for employers to include an audit/skills action plan and provision of assistance to co-ordinate recruitment of trainees (from entry level upwards) and access to training at all levels - apprenticeships, upskilling and in work progression, through to graduate placements. | Sector based training – design tailored and joint training among businesses in the priority growth sectors, including short courses delivered for the workforce at their place of work, for new entrants and upskilling existing employees. | Local Enterprise Agencies  
Business Growth Hub  
Get Oldham Working |
| Sector based training – design tailored and joint training among businesses in the priority growth sectors, including short courses delivered for the workforce at their place of work, for new entrants and upskilling existing employees. | Access to funding – provide support to enable businesses to access and utilise external and mainstream funding alongside their own investment in skills in the workforce (to be co-ordinated by the personal business advisor/account manager as described later). | |
| Access to funding – provide support to enable businesses to access and utilise external and mainstream funding alongside their own investment in skills in the workforce (to be co-ordinated by the personal business advisor/account manager as described later). | Industry/FE collaboration – facilitate greater collaboration between employers, FE colleges and HE institutions to provide seamless opportunities for individuals to work, learn and progress throughout their careers. | |
### People Programme – Key Projects & Activities

High quality sector specific and relevant apprenticeships – work with sector bodies and the apprenticeship marketing campaign, to provide apprenticeships in growth sectors to meet the needs of employers - maximising the value of the levy.

<table>
<thead>
<tr>
<th>Employability and Social Inclusion</th>
<th>Key Projects/Activities</th>
<th>Delivery Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Career and in Work Progression</strong></td>
<td>Career advancement service – develop and pilot a trailblazer model for Oldham, via an extension of the Get Oldham Working (GOW) offer, to provide brokerage, intensive career coaching and a personal training budget for low paid adults in work, to assist progression onto advanced or higher level learning and/or employment.</td>
<td>Oldham Council, Positive Steps, National Careers Service, Volunteer Centre Oldham</td>
</tr>
<tr>
<td></td>
<td>Sector progression – work with careers advisors and employers to promote in work progression and upskilling – including Continuing Professional Development (CPD) - and develop progression pathways, building on entry level jobs, within the priority sectors and between the sectors, taking advantage of new learning loans available for working age adults and the career advancement service.</td>
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<td></td>
<td>Encourage participation in the Fair Employment Charter among local employers – to promote adoption of the living wage, fair contracts and stability of employment, access to training and support, to enable and encourage employees to ‘do their bit’ for the borough, and support local people into work through Get Oldham Working.</td>
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<td></td>
<td>Support innovative upskilling and in work progression initiatives – provide training support for employers seeking to upskill existing employees within the workplace for example Warehouse to Wheels scheme.</td>
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<tr>
<td><strong>Employability Support for People Outside the Labour Market</strong></td>
<td>Sector academies – provide additional employability support and assistance to remove barriers to employment, in conjunction with sector based support. For example, the development of sector-based academies that combine work tasters, pre-recruitment training, and guaranteed interviews for candidates taking part. These academies could be designed and delivered in partnership with the priority growth sector businesses.</td>
<td>Positive Steps, Get Oldham Working</td>
</tr>
<tr>
<td></td>
<td>Intermediate Labour Market Opportunities – provide funding for intermediate labour market interventions and supported employment to assist the transition back into the labour market, and the provision of post recruitment support.</td>
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</tr>
</tbody>
</table>
PEOPLE PROGRAMME – KEY PROJECTS & ACTIVITIES

| **Overcoming barriers to work** | Overcoming barriers to work – provision of funding to address barriers to skills development and employment. This may include flexibility with regard to eligibility criteria or access issues that require the development of alternative models of delivery – for example online training, outreach provision, or support with language and translation. |
| **Access to training** | Access to training – work with Level 4+ providers to develop access routes and provision for individuals from target groups and target areas within the borough; and maintain the Adult Education Budget funded provision in Oldham. |
| **Social inclusion** | Information, Advice and Guidance (IAG) – engage hard to help groups through the provision of IAG, delivered on an outreach basis, including the transition back to employment; financial advice to overcome debt issues; or specialist advice to address health and well-being problems (e.g. drugs and alcohol issues, mental health problems). |
| **Integrated work/health commissioning** | Integrated work/health commissioning – develop interventions that support joined up health and work approaches. For example engage in the GM-wide Work and Health programme, and support contractors to deliver the phase 2 of the Working Well programme providing a single point of contact and tailored support to overcome issues holding people back from work by tackling barriers ‘at the right time, in the right order, by the right people’. |
| **Active participation and volunteering** | Active participation and volunteering – promote social cohesion in deprived areas through initiatives that encourage active participation, for example volunteering and participation in community and voluntary activities organised through the VAO (Voluntary Action Oldham) network; or Council Initiatives - Get Oldham Growing. |

**Positive Steps**
**Family Intervention Team**
**Youth Justice Service**
**OASIS (Oldham Alcohol and Substance Intervention Service)**
**Voluntary Action Oldham**
**DWP Working Well**
BUSINESS PROGRAMME – INVESTMENT PRIORITIES

Enterprise Development

Prioritising Sector Development – through the preparation of sector specific growth plans to address industry needs within identified target sectors.

Developing effective and efficient Supply Chain linkages – by facilitating linkages and promoting efficiency improvements through innovation and flexible support to adapt products and working practices.

Enhancing our Inward Investment package – through joint marketing with MIDAS / UKTI to position Oldham and develop comprehensive packages of assistance with aftercare support.

Offering high quality Business Advice, Support and Mentoring – by providing support at all stages of businesses development (start-up, growth and scaling up), encompassing the development of a business engagement protocol to formalise the relationship between the local enterprise agencies and the GM Business Growth Hub.

R&D and Innovation

Facilitating growth through Innovation and a general uplift in Research and Development – by focusing on promoting collaboration and knowledge transfer, maximising existing assets (for example, through the development of a Health Centre of Excellence) and the adoption of new technologies, including in relation to low carbon and environmental goods and services.

Finance/Capital

Promoting awareness and access to Funding – by sourcing potential funding, through the development of relationships with local banks and other lenders and facilitating access to European and Government sources. Active marketing and signposting will be required, in conjunction with support to access funding, including venture capital. New funding schemes will be explored to support business start-ups, including a turnover rent offer for council premises.

Key principles underpinning the business programme include:

Appointment of a personal advisor – to streamline the advisory service and access support on behalf of the business.

Demand-led provision – responsive to changes taking place within the industries in Oldham, particularly the growth sectors and those facing rapid technological change.

Maximising job opportunities for local residents – to ensure that they benefit from investment in the borough.

Ongoing monitoring – to verify that business support activity is delivering value for money and services that are relevant to the needs of businesses.

Marketing and promotion will also form an important part of supporting business growth and development. The key investment priorities and activities in relation to marketing and promotion are set out under the Place Programme.
### BUSINESS PROGRAMME – KEY PROJECTS & ACTIVITIES

<table>
<thead>
<tr>
<th>Enterprise activities</th>
<th>Key projects/activities</th>
<th>Delivery partners</th>
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<tbody>
<tr>
<td><strong>Sector Development</strong></td>
<td>Priority sector growth plans – including measures to increase skilled labour, access to sites and premises, other infrastructure improvements (for example IT, transport access), finance for business investment, exploiting R&amp;D&amp;I, export advice and support to access new markets, collaborative marketing and promotion.</td>
<td>Oldham Council&lt;br&gt;Oldham Chamber&lt;br&gt;Sector bodies/networks&lt;br&gt;Business Growth Hub&lt;br&gt;GM Apprenticeship Hub&lt;br&gt;Cranes&lt;br&gt;Growth Company partners</td>
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<tr>
<td></td>
<td>Specialist joint sector projects – development of sector specific projects arising from the individual sector growth plans. For example, the development of a shared apprenticeship schemes for employers in manufacturing industries in the North East of Oldham, Chadderton and Hathershawe.</td>
<td></td>
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<tr>
<td><strong>Supply Chain Development</strong></td>
<td>Developing supply chain linkages – facilitate meet the buyer events, local capacity registers, provision of procurement/legal advice to develop contract clauses.</td>
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<td></td>
<td>Supply chain efficiency improvements – provide support for businesses to introduce supply chain efficiency improvements, to meet Original Equipment Manufacture (OEM)/Tier 1 supplier requirements.</td>
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<tr>
<td><strong>Inward Investment</strong></td>
<td>Joint marketing – Invest in Oldham work in conjunction with GM partners (MIDAS and UKTI) to target inward investment opportunities and position Oldham within the City Region.</td>
<td>Invest in Oldham&lt;br&gt;MIDAS&lt;br&gt;UKTI</td>
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<td></td>
<td>Comprehensive support packages – develop a coherent support offer, which includes the coordination of services (finance, property, recruitment and skills) and the delivery of aftercare support.</td>
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<tr>
<td><strong>Business advice, support and mentoring</strong></td>
<td>Business engagement strategy/protocol – design a business engagement and support strategy (or protocol) with an ‘Oldham Business Account’ and personal business advisor central to the model.</td>
<td>Local Enterprise Agencies (e.g. Blue Orchid)</td>
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<td></td>
<td>Shared services for business start-ups – provide shared services for business start-ups and SMEs to complement existing provision (for example - the Acorn Business Centre; the E3 Business and Enterprise Hub; Falcon Business Centre) and additional incubation space and innovation centres in key locations (for example, the new office quarter).</td>
<td>Oldham Council&lt;br&gt;Oldham Chamber&lt;br&gt;Business Growth Hub&lt;br&gt;Other Manchester Growth Company partners</td>
</tr>
<tr>
<td></td>
<td>Develop networks and a directory of support – tailor other business support to meet Oldham’s needs, by facilitating linkages with key partners, for example the Colleges in relation to apprenticeship support and upskilling; and the Unity Partnership with regard to property and business premises.</td>
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</table>
**BUSINESS PROGRAMME – KEY PROJECTS & ACTIVITIES**

<table>
<thead>
<tr>
<th>Finance / capital activities</th>
<th>Key projects/activities</th>
<th>Delivery partners</th>
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</table>
| **Promoting awareness and access to funding sources** | Source funding – through the development of relationships with local banks and other lenders; and facilitating access to European and Government sources (e.g. for sectoral growth, exporting, innovation). | Manchester Growth Company  
Oldham Council |
|  | Marketing/Signposting – deliver active marketing and signposting support to raise awareness, through business events, websites, and via the network of business account/relationship managers. |  |
|  | Accessing funding – provision of assistance to help businesses access funding (including venture capital). The personal business advisor will be responsible for accessing/delivering this support. |  |
| **Development of funding schemes** | Grant/loan schemes – develop a scheme such as a turnover rent offer for Council premises for business start-ups and work with incubators to identify start-up needs. |  |
|  | Policy to support objectives – develop a business rent/rates scheme and policy that supports the delivery of these objectives. |  |

<table>
<thead>
<tr>
<th>R&amp;D&amp;I activities</th>
<th>Key projects/activities</th>
<th>Delivery partners</th>
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</thead>
</table>
| **Research & Development Knowledge Transfer** | Develop a Health Centre of Excellence – with key partners in the borough to maximise the benefits of existing assets including the Royal Oldham Hospital (which has received £62m investment since 2009) and includes a £17m state of the art radiotherapy centre, the first of its kind in the UK, delivered through the Joint Venture with The Christie Cancer Centre. The centre of excellence will also benefit from the investment in primary health care, including new integrated health care centres delivered by Community 1st Oldham, the Local Improvement Finance Trust Company. | Oldham Council  
NHS Oldham  
Pennine Acute Hospital NHS Trusts  
Oldham Chamber Business Growth Hub  
Other Manchester Growth Company partners |
|  | Promote awareness/access to research findings and knowledge – in particular, information that will impact growth within their industries, so that they are in a position to respond by innovating and investing in new products and processes accordingly. This will include facilitating linkages with the Innovate UK Knowledge Transfer Networks and coordinators and liaising with the Research and Development and Innovation (R&D&I) activities being delivered by the National Catapult Centres, in addition to local activity. |  |
## BUSINESS PROGRAMME – KEY PROJECTS & ACTIVITIES

<table>
<thead>
<tr>
<th>Innovation support</th>
<th>Maximise the benefits of existing assets – and facilitate greater collaboration with industry, through Knowledge Transfer Partnerships and postgraduate research activity and placements.</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Adoption of new technologies – promote innovation amongst the business base, particularly the key priority sectors, and provide flexible support for companies to adapt to new products and services, including green technologies. Ensure that this innovation is cascaded throughout the supply chain.</td>
</tr>
</tbody>
</table>
PLACE PROGRAMME – INVESTMENT PRIORITIES

*Land and Premises*

**Transforming the Town Centre** – through building on the success achieved to date and significantly improving the business, residential and leisure offer within the Town Centre.

**Bringing forward the development of strategic sites and premises** – by working with the various Joint Venture vehicles in place and other site owners / developers to develop, deliver, promote and market key development schemes, including sites identified through the GMSF.

**Creating an attractive and vibrant network of District Centres** – through the development and implementation of District Centre Development Plans.

*Infrastructure & Environment*

**Delivering a programme of strategic transport improvements** – by working alongside Transport for Greater Manchester to identify key public transport schemes and major road improvements, including opportunities relating to the development of orbital public transport links, the proposed trans-Pennine tunnel, HS3 and new road links opening up strategic and housing employment sites within the borough.

**Improving broadband provision and take-up** – through activities to raise awareness of the benefits to business and interventions to ensure reliable and high speed access.

**Developing Oldham’s Cultural Assets** – through the delivery of the Cultural Regeneration Programme, and enhancing the use of existing assets.

**Improving the quality of Oldham’s environment** – by investing in the borough’s public open spaces and supporting low carbon living and working through new low carbon homes, commercial properties and transport.

*Housing*

**Supporting the development of key residential sites** – by providing housing market advice and support to facilitate the delivery of new high quality housing.

**Unlocking private sector investment** – by exploring new routes through which to unlock additional investment, such as through the establishment of a co-investment vehicle.

*Marketing & Promotion*

**Developing a marketing programme** – which will include updating and refreshing the Place Marketing Strategy and collaboration with Marketing Manchester to ensure a consistent message.

**Raising the profile of the area and the businesses within it** – by working alongside Greater Manchester partners to improve the perceptions of Oldham and the City Region nationally and internationally.

**Key principles include:**

- raise the quality of Oldham’s places;
- maximise land resources to drive growth and increase productivity;
- identify key physical infrastructure requirements to support growth in housing & employment, particularly in identified growth sectors;
- transform social infrastructure provision to match demographic change and housing delivery; and
- develop a policy framework to influence quality and location of development.
<table>
<thead>
<tr>
<th>Land and premises</th>
<th>Key projects/activities</th>
<th>Delivery partners</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Town Centre</strong></td>
<td>Work with the developers to deliver key projects underway – including Princes Gate, the Old Town Hall, and Public Realm Improvements.</td>
<td>Oldham Council Joint Venture Partners Invest in Oldham Unity Partnership</td>
</tr>
<tr>
<td></td>
<td>Progress the delivery of new projects including Hotel Future, the Cultural Regeneration Programme, and Bloom Street – through the provision of assistance to secure external/gap funding, engage development partners and ensure the schemes are delivered in accordance with outline plans.</td>
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<td></td>
<td>Develop the Town Centre ‘Quarters’, including the Office Quarter and the Independent Quarter, through marketing and promotional activities, provision of business support to assist businesses relocating to these areas, and the implementation of plans to refurbish/redevelop the Tommyfield market.</td>
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<td></td>
<td>Provide advice and support to housing market developers and investors to access public sector funding to deliver town centre residential property schemes (nine residential sites identified to date, as potential options for co-investment through the Residential Development Vehicle).</td>
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<td></td>
<td>Explore the regeneration and redevelopment of One Public Estate assets. This could encompass the development of a mixed-use offer, including a new hotel, office and residential accommodation, retail space and a new town square.</td>
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<tr>
<td><strong>Sites and Premises</strong></td>
<td>Provision of assistance to develop and deliver the Hollinwood and Foxdenton sites – through site servicing and access issues at Foxdenton.</td>
<td>Oldham Council Invest in Oldham Unity Partnership</td>
</tr>
<tr>
<td></td>
<td>Promote and market the development opportunities available at both Broadway Business Park, and Greengate.</td>
<td></td>
</tr>
<tr>
<td><strong>District Centres</strong></td>
<td>Develop district centre development plans and associated programmes to transform/improve in particular the following local areas: Royton town centre Chadderton; and Shaw.</td>
<td>Oldham Council Investors Private sector developers</td>
</tr>
<tr>
<td><strong>Co-Investment Vehicle</strong></td>
<td>Complete the establishment of a co-investment vehicle for Oldham and identify and deliver an initial phase of the scheme.</td>
<td>Oldham Council GMCA</td>
</tr>
<tr>
<td><strong>Land disposal and</strong></td>
<td>Continue to deliver the strategic approach to land disposal – working with investors, developers and the co-investment vehicle, in order to generate sites that could be</td>
<td>Oldham Council</td>
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</tbody>
</table>
### Place Programme – Key Projects & Activities

<table>
<thead>
<tr>
<th>Lettings Policy</th>
<th><strong>Key Projects/Deliverables</strong></th>
<th><strong>Delivery Partners</strong></th>
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</thead>
<tbody>
<tr>
<td>Privatesector developers</td>
<td>Develop a Property Lettings and Investment Policy – to maximise the economic impact associated with the Council’s existing property portfolio. Update the Corporate Asset Strategy – to incorporate the strategic approach to land disposal and the new policy regarding property lettings and investment.</td>
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<thead>
<tr>
<th>New Strategic Employment Site</th>
<th><strong>Key Projects/Deliverables</strong></th>
<th><strong>Delivery Partners</strong></th>
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<tbody>
<tr>
<td>Oldham Council Landowners Private sector developers GMCA</td>
<td>Work with local partners and the GMCA to release Green Belt land near Stakehill and in North Crompton, for the development of new employment sites linked to priority sectors. This would include opportunities adjacent to major transport corridors.</td>
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<table>
<thead>
<tr>
<th>Housing</th>
<th><strong>Key Projects/Deliverables</strong></th>
<th><strong>Delivery Partners</strong></th>
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<tbody>
<tr>
<td><strong>Market Support Programme</strong></td>
<td>Provide advice and support to developers, investors and registered providers to enable them to access public sector funding that will facilitate the delivery of new high quality housing – offering greater choice for residents within the borough. Promote the delivery of housing at key residential sites such as Lancaster Club and Fletchers Mill. Develop projects that target vacant properties, the private rented sector, and key groups, including starter homes making use of the Homes and Communities Agency’s new programme.</td>
<td>Oldham Council Unity Partnership</td>
</tr>
</tbody>
</table>

| **Co-investment Vehicle** | Directly invest in the delivery of new housing through the Co-investment vehicle, and provide new residential units in identified sites across the borough. | Oldham Council Developers Registered providers |

<table>
<thead>
<tr>
<th>Infrastructure and Environment</th>
<th><strong>Key Projects</strong></th>
<th><strong>Delivery Partners</strong></th>
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</table>
## PLACE PROGRAMME – KEY PROJECTS & ACTIVITIES

<table>
<thead>
<tr>
<th>Transport</th>
<th>Work with Transport for Greater Manchester to deliver a programme of strategic and local improvements/investments – to complement the new metrolink investment, including road improvements to the main gateways into the Town Centre, open up new strategic employment and housing sites, and to explore the opportunities to provide rapid transport links as part of developing a public orbital transport network.</th>
<th>Oldham Council, Transport for Greater Manchester</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broadband</td>
<td>Continue to support delivery of improvements to the broadband and WiFi Infrastructure across the borough to ensure that businesses can benefit from superfast broadband and next generation access. Work with businesses to raise awareness of the new infrastructure and the potential business benefits available and provide support to encourage uptake of the new technologies.</td>
<td>Oldham Council</td>
</tr>
<tr>
<td>Cultural assets</td>
<td>Deliver the new Cultural Regeneration programme – through the provision of assistance to secure external funding and appointment of a development partner. Enhance the use of existing assets – including Gallery Oldham, Oldham Library, Lyceum, the Queen Elizabeth Hall in the Civic Centre and the George Street Chapel – through greater promotion and marketing.</td>
<td>Oldham Council, Developer, School Network, Invest in Oldham</td>
</tr>
<tr>
<td>Environment</td>
<td>Improve the quality and extent of the borough’s public open spaces – by providing new and enhanced public spaces, linked to key developments such as the One Public Estate assets, and by making it easier to access the borough’s open spaces and existing environmental assets. Support the low carbon agenda – by building on the success of metrolink to provide a range of sustainable transport services for residents and commuters, promote the development of low carbon housing and commercial premises, and support the development of the low carbon and goods and services sector.</td>
<td>Oldham Council, Transport for Greater Manchester, Developers</td>
</tr>
</tbody>
</table>
## PLACE PROGRAMME – KEY PROJECTS & ACTIVITIES

| Place marketing programme | Update/refresh the Place Marketing Strategy – which seeks to incorporate place marketing, place making and place shaping to provide a holistic approach to place management which will in turn deliver growth, investment and jobs. Implement the strategy – through co-ordinated advertising, stakeholder engagement, production of new marketing materials, event delivery, enquiry/customer relationship management and embedding consistent messages in marketing materials. This will require joint work with Marketing Manchester. Continue to develop/refresh the suite of prospectus’ that are designed to raise the profile of Oldham as a place to live, visit and invest in. This will include material produced for the:  
- dedicated business marketing campaign  
- tourism campaign (building on Visit Oldham)  
- investment prospectus  
- residential development prospectus  
- individual development sites  |
<table>
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<tbody>
<tr>
<td><strong>Marketing Oldham and the Business Base</strong></td>
<td>Deliver a dedicated business support campaign – with particular emphasis on the sectors that Oldham is seeking to grow. This needs to complement the activities of Marketing Manchester to ensure that Oldham is well positioned within the GM City Region. Invest in Oldham – build on the established ‘Invest in Oldham’ brand/campaign and the ‘offer’ for potential investors, to ensure that a complete package of support is provided that includes pro-active aftercare support to ensure that the business is embedded within the local economy. Develop an Oldham ‘Ambassador’ role – to work alongside the MBASSADOR programme being delivered by Marketing Manchester, to raise the profile of the Greater Manchester City Region as a leading business location. Develop the Visit Oldham (tourism site) into a targeted campaign that adds value to the business support, and inward investment offers, highlighting the tourism infrastructure across the borough and further afield within Greater Manchester. Work with partner agencies to develop a shared business events calendar – to raise awareness and promote the support on offer for businesses wanted to invest and expand within the Oldham area – including start-ups, existing businesses and potential inward investors.</td>
</tr>
</tbody>
</table>
| Oldham Council  
Invest in Oldham  
Unity Partnership  
Marketing Manchester  | Oldham Chamber  
Invest in Oldham  
Marketing Manchester  
MIDAS  
UKTI  |
investors.
Identifying priority growth sectors

As part of developing the SIF, analysis has been undertaken to understand the key potential growth sectors for Oldham. This has encompassed a review of economic forecasts for the borough and an assessment of its strengths and assets. The six priority sectors identified have been selected on the basis of their ability to drive future jobs and economic growth as well as increased productivity. Four of the sectors, where the borough already has strong clusters of employment, (manufacturing, logistics, construction and property, and health and social care) are areas where Oldham is seen as having the potential to play a lead role at the City Region level. In terms of retail, leisure and hospitality and professional and business support services, these sectors will provide an important focus for achieving a balanced local economy.

Manufacturing / high-tech industries

Why is this sector important?

Manufacturing is still a large employer within Greater Manchester and particularly dominant in Oldham, where it accounts for 14% of employment. It is also highly productive with a GVA per person in employment of £60,000, compare to the borough average of £36,700. Future GVA growth within the sector in Oldham is forecast to be higher than the respective growth rate at the UK level.

Strengths of the sector in Oldham

The strength of the manufacturing sector in Oldham is wide ranging, with, for example, a significant increase in employment in textile manufacturing in recent years. However, the borough also performs strongly in relation to high technology sectors related to manufacturing and advanced manufacturing is the largest sub-sector in terms of number of businesses.

Supply side requirements

The changing nature of manufacturing, particularly in terms of the advanced manufacturing sector, is driving demand for modern, high quality industrial property with access to major transport links. There is also an increasing need for higher level skills in manufacturing, with a shift towards managers, professional and associate and technical occupations.

Programmes to support sector development

Higher level skills development; sector and supply chain development; access to finance; technology transfer; innovation programme; new strategic employment sites.
Logistics

Why is this sector important?

Logistics is the sixth largest sector in Greater Manchester in terms of employment and seventh largest in terms of GVA. It is also identified as a key enabler of growth for the City Region’s other sectors. Within Oldham, the sector employs some 3,800 people, representing 5% of the total workforce, with forecasts suggesting that employment in the sector will continue to increase.

Strengths of the sector in Oldham

Oldham benefits from an accessible location, with direct access to the M60 and M62, and is in close proximity to the regional centre. It is also able to offer relatively affordable sites and premises. The analysis of forecasts for Oldham highlights a particular strength with regard to land transportation and warehousing.

Supply side requirements

The principal requirements of the logistics sector will be related to location and access to major transport routes, along with the availability of suitable sites and premises. Historically, the sector has been associated with relatively low level skill requirements, although it has begun to move towards a higher skill business model. The government’s logistics growth review highlighted difficulties in attracting high skilled young entrants as a significant barrier to increased productivity.

Programmes to support sector development

Skills for growth; employment support and career progression; employability programme; sector and supply chain development; access to finance; new strategic employment sites.

Construction and property

Why is this sector important?

There are some 53,000 people employed in the construction sector in Greater Manchester and it is estimated that it contributes £3bn of GVA to the City Region economy. It is also an important sector in Oldham, accounting for 6% of the borough’s total employment. The construction sector is forecast to grow significantly across Greater Manchester.

Strengths of the sector in Oldham

The GMFM forecasts highlight that buildings construction, engineering and specialist construction activities, along with real estate activities, are particular strengths within Oldham, with both sectors expected to be key drivers of employment and productivity growth. Research by New Economy also suggests that Oldham is well placed to benefit from anticipated growth in residential development within the City Region.

Supply side requirements

The extensive supply chain associated with the construction sector means that locational requirements will include good access to major transport routes. Skills supply is also a key issue facing the sector nationally, with the sector having emerged from the recession with an increasing skills gap.

Programmes to support sector development

Skills for growth; employment support and career progression; employability programme; sector and supply chain development; technology transfer; innovation programme; Town Centre; residential development vehicle.
PRIORITY SECTORS

Health and social care

Why is this sector important?

Health and social care is the largest single sector in Greater Manchester, providing employment for over 165,000 people (14% of total employment). Future population trends are likely to place increasing pressure on this sector, stimulating demand for further employment. The sector is also the largest employer in Oldham, accounting for 18% of the total workforce.

Strength of the sector in Oldham

The health and social care sector has seen significant growth in Oldham and economic forecasts suggest that this growth will continue. The sub sectors of human health, residential care and social work are each expected to drive growth in employment and GVA. Oldham also benefits from a number of local assets. This includes Oldham Royal Hospital, which employs some 4,700 people and has benefited from over £62 million of investment since 2009.

Supply side requirements

The health and social care sector has continued to suffer from recruitment and retention problems, linked in part to increasing demand due to demographic changes. There also remains a range of skills gaps and occupational shortages that represent a barrier to raising productivity in the sector.

Programmes to support sector development

Enhanced vocational FE offer; higher level skills development; employment support and career progression; employability programme; sector development; technology transfer; innovation programme; Town Centre

Retail, leisure and hospitality

Why is this sector important?

Combined, the retail, leisure and hospitality sectors make up a significant proportion of both the Greater Manchester and Oldham economy. They provide an important route into work and ‘entry level jobs’ with a large proportion of the jobs being accessible to those with lower level skills. In relation to Oldham in particular, the retail, leisure and hospitality sectors are also seen as key to transforming the borough as a place to live, work and visit.

Strength of the sector in Oldham

There is continued growth forecast in employment in the hospitality and leisure sectors across Greater Manchester and Oldham has begun to improve its offer to ensure it is well paced to benefit from this growth. This includes the development of a new cinema complex and two new leisure centres, along with the Town Centre cultural regeneration programme. The proposed Hotel Future project will also deliver hospitality sector skills and training.

Supply side requirements

Similar to health and social care, recruitment and retention of staff is identified as one of the biggest challenges facing the retail, leisure and hospitality sectors. Improving the image of the sectors amongst potential employees, developing staff skills, and initiatives to promote in work progression are all seen as critical.

Programmes to support sector development

Schools and business; changing vocational FE offer; employment support and career progression; employability programme; business advice; marketing programme; Town centre.
Professional and business support services

Why is this sector important?
Together, the professional and business support services sectors employ some 228,000 people in Greater Manchester (19% of total employment) and encompass a range of high value added activities. Professional services is forecast to be one of the highest growth sectors for the City Region in terms of both employment and GVA, with business support services also expected to grow strongly.

Strength of the sector in Oldham
There has been recent strong growth in professional and business support services within Oldham, with employment concentrated in the Town Centre. However, focused investment is required to further develop these sectors and target businesses wishing to locate outside of the regional centre in lower cost accommodation. The arrival of Metrolink and the proposed development of an office quarter in the Town Centre will help to strengthen Oldham’s offer.

Supply side requirements
Key supply requirements will include access to skilled labour and strong business to business links, along with good quality accommodation close to public transport and other facilities.

Programmes to support sector development
Higher level skills; employment support and career progression; sector and supply chain development; inward investment; business advice; access to finance; marketing programme; Town Centre; new strategic employment sites.

Importance of priority sectors to Oldham

<table>
<thead>
<tr>
<th></th>
<th>Employment</th>
<th>Location quotient*</th>
<th>GVA per employee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>11,200</td>
<td>1.7</td>
<td>£60,000</td>
</tr>
<tr>
<td>Logistics</td>
<td>3,800</td>
<td>1.1</td>
<td>£22,300</td>
</tr>
<tr>
<td>Construction &amp; property</td>
<td>6,400</td>
<td>1.3</td>
<td>£69,200</td>
</tr>
<tr>
<td>Health &amp; social care</td>
<td>14,300</td>
<td>1.4</td>
<td>£23,700</td>
</tr>
<tr>
<td>Retail, leisure &amp; hospitality</td>
<td>15,800</td>
<td>0.9</td>
<td>£20,800</td>
</tr>
<tr>
<td>Professional &amp; business support</td>
<td>8,300</td>
<td>0.6</td>
<td>£43,500</td>
</tr>
</tbody>
</table>

Source: ONS, BRES; Oxford Economics, GMFM
*The location quotient represents the ratio of the proportion of employment in the sector locally compared to the proportion of employment in the same sector nationally.
Employment support and career/wage progression

The Career Advancement Service has been developed by Greater Manchester partners as a potential trailblazer. The proposed service would target low paid adults in work with the intention of lifting in-work progression through skills acquisition. This has the potential to address the low rates of progression by employees in low skilled work by giving adults in work a greater opportunity to take advantage of support for learning and development. The service would involve intensive career coaching and a personal training budget to enable low skilled workers to find paths to better skilled and better paid work. Within Oldham, the trailblazer will be established via an extension of the core Get Oldham Working offer, providing for continued post-employment support and progression onto advanced or higher level learning and/or employment. The model will directly address a key issue arising at a national level – namely projected vacancy rates contrasting sharply with the number of young people forecast to enter the labour market over the next decade. Career and pay progression of working age adults in employment will also assist areas move towards full employment and raise productivity levels which are currently lagging in many areas, including Oldham.

It is proposed that the Career Advancement Service model is piloted in Oldham, Rochdale or Tameside before this is rolled out across the City Region or Nationally. A variety of funding routes are being explored to test the model including: the Adult Skills Budget, the new round of ESF, government pilot funding, and exploring the diversion of funding currently used by the National Careers Service.

Sector development

A range of actions will be undertaken to support the development of each of the identified priority sectors. These actions can be grouped as follows: markets - to stimulate demand; to enable access to markets; and to attract mobile investment from outside of Oldham and the City Region; capital – to ensure the availability of finance; to secure an appropriate skills base; and to meet infrastructure requirements; and enterprise: to provide business support; to promote R&D and innovation; and to encourage business collaboration.
PRIORITY PROJECTS – PLACE

Wider borough development sites

Five priority projects have been identified outside of the Town Centre, involving the delivery of new housing and high quality employment space. Consideration is also being given to the potential to release land in the Green Belt to create new strategic employment sites.

Foxdenton, Broadway Green
- Development of a premium business park (office, business and industrial space)
- Residential development for up to 500 aspirational homes
- Potential to create 2,095 gross jobs and gross GVA of £84m p.a.

Hartford Mill, Werneth
- Demolish grade II listed mill causing considerable blight
- Potential for 240 new homes, creating 400 construction jobs
- Gap funding of £3.7m required to progress

Hollinwood Junction
- Development of new business destination on the M60, at a key gateway into Oldham Town Centre
- Proposals for up to 25,000 sq m of employment / commercial space
- Potential to create 750 gross jobs and gross GVA of £36m p.a.

Fitton Hill, Medlock Vale
- 10.7 hectares of cleared brownfield land in public ownership
- Capacity for 320 new homes, creating 760 construction jobs
- Gap funding of £2.1m required to progress

Unlocking private sector investment
Potential to create a co-investment vehicle that would bring forward the development of residential and employment sites, both in the Town Centre and wider borough.
Oldham Town Centre
The Town Centre is an investment priority for the Council and a number of priority projects have been identified to drive forward economic growth.

One Public Estate
- Use of public sector assets to provide new office, residential, retail and leisure space
- Encompass new market hall and town square
- Potential to create 950 new gross jobs and £38m gross GVA p.a.

Princes Gate
- Major new retail and leisure anchors
- New office, commercial and residential areas
- Creation of 839 gross jobs and £21m gross GVA p.a.

Old Town Hall
- 800 seat, seven screen Odeon cinema, with six restaurants units
- Create a leisure anchor as part of wider cultural and retail offer
- Potential to stimulate creation of 238 gross new jobs and £5.7m gross GVA p.a.

Southlink, Eastern Gateway
- Major new town centre residential opportunity for up to 800 homes
- Mixed use quarter, with improved public realm, walking and cycle linkages
- Oldham Council and TfGM ownership

Cultural Regeneration Programme
- Development of a new Heritage & Arts Centre and new theatre
- Part of longer term plan to deliver a cultural hub in the Town Centre
One Public Estate

Master planning work is currently being undertaken to see how public assets within the Town Centre can be used to bring forward a major development opportunity. This will form part of the next stage of the Town Centre’s transformation, following the successful delivery of projects such as the new leisure centre and redevelopment of the Old Town Hall.
Driving economic growth in Oldham

The priority projects outlined above will generate a range of economic benefits for Oldham and the wider City Region. Combined, it is estimated that the key development sites could generate the following impacts:

- new investment of over £650 million, supporting some 8,700 person years of construction employment;
- a total of 4,300 full-time equivalent (fte) gross jobs generated through the provision of new employment space;
- an uplift in GVA per annum of approximately £200 million as a result of the new employment opportunities created; and
- the provision of around 3,300 new homes, including new housing provision within the Town Centre.

The delivery of the priority projects will also generate new revenue to the public sector through additional Council tax, New Homes Bonus and business rates.

It has been estimated that the new housing provided through the priority projects could lead to New Homes Bonus payments amounting to a total of £32 million. Added to this, the projects could generate £5 million per annum of additional Council tax revenues and £6 million per annum of new business rates income, once fully complete.

**Priority Project Benefits**

<table>
<thead>
<tr>
<th><strong>Quantity</strong></th>
<th><strong>Description</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>£650m of new investment</td>
<td>8,700 person years of construction employment</td>
</tr>
<tr>
<td>5,300 gross jobs, generating £200m of GVA p.a.</td>
<td>3,300 new homes</td>
</tr>
<tr>
<td>£32m of New Home Bonus</td>
<td>£5m p.a. Council tax</td>
</tr>
<tr>
<td></td>
<td>£6m p.a. business rates</td>
</tr>
</tbody>
</table>

**The Benefits of Narrowing the Gap**

The interventions outlined within the SIF, including the identified priority projects, will play a key role in narrowing the gap with Greater Manchester. An analysis has been undertaken of the consequential impacts if this gap can be closed by 2030, specifically in relation to the borough’s employment rate.

If Oldham were to succeed in this ambitious target, it is estimated that there would be potential public sector cost savings over the period of up to £141 million. This would comprise of savings in benefits payments and savings to the NHS related to a reduction in health care costs associated with being out of work (based on data from the New Economy Unit Cost Database).

As identified within the DWP Social Cost-Benefit Framework, further cost savings would also be expected, for example in terms of reduced crime resulting from unemployed people entering work.
Governance and delivery arrangements

Overall governance of the SIF will be provided by the Oldham Leadership Board Economy and Skills sub-group, with individual programmes and actions overseen by sub-boards and working groups, as outlined below.

A dedicated team focused on delivery of the SIF, drawn from relevant departments within Oldham Council and its partners, will be formed, with clear roles and responsibilities established.

At a project-by-project level, joint mechanisms and working arrangements will be developed, taking forward and building on the Councils existing linkages with partner organisations.

Investment programme

An extensive capital programme has been put in place to support development within the borough, with over £140 million allocated to key projects. The next step is for the Delivery Team and individual working groups to develop business cases for the priority projects identified in the SIF which have yet to secure funding. These will form part of detailed investment plans, prioritising action by area and programme.

<table>
<thead>
<tr>
<th>Project</th>
<th>Capital budget required</th>
<th>Capital budget allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oldham Town Hall</td>
<td>£40.8m</td>
<td>£40.8m</td>
</tr>
<tr>
<td>Cultural Regeneration Programme (Phase A-D)</td>
<td>£39.5m</td>
<td>£24.9m</td>
</tr>
<tr>
<td>Hotel Future</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Princes Gate</td>
<td>£56.1m</td>
<td>£56.1m</td>
</tr>
<tr>
<td>Independent Quarter</td>
<td>£1.9m</td>
<td>£1.9m</td>
</tr>
<tr>
<td>Independent Quarter Grants Scheme</td>
<td>£1.0m</td>
<td>£1.0m</td>
</tr>
<tr>
<td>Town Centre Public Realm Programme</td>
<td>£0.4m</td>
<td>£0.4m</td>
</tr>
<tr>
<td>Tommyfield Market</td>
<td>£3.9m</td>
<td>-</td>
</tr>
<tr>
<td>Foxdenton</td>
<td>£0.3m</td>
<td>£0.3m</td>
</tr>
<tr>
<td>Hollinwood</td>
<td>£1.4m</td>
<td>£1.4m</td>
</tr>
<tr>
<td>Residential Development Programme</td>
<td>£0.1m</td>
<td>£0.1m</td>
</tr>
<tr>
<td>Saddleworth School</td>
<td>£2.0m</td>
<td>£2.0m</td>
</tr>
<tr>
<td>Northmoor Academy</td>
<td>£7.6m</td>
<td>£7.6m</td>
</tr>
<tr>
<td>Oasis Limeside Phase 2 Expansion</td>
<td>£1.0m</td>
<td>£1.0m</td>
</tr>
<tr>
<td>Greenfield Primary School</td>
<td>£6.2m</td>
<td>£6.2m</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>£162.3m</strong></td>
<td><strong>£143.7m</strong></td>
</tr>
</tbody>
</table>
Funding the SIF

Funding the SIF will involve significant private and public sector resources. Oldham Council will continue to make suitable investments to realise the SIF vision and objectives. It will use its funding (including prudential borrowing, where appropriate) to:

- lever private and other public sector investment;
- invest in assets that offer a return – which can be recycled to further deliver the SIF;
- secure other European, Central Government and Greater Manchester funding;
- support projects that generate additional business rates, New Homes Bonus and Council Tax which can be used to fund the Council’s activities; and
- use its existing assets (including land) to generate additional benefits.

Monitoring and evaluation

As part of delivering the SIF, it will be important to establish a performance management framework to monitor the progress of individual projects and to provide evaluation evidence regarding the overall success of the wider programme areas and lessons learnt. This framework will be developed in parallel with establishing the delivery arrangements for the SIF.

It is envisaged that the performance management framework will include a bottom-up analysis of each of the individual projects, identifying their inputs, outputs and outcomes, along with a top-down analysis of changes in key strategic outcome indicators (such as employment rate and productivity) to provide an overall understanding of how Oldham is performing.

A range of strategic outcome indicators have been identified within this SIF, as set out in the table below. These will be reviewed as part of developing the performance management framework, with monitoring arrangements put in place to ensure data can be collected in a consistent and timely manner.

<table>
<thead>
<tr>
<th>Strategic outcome indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Proportion of residents (aged 16-64) qualified to NVQ level 3/4+</td>
</tr>
<tr>
<td>2. Proportion of residents (aged 16-64) with no qualifications</td>
</tr>
<tr>
<td>3. Proportion of students attaining five or more A*-C GCSEs</td>
</tr>
<tr>
<td>4. Employment rate amongst Oldham residents (aged 16-64)</td>
</tr>
<tr>
<td>5. Median annual earnings of Oldham residents</td>
</tr>
<tr>
<td>6. Proportion of employment in Oldham within the private sector</td>
</tr>
<tr>
<td>7. Average GVA per employee within Oldham</td>
</tr>
<tr>
<td>8. Number of commercial properties (and rateable value)</td>
</tr>
<tr>
<td>9. Number of active enterprises (total and rate (per 10,000 population))</td>
</tr>
<tr>
<td>10. Number of business births (total and rate (per 10,000 population))</td>
</tr>
<tr>
<td>11. Percentage of homes in Oldham in Council tax band C-G</td>
</tr>
<tr>
<td>12. Number of inward investment enquiries (and successes)</td>
</tr>
<tr>
<td>13. Vacancy rate within Oldham Town Centre</td>
</tr>
<tr>
<td>14. Retail expenditure retained within Oldham (total and proportion)</td>
</tr>
</tbody>
</table>
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Reason for Decision
The Work and Skills strategy complements the new regeneration framework for Oldham, by focusing particularly on "social regeneration" objectives for the borough, to develop a shared ownership of these across all partners and providers. It acts as one of the three major components of the new Oldham Strategic Investment Framework (SIF) for economic regeneration, and to position the Council in the context of GM devolution of employment and skills.

Executive Summary
The strategy seeks to improve population skills outcomes to support Oldham’s strategic goals. It seeks to inform and raise awareness across the Oldham Partnership of the complexity of and multiple challenges facing the employment and skills systems, and positions the Oldham economy in the context of emerging strategies for employment and skills across Greater Manchester (GM). It proposes adoption of four simple strategic goals, supported by a new outcomes framework for work and skills:

1.1. **Create jobs**, including targets for Phase 2 of Get Oldham Working
1.2. **Social regeneration and in-work progression**, including the new pilot Career Advancement Service
1.3. Deliver the OESC and improve the colleges, including a commitment to support the sustainability of the post-Area Based Review settlement for Oldham

1.4. Support a thriving private sector, including to better represent our six priority employment sectors in our partnership framework

Recommendations

1. To adopt the new Oldham Work and Skills Strategy 2016-20 as a key strategic plan for Oldham Council, as appended to this report

2. To agree that the funding requirement of £250,000 to finance the pilot career advancement service will be met from the Neighbourhoods Place Making reserve.

3. To note that the strategic goals and outcomes framework targets are predicated on continuing mainstream investment in the Get Oldham Working programme at the current (2016/17) levels

4. To note that further reports will be brought back to Cabinet and partnership bodies on the development and monitoring of the strategy.
Oldham Work and Skills Strategy 2016-20

1 Background

1.1 The Work and Skills strategy complements the new regeneration framework for Oldham, by focussing particularly on “social regeneration” objectives for the borough, to develop a shared ownership of these across all partners and providers. It acts as one of the three major components of the new Oldham Strategic Investment Framework (SIF) for economic regeneration, and to position the Council in the context of GM devolution of employment and skills.

1.2 The strategy seeks to improve population skills outcomes to support Oldham’s strategic goals. It seeks to inform and raise awareness across the Oldham Partnership of the complexity of and multiple challenges facing the employment and skills systems, and positions the Oldham economy in the context of emerging strategies for employment and skills across Greater Manchester (GM). It proposes adoption of four simple strategic goals, supported by a new outcomes framework for work and skills:

- Create jobs, including targets for Phase 2 of Get Oldham Working
- Social regeneration and in-work progression, including the new pilot Career Advancement Service
- Deliver the OESC and improve the colleges, including a commitment to support the sustainability of the post-Area Based Review settlement for Oldham
- Support a thriving private sector, including to better represent our six priority employment sectors in our partnership framework

2 Current Position

2.1 The Council does not currently have a comprehensive employment and skills strategy and outcomes framework, and it is essential to have this in place to deliver on Oldham’s social regeneration and economic growth aspirations over the coming years. To assist with positioning the Council in GM devolution debates, and to ensure delivery of the aspirations set out in the new Strategic Investment Framework (SIF) for Oldham.

3 Options/Alternatives

3.1 There is an alternative option to not develop or adopt a Work and Skills Strategy but it is considered that this will leave the Council at a significant strategic disadvantage given the scale of change in the local, GM and national skills and employment systems over the coming years.

4 Preferred Option

4.1 To adopt the Oldham Work and Skills Strategy 2016-20 as appended to this report.

5 Consultation
The Council has consulted with local skills providers, employers, the Economy and Skills Cluster, the Oldham Leadership Board, and Greater Manchester colleagues and forums over the past 6 months during the development of this strategy.

### Financial Implications

6.1 The Council currently makes revenue budget commitments to mainstream funding a local employment support service (Get Oldham Working) in the revenue budget approved at Council in March 2016. The strategic goals and outcomes framework targets contained in this strategy are predicated on this mainstream investment continuing in broad terms over the life of this strategy. Should the Council choose to reduce or remove the investment at a future date, the outcomes and objectives in the strategy would need to be revisited.

6.2 The Work and Skills Strategy contains a detailed proposal for a new pilot Career Advancement Service, the initial costs of which are estimated to be in the region of £250k. It is proposed that the funding requirement of £250k to finance this pilot will be met from the Neighbourhoods Place Making available earmarked reserves.

6.3 The Oldham Work and Skills Strategy advises that the Government’s Skills Strategy is focussed more on expanding the apprenticeship pathway through training and work experience. Employers, including the Council, will therefore be required to make a provision for an Apprenticeships Levy of 0.5% of the wage bill. This levy applies to all employers that have an annual wage bill of £3m above. At present the Government has to decide if non-council wage costs will be included in the levy (i.e. schools).

6.4 In anticipation of the levy on the Council, a working group has made a headline estimate of costs (based on salary estimates). It is expected that this levy will cost the Council around £400k per annum (if schools are excluded). The levy will be collected through the PAYE system and be held centrally by HMRC. A recurring budgetary provision has been included within the financial estimates for future years of £400k.

6.5 If schools are included where the Council is the employer, it is expected that this levy would cost around a further £500k per annum but this should be chargeable to the schools and be financed by the DSG. The position in relation to schools has yet to be clarified. (Sadrul Alam/Neil Sandiford)

### Legal Services Comments

7.1 There are no legal services comments to add to the paper.

### Co-operative Agenda

8.1 The Work and Skills Strategy is fully aligned with the Council’s co-operative agenda, which is reflected throughout the document and in the strategic goals and outcome framework it proposes.

### Human Resources Comments

9.1 People Services agree with this approach to improve skills outcomes to support Oldham’s strategic goals as discussed within the paper. The approach will enable People Services to continually review our people development strategies to ensure they remain relevant.
and enable both our workforce and our leaders to focus particularly on “social regeneration” objectives for the borough and to develop a shared ownership of these across all partners and providers. (Mike Shepley – Head of OD)

10 Risk Assessments

10.1 Detailed risk assessments are being undertaken on the individual components of the outcomes framework as described in the programme management approach for this strategy, which is referenced in section C 5.

11 IT Implications

11.1 There will be minor IT implications of the Career Advancement Service pilot which will be covered by the funding proposal for this service.

12 Property Implications

12.1 None.

13 Procurement Implications

13.1 No direct implications, outside the large-scale procurement matters relating to the provider markets for skills and employment contracts nationally and across GM as they affect the strategy. Where these give rise to specific procurement decisions by the council they will be the subject of separate Cabinet Member and/or Cabinet reports as appropriate.

14 Environmental and Health & Safety Implications

14.1 N/A.

15 Equality, community cohesion and crime implications

15.1 The work and skills strategy is one of a number of plans that will support equal access to and benefit from the employment and skills systems, and in the course of this will contribute to further improving community cohesion in Oldham.

16 Equality Impact Assessment

16.1 The Work and Skills strategy set outs measures aimed at improving the learning, skills and employment opportunities for a range of different groups in Oldham, including a number of equality groups.

The strategy targets people on low incomes i.e. those who are in 'low pay-low skilled' jobs and through providing extended information, advice and guidance seeks to improve the career progression for residents who are already in work in low pay-low skilled roles.

It specifically targets young people through the improvement of secondary school performance alongside delivering high quality sector specific and relevant apprenticeships that will benefit both apprentices and the businesses they are employed in.
The 12 priority themes also include a specific focus on apprenticeships, improved secondary outcomes in schools and a progression strategy as well as a strategic review of the Lifelong Learning Service to be undertaken in advance of the 2017/18 academic year.

The overall strategy aims to positively impact people on low incomes and young people. The detailed actions of the 12 priorities will need to consider any potential equality impact on protected groups, including the strategic review of the Lifelong Learning Centre which currently provides services to over 5,500 learners.

A stage 1 EIA has been completed and determined that a full EIA does not need to be undertaken on this policy.

17 Key Decision
17.1 No

18 Key Decision Reference
18.1 N/A

19 Background Papers
19.1 Oldham Strategic Investment Framework (subject to report on same Cabinet agenda)

20 Appendices
20.1 Appendix 1 – Draft Oldham Work & Skills Strategy
Appendix 2 – Equality Impact Assessment
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A. EXECUTIVE SUMMARY

1. Oldham is a co-operative Council, and the vision of our corporate plan in respect of employment and skills is that “by 2020, Oldham will be a productive place where business and enterprise thrives, with improved education and skills outcomes for all people, giving residents the best possible preparation for adulthood and the world of work.”

2. In line with our co-operative vision, the Council’s new Work and Skills Strategy aspires to achieve four simple strategic goals over the 2016-20 period:
   2.1. Create jobs
   2.2. Social regeneration and in-work progression
   2.3. Deliver the OESC and improve the colleges
   2.4. Support a thriving private sector

3. The strategy contains a new “outcomes framework” for employment and skills which seeks to improve population skills outcomes against to support these strategic goals. It also seeks to inform and raise awareness across the Oldham Partnership of the complexity of and multiple challenges facing these systems, and positions the Oldham economy in the context of emerging strategies for employment and skills across Greater Manchester (GM).

4. The Council and the borough of Oldham face major challenges in employment and skills – a low level of population skills, a predominantly low wage local economy, alongside demand and demographic pressures.

5. At the same time Oldham has equally formidable strengths – a young, growing and entrepreneurial population, a diversity of talent and provision in the local skills system, and a thriving and engaged business sector. Alongside this, the Council’s co-operative vision and ethos has seen it support pioneering programmes in skills and employment support in recent years from the Get Oldham Working employment support programme to practical initiatives such as the Warehouse to Wheels scheme and adoption of the Living Wage and the Fair Employment Charter.

6. This strategy complements the new regeneration framework for Oldham, by focussing particularly on “social regeneration” objectives for the borough, to develop a shared ownership of these across all partners and providers. It acts as one of the three major components of the new Oldham Strategic Investment Framework (SIF) for economic regeneration:
7. The Strategy challenges the Oldham partnership to recognise competing pressures which have contributed to structural weaknesses and skills under-performance and under-utilisation in Oldham, including the combined impact of a national austerity programme and “trickle down” economic strategy, and the success of Oldham’s physical transformation contrasted with our continuing poor performance on skills.

8. The Work and Skills Strategy comes at a time of significant challenge to the provider side in skills and employment with the GM Area Based review (ABR) of colleges nearing completion, and imminent changes to the national Work Programme and its successor Work and Health Programme. In particular, the strategy commits the Council to support the emerging ABR settlement for Oldham and its future sustainability, and to work with all local and GM partners to secure this over the coming years.

9. The strategy needs to be owned and developed by the partnership’s Economy and Skills Cluster, whose work it also needs to guide over the 2016-20 period. Revised membership and structure of this cluster is proposed in this strategy, which recognises the Council does not “control” all aspects of this partnership system and nor does it aspire to.

10. The strategy aims to set out the population outcomes from the learning, skills and employment support systems it wishes to see locally and sub-regionally. The proposed outcomes framework covers 12 areas, and it is recognised that in many of these areas there has been no clear strategy in Oldham in recent years.

11. The strategy also provides the framework for development of the contributions to the learning, skills and employment support system that the Council directly provides or aspires to pilot over the life of this strategy, including:
   - Aiming to engage over 6,000 residents through the second phase of Get Oldham Working from 2016-20, and to fill over 5,000 jobs and work-related opportunities through this programme
   - Investing in a new pilot Oldham Career Advancement Service – an extended information, advice and guidance offer seeking to help over 400 residents already in work to progress from low pay, low skill jobs during the initial pilot phase
   - Scenario planning the impact of the new Apprenticeships Levy, to support the outcome of delivering high quality sectoral specific and relevant Apprenticeships across Oldham, maximising the value of the levy and meeting business needs
   - Fully engaging in the devolution agenda on employment and skills across Greater Manchester, including the outcomes of the Area-Based Review of colleges, to achieve improved learning, skills and employment outcomes for Oldham residents
   - Continuing to focus on transitions and the improvement of secondary school performance in Oldham through supporting the implementation of the Oldham Education and Skills Commission outcomes.

*
B. INTRODUCTION AND STRATEGIC CONTEXT

1. This strategy sets objectives for employment and skills in Oldham. It articulates an Outcomes Framework for employment and skills as the basis from which the Council and its local partnerships might better navigate a fragile economic recovery, and rapidly changing and financially uncertain national systems for employment and skills. It also seeks to inform and raise awareness across the Oldham Partnership of the complexity of and multiple challenges facing these systems, which the Council and its partners will be required to navigate in order to improve outcomes for residents of Oldham.

2. The strategy also seeks to positively position the Oldham economy and the Oldham employment and skills system in the context of emerging strategies for employment and skills across Greater Manchester (GM), recognising GM devolution presents risks and opportunities in equal measure, particularly for devolution and local self-determination of what have been highly centralised, rigid and inflexible national systems for employment and skills that have demonstrably served residents in Oldham poorly in recent years.

3. The need for a new strategy for employment and skills in Oldham has been identified by a number of place, financial and external factors. The place need is by far the strongest, with historic underperformance on skills being a longstanding and damaging feature of Oldham’s economic landscape, and a predominantly low-skill, low wage local economy widely perceived as holding residents back and making a negative contribution to the productivity challenges facing Greater Manchester as a whole.

4. These “place” challenges require the Oldham partnership to recognise competing pressures which have contributed to structural weaknesses and skills under-performance and under-utilisation in Oldham. These include the combined impact of a national austerity programme and “trickle down” economic strategy, the success of Oldham’s physical transformation contrasted with our continuing poor performance on skills, and the failure of aspects of our secondary education system, as captured in the OESC report in early 2016.

5. The period 2010-15 has seen a step change in physical regeneration in the borough with a particular focus on Oldham Town Centre, alongside bringing forward strategic employment sites. The service sector offer, often characterised by retail, leisure and hospitality employment, has seen a dramatic improvement that will accelerate in 2016 with further schemes in the pipeline. But this brings an added challenge to employment and skills for Oldham in maintaining the focus of much new employment supply in this sector, assisting a low skill/lowlow wage cycle that has characterised much of the borough’s recent economic performance.

6. At the same time, an emerging Greater Manchester narrative on inclusive growth and securing transformational improvements in productivity is providing a positive backdrop for addressing skills and employability challenges across all of the GM authorities. This is assisted by GM work including the “Deep Dive” analysis of economic performance across the city-region, and the Joseph Rowntree Foundation-funded Inclusive Growth Analysis Unit at the University of Manchester. The Council will proactively engage with these and related developments to support the implementation of this strategy over the 2016-20 period.

7. The strategy is also required because of substantial financial and policy change affecting post-16 leaning and skills and the employment support system. Both areas have been characterised by policy fracture and disproportionately high levels of political intervention at national level for decades. Dramatic changes to the national settlement and future devolved GM commissioning arrangements for learning and skills will take effect from 2016 onwards, alongside expansion of GM employment support programmes affecting Oldham residents, and a new national “Work and Health” programme will replace the...
Work Programme, but with a substantially reduced budget. The strategy describes these changes in more detail as they will affect Council provider functions and our partners in the Oldham system in equal measure.

8. The changing external landscape is also a significant factor in the timing of the new strategy. Alongside financial challenges, the policy change in skills and employment arenas remains relentless, with new national strategies for delivery of apprenticeships, a continuing demand for quality from all providers, and the GM Area Based Review (ABR) of FE and 6th Form Colleges due to report later in 2016, with significant implications for re-organisation of the provider side. The strategy also seeks to explain and contextualise some of these key developments and to better situate them in the Oldham economic context for the years ahead, but commits the Council to support the emerging ABR settlement for Oldham and its future sustainability, and to work with all local and GM partners to secure this over the coming years.

9. There are four key stakeholders in the local employment and skills system, who are central to the partnership environment in which the Council operates and to the delivery of this strategy. Each of these stakeholder groups has rapidly changing roles in the new and evolving system as a consequence of national policy change, funding issues and supply and demand pressures. Their representation on, and active engagement in Oldham partnership bodies supporting this strategy will be critical to progress in 2016/17 and beyond. These key stakeholders are:

9.1. Schools and post-16 providers: the system leaders in education – with limited Council “control”
9.2. Employers: major stakeholders in driving demand for provision, represented by the six priority growth sectors identified in this strategy and the SIF
9.3. Individuals: a key role and growing financial leverage in an increasingly personalised skills system
9.4. The Council: co-ordinators of provision for marginalised and disadvantaged groups; a growing role in provision

10. This strategy operates in the context of a number of other recent local and GM-wide plans and strategies. Amongst the most significant of these in which Oldham Council has an interest and ownership are:

10.1. Oldham Strategic Investment Framework (SIF). Developed during 2015/16, the SIF provides a guide to investment and development activity in the short to medium term. It expresses Oldham’s economic and investment ambitions, identifies priorities for action, based on robust analytical research, and provides an overarching linkage between the Greater Manchester Strategy, the Greater Manchester Strategic Spatial Framework, the Oldham Plan and individual Council action plans. Its audience is local partners and GM partners, and importantly, the SIF provides a more explicit framework for linking the people, business and place (physical) domains of regeneration investment activity, connected into the wider GM context. This strategy acts as one of the three major components of the SIF. A review of business and investment strategy will also be undertaken during 2016/17 as part of the SIF approach.

10.2. The Oldham Education and Skills Commission (OESC) chaired by Baroness Estelle Morris reported in early 2016. Its report set out a new self-improvement agenda for schools across the compulsory education system, but also includes a proposed framework for “aligning education with the economy”. The Commission identified a number of inefficiencies in the local education system including skills under-utilisation, poor performance on higher level skills and low levels of working age adult progression in the Oldham labour market; it also made recommendations in relation to a review of vocational education, higher level skills,
and tackling worklessness. The issues identified by the Commission and the further work it recommended are taken forward by this Strategy.

10.3. The Oldham Local Economic Assessment was refreshed in 2015, and organised around three key themes – business and enterprise, labour market and skills, and transport and connectivity. It provides up-to-date evidence of sectoral growth priorities in relation to business, skills needs, and labour mobility challenges and opportunities within and to/from the borough. Its findings support this Strategy throughout.

10.4. A suite of Greater Manchester strategies have also influenced the Work and Skills Strategy for Oldham. Principally the 2013 GM Strategy, which sets out the productivity and growth challenge facing the city region and the growth and public service reform programmes intended to tackle this, and work is also well advanced on the Greater Manchester Spatial Framework (GMSF), which will guide physical and spatial development and prioritisation across the conurbation and provide the principal spatial planning framework for the GM Combined Authority. In addition, GM is close to completing a series of significant analyses of economic issues and opportunities across GM (the Deep Dives) which apply at district level and inform and complement local economic assessments in providing a broader evidence base for sectoral prioritisation in relation to employment growth opportunities, and on skills challenges facing areas of high need across the city region. The Deep Dives in particular will provide a further evidence base for Oldham on which this Strategy is now able to draw.
C. VISION, GOALS AND OUTCOMES FRAMEWORK

1. The vision for the Oldham Work and Skills Strategy is drawn from and builds on that in the Council’s current Corporate Plan:

By 2020, Oldham will be a productive place where business and enterprise thrives...with improved education and skills outcomes for all people, giving residents the best possible preparation for adulthood and the world of work.

- from Corporate Plan 2015-20

2. In line with our co-operative vision, the Council’s new Work and Skills Strategy aspires to achieve four simple strategic goals over the 2016-20 period. These goals build on the recommendations set out in the Council’s 2015 Local Economic Assessment, and provide the strategic context for the Outcomes Framework described below:
   2.1. Create jobs
   2.2. Social regeneration and in-work progression
   2.3. Deliver the OESC and improve the colleges
   2.4. Support a thriving private sector

3. Outcomes framework: the Strategy commits partners to working collaboratively in pursuit of twelve priority themes, and associated high level goals articulated in a new work and skills outcomes framework for Oldham. This begins to articulate the Oldham expectations of the learning, skills and employment support systems locally and across GM for the 2016-20 period. It provides the basis for developing work plans for the new strategic partnership on skills and employment for Oldham; it also sets out the initial ask of devolved commissioning of these systems from the Council to GM. As such it will be subject to review and adaptation over the life of the strategy.

<table>
<thead>
<tr>
<th>Ref</th>
<th>Priority Theme</th>
<th>2016 status</th>
<th>2020 Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Population skills outcomes</td>
<td>Summarised in section H on skills performance</td>
<td>Closing the gap: consistent with the SIF, population skills outcomes (% of residents qualified at L1-4+ inclusive) should demonstrate a rate of improvement at or above GM averages.</td>
</tr>
<tr>
<td>2.</td>
<td>Provider performance</td>
<td>Current OFSTED judgements</td>
<td>No provider rated less than “Good” by OFSTED</td>
</tr>
<tr>
<td>3.</td>
<td>Apprenticeships</td>
<td>As of 2013/14 data, 2nd lowest Apprenticeships pass rate in GM – 2040 leavers with pass rate of 65.8%</td>
<td>1. By 2020, high quality sectoral specific and relevant apprenticeships should be provided across Oldham, maximising the value of the levy and meeting business needs of our future employment base. 2. Closing the gap with GM success rates in context of onset of Apprenticeship Levy 3. Maximise the value of Levy-funded provision for Oldham Council as an employer</td>
</tr>
<tr>
<td>4.</td>
<td>Schools</td>
<td>Actions as per December 2015 Oldham Education and Skills Commission (OESC) report</td>
<td>1. Improved secondary outcomes at age 16 2. Establishment and successful mobilisation of self-improvement vehicle recommended by OESC</td>
</tr>
<tr>
<td>Ref</td>
<td>Priority Theme</td>
<td>2016 status</td>
<td>2020 Outcome</td>
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<tr>
<td>5.</td>
<td>GM Area-based review (ABR) of colleges</td>
<td>Not yet reported</td>
<td>1. Implementation of a sustainable and supported ABR settlement for Oldham, including a strong, financially sustainable institutional presence retained in the borough 2. An Oldham post-16 provider market with a comprehensive entry – L2 offer for residents 3. A provider offer for L3+ in Oldham focussing provision on sectoral priorities</td>
</tr>
<tr>
<td>7.</td>
<td>Get Oldham Working #2: local employment support programmes</td>
<td>Get Oldham Working exceeded objectives for over 2,015 job, apprenticeship and traineeship opportunities from 2013-15</td>
<td>1. Engage over 6,000 residents through the second phase of Get Oldham Working from 2016-20, 2. Fill over 5,000 jobs and work-related opportunities</td>
</tr>
<tr>
<td>8.</td>
<td>Progression strategy</td>
<td>No comprehensive progression model in place</td>
<td>1. Invest in a new pilot Oldham Career Advancement Service – an extended information, advice and guidance offer seeking to help over 400 residents already in work to progress from low pay, low skill jobs during the initial pilot phase</td>
</tr>
<tr>
<td>9.</td>
<td>Advanced learning loans strategy</td>
<td>• 150-300 applications in Oldham in 2014-15 • Nationally, total value of loans ready for payment £148.8m in 2014/15, against</td>
<td>1. Work with providers and employers to increase demand for loan-funded provision for 19+, L3+ provision as alternative to Apprenticeships route 2. Build loans promotion into Career Advancement pilot model 3. Develop local strategy to manage emerging tensions between loans and Apprenticeship Levy policy</td>
</tr>
<tr>
<td>Ref</td>
<td>Priority Theme</td>
<td>2016 status</td>
<td>2020 Outcome</td>
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<tr>
<td></td>
<td></td>
<td>forecast national budget of £500M p/a by 2020</td>
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</tr>
</tbody>
</table>
| 10. | Higher level skills and HE strategy                     | Provider environment including University Campus Oldham, the GM UTC in Oldham and other aspects of provider offer | 1. Retain and support growing UCO presence in Oldham, and the enhanced HE offer proposed in Oldham’s ABR settlement  
2. Retention of specialist L4/5+ provision in Oldham supporting the emerging curriculum model for ABR settlement  
3. Achieve higher level apprenticeships growth with providers as Levy takes effect  
4. Grow L4+ loan funded provision in line with advanced learner loan strategy |
| 11. | Community Learning and Lifelong Learning provision      | Service rated “outstanding” by OFSTED in December 2015                     | 1. Strategic review of the Council’s Lifelong Learning Service to be undertaken in advance of the 2017/18 academic year  
2. Retention of current OFSTED quality rating and learner outcomes  
3. Maintenance of qualification and non-qualification based AEB-funded provision in Oldham under devolved commissioning for 2018/19+, supporting re-engagement of learners with the skills system, and progression pathways  
4. Develop an adapted referral and progression model and evaluate impact across providers in Oldham |
| 12. | DWP commissioned national employment support programmes | Work programme performance Working Well 1 performance                        | 1. Fully engage in GM-wide Work & Health programme commissioning against risks of depleted national employment support budget  
2. Support local contractors in supply chain management to deliver a successful expansion of the phase 2 Working Well programme for Oldham, and manage new Integration Board successfully |
4. The Council also recognises that many elements of the Outcomes Framework are directly in its gift to control as **lead agency**, either through financial mechanisms or through its role as a provider of aspects of the learning, skills and employment support infrastructure. Others are within the Council's direct or indirect **influence**, thought the Economy and Skills Cluster partnership in Oldham, and through its GM and national relationships and partnerships.

5. The programme management approach for the Work and Skills Strategy recognises this lead/influence distinction clearly, and the diagram below **summarises the strategic goals and outcomes framework in a lead/influence matrix** to clarify the focus of direct influence and partnership working over the 2016-20 period.

```

<table>
<thead>
<tr>
<th>#</th>
<th>Outcomes</th>
<th>Strategic Goals →</th>
<th>Create Jobs</th>
<th>Social Regeneration &amp; Progression</th>
<th>Deliver OESC Action Plan</th>
<th>Thriving Private Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Population Skills Outcomes</td>
<td></td>
<td></td>
<td>Influence</td>
<td></td>
<td></td>
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<tr>
<td>2</td>
<td>Provider Performance</td>
<td></td>
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<tr>
<td>3</td>
<td>Apprenticeships</td>
<td></td>
<td></td>
<td>Lead</td>
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<tr>
<td>4</td>
<td>Schools and OESC Action Plan</td>
<td></td>
<td></td>
<td></td>
<td>Influence</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>GM Area Review of colleges</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Influence</td>
</tr>
<tr>
<td>6</td>
<td>Sectoral Priorities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Influence</td>
</tr>
<tr>
<td>7</td>
<td>Get Oldham Working #2</td>
<td></td>
<td></td>
<td>Lead</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Progression Strategy</td>
<td></td>
<td></td>
<td></td>
<td>Lead</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Advanced learning Strategy loans</td>
<td></td>
<td></td>
<td>Merge this outcome as task within outcome 8: Loans enable progression strategy</td>
<td></td>
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</tr>
<tr>
<td>10</td>
<td>Higher Level Skills and HE Strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Influence</td>
</tr>
<tr>
<td>11</td>
<td>Community Learning and Lifelong Learning provision</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Lead</td>
</tr>
<tr>
<td>12</td>
<td>DWP National employment support programme</td>
<td></td>
<td></td>
<td>Lead</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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**Priorities**

- High
- Medium
- Low
D. THE EMERGING GREATER MANCHESTER EMPLOYMENT AND SKILLS SYSTEM

1. A new paper on skills and employment priorities for GM was produced in November 2015. It describes the new GM work and skills system in the context of the GM Strategy and the most recent devolution deals, which will see the commissioning of the adult skills budget move to GM from 2018/19 onwards, and also a greater level of involvement in the commissioning of the new Work and Health Programme, which will be the successor to the national Work Programme the same year.

2. The Greater Manchester skills and employment system is changing rapidly and the November 2015 paper gives a clear account of the national and local changes having a significant impact on all areas of the city region. It also sets out a high level needs analysis for the conurbation, and contains objectives and priorities for the period to 2019. One of the key provisions of this will be the development of new outcomes frameworks for work and skills focussed on positive progression pathways for learners and employees, which has informed the development of such a framework for Oldham as part of this strategy.

3. Devolution of skills funding at the GM level provides opportunities and also limitations for localised commissioning of skills provision to support the goals in this strategy. The opportunity focusses on Government’s commitment to fully devolve the new Adult Education Budget for GM commissioning from 2018/19, and the influence GM will have over employment support programmes during this period. The limitations include Government’s present refusal to consider similar devolution of three key areas of post-16 funding and policy, i.e. EFA 16-18 funding, the national budget for Apprenticeships and the growing national facility for advanced learning loans. Oldham Council will continue to support GM in pressing for these asks and making the case for other freedoms and flexibilities under devolution as part of this strategy.

4. The Oldham Work and Skills Strategy has a close alignment to the six GM skills and employment priorities articulated in this paper, which are summarised below:

The six Greater Manchester skills and employment priorities:

1. GM employers will be able to grow, have access to, and invest in the skills they require from their workforce both now and in the future utilising the skills of their employees to increase productivity
2. GM residents will have the right support to make the best choices about their employment and skills option; and once they are in-work have career and wage progression opportunities
3. GM schools will ensure all individuals are prepared for the labour market, including higher levels of education attainment and first class careers information, advice and guidance
4. FE Providers will progress more individuals to Level 3+ qualifications in a vocational or technical area closely linked to GM’s economy’s core and growth sectors;
5. Our GM employment and skills initiatives will be developed and commissioned at a local level, providing unemployed residents and those furthest from the labour market, the right integrated support required to move them closer to work;
6. Initiatives will integrate health commissioning and help realise a health system which understands that ‘good work, is good for your health’.

- GM Work and Skills Priorities Paper, November 2015
E. EMPLOYMENT AND SKILLS: THE FINANCIAL AND POLICY CONTEXT

1. The learning, skills and employment support systems have been under considerable financial pressure since the 2008 recession. Alongside this is a relentless pace of policy change in post-16 education and training, and in welfare reform, that has resulted in public confusion and disorientation, elements of inefficient provider competition, and an array of policy instruments and national policy reviews being introduced, frequently with overlapping or conflicting objectives.

2. In a landmark 2015 King’s College report, Professor Alison Wolf argued that current further and higher education policies were “heading for the precipice” of being entirely unsustainable, given the failure nationally to fund further education to an adequate level, and the absence of “parity of esteem” between university education and other forms of vocational and tertiary provision that is replicated in national policy. Her report noted that:

   Debates over higher education take place as though further education and adult training do not exist... [despite its small size] the adult skills budget has been one of the most actively managed parts of central government spending.

   Overall, the picture is one of a sector which, after some growth in the early 2000s, now sees total funding declining in real terms. It is a sector funded much less generously than school provision, and much less generously than universities. Moreover, its shrinking share of total education funding indicates that it is not, in practice, a top priority for governments.

3. Wolf’s warnings were borne out in the recent funding settlement for 19+ adult learning and skills in December 2015. This settlement was characterised by a number of policy drivers and funding pressures affecting the way these national budgets will be managed, commissioned and devolved by the funding agencies, which can be summarised under the following headings:

   - National outcome priorities from these budgets are focused largely on delivery of an expanded Apprenticeships programme – with an emphasis on “starts” against a 3M target for this parliament, as opposed to focussing on improving the quality/level of Apprenticeship provision or the experience for the apprentice
   - Delivery of the bulk of the expanded Apprenticeships programme will be financed via the new employers levy, not by any “new” public funding
   - Abolition of the ring-fencing of the £210M community learning budget, which currently funds a significant proportion of the Council’s Lifelong Learning service, and amalgamation of this into the new “Adult Education Budget” alongside some limited flexibilities in the use of funding for qualification and non-qualification based provision
   - A sustained growth in personalisation in post-19 skills and training with a growth in the Advanced Learner Loans budget for 19+ year olds’ Level 3+ training, the budget for which is currently showing extremely poor levels of publicity and uptake across the country, in sharp contrast to equivalent loan funding for Higher Education
   - A consequent effective cessation of publicly funded support for learning and skills needs of people over the age of 19 who have qualifications at or above Level 2, leaving those cohorts reliant on either personal borrowing through loans, or funding via their employer to meet their learning and skills needs
   - Substantial phased reductions to support funding including for national information, advice and guidance functions

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4. These policy drivers and funding pressures are borne out by the forecast funding allocations for 2016/17 through to 2019/20, issued by the Skills Funding Agency to providers in December 2015:

<table>
<thead>
<tr>
<th></th>
<th>Baseline 2015-16 £000's</th>
<th>Funding 2016-17 £000's</th>
<th>Indicative 2017-18 £000's</th>
<th>2018-19 £000's</th>
<th>2019-20 £000's</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BIS Core Teaching &amp; Learning</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 19+ Apprenticeships</td>
<td>740,000</td>
<td>926,019</td>
<td>1,076,004</td>
<td>1,246,996</td>
<td>1,422,999</td>
</tr>
<tr>
<td>2 Adult Education Budget</td>
<td>1,404,000</td>
<td>1,404,000</td>
<td>1,503,000</td>
<td>1,511,000</td>
<td>1,512,000</td>
</tr>
<tr>
<td><strong>TOTAL: Core Teaching &amp; Learning</strong></td>
<td>2,234,000</td>
<td>2,420,019</td>
<td>2,579,004</td>
<td>2,757,996</td>
<td>2,934,999</td>
</tr>
<tr>
<td>3 Advanced Learner Loans</td>
<td>202,000</td>
<td>260,000</td>
<td>325,000</td>
<td>440,000</td>
<td>480,000</td>
</tr>
<tr>
<td><strong>TOTAL: Adult Teaching &amp; Learning</strong></td>
<td>2,436,000</td>
<td>2,680,019</td>
<td>2,904,004</td>
<td>3,197,996</td>
<td>3,414,999</td>
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<tr>
<td>4 Offender Learning &amp; Skills Service</td>
<td>130,350</td>
<td>130,350</td>
<td>130,350</td>
<td>130,350</td>
<td>130,350</td>
</tr>
<tr>
<td><strong>Funding to Support</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 19+ Apprenticeships</td>
<td>30,000</td>
<td>79,000</td>
<td>80,000</td>
<td>74,000</td>
<td>62,000</td>
</tr>
<tr>
<td>6 Adult Education</td>
<td>343,113</td>
<td>311,324</td>
<td>250,921</td>
<td>192,809</td>
<td>177,427</td>
</tr>
<tr>
<td><strong>TOTAL: Funding to Support</strong></td>
<td>373,113</td>
<td>390,324</td>
<td>339,921</td>
<td>266,809</td>
<td>230,427</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>2,939,463</td>
<td>3,200,693</td>
<td>3,374,275</td>
<td>3,595,155</td>
<td>3,784,776</td>
</tr>
</tbody>
</table>

5. Much of the commissioning power over the new Adult Education Budget will rest with GM from 2018/19 onwards under the recent devolution deals, and it is essential that Oldham is equipped with an Outcomes Framework to help to navigate the commissioning challenges at a sub-regional level that this will entail. The future of the national Skills Funding Agency is also uncertain as commissioning moves to a devolved model over this period.

6. At the same time, recent analysis suggests that GM’s share of the new AEB under devolution is likely to be in the £60M-70M region, alongside devolved Working Well and ESF programme resources. Analysis also suggests that to tackle GM’s historic skills deficit and get all GM districts up to the UK average for Level 2 qualification achievement could cost in the region of at least £250M, setting significant challenges for the new devolved employment and skills system. Oldham will need to be equipped to stay very actively and robustly engaged in these debates during the transition period over the next two years.

7. As part of GM devolution the GMCA agreed to undertake one of the first Area-Based Reviews of colleges in 2015, which will report later in 2016. GM’s ABR covers FE and 6th Form Colleges, and will have significant implications for re-organisation of these skills providers. This strategy will depend heavily on this and other parts of the provider side to deliver the aspirations set out in the Outcomes Framework for Oldham. Against the backdrop of continuing financial challenges facing colleges and other skills providers, the success of the new model for Oldham will be essential. Consequently, this strategy commits the Council to support the emerging ABR settlement for Oldham and its future sustainability, and to work with all local and GM partners to secure this sustainability over the coming years.
8. A new Skills White Paper is also anticipated from Government in Summer 2016 which is likely to propose clearer choices for 16 year old school leavers between academic courses leading to university, or new technical professional education (TPE) routes into work. The implications of this will need to be worked through including as part of the delivery model for the ABR settlement in Oldham, but could signal a further period of policy change affecting the FE and skills sector during the life of this strategy.

9. The Government’s principal skills policy focus within this budget is to deliver a substantial increase in the national Apprenticeships programme, financed via the new Levy which is set to be introduced from 2017. The skills funding settlement shows the potential impact of the Levy will see a doubling of the national Apprenticeships budget to around the equivalent of the whole remaining Adult Education Budget (c. £1.5BN nationally). The impact of this policy on skills provision and population skills outcomes could be significant, and like advanced learning loans, the budget is currently entirely excluded from GM devolution.

10. The Government is focussed more explicitly on quantity – at target of 3M new apprenticeship starts over the course of the 2015-20 Parliament – than on quality or the level of training undertaken. The challenge will now be to secure an expanded Apprenticeship programme for Oldham with sectorally relevant training provision, against the drive for the 3M target which clearly risks a “gold rush” approach to Apprenticeships that may be less sectorally or population relevant.

11. The Council and other large employers in Oldham and GM will be contributors to the Levy. The framework will be complex and the Government’s implementation strategy is not yet finalised. Oldham Council’s ambition is that by 2020, high quality sectoral specific and relevant apprenticeships should be provided across Oldham, maximising the value of the levy and meeting business needs of our future employment base. Given the complexity of the Apprenticeship policy, a separate section on the achievement of this ambition, projecting implementation scenarios for the Council, providers and employers across the borough is included below at section F as the basis for engagement over the period up to the introduction of the Levy in 2017 and beyond.

12. Alongside Apprenticeships, the new national policy of Advanced Learning Loans now needs to play a stronger role in the skills strategy for Oldham. Funding allocated by the SFA to Advanced Learning Loans over the next spending review period is set out in the table above. In 2015/16 Advanced Learning Loans are available to those aged 24+ and studying at Level 3. Learners aged 19-23 who do not have a full level 3 qualification are eligible for SFA grant funding. In 2016/17 Advanced Learning Loans will be expanded to include those aged 19-23 and those studying and levels 5 and 6. Learners aged 19-23 who do not have a full level 3 qualification remain eligible for SFA grant funding.

13. Advanced learning loan funding enables providers to offer loan-funded provision to learners and receive loan payments on behalf of the learner from the Student Loans Company. Learners are responsible for making an application for funding to the Student Loans Company. To date, a significant amount of the national allocation for Advanced Learning Loans has not been taken up. There are many reasons for this which include a reluctance to take on a debt which must be repaid once the earnings threshold of £21k per annum is reached, lack of confidence in the employment market, the many learners are not aware of loans when they first start thinking about studying, and the inflexibility of the loans system which is available largely for full qualifications funding only. However, learners in receipt of loans report completing courses sooner, at higher levels or taking a longer course than would have been possible without the loan, and that learning skills for a future job / to help with a change in career as the motivating factor. Learners in receipt of loans seemed more optimistic in regard to their earning potential.
14. Recent BIS research suggests only between 150-300 applications for advanced learning loans were made in Oldham in 2014-15. BIS also report that nationally, the number of applications received for 24+ advanced learning loans decreased from 70,820 in the 2013/14 academic year to 67,280 in 2014/15, and that the total value of loans ready for payment increased from £139.8m in the 2013/14 academic year to £148.8m in 2014/15. This demonstrates a significant demand failure and consequent lack of training provision against an advanced learner loan budget now forecast to grow to some £500M over the life of this Parliament.2

15. An integral part of the Work and Skills Strategy now requires the development of a co-ordinated approach to maximise the uptake of provision funded through Advanced Learning Loans linked to the aspirational employment growth sectors for Oldham. Alongside the Apprenticeships Levy, loan funded provision will form an important aspect of the provider environment over the period of this strategy and it will be essential for Oldham to engage with this proactively, recognising that local economic conditions will present major challenges to securing significant increases in loan-funded provision.

16. The Council recognises in this strategy that these funding pressures in post-19 learning and skills resources amount to potentially destabilising funding pressures on many of the providers currently active in Oldham over the period to 2019/20. Alongside this the policy and institutional re-organisation challenges being applied by Government are not always conducive to forging a new partnership environment for the borough.

17. The Council recognises that this policy and funding environment places a high burden and expectation on local employers – both in terms of the expectation that employers will be one of the primary sources of learning and skills funding over this period, and that there is a significant direct contribution being made by employers through the apprenticeships levy in particular. This, alongside the growth in personalisation and capacity to increase loan-funded provision in Oldham, are amongst the primary drivers for the Council seeking to improve employer engagement in its partnerships, and to enhance employer and learner voice in the development and implementation of this strategy.

18. The Council also recognises that whilst it cannot seek to set targets for employer investment in training, such investment has been in decline nationally in recent years, alongside a number of Government-initiated “employer ownership of skills” programmes, some of which have been successful in Oldham. Re-engaging employers in this debate, alongside the introduction of the Levy, will be a key priority for this strategy.

19. Alongside this are continuing policy and funding pressures affecting 16-18 provision via the Education Funding Agency (EFA), and those affecting employment support and welfare reform. The Department for Education has so far resisted attempts to negotiate devolution of 16-18 EFA resources to Greater Manchester, but this remains an unresolved issue to complement the deals agreed in respect of current SFA funding, and Oldham will support this approach through its engagement in GM devolution debates, where this results in increased leverage for the borough over the distribution of these resources and improved planning and delivery against the Outcomes Framework.

20. Despite the potential benefits of devolution of DWP employment support commissioning, the re-commissioning of the Work Programme itself will also take place against an extremely challenging financial backdrop. Although the Work Programme will not be re-commissioned in its current form, DWP has committed to co-commissioning the new Work and Health programme with GM from April 2017. However, whereas annual spending on employment programmes was between £800million and £1BN per year over

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2 Reported by BIS in October 2015.
the last Spending Review period, the successor Work and Health Programme is only expected to be c.£130M per year nationally at its peak.

21. It will be a strategic priority for Oldham to be fully engaged in this programme, for the Council to play a contributory role in managing the supply chain that will help deliver outcomes for ESA benefit claimants under the expanded Working Well 2 programme in Oldham, and for this Strategy’s Outcomes Framework to play a key role in describing local outcomes we expect the commissioning of the Work and Health programme to deliver. The Council will also reserve the option to bid to become a sub-contractor under the Work and Health programme, and should it choose to do so, will enter into this process by prioritising the best interests of the Oldham partnership and adding value to the employment support eco-system.

22. This strategy recognises the increasingly high expectations being placed on local employment support and early intervention programmes such as Get Oldham Working and Oldham’s Early Help scheme, to contribute to supply chain performance for nationally-commissioned DWP programmes. Whilst continuing to play an active partnership role in this regard, the Council also recognises that the limited access to payment-by-results benefits for local authority funded services that play these roles is a pressure that will have to be addressed to make this mainstream investment from local government sustainable over the medium term.

23. With reducing Government funding for welfare to work and skills programmes, Oldham will also support GM in seeking to maximise the impact of the new European funding programmes alongside these pressures on UK government resources. The ESIF programme is designed to create a more integrated work and skills system that effectively moves more residents into work and supports their in-work progression, and Oldham’s selection as a provider for the ESF Skills for Employment contract, aligned to Working Well 2, is a good example of this influence extending in practice. ERDF business support programmes, match-funded by the Council, will also launch and expand over the life of this strategy. Oldham will also actively engage with GM in respect of additional funding pots that are managed at a GM level, including City Deal, GM Commitment, the Apprenticeship Hub and Local Growth Fund, which need to be focused on delivering work and skills priorities for Oldham where they can add value and achieve greatest impact.
F. APPRENTICESHIPS POLICY IN OLDHAM, 2016-20:
The impact of the Apprenticeships Levy on the Work and Skills Strategy

1. The Government’s skills policy is now focussed largely around expanding the apprenticeship pathway. The combination of technical and functional skills delivery and work experience provides a well-rounded package which provides a stronger chance of progression into employment. Through the Get Oldham Working initiative Apprenticeship success rates have been significant - a 98% pass rate (across all levels – Oldham Borough average was 65.8% 2013/14) and an 86% progression into sustained employment at day one of leaving the programme (no comparator data). The rationale for creating new apprenticeship opportunities is evident in terms of achieving our medium term goals to increase the skills and employability with Oldham. This focus should not be lost within the policy reforms that are being developed.

2. Alison Wolf’s 2015 report Fixing a Broken Training System: The Case for an Apprenticeship Levy argued that there needed to be bold reforms of the Apprenticeship system if the Government is to meet its target of 3 million new apprentices. The paper called for a small levy paid by employers, in exchange for greater control by employers, and with an expectation that employers would be able to extract more than they paid in.

3. In summer 2015 the Government confirmed it would create an apprenticeship levy of 0.5% of the wage bill to be paid by all employers that have pay bill of £3m or above. Employers with under £3M pay bill are exempt from the levy and those over the threshold will be given a £15,000 levy free allowance. The Work and Skills strategy is sensitive to the impact of the Levy on the Council as a major employer in the borough, as well as its impact on and for businesses and other employers in Oldham. The initial approach is to analyse and understand the impact on the council as an employer, as part of the overarching strategy to ensure that across all employers, by 2020, high quality sectoral specific and relevant apprenticeships should be provided across Oldham, maximising the value of the levy and meeting business needs of our future employment base.

4. The table below provides the potential Levy cost for Oldham Council. Government has yet to decide if non-Council wages will be included in the levy, i.e. the inclusion of exclusion of schools-based staff. Subject to this, the cost to the Council of the levy is likely to in the £400k to £800k per annum range.

<table>
<thead>
<tr>
<th></th>
<th>Salary Costs (excluding oncosts)</th>
<th>Levy</th>
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</thead>
<tbody>
<tr>
<td>Non-Schools Wages Costs</td>
<td>60,950,185</td>
<td>304,751</td>
</tr>
<tr>
<td>Schools Wages Costs</td>
<td>98,549,130</td>
<td>492,746</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>159,499,31</td>
<td>797,497</td>
</tr>
</tbody>
</table>

5. The levy will be paid to HMRC through the PAYE return and held in central fund. The employer then has 2 years to use the Voucher. Any unspent vouchers will then be offered to non-levy paying businesses. There is an expectation that a company paying the levy can allocate a proportion to its supply chain. Furthermore, if an organisation can spend more than its levy value, it will be able to do so. The response from industry is mixed with some companies expecting to do little with vouchers, whereas others will aggressively maximise their access. The balance of this is difficult to determine and the outcome will not be known until Quarter 1, 2019. The position for Oldham should be to aim to support
the Council ambition to deliver high quality apprenticeships, alongside supporting the large SME community to access any unused levy e-vouchers.

6. The levy will be used to pay for the training costs element of the apprenticeship framework. The business will need to also pay staffing costs. The scale of this cost is dependent on the level of apprenticeship and its correlated salary costs. The Levy will be applied from 1st April 2017 with Public Sector Organisations also being required to employ 2.3% of the workforce as apprentices.

7. **Eligibility** for provision funded by the Levy falls into four broad categories:
   - Existing Staff: can be used to enhance skills of existing staff.
   - New recruits
   - There is no age restriction
   - Apprentices can register on relevant frameworks from level 2 to 7

**Maximising the value of a levy-led Apprenticeship system**

8. The eligibility criteria will mean that new levy-led system should be a blended mix of new opportunities alongside supporting existing staff to develop their skills base. The strategic demands for the wider economy means the focus for all agencies in Oldham that are eligible should be encouraged to state or demonstrate a focus on new starts, whilst recognising the benefit to upskilling existing staff.

9. **Existing Staff**: the Wolf review was critical of training providers subverting the apprenticeship model by converting existing staff into apprentices where this drew down funding, but delivered substandard training to workers. The levy itself does little to address this, but implicit within the framework is the desire to see greater engagement with employers to shape the delivery of apprenticeships (including direct delivery via Trailblazers) and exercising its purchasing power to meet strategic staff development goals. This relies on the employer to have a system that assesses the skills issues facing staff and can find a mechanism to express this through the apprenticeship framework.

10. The Council, and partners, utilise an annual performance review process to assess skills demands. From April 2017 onwards this will require review in terms of accessing the apprenticeship framework. In future, some of the corporate Organisational Development training costs could be eligible to be recouped via the apprenticeship e-voucher scheme - for example, if a member of staff needs to be supported with management training, they will be able to access NVQ2-7 via Chartered Management Institute’s Leadership and Management qualification via an apprenticeship route.

11. **New Recruits**: The second cohort is via the new recruit pathway. This should become the major focus of the levy to help address skills and employment gaps in Oldham. The achievement and progression into employment of this pathway is excellent and can be achieved whilst living in Oldham and at the same time as earning a wage. The levy can be used only to cover the cost of the functional and technical skills training and will not fund the salary costs.

12. The Council, through Get Oldham Working, has succeeded in expanding the apprenticeship programme from 10 a year to between 50-75 opportunities a year. This was delivered by engaging with managers, providing support with developing role profiles, selection of candidates, and in work support and with a subsidy from a corporate budget. Despite ongoing budget pressures it is anticipated that the wider offer will still be attractive to budget holders as the levy creates a different opportunity to re-affirm the corporate objective to support new recruits via the apprenticeship pathway. The Council has several options as to how this can be achieved including departmental quotas to achieve, aligned to sectoral/professional requirements under the emerging People
Strategy for the Council. The Get Oldham Working Monthly KPI report provides an overview by department which shows a major shift from what was a mono-departmental programme to one which operates across all departments.

13. The impact of the loss of the wage subsidy has yet to be felt. Performance during 2016/17 will be reported to EMT and Leadership with a view as to how this will support accessing the Levy to support new recruits from April 2017 onwards. The Council may also wish to review how a proportion of the Organisational Development budget might be re-routed to support the new recruits programme, based on savings achieved from existing staff accessing the levy funded activity.

14. Alongside this is the challenge presented by new and changing institutional forms and public services, and development of new roles/job families linked to the devolution agenda, which will need to be reflected in the Council's approach to its workforce planning and the Apprenticeships Levy. Whilst this will prove impossible to future proof completely, it will be critical for the Council to seek to influence this emerging system with these changes in mind as it approaches a new people strategy and job re-design over the lifetime of the work and skills strategy and the roll out of the new national Apprenticeships policy.

15. In 2016-17, the following actions will be implemented to support maximising the value of Levy-funded provision for the Council as an employer:

   1. Analyse the 2016/17 PPFs to determine proportion of staff training needs that can be accessed via an apprenticeship pathway.
   2. Comparative cost analysis of the two routes.
   4. Review how corporate budgets could be re-aligned to offset existing staff training costs and relocate to support the corporate budget to subsidise staffing costs of apprenticeships.
   5. Develop an agreed commitment.

Forecasting the Cost of the Levy

16. In order to better understand the true cost of the Levy it is important to begin to forecast different scenarios which demonstrate the impact of salaries plus levy fee. The salary costs are dependent upon age and academic level. The three scenarios are based on:

   - Dominance of level 2 apprenticeships (reflecting performance in 2014/15)
   - Dominance of level 3 apprenticeships (reflecting performance in 2014/15)
   - Dominance of level 4 apprenticeships (potential performance)

17. The numbers used in the scenarios are based on current cohort. However under a previous programme, the Council offered an in-house subsidy which due to the lower salary costs of level 2 provision meant more opportunities were created within the funding that was available – with 75 apprentices employed rather than 51. However, under the new system it is expected that a flatter profile will be achieved closer to the current cohort.

18. The E-voucher is likely to have a maximum spend value based on qualification and framework. The current cap system is very complicated but probable values are provided to provide additional analysis.

Scenario 1

19. The first scenario demonstrates the impact on cost if the “new recruits” model was dominated by intermediate apprenticeships. The scenario demonstrates that the total salary cost is c. £490k, for 51 apprentices with an average salary of £9.5k.
20. The levy accessible training costs are likely to accrue a value c. £160k making the full value of this scenario c. £650k per year (and would leave between £240-£640k of levy funding available).

**Scenario 2**

21. The second scenario demonstrates the impact on cost if the “new recruits” scheme was dominated by advanced apprenticeships. This represents the current council position. The scenario demonstrates that the total salary cost is c. £775k, for 51 apprentices with an average salary of £15.25k.

22. The levy accessible training costs are likely to accrue a value of c. £260k making the full value of this scenario c. £1.03m per year (and would leave between £140-£540k of levy funding available).

**Scenario 3**

23. The third scenario demonstrates the impact on cost if the “new recruits” scheme was dominated by higher apprenticeships. The scenario demonstrates that the total salary cost is c. £900k, for 51 apprentices with an average salary of £18k.

24. The levy accessible training costs are likely to accrue a value of c. £520k making the full value of this scenario c. £1.4m per year. The level 4/higher apprentice training costs vary widely between £6k and £18k. So a midpoint was used which would see a potential overspend of £120k (if the levy excluded schools) or £280k of levy funding remaining (if schools are included).
25. Scenario 3 is an example of a tipping point whereby the Council could seek to draw down more funding than it puts in and the implications in terms of enabling SMEs or Supply Chain companies’ access to the levy.

26. The key issue for the Council and other companies will be how to fund the staffing salaries to maximise the drawdown of the levy, alongside the pressure to ensure quality alongside quantity of apprenticeships, and a close relationship to sectoral/professional relevance of training in line with the People Strategy of the Council. The logical route proposed by this strategy is to target vacancy management approaches and embedding apprenticeships within restructured teams, as opposed to seeing this as a “new” employee costs pressure against budgets for 2017/18 and beyond when the Levy is due to take effect.

Other employers: the Levy in Oldham

27. The Council and Health Sector are the largest employers in Oldham, followed by national companies such as retailers like Tesco and Asda and other sectors such as logistics/warehousing e.g. Bidvest and JD Williams. The level of levy that will be essentially available within Oldham is difficult to quantify currently but is likely to be within £1-2m per annum. This provides a significant boost to the apprenticeship programme (expected to equate to £700m nationally to match £700m investment from Government). This brings with it opportunities and risks.

28. The key opportunities will be the aim to increase provision, whilst ensuring appropriate level of funding is in place to ensure a higher quality standard. Providers appear set to become better resourced in respect of Apprenticeship provision, which should in theory lead to better experience and achievement. Set against this is the increasing likelihood of significant disruption to the predictability of curriculum and financial planning in major apprenticeship providers which will need to adjust to be considerably more agile and flexible against an essentially market-led mechanism driving priorities for Apprenticeship growth.

The Levy in GM

29. The level of funding that Government and now industry is investing into apprenticeships is estimated to be worth £1.5bn per year by the end of the Parliament. This is not currently part of devolution agreements, but needs to be utilised to maximise flexibilities and ensure the skills and employment gap facing GM can be closed.

30. The GMCA has been examining how a pooled GM Levy Pot might operate but this proposal has been rejected by Government which is currently committed to a national programme. Alternatives could arise, for example in Oldham, the Council employs and deploys a small number of apprentices into the private sector via local agreements or through vehicles such as the Construction Group Training Association (GTA). This helps local SMEs who can provide the benefits of employment experience to the candidate but cannot guarantee employment for the full period of time required to complete the framework. This is an area that the Economy and Skills Cluster could examine as to allow local companies to pay the salary bill but receive and unspent levy vouchers.

The impact of the levy on provision and attainment

31. The benefits of the levy should mean better funding for the delivery of apprenticeships which should drive up quality, as well as quantity, something which Oldham providers and the Borough should welcome. The table below provides the latest apprenticeship data in terms of pass rate for all levels in 2013/14, based on apprentice residency not location of provider, demonstrating that Oldham currently has the second lowest pass rate in GM. Rochdale, by comparison is 7 percentage points higher. If Oldham
residents achieved a similar pass rate then this would lead to 130 additional higher qualified residents – but the policy concern is the rush to achieve 3M Apprenticeship starts over the Parliament could exacerbate the risk of more starts, but fewer completions of quality programmes.

Table – Number of Apprentices completing (all levels), by GM Borough and Pass Rate, 2013/14

<table>
<thead>
<tr>
<th>Borough</th>
<th>Number of Leavers</th>
<th>Pass Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bolton</td>
<td>2280</td>
<td>69.50</td>
</tr>
<tr>
<td>Bury</td>
<td>1180</td>
<td>70.60</td>
</tr>
<tr>
<td>Manchester</td>
<td>5160</td>
<td>68.60</td>
</tr>
<tr>
<td><strong>Oldham</strong></td>
<td><strong>2040</strong></td>
<td><strong>65.80</strong></td>
</tr>
<tr>
<td>Rochdale</td>
<td>1460</td>
<td>72.40</td>
</tr>
<tr>
<td>Salford</td>
<td>2080</td>
<td>61.70</td>
</tr>
<tr>
<td>Stockport</td>
<td>2550</td>
<td>66.60</td>
</tr>
<tr>
<td>Tameside</td>
<td>1140</td>
<td>68.00</td>
</tr>
<tr>
<td>Trafford</td>
<td>1940</td>
<td>68.30</td>
</tr>
<tr>
<td>Wigan</td>
<td>2600</td>
<td>69.20</td>
</tr>
<tr>
<td><strong>GM Average</strong></td>
<td><strong>2243</strong></td>
<td><strong>68%</strong></td>
</tr>
</tbody>
</table>

32. There will now be at least a further year of debate, dialogue and policy refinement before the Levy becomes a requirement. During this the time the area review and Adult Education Budget commissioning devolution in 2018/19 means that there will be high levels of flux in the system which could be detrimental to the employment and skills landscape. Alongside this, there is clear evidence that employer contributions to staff development have been dropping over the last 2 decades. This means that the access to Advanced Learner Loans could become more critical and expedient for some residents.

33. The policy tension between the Apprenticeship Levy and the Advanced Learner Loans policy is also now becoming evident, as employers will increasingly look first to the Levy which could hamper the necessary drive to increase demand for non-apprenticeship training at higher skill levels for working age adults funded through loans, as well as any local, regional or national effort to better publicise the loans system. This in turn may result in substantial Government revision to the loans policy during the course of this parliament, with a further impact on Oldham’s local strategy.

34. The two year delay before Apprenticeship Levy funded vouchers can be handed to SME’s risks seeing a continued lack of investment for the local business community, unless a local solution can be brokered, such as the employ/deploy model.

35. Devolution is unlikely to have much short-term impact on either the Apprenticeship Levy or the Advanced Learner Loans. Both have been excluded from devolution negotiations by Government so will remain national policy and financial instruments still exercising significant leverage over the local skills eco-system. Skills devolution to GM will therefore provide only part of the solution for the local skills strategy, and this will also impact on the strategy and behaviour of local providers. With Oldham Council’s support, GMCA should maintain pressure to attract this investment into GM management, including potential to devolve the management of the Loans process, which will require the alignment of the Student Loans Company to GM priorities, as is now set to happen with the SFA in respect of 19+ skills funding.
36. There are concerns that a substantial expansion in apprenticeships will lead to a confused market place which could lead to poor practice emerging. There is an expectation that large transnational organisations which have developed extensive supply chain management techniques for schemes such as the Work Programme, might act as brokers or even engage in direct delivery. The proposed national Institute of Apprenticeships is expected to provide oversight of the levy led system but it lacks clarity in how that will operate and to what level “policing” will take place. The need for some form of Ombudsman service would be expected in order to handle disputes which will occur as employers take greater interest in where their money is being spent.

37. The impact of the levy will require an Oldham and GM response in order to ensure that key sectors are supported, as the aspiration and ambition of boroughs like Oldham to see a demonstrable growth in skills acquisition.

38. Against this complex backdrop on Apprenticeships, this strategy confirms our ambition that by 2020, high quality sectoral specific and relevant apprenticeships should be provided across Oldham, maximising the value of the levy and meeting business needs of our future employment base.
1. The Greater Manchester Combined Authority’s Growth and Reform plan sets out how GM will need to tackle its position as a “cost centre” for the UK, requiring over £22 billion of public spending but only generating £17.8 billion in taxes. The cost of providing public sector services is becoming increasingly unsustainable, with a greater proportion spent on the costs of dependency and less on opportunities to increase growth and reduce the demand for reactive services.

2. The cost of worklessness and low pay in Greater Manchester is £2 billion per year, and whilst the primary focus is on Welfare to Work schemes which support residents into work, this only accounts for £290m per year, whereas £1.1bn is spent supporting residents in low pay jobs via the Working Tax Credits system. Only 53% of the GM working age population is in work and not claiming any benefits.

3. The issues of how welfare to work support and welfare reforms connect are complex and often complicate solutions for residents. Many of these problems are exacerbated when examined against skills and health provision/access. Recent GM analysis suggests that 26% of the economically inactive population have no qualifications, compared to just 6.5% of the economically active.

4. The Health and Wellbeing agenda is also significant as health-related benefits (Employment support allowance and Incapacity Benefit) accounts for £0.6 billion of benefits expenditure. The Work Programme has failed to engage effectively enough with the ESA Work Related Activity Group, despite the assessment of ability to progress into work, and whilst this is often reflected as being an issue of assessment, the first GM Working Well pilot has demonstrated that with the right support then residents can progress into work.

5. The Council and its partners launched the Get Oldham Working programme as a direct result of underperformance from the Welfare to Work programmes which were failing to meet contractual needs within Oldham and not addressing issues which would slow down Oldham’s post-recession recovery. The complexity of the market is demonstrated by the table below which provides an overview of the various local and national employment related programmes which operate alongside the universal Job Centre Plus offer. The Get Oldham Working programme aims to unify this complex offer which includes 14 core providers, plus another associated 30 organisations that provide referral pathways for clients (e.g. RSLs, community groups etc).

<table>
<thead>
<tr>
<th>Table: Overview of Employment Support Programmes Landscape</th>
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<tbody>
<tr>
<td>Get Oldham Working phase 1</td>
</tr>
<tr>
<td>Get Oldham Working phase 2</td>
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<td></td>
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<tr>
<td></td>
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<tr>
<td>GMCA Working Well Pilot (1)</td>
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<tr>
<td>GMCA Youth Commitment (5)</td>
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<tr>
<td>GMCA Nu Traxx (1)</td>
</tr>
<tr>
<td>DWP Work Choice (2)</td>
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<tr>
<td>DWP Work Programme (5)</td>
</tr>
<tr>
<td>GMCA Working Well Phase 2 &amp; 3</td>
</tr>
<tr>
<td>DWP/GMCA Work and Health Programme</td>
</tr>
</tbody>
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(* the numbers in brackets denotes the number of contracted providers).
6. The second phase of Get Oldham Working for 2016-20 will need to build upon established partnership links and referral mechanisms that have been forged as part of the programme, and which have created mutual benefit with the contracted provision benefiting from mainstream investment by the Council. The key learning point from the initial GOW programme has been the total focus on supporting clients into work but then a failure within the systems to progress clients into better work – i.e. a continuing system failure to tackle in-work progression after employment is secured. The impact of this can be seen in the increased dependence on in work benefits, and the continuing challenge this presents city-region wide in the productivity aspirations of the GM Strategy.

7. Against this backdrop, the outcomes proposed for the Get Oldham Working Programme for 2016-2020 under this strategy, underpinned by a continuing offer of employment support, maintaining the GOW register, Council Apprenticeship programme, the Jobs Bulletin Board and engagement with the providers stated above, are:

7.1. Engage over 6,000 residents through the second phase of Get Oldham Working from 2016-20,
7.2. Fill over 5,000 jobs and work-related opportunities
7.3. Invest in a new pilot Oldham Career Advancement Service – an extended information, advice and guidance offer seeking to help over 400 residents already in work to progress from low pay, low skill jobs during the initial pilot phase (detailed below).

8. Objectives 7.1 and 7.2 are detailed in the diagram below which shows the operating model for GOW#2, integrated with local ESF provision.
Career Advancement Service business case

9. In addition to the second phase of Get Oldham Working, the work and skills strategy proposes that the Council pilots a **new Career Advancement Service** offer, commencing in 2016/17. This would represent an extension of the core GOW offer providing an extended information, advice and guidance service seeking to help over 400 residents already in work to progress from low pay, low skill jobs during the initial pilot phase, potentially annualised to 1,600 over the 2016-20 period. This would provide brokerage and progression with outcomes measured in terms of advanced or higher level qualifications (as a proxy for employability and salary progression), and/or employment progression with measurable pay/wage increases.

10. The pilot will be financed by a proposed £250,000 one-off investment from the Council for the initial phase commencing in 2016/17 and will be integrated with local and GM ESF provision. If the pilot phase is successful, the extension of the service could become a scalable GM option ahead of forthcoming devolution of Adult Education Budget and Work and Health programme commissioning over the next 2-3 years.

11. The rationale for the pilot Career Advancement Service is that adults in work do not get a fair share of support for learning and development, and that a shift towards personalisation of information, advice and guidance, alongside skills interventions for this cohort should form a stronger national priority. Given the findings on the relatively low rates of progression from low skilled work in Oldham, the model corresponds closely to local need in the borough.

12. Recent GM analysis has also shown a prevalence of low skill, low pay jobs across GM in a variety of sectors, particularly but not exclusively concentrated in services. The analysis also demonstrates clearly that solving low skills does not automatically solve low pay, as career and wage progression are intimately linked to wider factors including employment supply/accommodation, business support, behaviour change and personal motivation, as well as wider issues of accessibility of employment under inclusive growth agendas. This makes a “continuing attachment” career advancement model more compelling – whilst increasing qualifications can be a proxy for progression, ultimately the key measure is actual measurable increases in pay/wages and wider outcomes of personal and family/community well-being, which often require complex brokerage and advice/guidance support with clients in target groups.

13. The Career Advancement Service concept targets a part of the employment and skills infrastructure that currently has little state support: low paid adults. Traditionally, employment programmes are focused on getting unemployed people into work, while the skills system aims at young people and, to a lesser extent, adults with very low qualification levels. Both of these system failures are experienced by residents in Oldham and their consequences can be seen as structural weaknesses in the local economy borne out by the needs analysis data summarised in this strategy. By contrast, there are no significant national programmes that aim to lift in-work progression through skills acquisition (with the notable exception of adult apprenticeships which typically are taken by those in work). Nationally, projected vacancy rates over the next decade (13.5M) contrast sharply with the 7M young people forecast to enter the labour market for the first time over the same period. It is therefore critical, that career and pay progression of adults is improved to achieve full employment and rising productivity in Oldham and across Greater Manchester.

14. Following recent budgets and spending review announcements, it is increasingly clear that in-work welfare recipients will shoulder a large proportion of the public expenditure reductions (£6 billion out of £12 billion) that are to come to 2020 and beyond. The way national labour market services are structured squeezes support from those on low to middle incomes, leaving them to largely fend for themselves if they want to progress and...
boost their earnings. The result are systems that have created a 'missing middle' of support for low paid workers who are often only eligible for support if they become unemployed, are young, or have very low previous qualifications. Each of these systems may make sense in isolation, but put together they miss key changes in residents’ working lives.

15. There is now scope to test this concept locally before (depending on the evaluation) building up to a scalable model. This strategy proposes to develop a Career Advancement Service trailblazer project for Oldham, drawing on a variety of funding pots to enable the pilot to happen, including the Adult Skills Budget, the new European Social Fund round, Advanced Learner Loan resources, and supported by an initial £250,000 one-off investment from the Council for the initial pilot phase commencing in 2016/17, enabling an initial target cohort of 400+ local residents to benefit from the extended service offer.

16. Exploratory discussions with local partners including the Oldham College, the National Careers Service and employers have welcomed the concept of the service, providing a positive example of public service reform. The personalisation aspect of the Service also provides a strong case for utilisation of underspent regional allocations of 24+ Advanced Learning Loan resources, which will also be built into the asks and funding model. Testing demand for these loans at a local level will be a key objective of the service.

17. In practice, the service will extend the Get Oldham Working core offer, working in partnership across the local provider networks to continue to support residents in progression and skills attainment after they have succeeded in finding work. The offer would involve intensive career coaching to be made available to relatively low skilled workers to help them find paths to better skilled and better paid work. In turn this would provide target cohorts in Oldham in low paid work with a Career Coach and Personal Budget to put together a personalised package of support to build their career and boost their earnings. One of the central differences in the OCAS trailblazer from the existing careers infrastructure would be the personal budgets that could be developed: part of the control of spending rests with the individual learner, as signalled by the increasing personalisation of funding in the national skills system. The aim would be a successful tested and evaluated pilot that is used as the basis for the development of a scalable Career Advancement Service, with Oldham amongst the early adopters of this model nationally.

18. Locally, the model will be designed to support concentrations of low pay and low skill in particular wards of Oldham, as well as the sectoral progression opportunities identified in this strategy. It can also support core GM priorities, including the objective to tackle worklessness and improve skills, by improving the effectiveness of public services to deliver an integrated approach. As clearly set out in the GM strategy, “For Greater Manchester to reach its economic potential, we need to support more unemployed residents into work and enable them to progress into higher skilled (and higher paid) roles”. In subsequent phases a GM Career Advancement Service Trailblazer could contribute significant devoted capacity to achieving this objective.
19. The operating model for the Career Advancement Service is summarised in the diagram below:
H. ANALYSIS OF NEED: The Oldham employment and skills context

1. This section of the strategy is for reference, and describes the local context in the Oldham economy for skills and employment, highlighting the particular challenges affecting business growth, employment supply and skills. It connects directly to the aspirations set out in the Oldham Outcomes Framework, and builds on the analysis shown in the Local Economic Assessment and SIF. The analysis supports the overall structure of the SIF which focuses on six key sectors for business and investment growth, and a skills and employment system that supports developing business capacity, innovation and workforce skills supply across these sectors, as shown in the diagram below:

Oldham Strategic Investment Framework (SIF) summary framework:

2. By combining current and forecast employment sector growth strengths, current data supports adoption of a broad aspiration for employment growth and skills/training provision focussing on the six sectors summarised above, based on inherent strengths in the local skills base in Oldham, and priorities for employment for new entrants to the labour market, and working age adults seeking career progression.

Six priority sectors for employment growth and skills/training provision in Oldham, 2016-20

1. Health and social care
2. Services (1) professional / business / digital services
3. Services (2) retail / leisure / hospitality
4. Engineering and manufacturing
5. Construction and property
6. Logistics
Business and Enterprise

3. The 2015 Local Economic Assessment demonstrates that Oldham’s **business base** is not as competitive or productive as it could be. There is the large ‘enterprise gap’ within the borough, with relatively few businesses as a proportion of the working age population and low numbers of business start-ups. Both highlight low levels of entrepreneurship in the borough, which present challenges for business creation and survival, as well as for the skills needs of businesses, and the supply of work experience and apprenticeship placements across the borough.

<table>
<thead>
<tr>
<th></th>
<th>START-UPS</th>
<th>STOCK</th>
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<tbody>
<tr>
<td></td>
<td>per 10,000 population</td>
<td>net change</td>
</tr>
<tr>
<td>Bolton</td>
<td>48</td>
<td>35.0</td>
</tr>
<tr>
<td>Bury</td>
<td>54</td>
<td>31.8</td>
</tr>
<tr>
<td>Manchester</td>
<td>68</td>
<td>79.4</td>
</tr>
<tr>
<td><strong>Oldham</strong></td>
<td><strong>38</strong></td>
<td><strong>44.2</strong></td>
</tr>
<tr>
<td>Rochdale</td>
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<tr>
<td>Salford</td>
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<td>67.5</td>
</tr>
<tr>
<td>Stockport</td>
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<tr>
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<tr>
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<tr>
<td>Wigan</td>
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<td>35.8</td>
</tr>
<tr>
<td>Greater Manchester</td>
<td>52</td>
<td>49.4</td>
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<tr>
<td>England</td>
<td>58</td>
<td>49.8</td>
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</tbody>
</table>

4. Oldham faces similar challenges to the rest of Greater Manchester in **business start-up rates**. Between 2009 and 2013 business start-up rates increased as the local and national economies strengthened after the previous recession. However during 2014, start-up rates have slowed down across Oldham, GM and nationally. As described in the Oldham SIF, the issue of closing the gap with GM is one of the key strategic challenges this presents.
5. **Gross Value Added (GVA) performance** provides a measure of the wealth created in the local economy. The 2015 Local Economic Assessment describes GVA performance in depth. It also highlights the limitations of the measure, as GVA represents income generated by economic activity within the local economy on a workplace basis – and so does not account for income generated by Oldham residents who work outside the borough (which contributes instead to wider GVA across the city region).

6. However, it is evident that there is a substantial contrast in terms of wealth creation across the region. Oldham, which forms part of Greater Manchester North, along with Bury, Bolton, Rochdale and Wigan account for only £16.3 Billion (29.6%) of the total £54.7 Billion generated across Greater Manchester.

<table>
<thead>
<tr>
<th></th>
<th>GVA 2014 (£Billions)</th>
<th>% of Greater Manchester GVA</th>
<th>% change since 2004</th>
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<tbody>
<tr>
<td>Manchester</td>
<td>16.0</td>
<td>29.3</td>
<td>15.8</td>
</tr>
<tr>
<td>Trafford</td>
<td>6.6</td>
<td>12.0</td>
<td>4.2</td>
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<tr>
<td>Salford</td>
<td>5.8</td>
<td>10.6</td>
<td>23.5</td>
</tr>
<tr>
<td>Stockport</td>
<td>5.5</td>
<td>10.1</td>
<td>10.6</td>
</tr>
<tr>
<td>Bolton</td>
<td>4.6</td>
<td>8.4</td>
<td>11.1</td>
</tr>
<tr>
<td>Wigan</td>
<td>4.2</td>
<td>7.7</td>
<td>11.8</td>
</tr>
<tr>
<td><strong>Oldham</strong></td>
<td><strong>3.3</strong></td>
<td><strong>5.9</strong></td>
<td><strong>7.5</strong></td>
</tr>
<tr>
<td>Tameside</td>
<td>3.1</td>
<td>5.6</td>
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<tr>
<td>Rochdale</td>
<td>3.0</td>
<td>5.5</td>
<td>3.0</td>
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<tr>
<td>Bury</td>
<td>2.7</td>
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</tr>
<tr>
<td><strong>Greater Manchester</strong></td>
<td>54.7</td>
<td></td>
<td>12.2</td>
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</tbody>
</table>

**Workplace GVA per head 2014**

Map produced by Jon Taylor, Oldham's Business Intelligence Service. 
7. The figures for Manchester and Salford may not reflect the full issues relating to each area, as they include the principal regional centre of the City Region, comprising Manchester City Centre and Salford Quays. If the economic benefit of these areas was excluded it is likely that the economic performance of the remainder of Manchester and Salford would more closely correspond to the relative levels of performance of the other Greater Manchester areas. This is demonstrated in part by the deprivation “heat map” shown below, illustrating the concentrations of economic deprivation in the north east of the Manchester City area. Taken together these help to demonstrate the challenges of skill levels and poor productivity as structural weaknesses facing a number of the deprived areas of the City Region, to which this strategy seeks to contribute for Oldham.

8. Taking business sectoral growth forecasts into account, this means whilst the local preference would be to achieve a significant uplift in workplace GVA per head in Oldham, the medium-term objective of the strategy has to account for localised employment and business growth opportunities, increasing the GVA workplace gain of these opportunities, and also for out commuting of higher skilled Oldham residents to higher skill/wage employment growth concentrations elsewhere in GM in equal measure. Our strategy therefore accounts for the need to support and continually enhance our residential housing and leisure offer within Oldham to support this on a sustainable basis into the future, alongside the career and wage progression opportunities for residents within and outside the borough.

The Oldham Labour Market and Skills

9. High levels of employment are a key indication that an economy is in good health. At 64.3%, Oldham has the 8th lowest employment rate within Greater Manchester, and is significantly lower than the national average (73.3%).
10. The trend of the local employment rate in Oldham also continues to perform poorly in relation to local and regional comparators across Greater Manchester.

11. The **skills performance** of the local labour market is also a significant and continuing area of concern. Oldham has both a higher proportion of residents with no qualifications and fewer residents holding degree level qualifications or higher compared to the Greater Manchester, North West and national averages (data based on 16-64 cohort, 2014). Obtaining a degree or equivalent level of qualification can enhance opportunities for individuals to find work and progress to employment in higher wage jobs. Whilst the trend in Oldham on L4+ performance is currently on an upward trajectory, the gap in performance to GM and England is still widening. Out-migration of skilled residents has also played a factor here, and the impact of historical qualification attainment vs permanent out-migration is not captured in these figures.
Oldham’s comparative population outcomes on skills have a consequential effect on inward investment, and on labour market mobility. Whilst connectivity has improved significantly, particularly with the introduction of Metrolink, Oldham is at a net disadvantage in terms of labour market competitiveness as a consequence of historically poor performance on skills. Alongside this the effect of low skill levels in the resident population is experienced in the wage structure of the Oldham economy. Oldham has traditionally had low wage levels in terms of residents and workplace earning potential (as measured by median weekly wage levels). This reflects a combination of the sectoral employment mix within Oldham and the relative skill levels of the local workforce.
13. Recent analysis of low pay across Greater Manchester established that (a) increasing qualification levels does not automatically “solve” low pay, and (b) that levels of upward mobility amongst the low wage workforce are limited, due to a combination of low levels of skills acquisition, and limited career progression potential within sectors characterised by low wage employment. This adds greater depth and analysis supporting labour market interventions designed to help low skill low wage adults already in work to raise their skill levels, and make more substantial moves between sectors in order to progress their careers and therefore their pay. For Oldham and for GM, this is a further argument in favour of career advancement interventions to support the skills and employment systems.

14. The causal effects of performance in the schools system and the consequences of these in the wage structure of the economy have been accounted for in part in the January 2016 OESC report. But in the post-16 education and training system, targeted interventions for skills uplift and workplace progression must now form a major priority for action in this strategy against an increasingly challenging financial and institutional change process affecting this sector.

**Post-16 Education and Training Providers in Oldham**

15. This strategy recognises that there are a wide range of post-16 education and training providers in the borough, comprising further education colleges, independent/private training providers, the Council’s provider arm (the Lifelong Learning service), a growing higher education offer, alongside out-of-borough learning, and learning at work/employer-based training. This breadth of providers is a strength in terms of diversity of opportunity for young people and adult learners alike, but can also act as a limitation in terms of complexity, choice and the challenges facing information, advice and guidance across Oldham and nationally. The picture is further complicated by the Area Based Reviews, which now take a partial view of post-16 provision with a particular focus on reorganisation potential across and between FE and 6th form colleges in an area.
16. Within Oldham, across the Oldham FE College, the Oldham 6th Form College and the Council’s Lifelong Learning service alone, there is currently over £31M of expenditure on skills and training provision p/a in Oldham (based on available data for the 2015/16 academic year allocations from the SFA and EFA), excluding other income and employer contributions to training provision by these providers. Quality levels as evaluated by OFSTED vary across providers and are affected by many interrelated factors. Nationally provider relationships are heavily influenced by the two principal funding agencies, the Skills Funding Agency (SFA, for 19+ provision) and the Education Funding Agency (EFA, for 16-18 provision).

17. A new office of national FE Commissioner was also created during the last parliament with powers of intervention on behalf of the secretary of state. The trigger points for FE Commissioner intervention are an inadequate Ofsted inspection and/or failure to meet national minimum standards of performance and/or an inadequate assessment for financial health or financial control as identified by the Skills Funding Agency. The FE Commissioner intervenes in FE colleges, designated institutions and local authority maintained FE institutions. The FE Commissioner is closely involved in the GM Area Based Review, but to date has had no direct involvement in regulatory or other matters with providers active in Oldham.

18. The main provider of further education within Oldham is the Oldham College who offer vocational learning opportunities to young people aged 16+. In 2014/15, the college had 2623 students with around 80% of these being Oldham residents, 23% of students were recorded as having some form of special educational need. The learning offer spans pre-entry provision for young people with additional needs up to level four; supported internships and apprenticeships are also available for suitable students.

19. Oldham Sixth Form College also provides a route for young people aged 16-18. In 2014/15, the college had 2255 students with around 86% of these being Oldham residents, 23% of students were recorded as having some form of special educational need. On offer are level 2 and level 3 programmes as well as some GCSE provision where this is required in order to access level 2 provision. On site is the Regional Science Centre which aims to provide engagement to promote science skills to a wider audience, working in partnership with primary and secondary schools, further education colleges and universities.

20. The University Campus Oldham was created in 2005 in partnership with the University of Huddersfield, Oldham Council, Oldham Sixth Form College and The Oldham College. This provided a Higher Education offer within Oldham offering 11 degrees, including provision in Business Studies, Law and 10 Foundation Degrees. Following the change to student tuition fees the management of UCO was transferred to The Oldham College. The Campus has reshaped its offer which now includes 5 degrees and 8 Foundation Degrees.

21. As an alternative to a college setting, young people can choose to access training at one of four local providers; young people also travel to Rochdale, Tameside, Manchester and Bury to access Study Programme, traineeships and apprenticeships. Oldham’s local providers include Rathbone, YMCA, OTC and Mantra, all of which offer programmes to 16-18 year olds and those aged 19-25 where they have a learning difficulty and/or disability. OTC and Mantra also offer programmes to adults.

22. Rathbone has around 30 Oldham residents on programme, 2% of which are recorded as having some form of special educational need. YMCA has around 233 Oldham residents on programme across its two centres; 4% of which are recorded as having some form of special educational need. Oldham Training Centre (OTC) offer traineeships and apprenticeships to young people and adults. Mantra offer traineeships and
apprenticeships to young people and adults. In 2014/15, a total of 125 16-25 year old Oldham residents accessed provision and a further 42 aged 25+; of these students, around 28% were recorded as having some form of additional learning need.

23. **The Council’s Lifelong Learning service** remains a significant provider primarily of entry level learning for residents in Oldham. It was recently assessed as an “outstanding” provider across all areas under the new OFSTED Common Inspection Framework (CIF) in 2015.

24. The service is a direct provider of accredited and non-accredited courses, focused on entry level with a small proportion of targeted provision at Level 2 and Level 3. Last year the service provided 974 courses with over 11000 enrolments covering over 5500 learners. It also supports 58 community groups / self-organised learning groups across the borough with over 730 community group members. The service attracts approximately £3M of funding from SFA adult skills and community learning budgets, and additional funds from the Department for Communities and Local Government (DCLG) for English for Speakers of Other Languages (ESOL) provision and a recent bid to the European Social Fund (ESF) has been successful to deliver the C2 Employment and Skills programme in partnership with Economy and Skills team. The Service’s work to engage disadvantaged communities in Oldham and its engagement of those who are least likely to participate in learning are key strengths of the approach. It has existing close relationships with a wide range of partners including Jobcentre Plus, the National Careers Service, employers, voluntary sector organisations and The Oldham College.

25. All skills providers in Oldham will face a range of challenges over the 2016-20 period, including the introduction of the single Adult Education Budget (AEB), enhancing the progression offer, the impact of the GM area based review, and maximising their leverage over a an increasingly market oriented skills system. Part of the response to this will need to include a strategic review of the Council’s Lifelong Learning Service to be undertaken in advance of the 2017/18 academic year. These challenges have been described in more detail elsewhere in the strategy.

26. The strategy recognises that this broad provider mix represents essential stakeholders in the work and skills strategy and that the Council now needs to improve its comprehensive engagement with this breadth of providers in pursuit of population based skills and employment outcomes. The outcomes framework recognises that the performance/quality of this system needs to be monitored and tracked more systematically in future for the borough, alongside a more representative and comprehensive engagement across the breadth of providers active in Oldham, pre- and post-Area Based Review.

**Employment growth by sector in Oldham**

27. A detailed analysis of employment by sector and forecast growth is provided in the 2015 Local Economic Assessment (LEA) and in the SIF. This section summarises the key trends and headlines from these, linked to some of the local interventions proposed in this strategy’s outcomes framework. It builds on the commentary on the labour market and the summary of the six priority sectors set out earlier in this section.

28. The shape of employment composition in the borough in 2014 was as shown in Figure 1 below.³

³ There are differences between the 2013 data reported in the Local Economic Assessment, and the 2014 data in Fig. 1. This data comes from the Business Register and Employers Survey (BRES) and is subject to seasonal/year-on-year fluctuations, business relocations and growth/failures, so is not directly comparable year on year.
29. As the LEA describes, this demonstrates historic sectoral strengths alongside structural weaknesses, particularly in relation to the dependence on public service employment, and a predominance of sectors that are frequently characterised by lower skill and consequently lower wage employment (retail and manufacturing in particular). These in turn result in related structural limitations on Oldham’s potential contribution to raising productivity across the city region. The economic consequences of this employment base on GVA were described earlier in the strategy.

30. The forecast growth in employment by sector appears set to repeats these patterns, and two analyses are shown below to illustrate the challenges these present for spatial planning alongside skills and employment interventions. The first, drawn from the Greater Manchester Forecasting Model (GMFM), predicts that Oldham’s labour market will reshaped over the next 10 years and that jobs will be created at the top and bottom of the skills scale, while those in the middle tier will increasingly be squeezed out.
31. This forecasting demonstrates that without sustained interventions focussing on in-work progression there is a higher likelihood of protracted labour market disadvantage for Oldham residents who, due to the borough’s skills profile, may continue to succeed in finding employment at the lower skill areas of the local labour market, but will struggle to progress to higher skill and higher wage employment that is nonetheless forecast to grow at the upper end of the local employment market.

32. The following two tables show the forecast growth by sector of employment opportunities as a direct consequence of market interventions the Council is taking via its physical regeneration strategy/capital programme – by type of employment, and secondly by project.

33. Whilst to a large extent the Council’s physical regeneration strategy/capital programme has to be market led and the Council is a key strategic influencer of market demand for investment that can subsequently change the character of the local employment market and sectoral mix, the analysis also illustrates the challenges arising from the predominance of service sector employment growth as a consequence of the regeneration programme. These challenges will contribute to and exacerbate the low wage, low skill structural effects that are direct causes of the borough’s economic underperformance in skills, employment and ultimately workplace GVA. They contrast with the challenge of continually improving Oldham’s town centre place and leisure/retail/cultural offer for residents, alongside the strategic objective of achieving a continual uplift in this offer to complement the Council’s and GM’s residential housing growth strategy.

34. A further detailed business and investment review to be undertaken later in 2016/17 will also examine strategies to rebalance employment growth to other sectors to address some of the structural challenge in the lower skill/wage occupations currently represented in the Oldham economy.
35. Once complete, the GM-wide “deep dives” data will assist further with confirming and refining these job growth projections, alongside identification of locations and concentrations of higher skill/wage employment growth across the city region, which higher skilled Oldham residents will need to be able to access competitively. Together with the findings set out earlier in the strategy on business/enterprise and the labour market and skills, this supports the need for a “twin track” approach in the work and skills strategy that supports residents in three priority areas:

- Entry level skills provision raising resident skills levels, leading to employment in jobs indigenous to Oldham;
- In-work progression strategies enabling residents currently employed locally to progress to higher skill and wage opportunities within Oldham, and elsewhere in the City Region, both within their current sector of employment, and also across to other sectors (in line with the recent studies on low pay and progression across GM).

36. This strategy recognises that the Council cannot and does not seek to centrally plan provision for the six priority areas of sectoral growth, but prioritises them in this strategy and the SIF as the basis for developing the Oldham Outcomes Framework with schools, employers, training providers and individuals as a starting point for reforming the provider offer across Oldham and GM over the life of this strategy. The Council’s contribution to
these areas of priority will come through managing the strategic partnerships for the borough, and the contribution to progression that its lifelong learning, employment support, business/investor relations and others functions can provide. Pilot interventions, such as the Career Advancement Service model, can also assist in helping individuals navigate a career pathway within and between these sectors, where skills mismatches exist and/or where individuals are currently employed in other sectors.

Transport and labour market mobility

37. To achieve the strategic goals set out in this Strategy, it is essential that Oldham residents have access to a transport system that does not present barriers to them taking up work or training opportunities or moving to a better job, either within or beyond Oldham. Linkages between the Work and Skills Strategy, and local/GM Transport Strategy developments are important. This Strategy also recognises that a balance between locally created employment opportunities, alongside out-commuting of residents, will continue to be important to the economic success of Oldham residents in the short to medium-term, given that it is economically unrealistic for Oldham to aspire to be entirely self-sufficient in employment terms over the medium or long-term.

38. Oldham is already a net exporter of labour, with more people commuting out of the borough each day (36,340) than commuting in (29,137) (2011 census). Metrolink has significantly improved transport connectivity, with 4,400 people a day using the system to travel from Oldham into the regional centre of GM, predominantly for work. This is summarised in the chart below.

![Figure 12 - Largest travel to work flows in and out of Oldham to/from the rest of the UK, 2011](chart)

39. The Council’s capital investment programme is forecast to create thousands of new jobs, but it is unlikely to fully meet the employment needs of Oldham’s economically active population, as well as reflecting sectoral concentrations which are not on their own conducive to raising wages and productivity on a transformational scale for Oldhamers. Job seekers may be required to travel up to 90 minutes to get to employment.
opportunities outside the borough, while 31.2% of households in Oldham do not have access to a car and therefore rely heavily on public transport and active travel.

40. Although Greater Manchester has an extensive public transport network, there are many locations that are not well served, including parts of Oldham. Jobs in the major employment concentrations of Trafford Park/Trafford Centre, Salford Quays, the Airport/Enterprise Zone and the future Port Salford are particularly difficult to reach by non-car modes from this borough. Many of these areas will benefit from concentrations of higher value/higher wage employment growth in GM in the short to medium term, meaning their accessibility to Oldhamers will be increasingly important. There are also challenges in terms of the cost of public transport and its availability where businesses operate 24/7 or have variable working hours. There is also a need to improve access by public transport, active travel links and measures such as car club/cycle hire as well as Travel Choices interventions to make people aware of their travel options.

41. Work is already underway to develop a new transport strategy for Greater Manchester for 2016 – 2040. This transport strategy is being developed by Transport for Greater Manchester, in consultation with the ten District Councils, including Oldham. It will support the emerging Greater Manchester Spatial Framework and will identify the infrastructure needed to serve new development areas as this becomes known.

42. One of Oldham Council’s key priorities is for the GM 2040 Transport Strategy to address the current lack of orbital public transport routes and thereby improve connectivity from Oldham to the new jobs that are being created predominantly in the south of the conurbation, such as those associated with the Airport’s expansion plans, where only 2% of staff are currently resident in Oldham.

43. Connectivity is an underlying theme throughout the 2040 Transport Strategy and is considered at five different spatial levels, with access to employment addressed at each level:
- Global connectivity looks at the need for better links to ports and airports;
- City to city connectivity looks at transforming links to other UK cities;
- Regional centre connectivity addresses the transport needs of the regional centre;
- City region connectivity looks at travel needs across the wider Greater Manchester City Region; and
- Connected neighbourhoods addresses the needs of shorter local trips.

44. There are also policies and principles within the GM 2040 Transport Strategy that will apply to the transport network throughout Greater Manchester, including Travel Choices interventions and a new public transport fares and pricing strategy.

45. Greater Manchester has a comprehensive Travel Choices programme focussed on the journey to work, working with businesses to encourage their staff to travel sustainably; helping jobseekers travel to interviews and to their workplace during the initial period of employment; encouraging individuals to use public transport, cycling or walking infrastructure in their area; and promoting cycling in secondary schools and colleges. The GM 2040 Transport Strategy will seek to maintain this programme, subject to resources being available to enable it continue.

46. Oldham Council will continue work to maximise the benefits to Oldham of support programmes such as this. Since 2013, Oldham jobseekers, residents and businesses have benefitted from the following support:
- Over 900 free day bus tickets have been provided to jobseekers in Oldham to enable them to travel to interviews;
- Over 1000 free monthly bus and tram tickets have been provided to jobseekers for their first month’s employment, followed by discounted tickets for a further 3 months;
• Personalised travel planning, involving the preparation of bespoke travel packs including information and incentives, has been carried out in Hollinwood, Werneth, South Chadderton and Shaw;
• Several Oldham businesses and organisations have been engaged in the Travel Choices programme to encourage sustainable commuting and business travel, with JD Williams highlighted as a successful case study on the GM Travel Choices website.

47. The new public transport fares and pricing strategy will need to address the affordability of public transport, particularly for residents on limited incomes, many of whom depend on public transport. Flexible ticket options will be important for people working or studying on a part-time, flexible or short-term contract basis. Public transport is also particularly important for young people, for whom fare concessions are currently linked to being in full-time education. The GM 2040 Transport Strategy will seek to introduce a more flexible system that recognises the role played by apprenticeships, work placements and part-time study in improving their future prospects.

48. Improvements in public transport access, active travel links and measures such as car clubs and cycle hire, as well as Travel Choices interventions to make people aware of their travel options, delivered through the GM 2040 Transport Strategy, will all have a role to play in achieving the strategic objectives for employment and skills in Oldham.

Health and Well-Being

49. Pathways to employment have a substantial impact on population health and well-being outcomes. Alongside the population health needs across Oldham the initial success of programmes such as Working Well phase 1, and its subsequent expansion to a second phase from 2016/17 onwards, signal a continuing priority focussed on connecting health improvement strategy to labour market and productivity impact over the 2016-20 period.

50. As described above, there is also a significant sectoral growth opportunity in health and social care in Oldham which will continue to be a major priority for workforce and employment interventions under this strategy.

51. Previous Public Health Annual Reports have also discussed, the priority on work and health. The 2012/13 report noted that “In this continuing period of economic challenge retaining work and reducing impact of sickness on productivity are essential priorities. In health terms the priority is supporting people to stay in work and supporting employers to make work a positive attribute to good health. Health and Wellbeing programmes produce economic benefits across all sectors and all sizes of business: good health is good business…Being in a job is better for health and having employment that is secure, offers the individual a level of control and a fair wage is better still. Absence from work through ill health can arise from conditions in work and/or be a reflection of the individual’s health behaviour outside work and of the features of the environment in which communities live. Unemployment is bad for health and in Oldham unemployment is currently higher in young people and in black and minority ethnic groups.”

52. In addition, the recently published Oldham Locality Plan for Health & Social Care Transformation (April 2016-March 2021), adopts a proactive community resilience approach to supporting the delivery of population public health outcome improvements. The plan notes that by taking this approach community resilience can help overcome barriers to wellbeing and health, including debt, unemployment and in-work poverty. This has a strong correlation to the work and skills strategy’s assessment of need and proposed interventions to support in-work progression and skills acquisition for working age adults, alongside those for young people entering the labour market for the first time. These linkages will be strengthened over the life of the strategy, alongside the
relationship between skills and employment, and health and social care devolution strengthening at city-region level across Greater Manchester during the same period.
I. PARTNERSHIP STRUCTURES/GOVERNANCE

54. The development of partnership working in Oldham has seen the establishment of three Commissioning Clusters responding to the Oldham Leadership Board. They are Cooperatives and Neighbourhoods, Health and Wellbeing and the Economy and Skills Commissioning Clusters.

55. These clusters were set up to enable the partnership to better pool, align and commission across organisational boundaries and explore new organisational forms. It was also agreed that the clusters would not add more governance or duplicate existing partnership arrangements. This is particularly important at this time with the often fast moving Greater Manchester Devolution agenda that we operate within and would wish the board and the clusters to drive. The Partnership is linking directly to the growth and reform ambitions for Greater Manchester but delivering it the ‘Oldham way’ through our co-operative approach where everybody does their bit and everybody benefits.

56. The Economy and Skills Cluster will be the key partnership board for this strategy specifically in relation to the outcomes framework and interventions. Its Membership is currently being reviewed to more strongly reflect the six priority employment sectors described in this strategy and the SIF. The Cluster will call upon experts within the field, those people and organisations that can influence and deliver against the vision and goals. The Oldham Leadership Board will receive progress updates on the strategy via the Cluster.

57. The cluster will have three main areas of responsibility on behalf of the Oldham leadership Board, covering the three domains of the SIF, namely:
- Work and Skills strategy (people domain)
- Business and investment (business domain)
- Physical regeneration (place domain)
Click on the symbols to view the guidance for each stage

Stage 1: Initial screening
The Stage One screening is a quick and easy process. It should:

- identify those projects, policies, and proposals which require a full EIA by looking at the potential impact on any of the equality groups
- prioritise if and when a full EIA should be completed
- justify reasons for why a full EIA is not going to be completed

Not all policies will require an EIA: Click on the information symbol to view a set of key questions which will help you to decide whether you need to complete the form. If you do not need to go any further because a full EIA is not required, please ensure that you complete all the questions in Stage 1 and get the EIA signed off by the appropriate person (see Section 5). Please note, if you are assessing a budget proposal please complete all the questions. The information in 1e, should be transferred to the Equality Impact Screening section on the budget proposal form.

<table>
<thead>
<tr>
<th>Lead Officer:</th>
<th>Tom Stannard</th>
</tr>
</thead>
<tbody>
<tr>
<td>People involved in completing EIA:</td>
<td>Tom Stannard</td>
</tr>
<tr>
<td>Is this the first time that this project, policy or proposal has had an EIA carried out on it? If no, please state date of original and append to this document for information.</td>
<td>Yes X No</td>
</tr>
</tbody>
</table>

Date of original EIA:

General Information

<table>
<thead>
<tr>
<th>1a</th>
<th>Which service does this project, policy, or proposal relate to?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a</td>
<td>Enterprise and Skills</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1b</th>
<th>What is the project, policy or proposal?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1b</td>
<td>Work and Skills Strategy for Oldham Council 2016-20</td>
</tr>
</tbody>
</table>

This is a new strategy for Oldham so there is no previous version and it is not a refresh.

<table>
<thead>
<tr>
<th>1c</th>
<th>What are the main aims of the project, policy or proposal?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1c</td>
<td>In line with our co-operative vision, the Council’s new Work and Skills Strategy aspires to achieve four simple strategic goals over the 2016-20 period:</td>
</tr>
<tr>
<td></td>
<td>• Create jobs</td>
</tr>
<tr>
<td></td>
<td>• Social regeneration and in-work progression</td>
</tr>
<tr>
<td></td>
<td>• Deliver the OESC and improve the colleges</td>
</tr>
<tr>
<td></td>
<td>• Support a thriving private sector</td>
</tr>
</tbody>
</table>
In line with these goals, the strategy focuses on twelve key priorities outlined as part of the outcomes framework;

1. Population skills outcomes
2. Provider performance
3. Apprenticeships
4. Schools
5. GM Area-based review (ABR) of colleges
6. Sectoral priorities
7. Get Oldham Working #2: local employment support programmes
8. Progression strategy
9. Advanced learning loans strategy
10. Higher level skills and HE strategy
11. Community Learning and Lifelong Learning provision
12. DWP commissioned national employment support programmes

The 12 priority themes include a specific focus on groups including apprenticeships, improved secondary outcomes in schools and a progression strategy for people in low-skilled, low-income jobs as well as a strategic review of the Lifelong Learning Service to be undertaken in advance of the 2017/18 academic year.

Improvement in population skills outcomes, development of new model for in-work progression, and continued job creation as part of reformed local employment support programmes.

1d Who, potentially, could this project, policy or proposal have a detrimental effect on, or benefit, and how?

In its own right it seeks to extend opportunity and combat disadvantage in key priority groups including young people, and working age adults. The only detrimental effect on groups may be as a result of a finite resource supporting the strategy meaning its reach cannot be extended infinitely across the whole community in Oldham.

1e. Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?

<table>
<thead>
<tr>
<th></th>
<th>None</th>
<th>Positive</th>
<th>Negative</th>
<th>Not sure</th>
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</thead>
<tbody>
<tr>
<td>Disabled people</td>
<td>☐</td>
<td>☒</td>
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<tr>
<td>Particular ethnic groups</td>
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<tr>
<td>Men or women (include impacts due to pregnancy / maternity)</td>
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<tr>
<td>Groups with particular faiths and beliefs</td>
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</table>

Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?

E.g. vulnerable residents, homeless people, individuals at risk of loneliness, carers or serving and ex-serving members of the armed forces, Residents in employment, but in low pay low skill jobs

If the answer is “negative” or “not sure” consider doing a full EIA

1f. What do you think that the overall NEGATIVE impact on groups and communities will be? Please note that an example of none / minimal impact would be where there is no negative impact identified, or there will be no change to the service for any groups. Wherever a negative impact has been identified you should consider completing the rest of the form.

<table>
<thead>
<tr>
<th>None / Minimal</th>
<th>Significant</th>
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<tr>
<td>☒</td>
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1g Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?

Yes ☐ No ☒

1h How have you come to this decision?

Based on detail of the strategy, the checklist above and subject to the caveat about limitations on resources in section 1(d)

The overall strategy aims to positively impact people on low incomes and young people. The detailed actions of the 12 priorities will need to consider any potential equality impact on protected groups and whether an EIA is required, including the strategic review of the Lifelong Learning Centre which currently provides services to over 5,500 learners.

It is also recognized that further EIAs may be required on other aspects of the outcomes framework during the life of the strategy.
If you need to complete a full EIA, please go on to Stage 2.

Stage 2: What do you know?
An EIA should be based upon robust evidence. This stage will guide you through potential sources of information and how to interpret it. Understanding the current context is a key stage in all policy making and planning.

What do you know already?
Using a variety of data sources, including service data and other sources such as those listed in the guidance notes, build up a picture of who uses your service or facility and identify who are likely to be impacted by the proposal.

What don’t you know?
If you feel that the data you have is not sufficient to properly identify who will be disproportionately impacted by the proposal then you may wish to supplement your evidence base with more data.

Further data collection
Record here the findings of any further data collection you have undertaken in order to identify who may be impacted by this proposal.

Summary (to be completed following analysis of the evidence above)

<table>
<thead>
<tr>
<th>Does the project, policy or proposal have the potential to have a disproportionate impact on any of the following groups? If so, is the impact positive or negative?</th>
<th>None</th>
<th>Positive</th>
<th>Negative</th>
<th>Not sure</th>
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<tbody>
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<td>Disabled people</td>
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<tr>
<td>Are there any other groups that you think that this proposal may affect negatively or positively?</td>
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<tr>
<td>E.g. vulnerable residents, individuals at risk of loneliness, carers or serving and ex-serving members of the armed forces</td>
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</table>

Once you have identified who might be impacted, continue to Stage 3 to consider what the impact might be.
Stage 3: What do we think the potential impact might be?

In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be.

Consultation information
This section should record the consultation activity undertaken in relation to this project, policy or proposal.

<table>
<thead>
<tr>
<th>3a. Who have you consulted with?</th>
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</table>

<table>
<thead>
<tr>
<th>3b. How did you consult? (inc meeting dates, activity undertaken &amp; groups consulted)</th>
</tr>
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</tbody>
</table>

3c. What do you know?
Using the data collected in Stage 2 and evidence you have from service users and current or past consultations, what do you know about the potential impact on the groups you have identified?

3d. What don’t you know?
If you feel that the data and past consultation feedback you have is not sufficient to properly consider the impact before a decision is made then you may wish to supplement your evidence base with more data or further consultation. In some cases statutory consultation may be required. This should be proportionate to the scale of the decision and will depend on the gaps in your current understanding.

3e. What might the potential impact on individuals or groups be?
(Think about disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups)

<table>
<thead>
<tr>
<th>Generic (impact across all groups)</th>
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<table>
<thead>
<tr>
<th>Disabled people</th>
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<table>
<thead>
<tr>
<th>People on low incomes</th>
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<tr>
<td></td>
</tr>
</tbody>
</table>
Once you have identified who potentially might be impacted, continue to Stage 4 to consider what actions we could take to reduce / mitigate the impact.

### Stage 4: Reducing / mitigating the impact

As a result of what you have learned, what can you do to minimise the impact of the proposed changes on equality groups and other excluded / vulnerable groups, as outlined above?

4a. Where you have identified an impact, what can be done to reduce or mitigate the impact?

<table>
<thead>
<tr>
<th>Impact 1: {insert impact here}</th>
<th>Consider options as to what we can do to reduce the impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impact 2: {insert impact here}</td>
<td>Consider options as to what we can do to reduce the impact</td>
</tr>
<tr>
<td>Impact 3: {insert impact here}</td>
<td>Consider options as to what we can do to reduce the impact</td>
</tr>
<tr>
<td>Impact 4: {insert impact here}</td>
<td>Consider options as to what we can do to reduce the impact</td>
</tr>
</tbody>
</table>

4b. Have you done, or will you do, anything differently as a result of the EIA?

4c. How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?
Conclusion
This section should record the overall impact, who will be impacted upon and the steps being taken to reduce / mitigate the impact

Once you have considered the options for reducing the impacts, please complete the Action Plan and Risk Table at Appendix 1.

When the EIA is complete, please ensure that it is signed off by the lead officer and the appropriate senior officer.

Stage 5: Signature

<table>
<thead>
<tr>
<th>Lead Officer:</th>
<th>Tom Stannard</th>
<th>Date: 26 May 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approver signature:</td>
<td>Helen Lockwood</td>
<td>Date:</td>
</tr>
<tr>
<td>EIA review date:</td>
<td>May 2017</td>
<td></td>
</tr>
</tbody>
</table>
**APPENDIX 1: Action Plan and Risk Table**

### Action Plan

Once you have decided on the course of action to be taken in order to reduce or mitigate the impact of the risk, please complete the action plan below (An example is provided in order to help you)

<table>
<thead>
<tr>
<th>Number</th>
<th>Action</th>
<th>Required outcomes</th>
</tr>
</thead>
</table>
| 1      | On transition to new service ensure that face-to-face briefings take place with service users | ➢ Service users and families feel reassured about what is going to happen next  
➢ A list of potential risks associated with the transition to be drawn up following briefings and these risks managed |

### Risk Table

Record any risks to the implementation of the project, policy or proposal and record any actions that you have put in place to reduce the likelihood of this happening.

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Risk</th>
<th>Impact</th>
<th>Actions in Place to mitigate the risk</th>
<th>Current Risk Score</th>
<th>Further Actions to be developed</th>
</tr>
</thead>
<tbody>
<tr>
<td>R1.1</td>
<td>[Enter the risk here]</td>
<td>[Enter here the likely impact if the risk came to pass]</td>
<td>[Record here any actions already in place to reduce the risk]</td>
<td>[Using the key below, enter the current risk score]</td>
<td>[Enter here any further actions to be developed]</td>
</tr>
</tbody>
</table>

- **Likelihood:**
  - A: Very high
  - B: High
  - C: Significant
  - D: Low
  - E: Very low
  - F: Almost impossible

- **Impact:**
  - I: Catastrophic
  - II: Critical
  - III: Marginal
  - IV: Negligible

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May 2015 v4
Reason for Decision
The cost of waste disposal continues to rise and is linked to the amount of household waste which is recycled in the Borough. A decision is therefore needed to support communities to reduce the amount of waste disposed of as general rubbish and improve the amount of waste recycled.

Executive Summary
Waste disposal is managed through the Greater Manchester Waste Disposal Authority PFI contract and the cost to each Council is determined based on the amount of household waste generated and the percentage recycled.

A reduction in the capacity for general waste which cannot be recycled (either through the provision of smaller general waste bins or reduced frequency of collection) has been proven to reduce the amount of non-recyclable waste collected and is now essential to avoid a significant rise in disposal costs of the Borough’s household waste.

Other Greater Manchester Councils have recently implemented or plan to implement changes to their collections to reduce the amount of general rubbish collected. This has also contributed to the financial pressure for Oldham to make changes in order to avoid paying an increased proportion of Greater Manchester’s overall waste disposal bill.

Recommendations
The recommendation of this report is that the risks and benefits of both options to reduce general waste capacity be noted and that the preferred option – to reduce general rubbish collection frequency to 3 weekly – be agreed.
This paper presents information based on a potential implementation plan and information regarding other Greater Manchester authorities recent or impending collection regime changes.

The recommendation is based on changes commencing at the beginning of October 2016.
1 **Background**

1.1.1 Oldham’s current recycling rate is around 39% and the Council will has been set a levy of £15.897M by the Greater Manchester Waste Disposal Authority in 2016/17. This is through the current Greater Manchester Waste PFI arrangements. The levy reflects the most up to date waste projections that the Council and other GM Councils have provided. The Councils levy is estimated to rise to £17.887 in 17/18. As a significant cost to the Council there are a number of options to be explored in order to achieve this.

1.1.2 In 2008 managed weekly collections were introduced in Oldham which moved general rubbish to being collected on a fortnightly basis and took our recycling rate from 19% to 40%. This rate has since slipped back to around 39%.

1.1.3 Whilst there is still good participation in all recycling services and ongoing project work continues to encourage people to recycle as much as possible, there is still significant rubbish which come be recycled being thrown away in the average grey bins.

1.1.4 Furthermore, waste disposed of in the grey bin which could actually be recycled will cost £350.58 a tonne in 2016/17 (rising to £366.52 a tonne in 2017/18) - as opposed to a -£25 a tonne saving if collected as recycling material.

1.1.5 There is now clear evidence that the only way to make this step change in recycling rate, and associated savings, is to reduce the capacity in the grey bin. There are two main ways of achieving this, either by:

- reducing capacity by decreasing frequency of collection of grey bins (or)
- reducing capacity by replacing large grey bins with smaller bins

1.1.6 Most other Greater Manchester authorities have implemented (or will shortly be implementing) one of these two approaches and have seen the anticipated impact on their general rubbish tonnages – see Appendix 1.

1.1.7 The nature of the Inter Authority Agreement which underpins the waste disposal levy is partly based on the individual Council’s recycling rate. Effectively, reduced tonnages of general waste results in a base levy decrease however, as each authority implements change the proportion of levy alters correspondingly.

1.1.8 In addition there is a contractual obligation within the PFI to meet a 50% recycling rate by 2020 designed to support the EU Waste Framework Directive.

1.2 **Ongoing engagement and communication**

1.2.1 Over the last 2 years, a wide variety of engagement, communication and enforcement work has been carried out across the borough. This work has been designed to educate residents about how to recycle as much of their rubbish as possible in order to best lay the foundations for service change. This work includes:
• **Changing Behaviours programme** – rolling programme of education & enforcement across the borough. Since August 2013 over 14,000 households have been tackled across inner Oldham since 2013, 6,000 residents spoken to and 3,500 recycling bins delivered.

• **Compostable liners project** – education work to ensure residents use compostable liners (instead of plastic bags) in food waste collections by the supply of compostable liners through local shops. Since August 2013, this project has targeted over 13,000 household in Oldham, diverting over 1,000 tonnes of food waste into the right waste stream and earlier this year was nominated for a national recycling award.

• **Schools waste education programme** – working with 17 schools in 2015/16 to ensure both young people and the local communities surrounding each school know how to deal with their rubbish properly and the impact this has on both their local and global environment.

• **Waste Disposal Authority projects** – three projects delivered through the Greater Manchester Waste Disposal Authority and Recycle for 4 Greater Manchester in 2015/16, covering over 20,000 households. These projects have focused on three distinct themes (keeping recyclable waste out of the grey bins, making sure people actually have all the bins they need to recycle effectively and continuing to promote compostable liners for food waste) and have targeted medium performing areas of the borough (Failsworth, Hollinwood, Royton, Shaw) where traditionally there has been limited focus. These projects have been useful in informing the approach to reducing the capacity for the collection of residual waste.

• **Rebrand & refresh of waste communications** – a comprehensive rebrand and refresh of all basic communications materials and methods (e.g. recycling guides, calendars, webpages, web forms) is being carried out in order to further lay the grounds for service change by promoting clear and consistent messages about keeping recyclable rubbish out of the grey bin. However, there should still be an acknowledgement that our waste disposal arrangements do not currently allow for the recycling of certain plastics e.g. yoghurt pots.

• **Dealing with recycling bins with the wrong things in them** – since February 2015, a basic approach to dealing with reports from collection crews about recycling bins with the wrong things in has been rolled out. By picking up these reports and writing to these households, over 70% have begun using their recycling bins correctly (which equates to approximately 2,250 households a year)

1.2.2 Whilst significant work has gone on over the last 2 years to prepare the Borough for potential changes, comprehensive communications and engagement plans will still be needed and would be very similar for both options as follows.

1.2.3 A borough wide campaign is essential to notifying people of the changes and would include (but is not limited to):

- Social media (Twitter, Facebook, etc)
- Press releases in the Oldham Chronicle, MEN other local press
- Council webpages
- Borough Life spreads
- Direct engagement with key stakeholders groups (e.g. housing associations, private landlords, religious establishments, community groups, Members, other frontline Council teams, etc)

1.2.4 Targeted door knocking would be carried out to ensure people have all the information and bins they need to cope with the changes as well as staggered borough wide leafleting (e.g.
3 months before the changes and again 3 weeks before the changes) to advise people of specific information about their changes (dates and instructions about putting their bins out).

1.2.5 Direct engagement with groups who may have additional barriers to coping with the changes (e.g. assisted collections, language barriers, large families, houses of multiple occupancy) would take place, as well as waste audits and support where people requested additional capacity for their general rubbish.

2 Options

2.1 Option 1: Change in frequency of collection (‘3 weekly’ collections)

2.1.1 Residents would experience a change to their collection regime whereby grey bins and recycling bins would be picked up every 3 weeks alternately (i.e. the grey bin would be picked up one week, blue bins the next and brown bins the next). Food & garden waste would remain weekly.

2.1.2 Residents would see a change in their collection arrangements which are arguably simplified over the current system in that a different coloured bin is collected each week with a weekly collection for the green bin.

2.1.3 Benefits - There is strong evidence base to suggest that ‘3-weekly’ will have the impact on tonnages necessary to achieve savings and there has been much less resistance than anticipated where it has been rolled out in other authorities. Residents have adapted their behaviour quickly and ‘3 weekly’ collections have become routine within a few months. The estimated improvement in recycling performance – which can be evidenced - is in the region of 12-15%

2.2 Option 2: Reduced capacity in general waste bins by replacement of current 240L bins with 140L “slim bins”

2.2.1 This approach would require a wholesale replacement of 240 litre (standard) grey bins with 140 litre (“slim-line”) bins across the borough. There would at this stage be no changes to collection regime or frequency of collection. There is a capital investment required in the purchase of new bin stock and the procurement and supply lead-in times will delay implementation until mid-2017 thus reducing cost efficiencies.

2.2.2 Benefits - There is no change to the collection regime and the aging existing bin stock is replaced. The estimated improvement in recycling performance is in the region of 12-15%

3 Preferred Option

3.1 Option 1: The 3 weekly option is the preferred option as the most cost effective model, which carries lower financial risk and would be supported by the option for residents to choose a replacement 140L bin going forward.

4 Consultation

4.1 High-level consultation has been carried out with a small group of Oldham residents. Through this basic consultation, the group demonstrated a strong preference (around 80%) for the 3-weekly option.
4.2 It is recognised that whilst there is no statutory obligation to consult the work will be supported by a comprehensive communications exercise and engagement with residents which will inform the implementation of the proposal.

5 Financial Implications

5.1.1 The below table indicates the high level financial impact of the three options for the council:

<table>
<thead>
<tr>
<th></th>
<th>2016/17</th>
<th>2017/18</th>
<th>Total cost to Council over 2 years</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3-weekly</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost to implement</td>
<td>£1.230m</td>
<td>£0.1m</td>
<td></td>
</tr>
<tr>
<td>Levy costs</td>
<td>£15.897m</td>
<td>£17.887m</td>
<td></td>
</tr>
<tr>
<td><strong>Total cost to the Council</strong></td>
<td><strong>£17.127m</strong></td>
<td><strong>£17.987m</strong></td>
<td><strong>£35.114m</strong></td>
</tr>
</tbody>
</table>

| **140s**        |           |           |                                   |
| Cost to implement | £3.19m   | £0.1m     |                                    |
| Levy costs       | £18.109m  | £20.026m  |                                    |
| **Total cost to Council** | **£21.299m** | **£20.126m** | **£41.425m**                       |

| **No changes**  |           |           |                                   |
| Cost to implement | £0       | £0        |                                    |
| Levy costs       | £18.109m  | £20.199m  |                                    |
| **Total cost to Council** | **£18.109m** | **£20.199m** | **£38.308m**                       |

5.1.2 The above figures demonstrate the option of 3-weekly collections is the most cost effective option. The option of moving to 140 litre bins would cost an additional £6.311m and doing nothing would cost the Council an additional £3.194m over 2 financial years via the increase in levy. It should also be noted that impacts of changes on tonnages are cumulative e.g. over 5 years, the impact of doing nothing increases significantly as tonnage costs rise.

5.1.3 There is a potential for variation within the implementation costs for 3-weekly and 140s.

5.1.4 There is a risk of additional costs being incurred due to increased demand for recycling bins (i.e. people who do not have recycling bins and/or people who want to upsize their current recycling bins). A variety of different exercises have been carried out and ‘demand scenarios’ modelled up to understand the cost implications.

5.1.5 It should be stressed that within all the financial information presented in this paper, there are significant variables which may affect the “bottom line” figures – the two main factors being demand for bins and reduction in tonnages.
5.2 Assumptions

5.2.1 The financial scenarios associated with the options are based on the assumptions that they will encourage a reduction in general refuse collected by 12-15%. This is based on emerging results from the other authorities who have recently made significant changes but it should be noted that even a 1% difference either would change the financial impact significantly.

5.3 Finance Services Comments

5.3.1 The preferred option of going towards a 3 weekly collection arrangement will require additional investment of approximately £1.23m with further additional costs that are likely to be incurred for the purchase of recycling bins. It is anticipated that this will lead to an improvement in recycling rates and a reduction in the amount of residual waste.

5.3.2 The overall charges to the authority has been calculated by the GMWDA as part of the Inter Authority Agreement (IAA) based on tonnage declarations for various types of waste streams submitted by the 9 member authorities.

5.3.3 The preferred proposal is an invest to save option that will help to mitigate and lower the overall percentage increase on the waste disposal levy.

5.3.4 The Council’s outturn for 2015/16 has allowed the creation of a reserve of £1.4m to support investment in 3 weekly collections. A further £300k of earmarked reserves has been set aside to top up any increased demand for bin purchases. The reserves are available to fund this project; however, any additional costs incurred over and above the available resources will constitute a budget pressure.

5.3.5 The above figures are estimated at this point in time, however as other authorities have revised their tonnage declarations based on similar proposals contained in this report the overall cost to the authority for project delivery and impact on the levy may need to be reviewed as the financial year progresses.

5.3.6 Current budget provision for the Waste Levy is £15.897m in 2016/17. This represents a reduction of £676k over the initial levy budget for 2015/16 and £1.035m over the outturn. This is because the 2016/17 has been based on lower tonnage figures assuming that revised recycling initiatives would be implemented. In anticipation of the 2016/17 waste disposal charges exceeding the budget, funds of £477k have been set aside to absorb any increased costs. If the actual levy exceeds the available budget provision within the base budget it would create a budget pressure. There is also a Waste Smoothing reserve which is available to support increases in the levy and this will be utilized to offset the increased cost as necessary.

5.3.7 It is important to note that any delays in implementation of revised waste collection arrangements will have budgetary implications. For example, whilst at this stage any impact cannot be assessed, the IT project currently in place to upgrade back office systems is running behind schedule. This position, together with other risk issues, will need to be monitored.
5.3.8 The implementation will help towards making savings for 2017-18 and beyond as reduced levy costs will help mitigate the overall pressure on other services to make further cuts. (Sadrul Alam, Finance Manager)

6 Legal Services Comments
6.1 It is the duty of the council (as waste collection authority) to arrange for the collection of household waste in its area. No charge can be made for the collection of household waste except in certain specified circumstances. As of January 2015, local authorities are required to collect certain recyclable material separately (glass, metal, paper & plastics separately) if it would increase the amount or quality of recyclable material collected and would be technically, economically, environmentally practicable - conditions which are commonly known as ‘TEEP.’ A high level assessment was carried and confirmed that Oldham’s current collection scheme was compliant with ‘TEEP’

6.2 There is no statutory obligation to consult. There appears to be nothing giving rise to a legitimate expectation of consultation in all the circumstances. A full equalities impact assessment requires to be considered as part of the report. (Paul Entwistle)

7 Co-operative Agenda
7.1 The Council undertakes to:
- Empty all household waste bins put out at the right time, with the right things in them.
- Provide free recycling bins; and
- Give help and advice about what should go in which bin.

7.2 Residents are asked in return to:
- Put the right thing in the right bin;
- Put bins out by 7am on collection day;
- Contact the Council within 2 working days if a bin has been missed; and
- Make sure all rubbish is contained within your bin, not overfilled and with no bags on top or by the side.

8 Human Resources Comments
8.1 None.

9 Risk Assessments
9.1 A full project plan and risk log has been developed for both options.

10 IT Implications
10.1 Both options would need to be underpinned by a fully supported and well-administered back office system which holds accurate information about households and collections rounds. There is an IT project currently in place to upgrade the existing back office system to ensure it is in a fit-for-purpose state to support service changes. However, it should be noted that there are greater IT implications for the 3-weekly proposals because all
collection round information will need to be changed in the back office system once the round re-design has been carried out.

11  **Property Implications**

11.1 None.

12  **Procurement Implications**

12.1 If option 2 was exercised a procurement process would have to be undertaken in order to purchase the bins. The YPO Wheeled Bins (443) Framework has been identified as the most suitable route. Any procurement process will be undertaken in line with the Council’s Contract Procedure Rules and EU Regulations. (Emily Molden)

13  **Environmental and Health & Safety Implications**

13.1 The strategic move to reduce capacity for general waste and improve recycling is of direct benefit to the environment. All health & safety implications (e.g. heavier bins) are already covered by existing risk assessments and safe systems of work.

14  **Equality, Community Cohesion and Crime Implications**

14.1 None noted.

15  **Equality Impact Assessment Completed**

15.1 The assisted collection system will remain in place to aid resident where the criteria for aid are met. An EIA has also been carried out to accompany the decision making process and accompanies this report.

16  **Key Decision**

16.1 Yes.

17  **Key Decision Reference**

17.1 NEICO-04-16

18  **Background Papers**

18.1 None

19  **Appendices**

19.1 Appendix 1 - Collection systems across Greater Manchester
Appendix 1 – Collection systems across Greater Manchester Waste Disposal Authority area

<table>
<thead>
<tr>
<th>Location</th>
<th>Current position on reduced capacity for residual waste collection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stockport</td>
<td>Moved to 140L bins within the last 5 years</td>
</tr>
<tr>
<td>Trafford</td>
<td>Moved to 140L bins within the last 5 years</td>
</tr>
<tr>
<td>Bury</td>
<td>Moved to 3-weekly collection system in October 2014</td>
</tr>
<tr>
<td>Tameside</td>
<td>Phased move to 140L bins between January-June 2015</td>
</tr>
<tr>
<td>Rochdale</td>
<td>Moved to 3-weekly collection system in October 2015</td>
</tr>
<tr>
<td>Bolton</td>
<td>Decision to move to 140L bins was made in July 2015; <strong>implementation due June 2016</strong></td>
</tr>
<tr>
<td>Salford</td>
<td>Decision to move to 3-weekly collection system was made in November 2015; <strong>implementation due July 2016</strong></td>
</tr>
<tr>
<td>Manchester</td>
<td>Proposals still being considered; 140L bins is believed to be the recommended option</td>
</tr>
</tbody>
</table>
Stage 1: Initial screening

The Stage One screening is a quick and easy process. It should:

- identify those projects, policies, and proposals which require a full EIA by looking at the potential impact on any of the equality groups
- prioritise if and when a full EIA should be completed
- justify reasons for why a full EIA is not going to be completed

Not all policies will require an EIA: Click on the information symbol to view a set of key questions which will help you to decide whether you need to complete the form. If you do not need to go any further because a full EIA is not required, please ensure that you complete all the questions in Stage 1 and get the EIA signed off by the appropriate person (see Section 5). Please note, if you are assessing a budget proposal please complete all the questions. The information in 1e, should be transferred to the Equality Impact Screening section on the budget proposal form.

<table>
<thead>
<tr>
<th>Lead Officer:</th>
<th>Rosie Barker</th>
</tr>
</thead>
<tbody>
<tr>
<td>People involved in completing EIA:</td>
<td>Rosie Barker</td>
</tr>
<tr>
<td>Is this the first time that this project, policy or proposal has had an EIA carried out on it? If no, please state date of original and append to this document for information.</td>
<td>Yes X No</td>
</tr>
<tr>
<td>Date of original EIA:</td>
<td>N/A</td>
</tr>
</tbody>
</table>

General Information

1a Which service does this project, policy, or proposal relate to? | Waste Management (Neighbourhoods)

1b What is the project, policy or proposal? | The proposal is to change Oldham’s current waste collection system to a new system which encourages residents to reduce the amount of general rubbish they throw away by recycling as much as possible.

There is strong evidence from other local authorities that reducing the space people have to throw away their general rubbish encourages people to recycle more.

There are three options being considered as follows:

1) No changes Collections would remain as they
currently are. As such, there would be no need to complete an EIA as there would be no changes to service.

2) **140 litre bins** Currently all households are entitled to 1 x 240 litre (standard sized) general bin. This proposal would mean that all 240 litre general rubbish bins would be swapped for smaller, ‘slim-line’ 140 litre general rubbish bins.

3) **3-weekly collections** This proposal is to move from the current system of “alternate weekly collections” whereby general rubbish is collected every 2 weeks, to a system of “3-weekly collections” whereby general rubbish is collected every 3 weeks. Recycling would then be picked up alternately on the 2 weeks in between i.e. blue bins (paper and card) would be picked up one week, brown bins (glass, cans and jars) the following and then back to general rubbish again. Food and garden waste will remain weekly. Residents will still have the same collection day (i.e. those who are currently collected on a Monday would continue to be collected on a Monday). This change would effectively reduce total household capacity for throwing away general rubbish, altering the balance in favour of recycling. **This is the recommended option**

This EIA has been completed for the 140 and 3-weekly options as the potentially disproportionate impact would be the same for both proposals unless otherwise stated.

| 1c | What are the main aims of the project, policy or proposal? | To reduce the amount of recyclable rubbish currently disposed of as general rubbish which will:  
• prevent further budget pressures (as the cost of disposal continues to increase)  
• increase recycling rates  
• protect the environment |
| 1d | Who, potentially, could this project, policy or proposal have a detrimental effect on, or benefit, and how? | The proposals affects all households within the borough who currently receive individual waste collections from their properties – so approximately 85,000 residents who would change to the new collection system.  
Within the 85,000 households there are some people/households who could be adversely impacted if there are not strong mitigations in place to stop this happening. |
The proposals will not affect people who currently live in flat blocks and other similar types of property which are serviced by communal bins (these properties will continue to receive weekly collections/same sized bins).

1e. Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?

<table>
<thead>
<tr>
<th>None</th>
<th>Positive</th>
<th>Negative</th>
<th>Not sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disabled people</td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Particular ethnic groups</td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Men or women (include impacts due to pregnancy / maternity)</td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>People of particular sexual orientation/s</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>People in a Marriage or Civil Partnership</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>People on low incomes</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>People in particular age groups</td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Groups with particular faiths and beliefs</td>
<td>x</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?

Households with a one or more permanent members who have medical conditions which mean they produce additional waste; households with 2 or more children in nappies; households with 6 or more permanent members; HMOs (‘Houses of Multiple Occupancy’)

If the answer is “negative” or “not sure” consider doing a full EIA

1f. What do you think that the overall NEGATIVE impact on groups and communities will be? Please note that an example of none / minimal impact would be where there is no negative impact identified, or there will be no change to the service for any groups. Wherever a negative impact has been identified you should consider completing the rest of the form.

<table>
<thead>
<tr>
<th>None / Minimal</th>
<th>Significant</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>x</td>
</tr>
</tbody>
</table>

1g Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy

Yes x No □
or proposal?

<table>
<thead>
<tr>
<th>1h</th>
<th>How have you come to this decision?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A full equalities impact assessment is required because these proposals have the potential to have a disproportionately negative impact on 4 groups of people with protected characteristics.</td>
</tr>
</tbody>
</table>

If you need to complete a full EIA, please go on to Stage 2.

Stage 2: What do you know?

An EIA should be based upon robust evidence. This stage will guide you through potential sources of information and how to interpret it. Understanding the current context is a key stage in all policy making and planning.

What do you know already?

1. Residents who are physically unable to present bins for collection (**3-weekly only**)

Any residents who are physically unable to put their bins out for collection and have no permanent members of their household over the age of 18 are eligible for an “assisted collection.”

This means that waste collection crews will collect their bins from their property directly so the resident does not have to put their bins out themselves.

As above, the criteria to be eligible for this service are related to people’s physical ability to put their bins out for collection. This generally encompasses 3 groups of people with protected characteristics as follows:

- People with a disability – i.e. those who considered themselves disabled as under the Equality Act 2010
- People in particular age groups i.e. those who are infirm due to old age
- Men or women (include impacts due to pregnancy / maternity) i.e. women who are pregnant

Currently, the Waste Management service provides “assisted collections” for around 2,800 residents in Oldham.

We know that there is the potential for both general rubbish bins and recycling bins to be heavier as part of the proposed changes.

This may mean that some people within these 3 protected characteristic groups, who are currently physical able to put their bin out for collection, may become eligible for an assisted collection. If this happened, collection crews would need to carry out more assisted collections on a daily basis than they currently do (approx. 50 per day per crew currently).

2. Households that produce additional waste

All households in Oldham are entitled to one 240 litre general rubbish bin as standard. However,
under certain circumstances and as long as they are recycling as much of their waste as possible, they may be entitled to additional capacity for their general rubbish as follows:

- Households with more than 6 permanent members
- Households where one or more permanent members has a medical condition which leads the additional waste being created (generally medical waste)
- Other exceptional circumstances.

People who are eligible for additional capacity for their general rubbish generally do not fall directly under any of the protected characteristics groups. However this is still being included within this EIA because there is a potential for changes to have a disproportionate impact on “other groups of people” (as per 1e) i.e. those who currently have extra capacity for their general rubbish but need more and/or those who do not currently need extra capacity but may do if the proposal is implemented.

3. Communication about how to manage rubbish and recycling with residents who have language barriers

A proportion of residents in Oldham have language barriers which mean they have difficulty understanding standard information (in leaflets, on website, verbally delivered) about how to use their bins and dispose of their rubbish, recycling and large, unwanted items properly. As such, the Waste Management service currently has a number of options in place in order to support this group of residents (standard translated material, pictorial information, language speaking staff and use of interpretation services in a small minority of cases). This was also used to great effective as an approach when moving to the current system of ‘managed weekly’ collections in 2007/8.

This group of people does not fall directly under any of the protected characteristics groups. However, there is a reasonable assumption that some people from particular ethnic groups may have these language barriers.

We know that there is the potential for these people to be disproportionately impacted by the proposals insofar as they may not understand what the changes are and what they need to do in order to continue to use the service if we do not mitigate for this.

What don’t you know?

Regarding the above three described issues, we have a good understanding of the potential impacts on an individual basis.

Further data collection
N/A

Summary (to be completed following analysis of the evidence above)

<table>
<thead>
<tr>
<th>Does the project, policy or proposal have the potential to have a disproportionate impact on any of the following groups? If so, is the impact positive or negative?</th>
<th>None</th>
<th>Positive</th>
<th>Negative</th>
<th>Not sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disabled people</td>
<td>☐</td>
<td>☐</td>
<td>X</td>
<td>☐</td>
</tr>
</tbody>
</table>
Particular ethnic groups |  |  | X |  
Men or women (include impacts due to pregnancy / maternity) |  |  | X |  
People of particular sexual orientation/s | X |  |  |  
People in a Marriage or Civil Partnership | X |  |  |  
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment | X |  |  |  
People on low incomes | X |  |  |  
People in particular age groups |  |  | X |  
Groups with particular faiths and beliefs | X |  |  |  
Are there any other groups that you think that this proposal may affect negatively or positively? |  |  |  |  
Households with a one or more permanent members who have medical conditions which mean they produce additional waste; households with 2 or more children in nappies; households with 6 or more permanent members; HMOs ('Houses of Multiple Occupancy') |  |  | X |  

Once you have identified who might be impacted, continue to Stage 3 to consider what the impact might be.

Stage 3: What do we think the potential impact might be?

In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be.

Consultation information
This section should record the consultation activity undertaken in relation to this project, policy or proposal.

3a. Who have you consulted with?
Staff within the Waste Management service, other Greater Manchester authorities who have recently made similar changes and Oldham Council’s corporate Strategy, Partnerships and Policy team and Oldham Council’s Equality Challenge Group.

3b. How did you consult? (include meeting dates, activity undertaken & groups consulted)
Consultation has been carried out as part of meetings with staff within the Waste Management service, discussion with other Greater Manchester authorities as part of quarterly strategic group meetings and liaison and discussion with Oldham Council’s corporate Strategy, Partnerships and Policy team and challenged by Oldham Council’s Equality Challenge Group. Feedback and lessons learnt have been incorporated within this EIA.

3c. What do you know?
Same as per Stage 2 because consultation with these groups regarding potential disproportionate impact on protected characteristic groups has been carried out as an integral part of planning for the proposed changes.

3d. What don’t you know?
### 3e. What might the potential impact on individuals or groups be?

*think about disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups*

| Generic (impact across all groups) | Impact will be different for different protected groups, as described below. However, impact can be broadly categorised as:
|-----------------------------------|---------------------------------------------------|
| - Potential for heavier bins which may affect peoples’ physical ability to put their bins out (**3-weekly only**)
| - Potential for some households to need additional capacity for their general rubbish
| - Potential for those with language barriers to have difficulty in understanding what the proposed changes are and how they are affected. |
| Disabled people | Disabled people who are currently physically able to put their bins out for collection, may struggle if their bins become heavier through the proposed changes. (**3-weekly only**)
| Particular ethnic groups | Some people from different ethnic groups may have language barriers which may mean they have difficulty understanding pertinent information regarding the proposed changes and how to use the new service.
| Men or women (include impacts due to pregnancy / maternity) | Pregnant women who are currently physically able to put their bins out for collection, may struggle if their bins become heavier through the proposed changes. (**3-weekly only**)
| People of particular sexual orientation/s | None.
| People in a Marriage or Civil Partnership | None.
| People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment | None.
| People on low incomes | None.
| People in particular age groups | People who are infirm due to old age but are currently physically able to put their bins out for collection, may struggle if their bins become heavier through the proposed changes. (**3-weekly only**)
| Groups with particular faiths and beliefs | None.
| Other excluded individuals and groups (e.g. vulnerable residents, individuals at risk of loneliness, carers or serving and ex-serving members of the armed forces) | Households with a one or more permanent members who have medical conditions which mean they produce additional waste; households with 2 or more children in nappies; households with 6 or more permanent members; HMOs (‘Houses of Multiple Occupancy’) – there is the potential for all of these groups to produce more waste than they have capacity to dispose of.

Once you have identified who potentially might be impacted, continue to Stage 4 to consider what actions we could take to reduce / mitigate the impact.
## Stage 4: Reducing / mitigating the impact

As a result of what you have learned, what can you do to minimise the impact of the proposed changes on equality groups and other excluded / vulnerable groups, as outlined above?

4a. Where you have identified an impact, what can be done to reduce or mitigate the impact?

<table>
<thead>
<tr>
<th>Impact 1: Disabled people who are currently physically able to put their bins out for collection, may struggle if their bins become heavier through the proposed changes. (<strong>3-weekly only</strong>)</th>
<th>As part of a comprehensive communications &amp; engagement plan, all residents will be reminded that if the proposed changes mean that their bins are heavier and therefore they are physically unable to put them out, they may be eligible for an assisted collection. Communications activity will encompass all residents through a wide variety of channels of engagement including door knocking and multiple leaflet drops to all 85,000 properties affected, communication through stakeholder groups (e.g. religious establishments, community groups, etc), press, promotional events. Messaging will be around how resident can find out more and/or apply if they think they need help putting their bins out.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impact 2: Some people from different ethnic groups may have language barriers which may mean they have difficulty understanding pertinent information regarding the proposed changes and how to use the new service.</td>
<td>As part of a comprehensive communications and engagement plan, we will use language speakers to door knock in geographical areas where there are a high proportion of residents from different ethnic groups who may have language barriers. We will also use demonstration cards (i.e. comms materials that staff can use for residents to point to what the need rather than actually producing multiple leaflets in different languages) with translations of languages not catered for through the BME door knocking work (e.g. Eastern European languages, Roma). To support all communications, there will be a strong focus on pictorial information which is recognised to be a best practice method for relaying information regarding rubbish and recycling to all residents (i.e. not just those with language barriers). Finally, if we encounter any households where none of the above methods are effective, we will use the interpretation services available through the Language Shop.</td>
</tr>
<tr>
<td>Impact 3: Pregnant women who are currently physically able to put their bins out for collection, may struggle if their bins become heavier through the proposed changes. (<strong>3-weekly only</strong>)</td>
<td>As per mitigation for Impact 1</td>
</tr>
<tr>
<td>Impact 4: People who are infirm due to old age but are currently physically able to put their bins out for collection, may struggle if their bins become heavier through the proposed changes. (<strong>3-weekly only</strong>)</td>
<td>As per mitigation for Impact 1</td>
</tr>
</tbody>
</table>
Impact 5: Households with a one or more permanent members who have medical conditions which mean they produce additional waste; households with 2 or more children in nappies; households with 6 or more permanent members; HMOs (‘Houses of Multiple Occupancy’) – there is the potential for all of these groups to produce more waste than they have capacity to dispose of.

As part of a comprehensive communications and engagement plan, we will promote the fact that the following groups may be eligible for additional capacity and what they need to do to arrange this:

- Households with 1 or more permanent members (as per the current situation)
- Households with a one or more permanent members who have medical conditions which mean they produce additional waste (as per the current situation)
- Households with 2 or more children in nappies;
- HMOs (‘Houses of Multiple Occupancy’) (e.g. several rooms let in one house with shared facilities)
- Households who already have a second bin that is now too small

This will be promoted through a wide variety of communications channels including 2 separate leaflet drops to all 85,000 households affected. All these groups will be able to able for additional capacity and as long as they can show they are recycling all of their recyclable waste, they will be provided with additional capacity as needed and free of charge.

4b. Have you done, or will you do, anything differently as a result of the EIA?

We will ensure that all information designed to mitigate against potential disproportionate negative impacts of the proposed changes is an inherent element of all communications and engagement activity.

By engaging with residents through a wide variety of communications channels - (face-to-face/door knocking, multiple leaflet drops to all 85,000 properties affected, communication through stakeholder groups (e.g. religious establishments, community groups, etc), press, promotional events, social media, webpages, etc – we will maximise the number of residents who are potentially disproportionately affected by the changes that we make contact with and are thus able to pass relevant information to.

4c. How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?

As described throughout this EIA, it is not possible to definitively about whether there will be a disproportionate impact for the groups mentioned, only that there is a potential for this impact on these groups.

As such, we will monitor in the following ways for the first 3 months once changes have been implemented:

1. Residents who physically unable to present bins for collection – Measure: Number of assisted collection applications i.e. if the number of applications increases, we will know that the mitigating measures have been effective; if it does not increase we will make a further assessment at this point (i.e. because we will not know whether this is because bins are not heavier or because the mitigating measures have not been effective); (**3-weekly only***)
2. **Households that produce additional waste – Measure: Number of requests for an additional rubbish bin** i.e. if the number of requests increases, we will know that the mitigating measures have been effective; if it does not increase we will make a further assessment at this point (i.e. because we will not know whether this is because the groups who potentially may have additional waste are not actually generating this additional waste or because the mitigating measures have not been effective);

3. **Communication about how to manage rubbish and recycling with residents who have language barriers – Measure: random sampling & staff feedback** i.e. We will carry out random sampling in areas where we know there are language barriers to establish whether communication has been successful (through checking bin contents and that bins are being put out on the right day). We will also use frontline staff feedback. We will assess after 3 month whether the mitigating measures have been effective or whether further measures are necessary.

### Conclusion

This section should record the overall impact, who will be impacted upon and the steps being taken to reduce / mitigate the impact

The proposed changes to waste collection regimes have the potential to have a disproportionate impact on disabled people, people in particular ethnic language groups (through language barriers associated with some people in these groups), people of a particular age (the elderly), pregnant women, those with medical conditions which result in additional medical rubbish being produced, large households or houses of multiple occupancy.

The potential impacts will be through:

- Bins potentially being heavier and therefore more difficult for some groups to physically present for collection (disabled people, elderly people and pregnant women). This will be mitigated for through a comprehensive communications and engagement campaign which promotes the fact that help is available for these groups in the form of "assisted collections" (**3-weekly only**)

- Reduced capacity for disposal for some households who produce more than average general rubbish (those with medical conditions which result in additional medical rubbish being produced, large households or houses of multiple occupancy). This will be mitigated for through a comprehensive communications and engagement campaign which promotes the fact that these households are entitled to additional capacity/bins for this rubbish and how they can contact us to arrange this.

Changes to information about when to put which bins out for collection which will be difficult for those with language barriers (often associated with particular ethnic groups). Again, as part of a comprehensive communications and engagement plan, we will use language speakers to door knock in geographical areas where there are a high proportion of residents from different ethnic groups who may have language barriers, we will translate for demonstration comms materials, and there will be a strong focus on pictorial information and if we encounter any households where none of the above methods are effective, we will use the interpretation services available through the Language Shop.

Once you have considered the options for reducing the impacts, please complete the Action Plan and Risk Table at Appendix 1.
When the EIA is complete, please ensure that it is signed off by the lead officer and the appropriate senior officer.

<table>
<thead>
<tr>
<th>Stage 5: Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lead Officer:</strong></td>
</tr>
<tr>
<td><strong>Date:</strong></td>
</tr>
<tr>
<td><strong>Approver signature:</strong></td>
</tr>
<tr>
<td><strong>Date:</strong></td>
</tr>
<tr>
<td><strong>EIA review date:</strong></td>
</tr>
</tbody>
</table>
### APPENDIX 1: Action Plan and Risk Table

#### Action Plan

Once you have decided on the course of action to be taken in order to reduce or mitigate the impact, please complete the action plan below (An example is provided in order to help you).

<table>
<thead>
<tr>
<th>Number</th>
<th>Action</th>
<th>Required outcomes</th>
<th>By who?</th>
<th>By when?</th>
<th>Review date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>All actions encompassed within “3-Weekly Communications and Marketing Plan”</td>
<td>➢ Plan implemented</td>
<td>Waste Management service</td>
<td>As part of implementing proposed changes by 3rd October 2016</td>
<td>31st December 2016</td>
</tr>
</tbody>
</table>

#### Risk Table

Record any risks to the implementation of the project, policy or proposal and record any actions that you have put in place to reduce the likelihood of this happening.

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Risk</th>
<th>Impact</th>
<th>Actions in Place to mitigate the risk</th>
<th>Current Risk Score</th>
<th>Further Actions to be developed</th>
</tr>
</thead>
<tbody>
<tr>
<td>R1.1</td>
<td>“3-Weekly Communications and Marketing Plan” is not effectively implemented</td>
<td>Protected characteristics groups identified in this EIA are not effectively communicated with regarding the proposed changes and the mitigating measures available to ensure they are not</td>
<td>[Recruitment of a dedicated Comms Officer to implement the “3-weekly Communication and Marketing Plan”]</td>
<td>Likelihood: D, Impact: III</td>
<td>Regular monitoring of implementation of “3-Weekly Communications and Marketing Plan” to ensure all key messaging is encompassed, all comms channels are utilised and everything is on track.</td>
</tr>
</tbody>
</table>
disproportionately affected.
Guidance for Equality Impact Assessment (EIA) tool

Please note: At all stages of the EIA process you can contact the Corporate Policy Team for advice. We will be happy to look over your form before it is submitted and provide advice and feedback where required. You can contact the team on ext 1373 or email jennifer.barker@oldham.gov.uk.

Stage 1: Initial screening: Do you need to complete a Equality Impact Assessment (EIA)?
Not all projects / policies will require an EIA: these key questions will help you to decide whether you need to conduct one.

As a local authority we have a statutory duty to consider, and take account of, any potential disproportionate adverse equality impact when making decisions, including financial decisions. It is vital that we are able to demonstrate that this has been done consistently and robustly if we are to avoid potential legal challenge.

A public authority must, in the exercise of its functions, have due regard to the need to—
(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share

S149 defines the 8 relevant protected characteristics as: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation. In other words, sometimes the protected characteristic of marriage or civil partnership is treated differently. S149(1)(b) and (c) apply only to the 8 relevant characteristics above whereas s149(1)(a) applies to all 9 in some cases. Direct discrimination is prohibited where it relates to any of the 9 characteristics whereas indirect discrimination is unlawful only when it relates to any of the 8 and harassment is prohibited in relation to the 8.

KEY QUESTION: IS A DECISION REQUIRED AT THE END OF THE PROCESS?
An EIA must be carried out if a decision has to be made. This applies whether the decision is made at full council or by a service director. If you do not need to conduct an EIA, include a paragraph at Q1h which states your reasoning. Please note, ALL budget decisions require a decision.

Additional questions to consider:
- Is this a sub policy/plan? There is no need to carry out an EIA on every single sub-policy or plan: the EIA carried out for the overarching policy/plan will apply in most cases.
- Is this a local interpretation of national policy? Government departments are also required to EIA new policies: you may be able to use this as your base.
- Are you implementing a decision? If you are writing procedure or a delivery plan you will not need to carry out an EIA. EIAs are only required to inform decisions.
Examples:
AN EIA would be required if:
- you are proposing to terminate or redesign a service
- you are writing a key strategic policy such as the Housing Strategy.

AN EIA would not be required if:
- you are writing a sub policy of e.g. the Housing Strategy (covered by an overarching EIA)
- you are writing a delivery plan for the NEET Strategy
- you are writing a local delivery plan for a Department of Health statutory policy (the DoH will have carried out a national EIA).

Question 1e. There is no specific test for this, it is your initial thoughts based on your experience and available information.

What is disproportionate?
An impact is disproportionate when it will affect one group of people more than another. There are examples where a disproportionate impact can be clearly identified e.g. those relating to services targeted at particular age groups. There are also proposals which may disproportionately impact more than one group e.g. those relating to services targeted at the disabled may also impact disproportionately on the elderly. There is also a need to consider disproportionate geographical impacts. So for example, if the proposal is to reduce or stop a service within just one area, and there is a concentration of a particular ethnic group in that area, then that could also be considered to be having a disproportionate impact.

NB – In some cases it is also necessary to consider whether there may be a disproportionate impact on secondary groups such as carers or families of vulnerable people.

KEY QUESTION: SHOULD A FULL ASSESSMENT BE CARRIED OUT?
Using the screening and the likely scale of the impact, consider whether it is necessary to complete a full EIA.

If you think the impact is likely to be minimal please explain why this is the case. It may be that mitigating actions are already in place or that alternative options are available.

Please note that an example of minimal impact would be where there is no negative impact identified, or there will be no change to the service for any groups. Wherever a negative impact has been identified you should consider completing the rest of the form.

If the likely impact will be significant then you need to continue to Stage 2 anyway.

KEY QUESTION: WHAT DO I DO IF I AM NOT REQUIRED TO COMPLETE A FULL EIA?
This assessment is a living document which should be kept under review. It may be that as the project, policy or proposal progresses, the likely level of impact or groups affected may change, and this could mean needing to progress to Stage 2 of the process at a later date. Set a date (ideally in around 4 weeks) on which to review the
Stage 2: What do you know?

AN EIA should be based upon robust evidence. This guidance information will lead you through potential sources of information and how to interpret them.

Understanding the current context is a key stage in all policy making and planning. If you feel that the data you have is not sufficient to properly consider the impact, then you may wish to supplement your evidence base with more data. This should be proportionate to the scale of the decision and will depend on the gaps in your current understanding.

KEY QUESTION: WHAT DATA CAN YOU USE?
It is important to use a variety of sources to understand the climate in which you are proposing this change. Consider using the following sources:

- Oldham in Profile
- OldhamInfo (www.oldhaminfo.org)
- Performance data
- Service user data
- Financial data
- Pilot projects
- Feedback from complaints
- JSNA data

Additional questions to consider:
- Is the data relevant? E.g. the data does not have to be specific to your service area as long as it is relevant
- Can you draw upon feedback and data from previous consultation exercises?
  - Feedback from focus groups
- User feedback
  - Consider talking to the corporate policy and research team: they may know of other sources/consultations that will be of use.
  - Are there any gaps in the data? How will you go about addressing these?

**KEY QUESTION: WHAT DOES THE DATA TELL YOU?**
- Are there any trends?
- Does it show anything about specific user groups? Pay particular regard to the protected groups; race, disability, gender, religion & belief, age, sexual orientation and gender reassignment. And also socio-economic status.
- Please note if the proposal is to reduce or stop a service within just one area, and there is a concentration of a particular group in that area, then that could also be considered to have a disproportionate impact.

**KEY QUESTION: WHAT GAPS EXIST IN YOUR CURRENT UNDERSTANDING?**
Once you have identified what gaps exist you can then decide what further sources of information you need in order to fully understand the equality implications of your project, policy or proposal.

The summary table allows you to create an overview of what the data has told you about which groups may be disproportionately affected by the proposal. Also, record any other customer groups not listed who may also be disproportionately affected.

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**Stage 3: What will the impact be?**
*In order to be able to identify ways to mitigate the impact it is essential that we know what those impacts will be. Using the evidence you have from service users or past consultations, what do you know about the potential impact on the groups you have identified? If you feel that the data and past consultation feedback you have is not sufficient to properly consider the impact before a decision is made then you may wish to supplement your evidence base with more data or further consultation. In some cases statutory consultation may be required. This should be proportionate to the scale of the decision and will depend on the gaps in your current understanding.*

**KEY QUESTION: WHICH GROUPS(S) WILL YOU CONSULT?**
You may consider consulting with
- Council employee focus groups
- Trade Unions
- Service users
- Members of the VCFP
- Groups that don’t currently use your service

**KEY QUESTION: HOW WILL YOU MAKE YOUR CONSULTATION ACCESSIBLE?**
Look at what you already know from Stage 2 - this can help you to identify if there are any groups you will particularly need to cater for.

**Additional questions to consider:**
- Consider how you will ensure that people with disabilities can take part
- How will you ensure people who speak other languages are catered for?
- Is your consultation material easy to understand?
- Can people respond in a number of ways? Particularly not just online.
If people have questions who will they ask?
If you are holding drop-in sessions will they be at different times so all groups can access them?

KEY QUESTION: WHAT DO WE ALREADY KNOW ABOUT THE IMPACT?
There is no statistical test: this is a judgement call to be informed by the data you have collected, your knowledge/experience of the service and the consultation findings / feedback.

Could the impact be different for different groups?

Additional questions to consider:
◆ Consider how different groups will access your service - are your opening hours suitable for families / older people / full time workers? Is your building accessible?
◆ Consider how you will communicate the change should it go ahead. Will you need to use different languages? Will you need to cater for people with disabilities such as visual or hearing impairments? How will you communicate with individuals who are hard to reach (e.g. socially isolated residents)?
◆ If you are proposing to target a certain population group will it leave other population needs unmet? State your reasoning - e.g. ring-fenced funding; limited resource; the target group has particular problems which need to be addressed
◆ Will the changes you are proposing impact upon other service areas?
◆ Will some of the impacts be positive? It is important to capture how the project, policy or proposal could impact upon particular groups positively, as this is also important for people to consider when making decisions.

If you feel that the data and past consultation feedback you have is not sufficient to properly consider the impact before a decision is made then you may wish to supplement your evidence base with more data or further consultation. In some cases statutory consultation may be required. This should be proportionate to the scale of the decision and will depend on the gaps in your current understanding.

KEY QUESTION: WHAT IS THE LIKELY IMPACT ON INDIVIDUALS OR GROUPS GOING TO BE?
Where an impact has been identified for a particular group, following analysis of the consultation feedback and data, this needs to be described in the appropriate section of the table at 3d. Where no impact has been identified, this should be stated.

Stage 4: Reducing / mitigating the impacts
As a result of what you have learned in Stage 3 what will you do to ensure that we minimise the impact of the proposed changes on equality groups?

KEY QUESTION: WHERE YOU HAVE IDENTIFIED AN IMPACT, WHAT CAN BE DONE TO REDUCE OR MITIGATE THE IMPACT?
This section will analyse the impacts you identified in 3d and consider what actions could be taken to reduce or mitigate the impact. All the options you have considered should be recorded and an explanation as to why they were or weren’t implemented should also be recorded.
Where no mitigating action is possible, this should also be indicated.

Once a course of action has been decided upon this should be recorded in 4a and on the action plan at Appendix One. Additionally any risks identified in the implementation of the project, policy or proposal should also be recorded in the risk table at Appendix One.

**KEY QUESTION: HAVE YOU CHANGED / WILL YOU CHANGE ANYTHING AS A RESULT OF COMPLETING THE EIA?**
This section will act as a record of the process: you should record any changes you have made and the reasoning behind them. Equally where you have decided not to make a change you should also record the reasoning.

It is important to record the process fully as it will strengthen the decision-making and ensure that decisions are transparent and well evidenced and enable them to stand up to scrutiny and challenge.

**KEY QUESTION: HOW WILL YOU MONITOR THE IMPACT OF THE CHANGES?**
Here you should record how you intend to measure the actual impact of the project, policy or proposal and also measure how successful the changes you have made in response to the EIA have been and how you will seek to further reduce impact in the future.

**Additional questions for consideration:**
- Are you going to monitor how your service is accessed?
- Will you seek customer feedback to make sure the changes are successful?
- Will you use performance measures to track success over time?
- How often will you report on your measures?
- And who will you report to?
- How often will you look to review the changes and seek to further reduce impact?

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**Decision Stage**

*Once your proposal is complete it will need to go through the correct scrutiny and approval channels: the EIA should be included as part of this.*

**KEY QUESTION: HAVE YOU INCLUDED THE COMPLETED EIA FOR CONSIDERATION ALONG WITH THE REST OF YOUR DOCUMENTATION?**
The completed EIA form should be included as an appendix to highlight the key equality and diversity issues which ought to be considered as part of the decision.

The form must be signed off by the officer who completed the form and the appropriate senior officer (either AED or appropriate equivalent)

Make sure you send your completed form, along with the policy/plan, to jennifer.barker@oldham.gov.uk. This requirement does not just apply to strategic policies but to all key decisions.
Sheltered Housing-installation of Solar Photo Voltaic panels

Portfolio Holder:  
Barbara Brownridge, Cabinet Member for Neighbourhoods and Co-Operatives

Officer Contact:  
Maggie Kufeldt, Executive Director, Health and Wellbeing

Report Author:  
John Rooney, Head of Housing, Response Services and Districts  
Ext. 4558

27 June 2016

Reason for Decision
To seek approval to instruct Oldham Retirement Housing Partnership (ORHP) to commence work on Phase 2 of the programme of Photo Voltaic (PV) installations across the Council’s Private Finance Initiative (PFI) sheltered housing stock.

Executive Summary
ORHP currently manages 1,432 sheltered homes (in group schemes and bungalows) for the Council through a round 2 Private Finance Initiative (PFI) scheme.

As part of the Deed of variation agreed in July 2013, it was agreed that ORHP would facilitate the PV installations on the group schemes and that the Council would fund the cost of the works itself. In accordance with the terms of the Project Agreement between the Council and ORHP, a change notice has been issued and the tender exercise has been carried out by ORHP (with input from Council officers). Delegated approval was obtained in 2014 to commence a pilot programme of 2 group schemes and 32 bungalows in July/August 2014 so that the electricity generation output assumptions could be verified. The pilot programme was completed in December 2015, with the results delivering positive outcomes.

It is now proposed to undertake Phase 2 of this programme on 13 sheltered housing group schemes along with certain bungalows.

Recommendations
It is recommended that Cabinet approve the proposal to instruct ORHP to commence work on Phase 2 of the programme of Photo Voltaic installations across the PFI2 sheltered housing stock.
Sheltered Housing - installation of Solar Photo Voltaic panels

1  Background

1.1 Oldham Retirement Housing Partnership (ORHP) currently manages 1,432 sheltered homes (in group schemes and bungalows) for the Council through a round 2 Private Finance Initiative (PFI) scheme.

1.2 The Council signed a Deed of Variation with ORHP in July 2013 that required ORHP to undertake a programme of works to bring the properties within the Sheltered Housing PFI scheme to the contractually agreed standard. The works programme is forecast to be completed by summer 2016.

1.3 Members will be aware that one of the priority investment areas included in both the 2013/17 and the 2014/18 capital strategies was low carbon and energy efficiency initiatives. This project therefore meets this key Council objective with investment in the green agenda and the addressing of carbon reduction requirements. It was therefore in accordance with this strategy that it was agreed within the Deed of Variation that ORHP would facilitate PV installations on the group schemes and that the Council would fund the costs of the works themselves.

1.4 Delegated approval was obtained in 2014 to commence a pilot programme of 2 group schemes and 32 bungalows in July/August 2014 so that the electricity generation output assumptions could be verified.

1.5 The pilot programme was completed in December 2015. This initial pilot approach has enabled the Council to confirm that the financial model and installation of the solar photo voltaic units could be completed to the tendered prices and that the forecast financial outputs were realistic. The PV contract contains a mechanism whereby subsequent phases can now be undertaken based upon the procured pricing mechanism.

2  Current Position

2.1 It was originally proposed to complete the remaining bungalows and group schemes in 2016. However, the recent reduction in Feed in Tariffs (FiT) rates (by over 50%) has meant that the bungalows are now no longer financially viable. This lack of financial viability is based on the financial analysis of the pilot programme. It is now proposed only to install panels on group schemes. The future completion of the bungalow programme would be dependent upon a significant reduction in installation costs or a significant increase in Feed in Tariffs in order to be financially viable.

2.2 On group schemes, the Council benefits from both FiTs and reduced electricity bills in respect of communal facilities. All group schemes have been appraised and 13 are considered viable and a summary of the proposal for each scheme is included at Appendix 1.

2.3 Assuming the preferred option is approved, the initial cost of Phase 2 will be approximately £0.675m. The initial capital cost would be fully funded from HRA reserves.

2.4 The payback period of the whole PV scheme is forecast to be approximately 13 years.

3  Options/Alternatives
3.1 **Option 1** - Install systems across all remaining (18) grouped schemes and some 300 bungalows.

3.2 Install systems across all remaining (18) grouped schemes and some 300 bungalows.

3.3 Five grouped schemes have been ruled out for the following reasons:
   - Unsuitable roof type (2)
   - Location too shaded (1)
   - Unsuitable orientation and pitch (1)
   - Limited communal areas that would utilise the electricity generated (1).

3.4 At current FiT rates the bungalows generate a negative return of 5.2% and a cash deficit of circa £0.575m.

3.5 For the above reasons, this option has been ruled out.

3.6 **Option 2** - Do not go ahead with the scheme.

3.7 This would not deliver improvements to the properties nor yield any financial return. It is also inconsistent with the Council’s environmental objectives.

3.8 **Option 3** - Undertake those group schemes that generate a positive financial return.

4 **Preferred Option**

4.1 **Option 3** - Undertake those group schemes that generate a positive financial return

4.2 This is the option that will deliver the following benefits whilst generating a positive financial rate of return:
   - Reduce the proposed service charges for group schemes by reducing expenditure on communal heating and lighting;
   - Movement towards a more sustainable source of energy;
   - Reduced electricity costs; and
   - Provide a source of income for the council in respect of Feed in Tariffs generating a Project Return of circa 6.6%.

5 **Consultation**

5.1 Consultation on this report has included briefings with the portfolio holder for Neighbourhoods and Co-operatives and the proposal has also been approved by the Capital Investment Programme Board. It has been relayed to tenants at quarterly monitoring meetings with tenants’ representatives and at Court Voice meetings.

6 **Financial Implications**

6.1 Assuming the preferred option (3) is approved, the initial cost of Phase 2 will be approximately £0.675m. This cost will be capital expenditure and is built into the HRA Business Plan. The initial expenditure will be fully funded from HRA reserves as a Revenue Contribution to Capital Outlay (RCCO).

6.2 The reduced cost of electricity may prompt a re-assessment of the service charge levels currently being charged to tenants. This will be monitored on an ongoing basis in line with the current service charge review policy.
6.3 As all the above expenditure and associated income has already built into the HRA Business Plan it does not affect the anticipated balances and reserves of the HRA or its ability to meet any of it known future commitments. (David Leach / Andy Moran)

7. Legal Services Comments

7.1 The proposal is within powers and within the delegated authority of the executive director. (Bill Balmer)

8. Co-operative Agenda

8.1 This proposal would provide reduced energy costs to tenants living within the proposed group schemes. ‘Residents can afford to heat their homes’ was included as an outcome in Oldham’s Co-operative Housing Offer. (John Rooney)

9. Human Resources Comments

9.1 There are no Human Resource implications as a result of this. (John Rooney)

10 Risk Assessments

10.1 The major risks associated with the project are as follows:

<table>
<thead>
<tr>
<th>Risk</th>
<th>Proposed Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Costs increase beyond forecast</td>
<td>A fixed price per system has been negotiated. The pilot scheme came in on budget.</td>
</tr>
<tr>
<td>Outputs are not as anticipated</td>
<td>A high-quality panel and inverter have been specified, with a 25 year guarantee.</td>
</tr>
<tr>
<td></td>
<td>A remote monitoring system will provide weekly data to the Council as to the performance of each panel. Anomalies will be identified and immediately referred to Cruden for investigation &amp; repair.</td>
</tr>
<tr>
<td></td>
<td>A pilot scheme has been implemented to enable the forecast outputs to be validated before the remainder of the systems are installed. The outputs have been used to inform predictions for this phase of the project.</td>
</tr>
<tr>
<td></td>
<td>Sensitivity analysis shows that decreasing outputs by 10% and reducing the % of outputs utilised from 75% to 50%, still generates a return of c. 5%.</td>
</tr>
<tr>
<td></td>
<td>Further, more detailed calculations and analysis will be undertaken prior to seeking Cabinet approval in July. Any schemes that appear no longer financially viable will be considered for removal from the scheme.</td>
</tr>
<tr>
<td>Damage is caused to the roof during installation</td>
<td>Cruden will provide guarantees to undertake any repairs caused through the installation process.</td>
</tr>
<tr>
<td>Tenants are opposed to</td>
<td>This only applies to the bungalows as the group scheme systems only affect communal supplies.</td>
</tr>
</tbody>
</table>
Experience in other local authorities suggests that the systems are very popular with this client group, so this is considered a low risk. Tenant liaison procedures are in place to outline the benefits of the system to tenants and how savings can be maximised.

11 IT Implications

11.1 There are no IT implications. (John Rooney).

12 Property Implications

12.1 The PV contractor will undertake a full survey of the property prior to installation. Structural calculations will be verified by a structural engineer (with associated warranty to the Council). The installation is guaranteed for 10 years with certain components, such as inverters, modelled for replacement in Year 11. The output performance of the panel is guaranteed for 25 years providing the installation as a whole is properly maintained.

12.2 The maintenance of the panels will be undertaken by ORHP in conjunction with its contractual repairs & maintenance obligations. The situation is simplified in that the proposed PV contractor, Cruden, is also ORHP’s maintenance subcontractor. The annual cost of maintaining the panels and providing performance data is some £250 per property and is included within the financial projections outlined in Section 2 of this report.

12.3 Management and maintenance of the PFI2 sheltered homes are dealt with through a 30 year contract between the Council and ORHP. This is why the works are being procured through ORHP in line with existing procedures and not separately by the Council.

12.4 The addition of solar PV to roofs on council owned buildings is something which is also being investigated for larger scale buildings e.g. Civic Centre. This proposal complements, without contradicting, the work on the larger scale roofs project. The procurement options utilised on this proposed project are specific to the PFI / housing nature of the works so may offer a useful comparison when the larger project is tendered but are not directly comparable or re-useable. (Barney Harle)

13 Procurement Implications

13.1 As part of the Phase 1 arrangements of this project the PV contractor was procured by ORHP. This was in accordance with the Change Protocol set out in the PFI contract between the Council and OHRP. On this basis there are no direct procurement implications for the Council. (Nicola Spence)

14 Environmental and Health & Safety Implications

14.1 There are no environmental and health and safety implications (John Rooney)

15 Equality, community cohesion and crime implications

15.1 None (John Rooney)

16 Equality Impact Assessment Completed?

16.1 No

17 Key Decision
17.1 Yes

18 Key Decision Reference

18.1 HPT-05-16

19 Background Papers

19.1 There are no background papers on which this report is based in accordance with the requirements of Section 100(1) of the Local Government Act 1972. (John Rooney)

20 Appendices

20.1 Appendix 1: Schedule of Grouped schemes
## APPENDIX 1

<table>
<thead>
<tr>
<th>Scheme</th>
<th>Area</th>
<th>Installation size kwp</th>
<th>Estimated Output kwp</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Aster House</td>
<td>Coldhurst</td>
<td>46.75</td>
<td>33</td>
</tr>
<tr>
<td>2. Throstle Court</td>
<td>Royton</td>
<td>50</td>
<td>38</td>
</tr>
<tr>
<td>3. Charles Morris House</td>
<td>Failsworth</td>
<td>50</td>
<td>39</td>
</tr>
<tr>
<td>4. Old Mill House</td>
<td>Springhead</td>
<td>50</td>
<td>37</td>
</tr>
<tr>
<td>5. Millgate</td>
<td>Hollins</td>
<td>80.25 (3 installations)</td>
<td>53</td>
</tr>
<tr>
<td>6. Chew Vale</td>
<td>Greenfield</td>
<td>12</td>
<td>9</td>
</tr>
<tr>
<td>7. Lees house</td>
<td>Lees</td>
<td>34.5</td>
<td>27</td>
</tr>
<tr>
<td>8. Lido House</td>
<td>Grotton</td>
<td>21</td>
<td>16</td>
</tr>
<tr>
<td>9. Springlees Court</td>
<td>Springhead</td>
<td>20.75 (2 installations)</td>
<td>16</td>
</tr>
<tr>
<td>10. Trinity House</td>
<td>Coldhurst</td>
<td>50</td>
<td>33</td>
</tr>
<tr>
<td>11. Wood Square</td>
<td>Greenfield</td>
<td>11</td>
<td>7</td>
</tr>
<tr>
<td>12. Violet Hill Court</td>
<td>Waterhead</td>
<td>36</td>
<td>28</td>
</tr>
<tr>
<td>13. Walton House</td>
<td>Failsworth</td>
<td>46.25</td>
<td>35</td>
</tr>
</tbody>
</table>

### Excluded schemes

<table>
<thead>
<tr>
<th>Scheme</th>
<th>Area</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Hood Square</td>
<td>Springhead</td>
<td>Limited Communal areas</td>
</tr>
<tr>
<td>2. St Herbert’s Court</td>
<td>Chadderton</td>
<td>Composite slate tiles are unsuitable for PV installation</td>
</tr>
<tr>
<td>3. Hopwood Court</td>
<td>Shaw</td>
<td>Composite slate tiles are unsuitable for PV installation</td>
</tr>
<tr>
<td>4. Holland Close</td>
<td>Delph</td>
<td>Too shaded</td>
</tr>
<tr>
<td>5. School House Flats</td>
<td>Hollinwood</td>
<td>Orientation, and layout unsuitable</td>
</tr>
</tbody>
</table>

### Notes

1. The above outputs are based on a preliminary inspection and appraisal. A further appraisal of each scheme will be undertaken prior to any order being placed.
2. A 50kwp scheme was installed at Tandle View Court, Royton, in November 2015 as part of the PV pilot programme.
Report to Cabinet

Council Performance Report March 2016

Portfolio Holder:
Councillor Jean Stretton, Leader of the Council

Officer Contact:  Dami Awobajo, Head of Business Intelligence

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

Date:  27 June 2016

Reason for Decision
The purpose of this report is to allow:

• The review of Council Performance for March 2016

• The acknowledgement of the highlights and

• The scrutiny of areas of underperformance as appropriate

Recommendations
To provide feedback on the performance commentary for Members' portfolio areas.
Performance Measure and Action Summary

**Performance Measures**
Current Quarter (March 2016)

Of the rated measures, **59%** met their target.

**Actions**
Current Quarter (March 2016)

Of the Corporate Plan Actions, **96%** are on track or have been completed.

**Previous Quarter (Dec 2015)**

Of the rated measures, **59%** met their target.

Of the Corporate Plan Actions, **96%** were on track or had been completed.

**Performance Measures Trend**

**Actions Trend**
Cabinet Performance Report March 2016

1 Background

1.1 This briefing provides Cabinet members with an overview of the Council’s performance against priorities outlined within the Corporate Plan that have been monitored in the period January to March.

This report is due to go to PVFM on 30 June 2016.

1.2 This performance document reports against the delivery of Oldham Council’s three corporate objectives:
- A productive place to invest where business and enterprise thrive
- Confident communities where everybody does their bit
- A co-operative Council creating responsive and high quality services

The Corporate Plan is the Council’s main strategy document. It has a key role in shaping the performance management framework for the Council; however, it does not represent the totality of the organisation’s business. Further detail on key Council activities, projects and measures can be accessed via the performance webpages found at the link below:
- http://intranet.oldham.gov.uk/info/20052/corporate_plan

1.3 Broad HR information has been included on page 35 of this report.

1.4 RAG Ratings:
This report contains Performance Measures and Activity Summaries, both are indicated by RAG ratings (Red, Amber, and Green).

Performance Measure RAG Ratings:
RAG ratings are determined by a measure’s performance against organisation targets. Intervention levels are currently set as ±5%, or as determined by responsible service areas.

<table>
<thead>
<tr>
<th>Colour</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Red</td>
<td>Outside intervention level</td>
</tr>
<tr>
<td>Amber</td>
<td>Outside target, but within intervention level</td>
</tr>
<tr>
<td>Green</td>
<td>On target or better</td>
</tr>
</tbody>
</table>

All measures have either been RAG rated as Red, Amber or Green for the End of Year. For measures that have a Red RAG status, a further detailed page is included in the Report.

Activity Summary RAG Rating (Corporate Actions and Business Plans):
Action updates are accompanied by supporting progress text. Activity RAG ratings are based on Accountable Officers selecting a text based status in their update forms:
- Green = On target
- Amber = Not on target (Plan/likely to resolve)
- Red = Not on target (No plan/unlikely to resolve)
- Blue = Complete

1.5 Remedial Actions:
Remedial Action updates are requested from Accountable Leads where their Corporate Performance Measures are RAG rated Red for the current month.
2.1 **Business Plans**

Below are Directorate Business Plan updates for Q4 2015/16:

<table>
<thead>
<tr>
<th></th>
<th>Executive Director Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Corporate and Commercial Services Business Plan</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Strategic Goals</strong></td>
<td>The Directorate has performed well and services are continuing to work together with elected members to ensure that strategic goals within the business plan are on track. A success to highlight for this quarter is our Legal Team being awarded project team of the year at the Lawyers in Local Government Awards.</td>
</tr>
<tr>
<td><strong>Projects and Programme</strong></td>
<td>Key areas of work that have concluded or are currently on track include the induction programme for newly elected members; supporting the regeneration activities e.g. leisure, Old Town Hall; progressing the overarching people strategy and those projects that sit under it are on track for delivery; reduced telephony costs through a single contract; achieving the Procurement traded service income target; budget reports presented to December Council; evaluation of the provisional Local Government Finance settlement; all proposed A1 business processes reviewed for Cipfa key control objectives.</td>
</tr>
<tr>
<td><strong>Milestones</strong></td>
<td>Milestones for the Directorate are broadly on track.</td>
</tr>
<tr>
<td><strong>Economy and Skills Business Plan</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Strategic Goals</strong></td>
<td>The Directorate has performed well and services are continually working to ensure that strategic goals are on track.</td>
</tr>
<tr>
<td><strong>Projects and Programme</strong></td>
<td>Key projects are currently on track across the borough with a number of major projects completed. Main programmes for Get Oldham Working &amp; Lifelong Learning are on or above target with the Lifelong Learning Service recently judged as Outstanding by Ofsted.</td>
</tr>
<tr>
<td><strong>Milestones</strong></td>
<td>Milestones for the Directorate are on track.</td>
</tr>
<tr>
<td><strong>Economy, Skills and Neighbourhoods Business Plan</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Strategic Goals</strong></td>
<td>Work is ongoing within Cooperatives &amp; Neighbourhoods as all services work towards their strategic goals providing the following services; Waste Management and Highways, Environmental Services, Environmental Health, Selective Landlord Licensing, Planning &amp; Building Control, Communities, Housing, Response Services.</td>
</tr>
<tr>
<td><strong>Projects and Programme</strong></td>
<td>Robust systems are in place within C&amp;N to monitor all targets and timescales assigned to individual projects and programmes.</td>
</tr>
<tr>
<td><strong>Milestones</strong></td>
<td>All milestones are currently on track for delivery.</td>
</tr>
<tr>
<td>Health and Wellbeing Business Plan</td>
<td></td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>---------------------------------</td>
</tr>
<tr>
<td><strong>Strategic Goals</strong></td>
<td>All services across the Health &amp; Wellbeing directorate continue to work towards the strategic goals of developing insights that enable strategic decisions to be made and demonstrates a positive impact on the community.</td>
</tr>
<tr>
<td><strong>Projects and Programme</strong></td>
<td>We continue to work on the tri-borough approach for Shared Services with contracts being awarded for Residential Short Breaks for disabled children. Following Ofsteds inspection, an improvement plan has been developed and submitted to Ofsted. Many of the actions have already been completed. Devolution Manchester is being scoped out with work including Oldhams Locality Plan. All projects are robustly tracked and monitored against their achievements and progress.</td>
</tr>
<tr>
<td><strong>Milestones</strong></td>
<td>All milestones have been delivered to time.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Policy and Governance Business Plan</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Goals</strong></td>
<td>The Policy and Governance Directorate continue to work towards the strategic goals of developing insights that enables strategic decisions and demonstrates impact. Services are working with the Portfolio Member to achieve the agreed priority actions.</td>
</tr>
<tr>
<td><strong>Projects and Programme</strong></td>
<td>The Directorate has vigorous monitoring systems to ensure effective delivery of projects. Timescales have been identified for the programmes of work and are continually being monitored to ensure any slippage is identified and measures put in place to make sure we remain on track for delivery.</td>
</tr>
<tr>
<td><strong>Milestones</strong></td>
<td>All key milestones are on track for delivery as per the agreed timescales within the Directorate Business Plan.</td>
</tr>
</tbody>
</table>
OLDHAM PROFILE IN NUMBERS

POPULATION

227,000
49% Males
51% Females
White: 77.5%
Pakistani: 10.1%
Bangladeshi: 7.3%
Other: 5.1%
Aged 0-15: 22.4%
Aged 16-64: 62.1%
Aged 65+: 15.6%

ECONOMY AND INCOME

£23,870 Median household income
58.2% Employment Rate (Nov 14)
12.2% Out of work benefit rate (Nov 14)
3.1% Unemployment Rate (Feb 16)
8.4% ESA rate (Nov 14)
(CACI / NOMIS / ONS)

OWNER OCCUPIED

65.3%

15.3% in Fuel Poverty (DECC)
20% with Pre-pay energy (YYC)
21.1% social rented
12.2% private rented
27.2% claiming CTB or HB (CT Data)

HOUSEHOLD COMPOSITION

89,703 Number of households

20.3% Single person households
13.1% Lone parent households
7.5% Overcrowded households
39.7% married couples
10.2% cohabiting couples
60.7% with no children
7.6% with four or more children (Census)

HOUSING

51.3% School-ready children

5 GCSEs at A-C inc E&M: 52%
5 GCSEs at A-C: 58.5%
No GCSEs: 1.1%
NEET: 5.3% (Positive Steps Oldham)
Adults with no qualifications: 29.6% (Census)

EDUCATION AND SKILLS

5 GCSEs at A-C inc E&M: 52%
5 GCSEs at A-C: 58.5%
No GCSEs: 1.1%
NEET: 5.3% (Positive Steps Oldham)
Adults with no qualifications: 29.6% (Census)

HEALTH

Male life expectancy: 76.4 yrs (ONS)
Female life expectancy: 80.7 yrs (ONS)
9.6% reception children obese (NCMP)
18.6% year 6 children obese (NCMP)
29% of people who smoke (ONS)

CRIME

745 Crimes per 10,000
Theft rate: 278
Burglary dwelling rate: 58
Criminal damage rate: 112
Serious violent crime rate: 106
(GMP 2014)

COMMUNITY

71% Satisfied with local area
38% volunteered in last 12 months (YYC)
60.5% voting turnout (Local Election Data)
26% feel involved (YYC)
3 Options/Alternatives
3.1 Not applicable.

4 Preferred Option
4.1 Not applicable.

5 Consultation
5.1 Not applicable.

6 Financial Implications
6.1 Not applicable.

7 Legal Services Comments
7.1 Not applicable.

8 Co-operative Agenda
8.1 Not applicable.

9 Human Resources Comments
9.1 Broad HR information has been supplied in this report.

10 Risk Assessments
10.1 Not applicable.

11 IT implications
11.1 None.

12 Property Implications
12.1 None.

13 Procurement Implications
13.1 Not applicable.

14 Environmental and Health & Safety Implications
14.1 Not applicable.

15 Equality, Community Cohesion and Crime Implications
15.1 None.

16 Equality Impact Assessment Completed
16.1 Not applicable
17 Key Decision
17.1 No

18 Key Decision Reference
18.1 Not applicable.

19 Background Papers
19.1 Corporate Plan

20 Appendices
20.1 None
<table>
<thead>
<tr>
<th>Measure Name</th>
<th>Approver</th>
<th>Notes</th>
<th>Polarity</th>
<th>Year End 2014/15</th>
<th>Previous Months</th>
<th>Current Month</th>
<th>Last Year (Mar 2015)</th>
<th>Year to date Actual</th>
<th>Year End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>M63(CP) Number of visitors to Gallery Oldham</td>
<td>Helen Lockwood</td>
<td>Quarterly</td>
<td>High is Good</td>
<td>103,269</td>
<td>27,487</td>
<td>27,487</td>
<td>26,259</td>
<td>25,000</td>
<td>26,102</td>
</tr>
<tr>
<td>M69(CP) Number of library visits per 1000 population. To library service points - not including web visits  (culture - PLSS6 / C2c)</td>
<td>Helen Lockwood</td>
<td>Monthly</td>
<td>High is good</td>
<td>N/A</td>
<td>6,261</td>
<td>6,219</td>
<td>6,206</td>
<td>7,198</td>
<td>6,607</td>
</tr>
<tr>
<td>M189 % of service requests along key corridors (roads) responded to within 24 hours</td>
<td>Dami Awobajo</td>
<td>Monthly</td>
<td>High is good</td>
<td>N/A</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>N/A</td>
</tr>
<tr>
<td>M356(CP) Number of work related opportunities created by Get Oldham Working</td>
<td>Helen Lockwood</td>
<td>Monthly</td>
<td>High is good</td>
<td>2,169</td>
<td>3,576</td>
<td>3,691</td>
<td>3,787</td>
<td>3,750</td>
<td>2,169</td>
</tr>
<tr>
<td>M386(CP) Number of residents receiving support to start up a business</td>
<td>Helen Lockwood</td>
<td>Monthly</td>
<td>High is good</td>
<td>N/A</td>
<td>115.0</td>
<td>120.0</td>
<td>128.0</td>
<td>120.0</td>
<td>N/A</td>
</tr>
<tr>
<td>M393 The percentage of businesses in Oldham that are very satisfied or satisfied with the local area to do business?</td>
<td>Dami Awobajo</td>
<td>Annual</td>
<td>High is good</td>
<td>N/A</td>
<td>56.0%</td>
<td>56.0%</td>
<td>56.0%</td>
<td>56.0%</td>
<td>N/A</td>
</tr>
<tr>
<td>M403(CP) Total number of new homes built (NOT including conversions)</td>
<td>Helen Lockwood</td>
<td>Quarterly</td>
<td>High is Good</td>
<td>N/A</td>
<td>37</td>
<td>289</td>
<td>N/A</td>
<td>245</td>
<td>289</td>
</tr>
<tr>
<td>M640(CP) 16 to 18 year olds who are not in education training or employment (NEET)</td>
<td>Maggie Kufeldt</td>
<td>Monthly</td>
<td>Low is good</td>
<td>5.2%</td>
<td>4.3%</td>
<td>4.5%</td>
<td>4.4%</td>
<td>5.3%</td>
<td>5.2%</td>
</tr>
<tr>
<td>M713 Percentage Achieving 5+ A* to C inc English and Maths</td>
<td>Dami Awobajo</td>
<td>Annual</td>
<td>High is Good</td>
<td>52.40%</td>
<td>50.50%</td>
<td>50.50%</td>
<td>50.50%</td>
<td>57.00%</td>
<td>52.40%</td>
</tr>
<tr>
<td>M722(CP) Percentage of Oldham pupils in good/outstanding schools</td>
<td>Helen Lockwood</td>
<td>Monthly</td>
<td>High is good</td>
<td>63.0%</td>
<td>70.0%</td>
<td>70.0%</td>
<td>70.0%</td>
<td>80.0%</td>
<td>63.0%</td>
</tr>
<tr>
<td>M984(CP) % Cat1 pothole defects repaired/made safe within 24 hrs</td>
<td>Helen Lockwood</td>
<td>Monthly</td>
<td>High is good</td>
<td>N/A</td>
<td>97%</td>
<td>98%</td>
<td>97%</td>
<td>98%</td>
<td>N/A</td>
</tr>
<tr>
<td>S3 Percentage of JSA claimants and Universal Credit claimants that are unemployed</td>
<td>Dami Awobajo</td>
<td>Monthly</td>
<td>Low is good</td>
<td>N/A</td>
<td>3.10%</td>
<td>3.10%</td>
<td>3.10%</td>
<td>3.10%</td>
<td>3.20%</td>
</tr>
</tbody>
</table>

* Where empty or not-rated, see supporting information on Page 14
<table>
<thead>
<tr>
<th>Measure Name</th>
<th>Approver</th>
<th>Notes</th>
<th>Polarity</th>
<th>Year End 2014/15</th>
<th>Previous Months</th>
<th>Current Month</th>
<th>Last Year (Mar 2015)</th>
<th>Year to date Actual</th>
<th>Year End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>S13(CP) Number of vacant properties in town centre</td>
<td>Helen Lockwood</td>
<td>Monthly</td>
<td>Low is good</td>
<td>143</td>
<td>132</td>
<td>136</td>
<td>139</td>
<td>143</td>
<td>139</td>
</tr>
<tr>
<td>Measure Name</td>
<td>Approver</td>
<td>Notes</td>
<td>Polarity</td>
<td>Year End 2014/15</td>
<td>Previous Months</td>
<td>Current Month</td>
<td>Last Year (Mar 2015)</td>
<td>Year to date Actual</td>
<td>Year End Target</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>---------------------------</td>
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<td>-----------------------</td>
<td>-------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>M135(CP) Non-elective admissions all-age per 100,000 pop</td>
<td>Maggie Kufeldt</td>
<td>Quarterly</td>
<td>Low is Good</td>
<td>N/A</td>
<td>3,024</td>
<td>2,979</td>
<td>2,994</td>
<td>3,132</td>
<td>3,347</td>
</tr>
<tr>
<td>M141(CP) Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services</td>
<td>Maggie Kufeldt</td>
<td>Monthly</td>
<td>High is good</td>
<td>86%</td>
<td>93%</td>
<td>93%</td>
<td>93%</td>
<td>90%</td>
<td>86%</td>
</tr>
<tr>
<td>M281(CP) Average time taken to process local welfare assistance crisis claims</td>
<td>Emma Alexander</td>
<td>Monthly</td>
<td>Low is good</td>
<td>N/A</td>
<td>0.7 days</td>
<td>0.7 days</td>
<td>0.8 days</td>
<td>5.0 days</td>
<td>1.1 days</td>
</tr>
<tr>
<td>M422 Numbers of homelessness acceptances</td>
<td>Helen Lockwood</td>
<td>Monthly</td>
<td>Low is good</td>
<td>49.0</td>
<td>1.0</td>
<td>4.0</td>
<td>7.0</td>
<td>6.7</td>
<td>4.0</td>
</tr>
<tr>
<td>M433(CP) Number of people lifted out of fuel poverty</td>
<td>Helen Lockwood</td>
<td>Quarterly</td>
<td>High is Good</td>
<td>1,247</td>
<td>400</td>
<td>300</td>
<td>171</td>
<td>1,100</td>
<td>1,200</td>
</tr>
<tr>
<td>M481 Improved street and environmental cleanliness - Levels of Litter</td>
<td>Dami Awobajo</td>
<td>Quarterly</td>
<td>Low is Good</td>
<td>N/A</td>
<td>5.0%</td>
<td>5.0%</td>
<td>4.0%</td>
<td>5.0%</td>
<td>N/A</td>
</tr>
<tr>
<td>M482 Improved street and environmental cleanliness - Levels of Detritus</td>
<td>Dami Awobajo</td>
<td>Quarterly</td>
<td>Low is Good</td>
<td>N/A</td>
<td>8.0%</td>
<td>8.0%</td>
<td>8.0%</td>
<td>8.0%</td>
<td>N/A</td>
</tr>
<tr>
<td>M501(CP) Percentage of Household waste sent for Reuse, Recycling or Composting</td>
<td>Helen Lockwood</td>
<td>Monthly</td>
<td>High is good</td>
<td>N/A</td>
<td>35.4%</td>
<td>32.8%</td>
<td>35.5%</td>
<td>38.0%</td>
<td>N/A</td>
</tr>
<tr>
<td>M564(CP) Delayed transfers of care (delayed days) from hospital per 100,000 (Average per Month)</td>
<td>Maggie Kufeldt</td>
<td>Monthly</td>
<td>Low is good</td>
<td>N/A</td>
<td>275</td>
<td>242</td>
<td>257</td>
<td>200</td>
<td>392</td>
</tr>
<tr>
<td>M648(CP) % of children who have reached a Good Level of Development (GLD) at the end of the Early Years Foundation Stage.</td>
<td>Helen Lockwood</td>
<td>Monthly</td>
<td>High is Good</td>
<td>N/A</td>
<td>57.30%</td>
<td>57.30%</td>
<td>57.30%</td>
<td>58.00%</td>
<td>51.90%</td>
</tr>
<tr>
<td>M658(CP) Percentage of eligible people (40-74) that have been offered a NHS Health Check in the year</td>
<td>Maggie Kufeldt</td>
<td>Monthly</td>
<td>High is good</td>
<td>N/A</td>
<td>9.2%</td>
<td>14.4%</td>
<td>14.4%</td>
<td>4.7%</td>
<td>20.0%</td>
</tr>
<tr>
<td>M860(CP) 2.02ll - % of all infants due a...</td>
<td>Maggie</td>
<td>Monthly</td>
<td>High is good</td>
<td>N/A</td>
<td>38.80%</td>
<td>38.80%</td>
<td>38.80%</td>
<td>42.00%</td>
<td>38.80%</td>
</tr>
</tbody>
</table>

* Where empty or not-rated, see supporting information on Page 14

Corporate Objective 2: Confident Communities where everyone does their bit
<table>
<thead>
<tr>
<th>Measure Name</th>
<th>Approver</th>
<th>Notes</th>
<th>Polarity</th>
<th>Year End 2014/15</th>
<th>Previous Months</th>
<th>Current Month</th>
<th>Last Year (Mar 2015)</th>
<th>Year to date Actual</th>
<th>Year End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>6-8 week check that are totally or partially breastfed</td>
<td>Kufeldt</td>
<td></td>
<td>good</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>M881(CP) Estimated Diagnosis Rate for people with dementia</td>
<td>Maggie</td>
<td>Monthly</td>
<td>High is good</td>
<td>N/A</td>
<td>83.2%</td>
<td>83.2%</td>
<td>82.1%</td>
<td>70.0%</td>
<td>73.2%</td>
</tr>
<tr>
<td>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</td>
<td>Maggie</td>
<td>Monthly</td>
<td>Low is good</td>
<td>502 days</td>
<td>478 days</td>
<td>469 days</td>
<td>467 days</td>
<td>538 days</td>
<td>502 days</td>
</tr>
</tbody>
</table>

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<th>Polarity</th>
<th>Year End 2014/15</th>
<th>Previous Months</th>
<th>Current Month</th>
<th>Last Year (Mar 2015)</th>
<th>Year to date Actual</th>
<th>Year End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>M101(CP) Percentage satisfaction with the Council</td>
<td>Dami Awobajo</td>
<td></td>
<td>High is good</td>
<td>N/A</td>
<td>67%</td>
<td>67%</td>
<td>67%</td>
<td>64%</td>
<td>N/A</td>
</tr>
<tr>
<td>M274 Percentage of major planning applications determined in time</td>
<td>Dami Awobajo</td>
<td></td>
<td>High is Good</td>
<td>N/A</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>60%</td>
<td>N/A</td>
</tr>
<tr>
<td>M275 Percentage of minor planning applications determined in time</td>
<td>Dami Awobajo</td>
<td></td>
<td>High is Good</td>
<td>N/A</td>
<td>22%</td>
<td>71%</td>
<td>86%</td>
<td>65%</td>
<td>N/A</td>
</tr>
<tr>
<td>M276 Percentage of other planning applications determined in time</td>
<td>Dami Awobajo</td>
<td></td>
<td>High is Good</td>
<td>N/A</td>
<td>76%</td>
<td>70%</td>
<td>80%</td>
<td>80%</td>
<td>N/A</td>
</tr>
<tr>
<td>M333(CP) Percentage Council spend in Oldham</td>
<td>Emma Alexander</td>
<td></td>
<td>High is good</td>
<td>N/A</td>
<td>37.33%</td>
<td>39.00%</td>
<td>41.00%</td>
<td>38.00%</td>
<td>34.00%</td>
</tr>
<tr>
<td>M632(CP) Percentage of households supported by early help with successful outcomes</td>
<td>Helen Lockwood</td>
<td></td>
<td>High is Good</td>
<td>N/A</td>
<td>63%</td>
<td>68%</td>
<td>67%</td>
<td>60%</td>
<td>N/A</td>
</tr>
<tr>
<td>M670(CP) Percentage of Child protection plans lasting 2 years or more</td>
<td>Maggie Kufeldt</td>
<td></td>
<td>Low is good</td>
<td>4.1%</td>
<td>3.7%</td>
<td>3.8%</td>
<td>3.6%</td>
<td>4.0%</td>
<td>4.1%</td>
</tr>
<tr>
<td>M910(CP) Percentage of complaints responded to within timelines</td>
<td>Emma Alexander</td>
<td></td>
<td>High is good</td>
<td>N/A</td>
<td>96%</td>
<td>96%</td>
<td>95%</td>
<td>80%</td>
<td>84%</td>
</tr>
<tr>
<td>M915(CP) Customer satisfaction (Contact Centre)</td>
<td>Emma Alexander</td>
<td></td>
<td>High is good</td>
<td>N/A</td>
<td>93.01%</td>
<td>93.35%</td>
<td>90.33%</td>
<td>89.00%</td>
<td>92.54%</td>
</tr>
</tbody>
</table>

* Where empty or not-rated, see supporting information on Page 14

Corporate Objective 3: A co-operative Council creating responsive and high quality services
## Supporting Notes

For those Performance Measures contained in this report that are empty or not-rated for March 2016

<table>
<thead>
<tr>
<th>Measure Name</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>M403(CP) Total number of new homes built (NOT including conversions)</td>
<td>Quarterly measures, no figures for January and February submitted</td>
</tr>
<tr>
<td>M433(CP) Number of people lifted out of fuel poverty</td>
<td></td>
</tr>
<tr>
<td>M403(CP) Total number of new homes built (NOT including conversions)</td>
<td></td>
</tr>
<tr>
<td>M274 Percentage of major planning applications determined in time</td>
<td>No target or end of year prediction submitted in time for the report</td>
</tr>
<tr>
<td>M275 Percentage of minor planning applications determined in time</td>
<td></td>
</tr>
<tr>
<td>M275 Percentage of other planning applications determined in time</td>
<td></td>
</tr>
<tr>
<td>M276 Percentage of households supported by early help with successful outcomes</td>
<td></td>
</tr>
<tr>
<td>M277 Percentage of major planning applications determined in time</td>
<td></td>
</tr>
<tr>
<td>M275 Percentage of minor planning applications determined in time</td>
<td>No figure submitted for March in time for the report</td>
</tr>
<tr>
<td>M276 Percentage of other planning applications determined in time</td>
<td></td>
</tr>
<tr>
<td>Ref</td>
<td>Actions</td>
</tr>
<tr>
<td>-----</td>
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</tr>
<tr>
<td>1A</td>
<td>Support businesses on the high streets in Shaw and Lees</td>
</tr>
<tr>
<td>1B</td>
<td>Support independent traders on Yorkshire Street through a £1m investment fund</td>
</tr>
<tr>
<td>1C</td>
<td>Encourage economic growth and improve our shopping offer by attracting major retailers to invest in Oldham and create more jobs</td>
</tr>
<tr>
<td>1D</td>
<td>Develop a car parking strategy to provide adequate provision</td>
</tr>
<tr>
<td>1F</td>
<td>Support the businesses on the A62 corridor in Failsworth</td>
</tr>
<tr>
<td>1G</td>
<td>Create 3750 jobs or training for better employment opportunities by March 2016</td>
</tr>
</tbody>
</table>

*Estimated completion date has been modified to 31 Oct 2016*
<table>
<thead>
<tr>
<th>Ref</th>
<th>Actions</th>
<th>Executive Director</th>
<th>Portfolio Holder</th>
<th>Date Comments Reviewed</th>
<th>Forecasted Completion Date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1G</td>
<td>Deliver regeneration of the Town Centre including the Old Town Hall Cinema, Prince's Gate and restaurants</td>
<td></td>
<td></td>
<td>11-Apr-2016</td>
<td>31-Mar-2016</td>
<td>placements. The Council has just won the ESF Skills for Employment Contract has just begun delivery and will form part of the new measures.</td>
</tr>
<tr>
<td>1H</td>
<td>Deliver regeneration of the Town Centre including the Old Town Hall Cinema, Prince's Gate and restaurants</td>
<td>Helen Lockwood</td>
<td>Cllr J Stretton</td>
<td>12-Apr-2016</td>
<td>31-Mar-2016</td>
<td>OTH-Provisional Heads of Terms agreed for 2 restaurants. Remaining units being marketed. Cultural Regeneration HLF funding approved for OHAC and ACE funding bid to be submitted in June. Design progressing on both phases. PRINCES GATE-OMBC to self-develop. Planning expected 20/05/16.</td>
</tr>
<tr>
<td>1I</td>
<td>Redevelop Royton Town Centre and Town Hall</td>
<td>Helen Lockwood</td>
<td>Cllr J Stretton</td>
<td>12-Apr-2016</td>
<td>31-Mar-2016</td>
<td>TOWN CENTRE-Lidl store construction on-going, due to complete late Summer 2016. TOWN HALL-Initial feasibility study completed, results shared with Leader/local Members. Formal market testing with commercial operators ongoing</td>
</tr>
<tr>
<td>1J</td>
<td>Invest in school facilities (Royton and Crompton, Coldhurst, Hollinwood Academy, Saddleworth)</td>
<td>Helen Lockwood</td>
<td>Cllr S Akhtar</td>
<td>11-Apr-2016</td>
<td>31-Mar-2016</td>
<td>R&amp;C EFA have set end Jun 16 for feasibility. Northmoor (new 3FE) on track to open Sep 16. Hollinwood Academy complete. Oasis Limeside Ph 2 tenders received for Oct 16 completion. Greenfield submit planning Apr 16 for Sep 17 opening. Saddleworth secondary planning Apr 16 EFA to set programme dates</td>
</tr>
<tr>
<td>1K</td>
<td>Invest in brand new leisure centres in Oldham and Royton</td>
<td>Helen Lockwood</td>
<td>Cllr Brownridge</td>
<td>12-Apr-2016</td>
<td>31-Mar-2016</td>
<td>Oldham Town Centre and Royton Town Centre Leisure Centres opened in November 2015 as planned</td>
</tr>
<tr>
<td>1L</td>
<td>Develop key employment sites to secure new jobs</td>
<td>Helen Lockwood</td>
<td>Cllr J Stretton</td>
<td>12-Apr-2016</td>
<td>31-Mar-2016</td>
<td>FOXDENTON-Ongoing discussions with Highways England and GM Investment fund as to appropriate</td>
</tr>
<tr>
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</tr>
<tr>
<td>1L</td>
<td>Introduce the Youth Guarantee to ensure that all 18 year olds are offered employment, education or training</td>
<td>Helen Lockwood</td>
<td>Cllr S Akhtar</td>
<td>12-Apr-2016</td>
<td>31-Mar-2016</td>
<td>start date for scheme. HOLLINWOOD-Provisional Heads of Terms now agreed with National Grid for removal of gas holder. Discussions ongoing regarding funding with GM Investment Team.</td>
</tr>
<tr>
<td>1M</td>
<td>Working with partners to implement agreed recommendations of the Oldham Education and Skills Commission</td>
<td>Helen Lockwood</td>
<td>Cllr S Akhtar</td>
<td>11-Apr-2016</td>
<td>31-Mar-2016</td>
<td>Positive Steps have been commissioned to provide details of Youth Guarantee eligible residents and this data has been collated and is being handed over on a weekly basis. The team have developed a Comms plan and are directly marketing to this cohort.</td>
</tr>
<tr>
<td>1O</td>
<td>Working with partners to implement agreed recommendations of the Oldham Education and Skills Commission</td>
<td>Helen Lockwood</td>
<td>Cllr S Akhtar</td>
<td>11-Apr-2016</td>
<td>31-Mar-2016</td>
<td>OESC implementation group has commissioned &amp;completed work to define the new governance structure, TOR &amp; membership roles. The group is advertising the post Education Partnership Leader to take forward implementation of recommendations. Work hubs have been formed or migrated to many of the OESC themes</td>
</tr>
</tbody>
</table>
## Corporate Objective 2: Confident Communities where everyone does their bit

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</tr>
</thead>
<tbody>
<tr>
<td>2A</td>
<td>Co-locate police and fire service staff into the District Town Halls</td>
<td>Maggie Kufeldt</td>
<td>Cllr B Brownridge</td>
<td>8-Apr-2016</td>
<td>31-Mar-2016</td>
<td>The review of District arrangements has led to the development of integrated place-based teams, which are to be piloted in Holts and Lees - this approach has been signed off and we are now moving into implementation.</td>
<td>11-Apr-2016</td>
</tr>
<tr>
<td>2B</td>
<td>Introduce a Green Dividend to fund improvements to the environment such as new allotments and tree planting projects</td>
<td>Dami Awobajo</td>
<td>Cllr B Brownridge</td>
<td>12-Apr-2016</td>
<td>31-Mar-2016</td>
<td>The Green Dividend Board approved 8 projects in Mar 16, costing £37K. 4th funding round for the Universal Offer closes in May 2016. The 1st stage evaluation of the Green Dividend project is being undertaken, capturing video interviews with applicants and stakeholders. This evaluation will be undertaken quarterly to capture feedback at all project stages.</td>
<td>12-Apr-2016</td>
</tr>
<tr>
<td>2D</td>
<td>Develop Fair Access to Food Strategy</td>
<td>Dami Awobajo</td>
<td>Cllr B Brownridge</td>
<td>12-Apr-2016</td>
<td>31-Mar-2016</td>
<td>The Oldham Food Network has now met 3 times. The Network oversees the development of the strategy, including the potential use of the Sustainable Food Cities application as a framework to identify priorities. A review by Overview and Scrutiny of Community Shop and food distribution options for Oldham and is due for consideration in June.</td>
<td>12-Apr-2016</td>
</tr>
<tr>
<td>2E</td>
<td>Implement and extend the Early Help Offer to reduce the numbers of people developing complex needs</td>
<td>Maggie Kufeldt</td>
<td>Cllr B Brownridge</td>
<td>31-Mar-2016</td>
<td></td>
<td>The Early Help Offer has been implemented and rolled out since April 1st 2015</td>
<td></td>
</tr>
<tr>
<td>2F</td>
<td>Deliver a Physical Activity strategy that increases levels of physical activity across all ages</td>
<td>Maggie Kufeldt</td>
<td>Cllr E Moores</td>
<td>8-Apr-2016</td>
<td>31-Mar-2016</td>
<td>The Physical Activity Strategy was completed and will continue to evolve over time. Specifically as the GM Moving Strategy develops.</td>
<td>11-Apr-2016</td>
</tr>
<tr>
<td>2G</td>
<td>Improve outcomes for Early Years (Age 0-4) through the Early Years</td>
<td>Helen Lockwood</td>
<td>Cllr S Akhtar</td>
<td>11-Apr-2016</td>
<td>31-Mar-2016</td>
<td>Early Reading/Writing programme with 11 targeted schools complete &amp; evaluation underway. Work</td>
<td>13-Apr-2016</td>
</tr>
<tr>
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<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>--------------</td>
</tr>
<tr>
<td>2H</td>
<td>Implement the Community Safety and Cohesion Plan to foster confidence and pride across all the borough’s communities</td>
<td>Maggie Kufeldt</td>
<td>Cllr B Brownridge</td>
<td>5-Apr-2016</td>
<td>31-Mar-2016</td>
<td>New hate crime action plan developed &amp; awareness raising activities delivered. Work undertaken in support of Prevent Duty, with 1000+ people participating in trg or awareness raising during 2015/16. Council assisted with delivery of community led conference on Prevent. Participation in Gtr Manchester dialogue with government about asylum support programmes.</td>
<td>11-Apr-2016</td>
</tr>
<tr>
<td>2I</td>
<td>Roll out the Changing Behaviours programme to reduce rubbish and illegal waste disposal across the borough</td>
<td>Helen Lockwood</td>
<td>Cllr B Brownridge</td>
<td>31-Mar-2016</td>
<td>31-Mar-2016</td>
<td>Consolidation of earlier work. Programme outputs: 14k households covered, 6k+ residents spoken to, almost 3.5k recycling bins delivered, 3,259 enforcement actions taken, Fly tipping &amp; street cleaning tonnages continue to reduce</td>
<td>13-Apr-2016</td>
</tr>
</tbody>
</table>
### Corporate Objective 3: A co-operative Council creating responsive and high quality services

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<tbody>
<tr>
<td>3A</td>
<td>Reward high quality care homes and introduce ethical care standards for home care suppliers used by the Council</td>
<td>Maggie Kufeldt</td>
<td>Cllr J Harrison</td>
<td>6-Apr-2016</td>
<td>31-Mar-2016</td>
<td>Introduction of the NLW &amp; other employment cost rises consulted on to assess Councils support to providers to maintain standards. Pilot started with homes re revised quality standards. Consulted on level of premium payable for quality in care homes, a formal proposal to be agreed within 2 weeks.</td>
</tr>
<tr>
<td>3B</td>
<td>Maintain ISO14001 accreditation for our Environmental Management System and lead on the Green Deal for Communities on behalf of GM</td>
<td>Helen Lockwood</td>
<td>Cllr B Brownridge</td>
<td>31-Mar-2016</td>
<td>The Council has retained its accreditation</td>
<td></td>
</tr>
<tr>
<td>3C</td>
<td>Improve resident and customer interaction and experience with the Council</td>
<td>Emma Alexander</td>
<td>Cllr J Stretton</td>
<td>7-Apr-2015</td>
<td>31-Mar-2018</td>
<td>The Business Case for the Resident First Programme (RF) has been developed and delivery of phase 1 and the cross-cutting projects for RF has commenced. The replacement of the current digital platform has been commissioned to the Unity Partnership with an implementation date of 01/08/16.</td>
</tr>
<tr>
<td>3D</td>
<td>Ensure safeguarding policies and processes are effective in minimising risk to vulnerable people across the borough</td>
<td>Maggie Kufeldt</td>
<td>Cllr J Harrison</td>
<td>6-Apr-2016</td>
<td>31-Mar-2016</td>
<td>We have commissioned Tri.x to maintain our policies &amp; procedures for social care &amp; safeguarding to ensure they are always up to date. Recently developed Practice Standards for Children's Social Care which will assist in raising standards and improving outcomes for our most vulnerable children.</td>
</tr>
<tr>
<td>3E</td>
<td>Ensure that large value contracts are reviewed</td>
<td>Emma Alexander</td>
<td>Cllr A Jabbar</td>
<td>11-Apr-2016</td>
<td>31-Mar-2016</td>
<td>Reviewing how we manage and monitor our contracts</td>
</tr>
</tbody>
</table>

*Estimated completion date has been modified to 31 Mar 2018*
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</thead>
<tbody>
<tr>
<td>3E</td>
<td>managed efficiently and effectively</td>
<td>Alexander</td>
<td></td>
<td>11-Apr-2016</td>
<td>31-Mar-2016</td>
<td>strategic relationships in accordance with Council values and behaviours: outcome to be a key set of agreed principles/ applied criteria for what behaviours would be expected in the medium and long term contract management process.</td>
<td>11-Apr-2016</td>
</tr>
<tr>
<td>3F</td>
<td>Grow the Council Tax and Business Rate bases</td>
<td>Helen Lockwood</td>
<td>Cllr A Jabbar</td>
<td>12-Apr-2016</td>
<td>31-Mar-2016</td>
<td>Development underway at Limehurst &amp; St. Augustine’s for 190 homes. Lancaster Club due to commence in Autumn 2016. Over 110 homes for Private Rent completed or underway. Private housing sites identified for potential GM Housing Investment Fund and Starter Homes funding.</td>
<td>13-Apr-2016</td>
</tr>
<tr>
<td>3G</td>
<td>Ensure that the Council workforce is equipped with the future skills required for effective working in public service</td>
<td>Emma Alexander</td>
<td>Cllr A Jabbar</td>
<td>11-Apr-2016</td>
<td>31-Mar-2016</td>
<td>The Organisational Capability Strategy is in place and work is progressing to deliver the requirements of each of the 6 pillars of the strategy aligned as appropriate to the wider GM Leadership framework.</td>
<td>11-Apr-2016</td>
</tr>
</tbody>
</table>
Red Measure: M69(CP) Number of library visits per 1000 population. To library service points - not including web visits (culture - PLSS6 / C2c)

Ownership
- Accountable Lead: Andrea Ellison
- Update Frequency: Monthly

Data Availability:
- Quarterly
- No Mar Benchmarking available

Benchmarking
- Number of Comparators: ---
- Current Ranking: ---

Remedial Action Description

<table>
<thead>
<tr>
<th>Remedial Action Description</th>
<th>Action Owner</th>
<th>Action Target Date</th>
<th>Action Status</th>
<th>Action Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>We will be undertaking a holistic review of the performance of each service point to try and gain an understanding of current trends in libraries across the Borough. In addition, the 2016/17 Annual Service Plan will address the decline in visitor numbers through a number of measures including the evaluation of the current programme of events and activities, a targeted marketing and communications plan and a staff development programme designed to support staff in developing their customer engagement techniques with customers.</td>
<td>Andrea Ellison</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Business Intelligence June 2016

Corporate Performance Report
Red Measure: M189(CP) % of service requests along key corridors (roads) responded to within 24 hours

Ownership

Accountable Lead: Richard Edwards
Update Frequency: Monthly

Data Availability:
Monthly

Benchmarking

Status: No Mar Benchmarking available
Number of Comparators: ---
Current Ranking: ---

<table>
<thead>
<tr>
<th>Remedial Action Description</th>
<th>Action Owner</th>
<th>Action Target Date</th>
<th>Action Status</th>
<th>Action Comments</th>
</tr>
</thead>
</table>

Graph showing the performance of M189(CP) from 30/6/2015 to 31/3/2016, with all months showing 100.00% response rate.
Red Measure: M403(CP) Total number of new homes built (NOT including conversions)

Ownership

Accountable Lead: Stephen Irvine

Update Frequency: Monthly

Data Availability:
Quarterly

Benchmarking

Status: No Mar Benchmarking available

Number of Comparators: ---

Current Ranking: ---

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

Business Intelligence June 2016 Corporate Performance Report
Red Measure: M713(CP) Percentage Achieving 5+ A* to C inc English and Maths

Ownership

Accountable Lead: Dave Barter

Update Frequency: Monthly

Data Availability:
Updated annually in January. Figures apply to the preceding full Academic year (Sep - Jun)

Benchmarking

Status: No Mar Benchmarking available

Number of Comparators: ---

Current Ranking: ---

<table>
<thead>
<tr>
<th>Remedial Action Description</th>
<th>Action Owner</th>
<th>Action Target Date</th>
<th>Action Status</th>
<th>Action Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>This target cannot be met in this reporting year as the examinations have already taken</td>
<td>Dave Barter</td>
<td>25-Aug-2016</td>
<td>On Target</td>
<td>Since last month Waterhead sponsorship has been rebrokered by the DfE as a result of council representation, and a standards warning notice has been issued to the governing body of Royton and Crompton.</td>
</tr>
<tr>
<td>place in May-June 2015. This measure does not exist for 2016 (replaced by Attainment Eight and Progress Eight). In addition to the actions around the specific subjects of English and Mathematics (see M800 and M803) the following actions are in place to raise attainment in the secondary sector, to ensure Attainment Eight and Progress Eight figures closer to or above the national average: Achievement Partners for all secondaries except sponsored academies; Formal concern raised with DfE about the lack of capacity of the sponsors of Oasis and Waterhead; IEB for Failsworth with Associate head being put in place; Blue Coat commissioned to lead Curriculum and Achievement Partnership bringing together curriculum deputies; Blue Coat commissioned to lead subject networks for Science, Geography and MFL; All secondaries provided with interactive access to each others summative performance data; School-to-school support brokered for Royton &amp; Crompton and Failsworth; Peer Review.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Red Measure : M722(CP) Percentage of Oldham pupils in good/outstanding schools

Ownership

Accountable Lead: Dave Barter

Update Frequency: Monthly

Data Availability:
Benchmarking
Status: No Mar Benchmarking available
Number of Comparators: ---
Current Ranking: ---

<table>
<thead>
<tr>
<th>Remedial Action Description</th>
<th>Action Owner</th>
<th>Action Target Date</th>
<th>Action Status</th>
<th>Action Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>This target will not be met until the Ofsted inspections take place at Hathershaw, Newman, Oldham Academy North and Royton &amp; Crompton. See M713, M800 and M803 for actions to impact on progress and attainment in the secondary sector.</td>
<td>Dave Barter</td>
<td>24-Mar-2016</td>
<td>On Target</td>
<td>See M857. There have been no secondary inspections in the last month.</td>
</tr>
</tbody>
</table>
We have a provisional figure of 1100 for the end of 2015/16, which is behind the target of 1200. Until we get the final figures we cannot say for sure why this is, but we think it is due to:
- Mild winter
- Reductions in grant funding Nationally & therefore public awareness of schemes available
- Increased number of complex cases which are requiring a number of follow up visits
- Increased visits to single occupancy homes, rather than families

The scheme remains an example of best practice nationally.
Red Measure: M501(CP) Percentage of Household waste sent for Reuse, Recycling or Composting

Ownership

Accountable Lead: Craig Dale

Update Frequency: Monthly

Data Availability:
Quarterly

Benchmarking

Status: No Mar Benchmarking available

Number of Comparators: ---

Current Ranking: ---

<table>
<thead>
<tr>
<th>Remedial Action Description</th>
<th>Action Owner</th>
<th>Action Target Date</th>
<th>Action Status</th>
<th>Action Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>The service is working up options for the coming year that at this stage are still in planning</td>
<td>Craig Dale</td>
<td></td>
<td>Not on Target (Plan to resolve)</td>
<td></td>
</tr>
</tbody>
</table>
### Remedial Action Description

Oldham has the third lowest rate of delayed transfers of care in the country. Performance against this target (which measures ALL delayed transfers of care, not just those attributable to social care, improved during the course of the year. Whilst up to date figures are not yet available (due to a 6 week lag in reporting) the severe pressures upon the hospital during the winter months and beyond are likely to result in an increase in delayed hospital discharges. The deflection schemes we have put in place to reduce hospital admissions are working well and we continue to work with local partner agencies to make sure that people in need of social care get the help they need to move out of hospital without undue delay. Very few delayed discharges are attributable to social care in Oldham.

<table>
<thead>
<tr>
<th>Remedial Action Description</th>
<th>Action Owner</th>
<th>Action Target Date</th>
<th>Action Status</th>
<th>Action Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Colin Elliott</td>
<td>31-Mar-2016</td>
<td>On Target</td>
<td></td>
</tr>
</tbody>
</table>
Red Measure : M658(CP) Percentage of eligible people (40-74) that have been offered a NHS Health Check in the year

Ownership

Accountable Lead: Mike Bridges

Update Frequency: Monthly

Data Availability:
Quarterly (subject to publication of inspection data

Benchmarking

Status: No Mar Benchmarking available

Number of Comparators: ---

Current Ranking: ---

<table>
<thead>
<tr>
<th>Remedial Action Description</th>
<th>Action Owner</th>
<th>Action Target Date</th>
<th>Action Status</th>
<th>Action Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>The NHS Health Check Programme target is to one-fifth (20%) of the eligible population every year, as part of a five-year programme cycle. The total eligible population is 59,138. The annual target for invites is 11,827 (20%). The programme continues to perform below the England averages for both the number of health checks offered and the number received for the eligible population. This is despite continued improvement across the programme in Oldham. 44 out of 45 GP practices now offer the NHS Health Check Programme but performance varies significantly between Practices and GP Clusters. The programme support manager is working with GP offering a tailored support programme to increase performance. The 2016/17 Strategy and improvement action plan is being updated between March and May 2016. Once completed, it will be implemented through the NHS Health Checks Operational Group. Membership of the group consists of representation from the Local Pharmacy Committee (LPC), Oldham Clinical Commissioning Group (CCG), Positive Steps, Alere and MSD Informatics (MSDI). The new strategy and action plan will focus on the reach and quality of the NHS Health Check Programme. The key areas for improvement are currently being scoped.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mike Bridges</td>
<td>1-Jul-2016</td>
<td>On Target</td>
<td>30 of 34</td>
<td></td>
</tr>
</tbody>
</table>
## Red Measure: M860(CP) 2.02ii - % of all infants due a 6-8 week check that are totally or partially breastfed

<table>
<thead>
<tr>
<th>Date</th>
<th>Target</th>
<th>Actual</th>
<th>Remedial Action Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>30/6/2015</td>
<td>38.80</td>
<td>38.80</td>
<td>Community based breast feeding support now live. Resolving issues re coverage of this service and linkages with health visiting services. Targets to be revised for 2016-17.</td>
</tr>
<tr>
<td>30/9/2015</td>
<td>38.80</td>
<td>38.80</td>
<td></td>
</tr>
<tr>
<td>31/12/2015</td>
<td>38.80</td>
<td>38.80</td>
<td></td>
</tr>
<tr>
<td>31/3/2016</td>
<td>38.80</td>
<td>38.80</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action Owner</th>
<th>Action Target Date</th>
<th>Action Status</th>
<th>Action Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Julie Holt</td>
<td>31-Mar-2017</td>
<td>Not on Target</td>
<td>(Plan to resolve)</td>
</tr>
</tbody>
</table>

### Ownership

- **Accountable Lead:** Julie Holt

### Update Frequency

Monthly

### Data Availability

Updated Quarterly. Figures are 1 year in arrears

### Benchmarking

- **Status:** No Mar Benchmarking available

### Number of Comparators

---

### Current Ranking

---
Red Measure: M274(CP) Percentage of major planning applications determined in time

Ownership

Accountable Lead: Stephen Irvine

Update Frequency: Monthly

Data Availability:
Quarterly (subject to publication of inspection data

Benchmarking

Status: No Mar Benchmarking available

Number of Comparators: ---

Current Ranking: ---

<table>
<thead>
<tr>
<th>Remedial Action Description</th>
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<th>Action Status</th>
<th>Action Comments</th>
</tr>
</thead>
</table>

30/6/2015 100.00
30/9/2015 90.00
31/12/2015 100.00
31/3/2016 0.00

Target Actual
### M182 Leavers in the last year as a % of total staff

<table>
<thead>
<tr>
<th>Priority</th>
<th>Mar 2015</th>
<th>Mar 2016</th>
<th>Trend</th>
<th>COMMENTS (Current)</th>
</tr>
</thead>
<tbody>
<tr>
<td>M182</td>
<td>16.51%</td>
<td>15.30%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### M183 % of people still in post after 12 months

<table>
<thead>
<tr>
<th>Priority</th>
<th>Mar 2015</th>
<th>Mar 2016</th>
<th>Trend</th>
<th>COMMENTS (Current)</th>
</tr>
</thead>
<tbody>
<tr>
<td>M183</td>
<td>73.97%</td>
<td>86.90%</td>
<td></td>
<td>Retention of staff reflects current economic climate.</td>
</tr>
</tbody>
</table>

### M184 Sickness

<table>
<thead>
<tr>
<th>Priority</th>
<th>Mar 2015</th>
<th>Mar 2016</th>
<th>Trend</th>
<th>COMMENTS (Current)</th>
</tr>
</thead>
<tbody>
<tr>
<td>M184</td>
<td>8.86 days</td>
<td>10.09 days</td>
<td></td>
<td>From April 2015 to December 2015 the most common sickness reason is Musculo-skeletal, with this reason accounting for 26% of sickness, with Mental-Health (including Stress) and Stomach, Liver and Digestion combined equating to a further 35%.</td>
</tr>
</tbody>
</table>

### M185 Long Term Sickness

<table>
<thead>
<tr>
<th>Priority</th>
<th>Mar 2015</th>
<th>Mar 2016</th>
<th>Trend</th>
<th>COMMENTS (Current)</th>
</tr>
</thead>
<tbody>
<tr>
<td>M185</td>
<td>74.69%</td>
<td>81.40%</td>
<td></td>
<td>21,518.82 FTE (full-time equivalent) days have been lost to sickness between April 2015 and March 2016; 81.4% equates to 17,516.32 days lost to long term sickness.</td>
</tr>
</tbody>
</table>

### M186 Freedom of Information Requests

<table>
<thead>
<tr>
<th>Priority</th>
<th>Mar 2015</th>
<th>Mar 2016</th>
<th>Trend</th>
<th>COMMENTS (Current)</th>
</tr>
</thead>
<tbody>
<tr>
<td>M186</td>
<td>78.09%</td>
<td>67.60%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Predicted overspend: £0.219M
Budget : £4.689M
Forecast : £4.908M

Predicted underspend: (£0.093M)
Budget : £80.155M
Forecast : £80.062M

Predicted overspend: £0.739M
Budget : £26.062M
Forecast : £26.801M

Predicted overspend: £0.637M
Budget : £75.171M
Forecast : £75.808M

Predicted underspend: (£0.002M)
Budget : £2.412M
Forecast : £2.410M

Predicted underspend: (£1.795M)
Budget : £14.297M
Forecast : £12.502M

Predicted underspend: (£1.795M)
Budget : £14.297M
Forecast : £12.502M

Predicted underspend: (£1.795M)
Budget : £14.297M
Forecast : £12.502M

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Forecast : £12.502M
Report to CABINET

Campus Oldham – Highway Improvement Project – Tender Acceptance Report

Portfolio Holder: Councillor F Hussain – Cabinet Member for Environmental Services

Officer Contact: Executive Director – Economy, Skills and Neighbourhoods

Report Author: Alex Shaw - Project Manager, Highways & Engineering, Unity Partnership (Ext: 1953)

27th June 2016

Reason for Decision

To seek approval for the award of a civil engineering contract in excess of £400,000 to the contractor of choice for the construction of the Campus Oldham Highway Improvement Project following the tender selection process.

Executive Summary

This report provides information on the results of the EU compliant selection process for the construction works associated with the Campus Oldham Highway Improvement Project.

The project involves the procurement, tender evaluation and acceptance for construction of widened footways, kerb line realignment, minor drainage works and the installation and upgrade of signalised crossing points along the King Street corridor.

Recommendations

It is recommended that Members agree:

To award the contract for the civil engineering works on the Campus Oldham Highway Improvement Project to the preferred bidder following the tender and selection process.
Campus Oldham – Highway Improvement Project – Tender Acceptance Report

1. **Background**

1.1. The Campus Oldham Highway Improvement Project is an approved scheme in the transport capital programme. It is split into phase 1 and phase 2 to reflect the availability of grant funding opportunities.

1.2. The combined cost of both phases is £1.380m and this is made up of a number of different funding sources including prudential borrowing and the following government grants:
   - Cycle City Ambition Grant (Phase 2)
   - Local Sustainable Transport Fund (LSTF)
   - Greater Manchester Minor Works Programme (GMMWP)
   - Local Transport Plan Grant.

1.3. The Campus Oldham Highway Improvement Project is intended to create improved cycle infrastructure leading to the Town Centre retail, amenities and educational facilities whilst also enhancing the overall appearance of the area.

1.4. In order to achieve value for money through economies of scale e.g. by having a single procurement exercise and a single contractor, it is intended that the Campus Oldham Highway Improvement Project is let as a single contract.

1.5. The Campus Oldham Project has had significant involvement from the former Leader of the Council, the Portfolio Holder for Housing, Planning and Transport and Regeneration colleagues. A design freeze was established and detailed design developed through Unity Partnership. Councillor Moores remains a point of contact as the design develops.

1.6. As part of the value engineering exercise cost savings have been made. These savings are primarily focused on material choice.

1.7. The Campus Oldham Project will help to deliver the Council’s Corporate objective one: a productive place where business and enterprise thrive as it is part of the high level programme of activity in the outcomes framework to maintain and continue to invest in our highways and transport infrastructure to enable the movement of people and goods, in, around, and out of the borough.

1.8. Funding of £1.77m has been identified to fund the highway improvements for Campus Oldham made up from a number of different government grants. From the tenders that have been returned the project can be delivered within the available budget.

2. **Current position**

2.1. Unity Partnership has made the necessary arrangements to circulate the tender acceptance report for review and comment via the following meetings:
   - DMT (25th May)
   - EMT (31st May)
   - Leadership (13th June)
   - Cabinet (27th June)
2.2. The Contract for the Campus Oldham Highway Improvement Project has been advertised via The Chest portal with the support and involvement of Oldham Council’s Procurement Team.

2.3. The process for supply chain tender selection was via the Constructionline initiative whereby suppliers are sought based on experience and contract value.

2.4. Five contractors were selected to tender for the works.

2.5. The value of the Contract exceeds £400,000 and therefore Cabinet approval is required to award the Contract for the proposed works.

2.6. The agreed procurement route has been followed and the tender assessment has been completed.

2.7. In accordance with the Council’s Contract Procedure Rules, the evaluation of the tender submissions has sought to identify the submission offering best value, based upon a combination of economy, efficiency and effectiveness.

The weightings applied to the tender submissions have been:
- Technical Assessment – 30%
- Contract Price – 70%

Assessment is also made of the suppliers’ competence and experience including elements for delivering Social Value for the Borough and contractors included in the Council’s Early Payment initiative.

The tender evaluation was undertaken by Darren Judge (Procurement Manager) and Mark Matley (Unity Partnership Project Lead).

2.8. All contractors failed to issue a complete tender return to enable a full assessment to be made therefore to be fair and transparent to all bidding parties the tender was reissued on Friday 20th May 2016.

Clarification was provided on all mandatory documents required to be submitted by 17:00 on 24th May 2016. A final and complete evaluation was then undertaken on all documentation from all bidders.

2.9. After assessment of the quality and financial submissions the contractor of choice are recommended to be awarded the contract.

3. **Options / Alternatives**

3.1. Option 1 – Agree to appoint the contractor of choice and enable a purchase order for the works value to be raised for the construction of the highway works associated with the Campus Oldham Highway Improvement Project.

3.2. Option 2 – Do not agree to appoint the contractor of choice to undertake the works associated with Campus Oldham Highway Improvement Project. This would mean the funding available for the Campus Oldham scheme could not be utilised in the timescales TfGM have set out and therefore we would not be able to take up the grant. This would result in reputational damage for the Council with both TfGM and the DfT and may impact our success in future bidding opportunities.
4. **Preferred option**

4.1. Option 1 is the preferred option.

5. **Consultation**

5.1. The consultation process for the scheme has been continual due to the nature and complexity of the proposals. The former Leader of the Council and the Portfolio Holder for Housing, Planning and Transport have been consulted regularly during the design process as well as Third Party Stakeholders such as Regeneration and Transport for Greater Manchester (TfGM).

5.2. Ward Members have been consulted on the proposals.

5.3. Members of Capital Investment Programme Board (CIPB) have been consulted on the acceptance of various grants into the transport capital programme and approval to spend on the Campus Oldham Highway Improvement Project.

6. **Financial Implications**

   **Capital Implications:**

6.1 There is currently a budget available of £1,765,872 included within the Transport Capital Programme from 2014/15 to 2016/17 against M0645 & M0757 King Street Connectivity Campus Oldham scheme, which is funded by various grants and PRU Borrowing as shown within the table below.

6.2 If the proposals to award the civil engineering contract to the contractor of choice are accepted, the total cost of the King Street Connectivity Campus Oldham scheme will be reduced to £1,341,969. Therefore the scheme has excess resources of £423,903 which can be considered for reallocation.

6.3 As advised elsewhere on the agenda, the Union Street West project is expected to require additional LTP funding resources of £160,438. As can be seen, this sum can be reallocated to the Union Street West project from the £209,914 LTP resources no longer needed for this project. This will still leave GMMW grant of £158,989 and LTP grant of £49,476 which can be reallocated to other transport projects and this will be the subject of future reports. The future usage of the £55,000 of funding financed by Prudential Borrowing can also be reallocated and can be considered within the annual review of the capital programme.

   **Revenue Implications:**

6.4 There are no revenue implications from awarding the civil engineering contract, which will be funded solely from capital grant funds. However the street lighting element of this scheme will increase the street lighting annual maintenance costs, which will be funded from within existing resources on cost centre 40400 Street Lighting. (Michelle Welsh)

7. **Legal Services**

7.1. None (A Evans)
8. **Cooperative Agenda**

8.1. The delivery of the Campus Oldham Highway Improvement Project supports the Cooperative Agenda by achieving outcomes that will assist Oldham residents to access employment opportunities and amenities by sustainable modes of transport.

9. **Human Resources**

9.1. N/A

10. **Risk Assessments**

10.1. None (Mark Stenson)

11. **IT Implications**

11.1. None

12. **Property Implications**

12.1. There are no direct implications on the Council’s corporate estate. (Cath Conroy)

13. **Procurement Implications**

13.1. The Procurement has been carried out in line with EU Regulations and Oldham Council’s Contract Procedure Rules.

13.2. All insurance documentation, method statements and risk assessments must be requested, received and checked to be in compliance with the Council’s requirements.

13.3. The contractor of choice is registered with Constructionline in accordance with the Council’s requirements.

13.4. Following a financial assessment by Mint UK on [26th May 2016] company failure classification is assessed as a rare occurrence.

13.5. The contractor of choice proposed the best commercial solution and is an Oldham based supplier. Their tender contained commitments to deliver Social Value for the borough which will be monitored through the delivery of the contract. (Darren Judge)

14. **Environmental and Health & Safety Implications**

14.1. **Environmental**

The Campus Oldham highway improvement works will improve opportunities for cycling in the area, which will have a small effect in terms of reducing congestion and mitigating air quality concerns. The preferred contractor has been scored on environmental management as part of the procurement process, and the Constructionline approvals process also assesses contractors for compliance with environmental legislation and environmental management. (Andrew Hunt)

14.2 **Health and Safety**

The contractor of choice are accredited within the CHAS scheme. There have been no prosecutions or Enforcement Notices recorded on the Health and Safety Executive (HSE) enforcement website relating to the contractor of choice within the last 3
years. Safety critical documentation such as risk assessments, safe working methods etc. have not been assessed by the health and safety service and these checks must be undertaken by the relevant project manager as should relevant supervisory checks of any contractors. (Laura Smith)

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

15.1. The scheme will have a positive impact on equality, community cohesion and crime. The scheme will provide an improved area of public realm along a key corridor in the Town Centre. The corridor links public transport nodes and places of work and education bases with the wider Town Centre. Wider footways and the inclusion of shared cycle facilities incorporated along the corridor and at all signalised crossing facilities will prioritise sustainable forms of transport. Simplifying vehicular movements and providing improved access to Oldham Way should contribute to relieving congestion on King Street. These measures in conjunction with recent streetlighting improvements will reduce the risk of crime and improve personal safety and security.

16. **Equality Impact Assessment Completed**

16.1. No. The scheme has been designed in accordance with accessible design principles and is part of the approved transport capital programme.

17. **Key Decision**

17.1. This is a key decision

18. **Forward Plan Reference**

18.1. HPT-01-16

19. **Background papers**

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

Records held in Unity Partnership, Henshaw House, Cheapside, Oldham, OL1 1NY
Officer Name: Alex Shaw
Contact No: 0161 770 1953

20. **Appendices**

20.1 None
Reason for Decision

To seek approval for the award of a civil engineering contract in excess of approximately £400,000 to the contractor of choice for the Union Street West Footbridge Enhancement Project following the tender selection process.

Executive Summary

This report provides information on the results of the EU compliant selection process for the construction works associated with the Union Street West Footbridge Enhancement Project.

The project involves the procurement, tender evaluation and acceptance for improvements to the footbridge’s parapets, deep cleaning of the structure and minor repair works.

Recommendations

It is recommended that Members agree:

To award the contract for the civil engineering works associated with the Union Street West Footbridge Enhancement Project to the preferred bidder following the tender and selection process.
Union Street West Footbridge – Enhancement Project – Tender Acceptance Report

1. Background

1.1. The Union Street West Footbridge Enhancement Project is an approved scheme in the transport capital programme. It was split into phase 1 and phase 2 to reflect the advanced works required (phase 1) to gain a clear understanding of the overall remedial works (phase 2).

1.2. The scheme budget is made up of the following government grants:
   • Cycle City Ambition Grant (Phase 2)
   • Local Transport Plan Grant

1.3. The Union Street West Footbridge Enhancement Project is intended to improve pedestrian and cycle infrastructure leading to the Town Centre retail, amenities and educational facilities whilst also enhancing the overall appearance of the area.

1.4. In order to achieve value for money through economies of scale e.g. by having a single procurement exercise and a single contractor, it is intended that the Union Street West Footbridge Enhancement Project is let as a single contract.

1.5. The Union Street West Footbridge Enhancement Project has had significant involvement from the former Leader of the Council and the former Portfolio Holder for Housing, Planning and Transport and Regeneration Colleagues. A design freeze was established and detailed design developed through Unity Partnership.

1.6. As part of the value engineering exercise cost savings have been made. These savings are primarily focused on material choice and Contractor involvement.

1.7. The Union Street West footbridge refurbishment scheme will help to deliver the Council’s Corporate objective one: a productive place where business and enterprise thrive as it is part of the high level programme of activity in the outcomes framework to maintain and continue to invest in our highways and transport infrastructure to enable the movement of people and goods, in, around, and out of the borough.

2. Current position

2.1. Unity Partnership has made the necessary arrangements to circulate the tender acceptance report for review and comment via the following meetings:
   • DMT (25th May)
   • EMT (31st May)
   • Leadership (13th June)
   • Cabinet (27th June)

This was a Mini Competition tender advertised via the Council’s Procurement Portal: The Chest. A Mini Competition was administered via the Low Value Construction and Highways Services Framework – Lot 15 Bridges, Structures & Drainage.

In accordance with the Council’s Contract Procedure Rules, the evaluation of the tender submissions has sought to identify the submission offering best value, based upon a combination of economy, efficiency and effectiveness. The weightings applied to the tender submissions have been:
   • Technical Assessment – 30%
• Contract Price – 70%

The tender evaluation was undertaken by Darren Judge (Procurement Manager) and Alex Shaw (Unity Partnership Project Manager).

2.2 The outcome of the evaluation process has shown that the preferred tender proposal to Oldham Council is that offered by the contractor of choice. There are further peripheral costs, including street lighting, which will take the budget spend in excess of £400,000.

3. Options / Alternatives

3.1. Option 1 – Agree to appoint the contractor of choice and enable a purchase order for the works value to be raised for the construction of the highway works associated with the Union Street West Footbridge Enhancement Project.

3.2. Option 2 – Do not agree to appoint the contractor of choice to undertake the works associated with Union Street West Footbridge Enhancement Project. This would mean the funding available for the Union Street West Footbridge Enhancement Project could not be utilised in the timescales TfGM have set out and therefore we would not be able to take up the grant. This would result in reputational damage for the Council with both TfGM and the DfT and may impact our success in future bidding opportunities.

4. Preferred option

4.1. Option 1 is the preferred option.

5. Consultation

5.1. The consultation process for the scheme has been continual due to the nature and complexity of the proposals. The former Leader of the Council and the former Portfolio Holder for Housing, Planning and Transport have been consulted regularly during the design process as well as Third Party Stakeholders such as Regeneration and Transport for Greater Manchester (TfGM).

5.2. Ward Members have been consulted on the proposals.

5.3. Members of Capital Investment Programme Board (CIPB) have been consulted on the acceptance of various grants into the transport capital programme and approval to spend on the Union Street West Footbridge Enhancement Project.

6. Financial Implications

Capital Implications:

6.1. There is currently a budget of £348,515 included within the 2016/17 Transport Capital Programme against M0391 Union Street West Footbridge scheme, which is funded by Cycle City Ambition Grant (CCAG).

6.2. If the proposals to award the civil engineering contract to the contractor of choice are accepted there will be an anticipated increase in the budgeted cost of the scheme by £160,438. This increase in costs will need to be found from Local Transport Plan (LTP) grant funding within the 2016/17 Transport Capital Programme.

6.3. There is currently £3,869,115 Local Transport Plan (LTP) grant funding available that has been allocated to schemes within the 2016/17 Transport Capital Programme. Of this total grant, £264,914 has been allocated to the King Street Connectivity Scheme.
As advised elsewhere on the agenda, £209,914 of the LTP funding for the King Street project is available for reallocation and therefore £160,438 can be realigned to support this scheme and hence provide a complete funding package.

**Revenue Implications:**

6.4 There are no revenue implications from awarding the civil engineering contract, however the street lighting element of this scheme will increase the street lighting annual maintenance costs, which will be funded from within existing resources on cost centre 40400 Street Lighting. (Michelle Welsh / Sadrul Alam)

7. **Legal Services**

7.1 None (A Evans)

8. **Cooperative Agenda**

8.1 The delivery of the Union Street West Footbridge Enhancement Project supports the Cooperative Agenda by achieving outcomes that will assist Oldham residents to access employment opportunities and amenities by sustainable modes of transport.

9. **Human Resources**

9.1 N/a

10. **Risk Assessments**

10.1 The risk on this project is that the current contingency set aside is exceeded as the extra work required is costed up (Mark Stenson).

11. **IT Implications**

11.1 None

12. **Property Implications**

12.1 The asset will be enhanced with investment. (Cath Conroy)

12.2 Regeneration – none comment. (Bryn Cooke)

13. **Procurement Implications**

13.1 These works have been procured via the Low Value Construction & Highways Services Framework administered through Lot 15 for Bridges, Structures & Drainage.

13.2 Under the Framework remit, the ongoing due diligence and Company monitoring is being managed and undertaken by the Constructionline initiative. The contractor of choice is registered with Constructionline and maintains an active account. (Darren Judge)

14. **Environmental and Health & Safety Implications**

14.1 Environmental

The footbridge enhancement project will help to encourage residents and visitors to access the town centre on foot or bicycle, which will help to improve air quality, reduce carbon emissions associated with transport, and reduce congestion. Environmental
management was one of the criteria on which the preferred contractor was scored during the procurement process (Andy Hunt).

14.2. Health and Safety

The contractor of choice are accredited within the CHAS scheme. There have been no prosecutions recorded on the Health and Safety Executive (HSE) enforcement website relating to the contractor of choice within the last 3 years. It must be noted however that the contractor of choice were served with two legal Notices in July 2015, for health and safety related matters, which should be noted and monitored by the relevant project manager. These notices related to washing water being contaminated and not clean during the construction phase. Safety critical documentation such as risk assessments, safe working methods etc. have not been assessed by the health and safety service and these checks must be undertaken by the relevant project manager as should relevant supervisory checks of any contractors (Laura Smith).

15. Equality, community cohesion and crime implications

15.1. The scheme will have a positive impact on equality, community cohesion and crime. The bridge has been temporarily boarded for some time due to broken and missing glass panels. Although it has remained open, users are not as visible as they should be. The approved scheme will enable the boarding to be removed and provide pedestrians and cyclists with a modern, well lit, more open structure on which they will be visible, thus reducing the risk of crime and improving personal safety and security.

16. Equality Impact Assessment Completed

16.1. No. The scheme has been designed in accordance with accessible design principles and is part of the approved transport capital programme.

17. Key Decision

17.1. This is a key decision

18. Forward Plan Reference

18.1. HPT-03-16

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:

Records held in Unity Partnership, Henshaw House, Cheapside, Oldham, OL1 1NY
Officer Name: Alex Shaw
Contact No: 0161 770 1953

20. Appendices

None
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Report to CABINET

Contract Awards – Supported Living for people with Learning Disabilities and/or complex needs 2016

Portfolio Holder:
Councillor Eddie Moores, Lead Member for Health and Wellbeing
Councillor Jenny Harrison, Lead Member for Social Care and Safeguarding

Officer Contact: Maggie Kufeldt, Executive Director – Health and Wellbeing

Report Author: Claire Hill, Planning and Commissioning Manager
Ext. 4292

27 June 2016

Reason for Decision
This report requests approval to award contracts for the provision of Supported Living for adults with learning disabilities and/or complex needs.

Executive Summary
The Council and Oldham’s Clinical Commissioning Group (CCG) currently commissions ten care providers to deliver supported living for people with learning disabilities and/or complex needs across Oldham.

Over the last two years, the Council and CCG have been working alongside care providers to develop a Supported Living Outcomes Framework. The Framework’s objective is to provide a consistent approach to the way in which supported living provision is contracted and focuses on the outcomes for people with learning disabilities with the emphasis on people being supported to achieve rather than contracting care providers for inputs and outputs.

An open tender exercise commenced in December 2015 and closed 21 January 2016, with 14 tenders received. The moderation process took place between February and March 2016. It is proposed that contracts for supported living provision are awarded to six care providers, ensuring a balanced market share across the borough.

The contract duration period will be from 1 September 2016 (if not before, dependent on implementation time) until 31 March 2019.

Recommendations
• To approve the contract award to the recommended six care providers for a duration period from 1 September 2016 – 31 March 2019
Contract Awards – Supported Living for people with Learning Disabilities and/or complex needs 2016

1. Background

1.1 Supported Living is a term which refers to a form of arrangements where social care and support is provided to adults with learning disabilities in their own homes. Supported living services are for people who need extra help to live in their own homes, whether as tenants or owner occupiers, living alone or with others. Support can mean 24-hour care or simply a few hours a week to help with every-day tasks. Supported living aims to ensure that people have choice and control in their lives and can live as independently as possible.

1.2 Over the last two years, the Supported Living project has been working on providing a consistent approach to the way in which supported living provision is contracted, focusing on the outcomes for the people with learning disabilities through supported living provision in Oldham. Supported living placements are secured from a range of service (care) providers across Oldham. A review of supported living provision has enabled the Council to develop much needed intelligence on the numbers of people living in supported living accommodation, where they are, and the quality of the service provided to them.

1.3 The key objectives of the project are to:

- ensure people with learning disabilities and complex needs are provided with the best possible service with regards to their living and accommodation needs, and that they are fully supported to live their lives as independently as possible
- implement a commissioning framework and delivery model for supported living in Oldham
- ensure the mix and availability of supported accommodation meets current and future supported living needs across the borough
- ensure specific problems and issues brought to light from the supported living review can be resolved for all parties involved
- improve value for money and to deliver supported living provision within the available budget.

1.4 Supported Living services are currently ‘spot purchased’. Spot purchase means that the charges are per hour per individual receiving support so essentially a fixed charge per person. The Council currently spot-purchases supported living services from ten external providers. Previous to June 2014 there were no contracts in place for external supported living providers. Subsequently, interim contracts of one year (with the option to extend for up to one year) were put in place on the 30 June 2014.

1.5 Approval to extend the contracts for seven months was approved in June 2015. This extension took the contracts up to 31 January 2016.

1.6 A report approved by Cabinet in April 2016 granted further approval to extend the contracts up until June 2016. This extension utilised the one year extension period. Due to delays experienced with the evaluation and moderation process in conjunction with the pre-election period we were unable to meet the original contract timeframes of June 2016. This has resulted in a postponement with regards to implementing the new supported living contracts.

1.7 The new supported living contracts will commence from 1st September 2016 dependent on the implementation period and any potential TUPE implications on current and new
providers. To ensure that there is no disruption to service users we have gained agreement with current providers to continue service delivery under existing contract Terms and Conditions.

1.8 The Outcomes Framework has been jointly developed with NHS Oldham Clinical Commissioning Group, with the Council acting as lead commissioner. As such, the framework applies to both health and social care funded clients, living in supported living environments in Oldham. This will support a more effective, joined up experience of care for individuals, and will support a move towards the shared ambition for the greater integration of health and social care services.

1.9 The tender timeline was as follows:
- Advertised: 16 December 2015
- Closed: 21 January 2016
- Evaluation of tender submissions: 22 January – 8 February 2016
- Moderation stage: 9 February – 30 March 2016
- Cabinet approval: 27 June 2016
- Cabinet call in period (5 working days): 4 July 2016
- Bidders notified: 5 July 2016
- Contract award: 18 July 2016
- Contract implementation period: 19 July – 31 August 2016
- New contract start date: Dependent on implementation period, no later than 1 September 2016.

2. Current Position

2.1 The current external Supported Living providers subject to this tender are as follows:
- Care UK
- Comfort Call
- Cordant Care
- Heathbank Support
- Imagine, Act, Succeed
- North West Initiatives
- Select Support Partnerships
- Seva Support
- Stepping Stones

The Joint Health and Social Care Supported Living Outcomes Framework

2.2 The Joint Health and Social Care Supported Living Outcomes Framework has been developed alongside NHS Oldham’s Clinical Commissioning Group (CCG) and existing providers. Views from service users and providers have also been taken into account.

2.3 The Supported Living Outcomes Framework has brought together requirements under the Care Act 2014, the fundamental standards in the Health and Social Care Act 2008 (updated regulations 2014/15) and national outcome frameworks including:
- Adult Social Care outcomes
- NHS outcomes
- Care Quality Commission.

2.4 The Framework focuses on the outcomes providers should be achieving, thus enabling providers to help achieve the best health and wellbeing outcomes for individuals within their care.
2.5 The Framework provides a pricing approach which applies to all providers of Supported Living services, and will ensure that the Council can achieve better value for money in this area. The pricing approach sets out a standardised cost for complex and non-complex clients, as well as a sleep-in rate. Currently, as services are ‘spot-purchased’ from a number of different providers, prices for supporting living services vary from provider to provider.

2.6 There is a requirement for providers to complete a self-assessment against the outcomes framework at commencement of the contract. This will then be monitored quarterly throughout the term of the contract. This monitoring process will ensure robust quality assessment processes are in place, and that provider standards are consistent and of the highest quality.

National Living Wage

2.7 In order to respond to the government-mandated increase to the National Living Wage, the Council conducted a consultation period with providers of a range of residential care services in Oldham in relation to the fees payable for care for 2016/17. As part of this process, the Council advised care providers that fees would not be set by the Council for the financial year 2016/17 until the consultation was complete.

2.8 To inform the review of fees, detailed work has been undertaken to understand the financial impact of increasing contract prices to attempt to address the pressures in the sector. This has been undertaken having regard to work undertaken by NW ADASS and submissions from a number of national and local providers.

2.9 Cost models previously used to arrive at contract prices have been adapted to ensure consistency of methodology both over time and across different parts of the sector. For the residential sector, where availability of supply is less problematic, and the current estimated staff hourly rate is lower, an increase in the hourly rate for the lowest paid staff to £7.20 was assumed. For all non-residential provision, where the current hourly rate is based on the Oldham Living Wage of £7.24, and where availability of supply is more problematic, an increase in the hourly rate to £8.00 was assumed. This higher rate attempts to take account of difficulties being experienced by the sector in the recruitment and retention of staff, as they compete with other employers, particularly in the retail sector. This analysis resulted in the additional amount of funding necessary to support the sector and formed the basis of the proposals for new fee rates from April 2016.

2.10 The tender commenced prior to the implementation of the National Living Wage. At the time the tender commenced, the documents posted on ‘The Chest’ provided the following contract prices:

<table>
<thead>
<tr>
<th>PRICING SCHEDULE (pre NLW consultation)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Details of Rates</td>
</tr>
<tr>
<td>Non Complex</td>
</tr>
<tr>
<td>Complex</td>
</tr>
<tr>
<td>Sleep-In</td>
</tr>
</tbody>
</table>

The tender documents advised prospective bidders that the ‘contract prices and hourly rates were currently under review in light of imminent national implementation of the national living rate and recent judgements of sleep-ins and travel time.’
2.11 Following the review of contract prices and hourly rates the set prices for Supported Living provision for the 2016-17 financial year will be as follows:

<table>
<thead>
<tr>
<th>PRICING SCHEDULE (post NLW consultation)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Details of Rates</strong></td>
</tr>
<tr>
<td>Non Complex</td>
</tr>
<tr>
<td>Complex</td>
</tr>
<tr>
<td>Sleep-In</td>
</tr>
</tbody>
</table>

**Procurement process**

2.12 The Framework for the provision of Supported Living Services was advertised on 16 December 2015 in the Official Journal of the European Union (OJEU), Contracts Finder and on The Chest (E-Portal). This was tendered through a competitive process using the Open Tender route. The framework duration is until 31 March 2019.

2.13 The Evaluation Panel consisted of the following members:
- Helen Ramsden (Head of Integrated Commissioning)
- Claire Hill (Planning & Commissioning Manager, Learning Disabilities & Mental Health)
- Martcha Thomas (Senior Practitioner, All Age Disability Service)
- Julie Probert (Contracts Officer, Clinical Commissioning Group (CCG))
- Diana Nuttall (Procurement Manager, Facilitator)

2.14 A total of 14 Providers submitted a Tender, two of which were rejected by Legal Services.

2.15 Twelve Providers were evaluated and taken through the Tender Process, eight of which are existing Supported Living Providers.

2.16 The Tenders were evaluated in accordance with the following criteria and weightings:
- Technical Capacity - 95% (which included 20% for Social Value)
- Early Payment Scheme – 5%
- Price – as per table at 2.10 and 2.11 (revised following National Living Wage consultation).

2.17 A minimum or maximum number of suppliers for the Framework was not stipulated as the Council was unable to predict the number of suppliers that would apply and the quality of the tender submissions received. However, it was specified within the Tender documentation that the Council would take into consideration a number of factors at Award Stage, which included the following:
- appropriate mix of provision
- market share
- market sustainability.

2.18 The organisations were awarded the following scores based on the above criteria and weightings:

<table>
<thead>
<tr>
<th>Provider (reference)</th>
<th>Weighting (%)</th>
<th>New/Existing Provider to Oldham</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provider 1</td>
<td>77.50%</td>
<td>Existing</td>
</tr>
<tr>
<td>Provider 2</td>
<td>75.50%</td>
<td>Existing</td>
</tr>
</tbody>
</table>
Six Providers scored over 70% (classed as the highest scoring bids), two of which are new providers to Oldham.

**Market Shaping**

2.19 The allocation and award of properties was based on a number of risk factors which included current market share, appropriate mix of provision, market sustainability and minimising the risk of disruption to service users.

<table>
<thead>
<tr>
<th>Property</th>
<th>Number of Clients</th>
<th>Number of Properties</th>
<th>Provider</th>
<th>District</th>
<th>TUPE IMPLICATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>4</td>
<td>1</td>
<td>Provider 6</td>
<td>Chadderton</td>
<td>TUPE</td>
</tr>
<tr>
<td>A2</td>
<td>4</td>
<td>1</td>
<td>Provider 6</td>
<td>Chadderton</td>
<td>TUPE</td>
</tr>
<tr>
<td>Sub Total</td>
<td>8</td>
<td>2</td>
<td></td>
<td></td>
<td>TUPE</td>
</tr>
<tr>
<td>B1</td>
<td>3</td>
<td>1</td>
<td>Provider 5</td>
<td>Failsworth &amp; Hollinwood</td>
<td>No TUPE</td>
</tr>
<tr>
<td>B2</td>
<td>4</td>
<td>1</td>
<td>Provider 5</td>
<td>Failsworth &amp; Hollinwood</td>
<td>TUPE</td>
</tr>
<tr>
<td>B4</td>
<td>2</td>
<td>1</td>
<td></td>
<td></td>
<td>TUPE</td>
</tr>
<tr>
<td>D1</td>
<td>1</td>
<td>1</td>
<td>Provider 5</td>
<td>Royton/Shaw</td>
<td>TUPE</td>
</tr>
<tr>
<td>D3</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td>TUPE</td>
</tr>
<tr>
<td>Sub Total</td>
<td>9</td>
<td>3</td>
<td></td>
<td></td>
<td>TUPE</td>
</tr>
<tr>
<td>B3</td>
<td>4</td>
<td>1</td>
<td>Provider 4</td>
<td>Failsworth &amp; Hollinwood</td>
<td>TUPE</td>
</tr>
<tr>
<td>G1</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td>TUPE</td>
</tr>
<tr>
<td>G2</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td>TUPE</td>
</tr>
<tr>
<td>Sub Total</td>
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<td>3</td>
<td></td>
<td></td>
<td>TUPE</td>
</tr>
<tr>
<td>C1</td>
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<td>1</td>
<td>Provider 3</td>
<td>Oldham</td>
<td>TUPE</td>
</tr>
<tr>
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<td>1</td>
<td></td>
<td></td>
<td>TUPE</td>
</tr>
<tr>
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<td>1</td>
<td></td>
<td></td>
<td>No TUPE</td>
</tr>
<tr>
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<td>1</td>
<td></td>
<td></td>
<td>No TUPE</td>
</tr>
<tr>
<td>C2</td>
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<td>1</td>
<td></td>
<td></td>
<td>No TUPE</td>
</tr>
<tr>
<td>C3</td>
<td>2</td>
<td>1</td>
<td></td>
<td></td>
<td>No TUPE</td>
</tr>
<tr>
<td>C4</td>
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<td>1</td>
<td></td>
<td></td>
<td>TUPE</td>
</tr>
<tr>
<td>C5</td>
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<td>1</td>
<td></td>
<td></td>
<td>No TUPE</td>
</tr>
<tr>
<td>C6</td>
<td>4</td>
<td>1</td>
<td>Provider 3</td>
<td>Oldham</td>
<td>No TUPE</td>
</tr>
<tr>
<td>Sub Total</td>
<td>26</td>
<td>9</td>
<td></td>
<td></td>
<td>No TUPE</td>
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<tr>
<td>C11</td>
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<td>Provider 1</td>
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<td>No TUPE</td>
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<tr>
<td>C7</td>
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<td>Provider 1</td>
<td>Oldham</td>
<td>No TUPE</td>
</tr>
<tr>
<td>C8</td>
<td>3</td>
<td>1</td>
<td>Provider 1</td>
<td>Oldham</td>
<td>No TUPE</td>
</tr>
<tr>
<td>C9</td>
<td>4</td>
<td>1</td>
<td>Provider 1</td>
<td>Oldham</td>
<td>No TUPE</td>
</tr>
</tbody>
</table>
3. Options/Alternatives

3.1 Option 1: To approve the contracts are awarded to six care providers for a three year period commencing no later than 1st September 2016 to 31 March 2019.

3.2 Option 2: to not approve to award the contracts.

3.3 Option 3: to continue with current contract arrangements.

4. Preferred Option

4.1 The preferred option is Option 1 – to approve to award the contracts as this enables the Council and CCG to implement the outcomes framework therefore ensure consistency of service delivery and enable providers to achieve the best health and wellbeing outcomes for individuals within their care.

4.2 Options 2 and 3 have been assessed as not viable as they do not give the Council and CCG the ability to implement the outcomes framework and pricing approach for Supported Living.

5. Consultation

5.1 A consultation was carried out to inform the service re-design and the Equality Impact Assessment carried out to ensure effective service re-design.

5.2 Two main groups have been consulted on these proposals:

- Adults with learning disabilities, and their parents, families and carers
- Providers of Supported Living Services.

5.3 People with learning disabilities can often have communication difficulties. In developing the approach to this consultation, it was recognised that a specialist, bespoke approach was necessary, using people who understand ways to effectively communicate with people with learning disabilities.

5.4 To ensure people's voices were heard clearly, and to ensure the consultation was done in a robust and meaningful way, OPAL (Oldham Personal Advocacy Ltd), which provides advocacy and day care services to people with learning disabilities, was commissioned to carry out the consultation with people with learning disabilities and their parents, families and carers.
5.5 People with learning disabilities and their parents, families and carers continue to be consulted on the framework through the Learning Disability Partnership Board.

5.6 Supported Living providers have been and continue to be consulted on the framework via a regular provider forum. A workshop with providers to formally consult on the detail of the commissioning framework was held in August 2015.

6. Financial Implications

6.1 The Council spent £3.2 million with supported living providers in 2015-16. The profiled spend based on the current pricing structure for 2016-17 is £3.658m as summarised below in section 6.5.

6.2 Finance staff have worked closely with care management and the author of this report to assess the financial implications of the new pricing framework.

6.3 There are 32 supported living properties and 90 clients living in these properties that are affected by the new pricing framework. Members of the adult services care management team have provided finance with an estimated number of core hours, flex hours and sleep-ins per property and identified if the clients have complex or non-complex needs, to ascertain the expected financial impact. Where a breakdown of the level of support provided in each property has not been provided to finance, or where the CCG commission the care directly a cost neutral position has been assumed. From the 32 supported living properties identified there are 2 that are fully CHC funded and 2 where the breakdown of support is not available. The cost of the new pricing structure is therefore established on the support provided to 28 properties and 86 clients.

Based on the information provided and assuming there are no changes to client support need the estimated additional cost is £525,000 and will be funded through the National Living Wage allocation of £2.7m. The breakdown of the additional cost is shown below:

<table>
<thead>
<tr>
<th>Property reference</th>
<th>Current number of service users</th>
<th>Current Annual Cost</th>
<th>Annual Cost of service following tender</th>
<th>Increase + / Reduction - in Annual Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>4</td>
<td>£121,300.00</td>
<td>£135,850.00</td>
<td>£14,550.00</td>
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<tr>
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<td>£131,660.00</td>
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<tr>
<td>C3</td>
<td>2</td>
<td>£106,570.00</td>
<td>£120,750.00</td>
<td>£14,180.00</td>
</tr>
<tr>
<td>C4</td>
<td>1</td>
<td>£60,290.00</td>
<td>£76,700.00</td>
<td>£16,410.00</td>
</tr>
<tr>
<td>C5</td>
<td>2</td>
<td>£88,340.00</td>
<td>£101,970.00</td>
<td>£13,630.00</td>
</tr>
<tr>
<td>C6</td>
<td>4</td>
<td>£177,740.00</td>
<td>£190,420.00</td>
<td>£12,680.00</td>
</tr>
</tbody>
</table>
6.4 Finance have summarised the spend per provider based on the new pricing structure and the proposed allocation and this is shown below:

<table>
<thead>
<tr>
<th>New Provider</th>
<th>Market Share %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provider 1</td>
<td>17%</td>
</tr>
<tr>
<td>Provider 2</td>
<td>30%</td>
</tr>
<tr>
<td>Provider 3</td>
<td>27%</td>
</tr>
<tr>
<td>Provider 4</td>
<td>10%</td>
</tr>
<tr>
<td>Provider 5</td>
<td>9%</td>
</tr>
<tr>
<td>Provider 6</td>
<td>7%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100%</td>
</tr>
</tbody>
</table>

Provider 2 and Provider 3 combined will have 57% of the market share from a cost perspective. Given the volatility of the market finance would like to highlight the potential risk this may pose if the provider encounters issues and ceases to trade.

6.6 To fully assess the financial impact, a review of each supported living clients care needs will have to take place. A specific social work post has been identified to conduct the reviews. The outcome of the review will be recorded in FWi along with the detailed support plan and costs in line with the new pricing framework. The project plan to support the delivery of this work has been produced by the author of the report. Once this exercise is complete any additional costs will need to be found from within the supported living budget.

(Gioia Morrison)

7. Legal Services Comments

7.1 Deeds of Variation should be agreed and executed with the incumbent suppliers to cover the period from 1st July 2016 to 31st August 2016 pending commencement of the new contracts. The Planning and Commissioning Manager has provided assurances that all
the incumbent suppliers have agreed to extend the terms of their existing contracts on the existing terms so this should be a low risk activity.

7.2 The report provides a clear summary of the procurement process and the outcome of the evaluations of the successful bids. It is important that the unsuccessful bidders are provided with clear feedback showing the relative advantages of the successful bids to minimize any risk of legal challenge. Legal services will provide advice and support with regard to feedback letters and contracts with the new providers. (Elizabeth Cunningham-Doyle) (Rebecca Boyle, Group Lawyer)

8. Co-operative Agenda

8.1 The approach to re-designing Supported Living service provision has been one that supports people to become more independent, and aims to reduce the amount of formal health and social care required, thus improving longer-term health and wellbeing outcomes for individuals.

9. Human Resources Comments

9.1 None.

10. Risk Assessments

10.1 There are no specific risks identified from the procurement at this stage. (Mark Stenson, Head of Corporate Governance)

11. IT Implications

11.1 Some Frameworki system changes are required in order to record clients appropriately and pay providers based on the new provider rates. The Frameworki change team is involved in the project team with this remit.

12. Property Implications

12.1 None.

13. Procurement Implications

13.1 In accordance with Contract Procedure Rules, the value of this procurement means an European Union (EU) compliant process was required. This procurement was undertaken in accordance with the EU Procurement Regulations 2015. This was a competitive procurement under Regulations 74 – 77 as described in the Public Contracts Regulations 2015 conducted under the Open Procedure Route (Light Touch Regime).

13.2 Social Value is a Key Performance Indicator (KPI) within the contract and as such will be measured through the performance monitoring process.

13.3 A 5% weighting for the Early Payment Scheme was applied within the Procurement process. 6 out of the 3 successful suppliers have offered discounts. Provider 1, 0.1% discount, Provider 4, 1.5% discount and Provider 6, 1% discount. This will be applied from contract implementation. (Diana Nuttall, Procurement Manager)

14. Environmental and Health & Safety Implications

14.1 None.
15. **Equality, community cohesion and crime implications**

15.1 Adults with learning disabilities, parents, families and carers of adults with learning disabilities could potentially be affected by these proposals.

15.2 The project and its associated work streams will, in the long term, have a positive effect on people with learning disabilities living in supported living environments, as a new framework for service provision will be implemented, including new standards, monitoring, and performance indicators that providers must deliver as part of their contract with the local authority.

15.3 However, it may have possible negative impacts on some individuals in the short term, as the service is re-developed and plans put in place through developing the commissioning framework and implementing the procurement exercise. Some people with learning disabilities may change their care provider, or may even move into a new home which is more suitable for their needs. Any new care package or living environment would improve a person's outcomes in the longer term, as the framework would introduce a new set of service standards and improvements to the way services are delivered. However, people whose circumstances do change might experience a short period of instability.

15.4 Any changes to a person’s living environment or care provision would involve consultation, discussion and agreement with the person in question and their parents, families and carers, to ensure people retain choice and control over their lives.

16. **Equality Impact Assessment Completed?**

16.1 Yes

17. **Key Decision**

17.1 Yes

18. **Key Decision Reference**

18.1 SCS-01-16

19. **Background Papers**

19.1 None.
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